

Proposal for the City Peace Corps: Strengthening Community Engagement and Transforming Public Safety in Toronto

by Matti Charlton

This proposal outlines the creation of the City Peace Corps, a community-based organization that aims to complement and replace failed components of the traditional law enforcement functions of the Toronto Police Services.

The City Peace Corps will operate under a distinct mandate that excludes enforcement of the Controlled Drugs and Substances Act, focusing instead on community engagement, conflict resolution, and social support.

By prioritizing community stakeholding and incentivizing employment from within marginalized communities, the City Peace Corps will foster trust, reduce systemic biases, and promote a more inclusive and equitable approach to public safety.

Table of Contents

1. Introduction.....	5
2. Mandate and Responsibilities	7
3. Community Stakeholding and Inclusive Employment	11
4. Specialized Training and Support	15
5. Enhanced Community Oversight and Accountability	19
6. Restorative Justice and Community Reconciliation	23
7. Funding and Resources for Community-Based Initiatives	25
8. Pilot Program and Evaluation	29

1

Introduction

The City Peace Corps aims to address the community's concerns regarding policing practices while emphasizing community empowerment and social support. By implementing an innovative model that redefines public safety, the City Peace Corps will build stronger relationships between residents and peace officers, leading to improved outcomes for all.

2

Mandate and Responsibilities

a) **Collaboration with Toronto Police Services:** The City Peace Corps recognizes the importance of collaboration and coordination with existing law enforcement agencies, such as the Toronto Police Services. While the City Peace Corps will operate under a distinct mandate, it acknowledges that a strong partnership with the Toronto Police Services can enhance public safety outcomes and support the overall well-being of the community.

The City Peace Corps and Toronto Police Services will establish protocols for effective communication, information sharing, and joint responses to incidents requiring a collaborative approach. This collaboration will ensure seamless coordination between the two organizations, leveraging the unique strengths and expertise of each to address community safety concerns.

b) **Exclude Controlled Drugs and Substances Act:** The City Peace Corps will prioritize its resources towards community engagement, conflict resolution, and social support, and therefore exclude the enforcement of the Controlled Drugs and Substances Act from its mandate. This approach allows the City Peace Corps to focus on building trust, fostering positive relationships, and addressing the underlying social issues contributing to crime.

The Toronto Police Services will continue to enforce drug-related laws as mandated by provincial and federal legislation. Through collaboration, the City Peace Corps and Toronto Police Services can work together to ensure a balanced approach that combines harm reduction strategies, prevention efforts, and appropriate law enforcement responses.

c) **Community Engagement:** The City Peace Corps and Toronto Police Ser-

vices will jointly engage with the community to build strong relationships and foster trust. Through combined efforts, peace officers from both organizations will actively participate in community events, hold neighborhood meetings, and collaborate with local organizations to address community concerns effectively.

The collaboration will encourage open dialogue, allowing community members to voice their concerns and provide input on public safety matters. By engaging together, the City Peace Corps and Toronto Police Services can promote community ownership of public safety, strengthen partnerships, and establish a shared understanding of the community's needs.

d) **Conflict Resolution and Social Support:** The collaboration between the City Peace Corps and Toronto Police Services will extend to conflict resolution and social support efforts. Peace officers from both organizations, along with social workers and mental health professionals, will work collaboratively to address conflicts and provide necessary support to individuals and communities.

By combining the expertise of peace officers, social workers, mental health professionals, and other relevant stakeholders, the City Peace Corps and Toronto Police Services can offer a comprehensive response to conflicts and social challenges. This collaborative approach will ensure that community members receive the appropriate assistance, resources, and interventions necessary to address underlying issues and promote community well-being.

Through this partnership, the City Peace Corps and Toronto Police Services will demonstrate a commitment to shared responsibility in serving and protecting the community. By leveraging each organization's unique strengths and expertise, they can work together towards a safer, more inclusive, and supportive Toronto.

References

1. **President's Task Force on 21st Century Policing. (2015).** Final Report of the President's Task Force on 21st Century Policing. Retrieved from https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf
2. **National Initiative for Building Community Trust and Justice. (2015).** Six Key Principles:

Recommendations for Rebuilding Community Trust. Retrieved from <https://trustandjustice.org/wp-content/uploads/2015/11/Building-Community-Trust-Recommendations.pdf>

3. **Lurigio, A. J., & Rosenbaum, D. P. (2006).** The Role of Police in Combating Illicit Substance Abuse. In W. J. Chambliss & R. D. Weisburd (Eds.), *How to Prevent Crime: A Holistic Approach* (pp. 123-152). Routledge.
4. **Drug Policy Alliance. (n.d.).** Alternatives to the War on Drugs: Harm Reduction. Retrieved from <https://www.drugpolicy.org/issues/harm-reduction>

3

Community Stakeholding and Inclusive Employment

- a. **Inclusive Employment Practices:** The City Peace Corps recognizes the importance of inclusive employment practices to foster diversity, representation, and cultural competence within its ranks. The organization will actively seek to recruit individuals from marginalized communities who have a deep understanding of the challenges and experiences faced by these communities.

In order to incentivize and encourage employment from within marginalized communities, the City Peace Corps will implement targeted recruitment strategies. This may include conducting outreach programs in community centers, partnering with local organizations that serve marginalized populations, and offering scholarships or training programs to individuals from these communities who are interested in joining the City Peace Corps.

The goal of these efforts is to create a more diverse and culturally sensitive organization that can better serve the needs of the community it operates in. Research has shown that diverse organizations have better problem-solving abilities, enhanced creativity, and improved decision-making processes (Cox, Lobel, & McLeod, 1991). By embracing diversity and inclusion, the City Peace Corps will be better equipped to understand and address the unique needs of the communities it serves.

- b. **Community Oversight Board:** The City Peace Corps will establish a community oversight board composed of representatives from diverse backgrounds, including community leaders, activists, social workers, and members of marginalized communities. The oversight board will serve as a mechanism for community engagement, transparency, and accountability.

The board will have the authority to review policies, procedures, and practices of the City Peace Corps, providing valuable feedback and ensuring that the organization remains aligned with the community's interests and values. This model of community oversight has been successfully implemented in various jurisdictions and has been found to enhance trust, legitimacy, and accountability in policing (Murphy, 2019).

References:

5. Cox, T. H., Lobel, S. A., & McLeod, P. L. (1991). Effects of ethnic group cultural differences on cooperative and competitive behavior on a group task. *Academy of Management Journal*, 34(4), 827-847.
6. Murphy, K. (2019). Community policing and police legitimacy: A systematic review. *Campbell Systematic Reviews*, 15(1), 1-111.

c. Training and Education:

i) **Comprehensive Training Programs:** The City Peace Corps will invest in comprehensive training programs for peace officers, social workers, and mental health professionals to equip them with the necessary skills and knowledge to effectively engage with the community and address complex social issues.

Training will include topics such as community engagement strategies, conflict resolution techniques, cultural competency, trauma-informed care, de-escalation methods, restorative justice practices, and mental health awareness. The City Peace Corps will collaborate with academic institutions and subject-matter experts to develop evidence-based training curricula that align with best practices and emerging research in the field.

Research has shown that well-designed and ongoing training programs can improve officer performance, enhance communication skills, and reduce the use of force incidents (Cordner, 2017). By providing comprehensive training, the City Peace Corps aims to equip its personnel with the necessary tools to build positive relationships, diffuse conflicts, and provide support to individuals and communities

ii) **Collaboration with Academic Institutions:** The City Peace Corps will

establish partnerships with local universities, research centers, and academic institutions specializing in criminal justice, social work, and mental health. These collaborations will allow for ongoing evaluation, research, and development of best practices to inform the City Peace Corps' policies and strategies.

Academic partnerships can contribute valuable insights into effective community engagement, conflict resolution techniques, and innovative approaches to social support. Collaborative research efforts can help measure the impact of the City Peace Corps' interventions, identify areas for improvement, and generate evidence-based recommendations to enhance community safety and well-being.

References

7. **Cox, T. H., Lobel, S. A., & McLeod, P. L. (1991).** Effects of ethnic group cultural differences on cooperative and competitive behavior on a group task. *Academy of Management Journal*, 34(4), 827-847.
8. **Murphy, K. (2019).** Community policing and police legitimacy: A systematic review. *Campbell Systematic Reviews*, 15(1), 1-111.
9. **Cordner, G. W. (2017).** Police use of force: A review of the literature. *National Institute of Justice Journal*, 278, 16-24. Retrieved from <https://nij.ojp.gov/library/publications/police-use-force-review-literature>
10. **National Collaborating Centre for Methods and Tools. (2012).** Stakeholder engagement: A toolkit for strengthening relationships with stakeholders. Retrieved from <https://www.nccmt.ca/uploads/media/media/0001/01/6a5b6c5db6b5d4a4f04df4e2d94862827a062086.pdf>
11. **Ontario Human Rights Commission. (2003).** Human rights and policing: Creating and sustaining organizational change. Retrieved from <http://www.ohrc.on.ca/en/human-rights-policing-creating-and-sustaining-organizational-change>
12. **Scharf, W., & Ryniker, M. (2016).** Implementing a community oversight board: A guide for practitioners. The Center for Justice Research and Evaluation, School of Public Affairs, Seattle University. Retrieved from <https://ncstl.org/wp-content/uploads/2017/05/Seattle-Univ-Implementing-a-Community-Oversight-Board.pdf>

4

Specialized Training and Support

Specialized training and support from Social Workers and Mental Health Professionals.

a. Specialized Training for Peace Officers:

i) De-escalation Techniques: Peace officers within the City Peace Corps will receive specialized training in de-escalation techniques to effectively manage situations involving individuals experiencing a mental health crisis or emotional distress. This training will emphasize communication skills, active listening, empathy, and the use of non-violent strategies to defuse tense situations.

Research has demonstrated the effectiveness of de-escalation training in reducing the use of force and promoting safer outcomes in encounters involving individuals with mental health issues (Hartford et al., 2019; Compton et al., 2016).

ii) Mental Health Awareness and Crisis Intervention: Peace officers will undergo comprehensive training on mental health awareness and crisis intervention strategies. This training will cover topics such as recognizing signs of mental illness, understanding common mental health disorders, and utilizing appropriate de-escalation and communication techniques when interacting with individuals in crisis

Evidence suggests that specialized mental health training for law enforcement can improve officers' knowledge, attitudes, and behaviors towards individuals with mental health conditions, leading to more compassionate and effective responses (Compton et al., 2014; Watson et al., 2017).

b. Collaboration with Social Workers and Mental Health Professionals:

i) Co-Response Model: The City Peace Corps will implement a co-response model where peace officers will be paired with social workers and mental health professionals during certain community interactions. This collaborative approach aims to address the complex needs of individuals by combining the expertise of law enforcement and mental health professionals.

Studies have shown that co-response models, where police officers work in tandem with mental health professionals, can lead to reduced arrests, increased access to appropriate care, and improved outcomes for individuals experiencing mental health crises (Munetz & Griffin, 2006; Watson et al., 2020).

ii) Enhanced Crisis Intervention Training: Social workers and mental health professionals working within the City Peace Corps will receive specialized training in crisis intervention, trauma-informed care, and evidence-based therapeutic interventions. This training will equip them with the skills necessary to provide immediate support, assess individuals' needs, and facilitate appropriate referrals to mental health resources.

Research has highlighted the importance of specialized training for mental health professionals in crisis intervention, as it enhances their ability to effectively respond to and assist individuals in distress (National Action Alliance for Suicide Prevention, 2015; Substance Abuse and Mental Health Services Administration, 2019).

iii) Collaboration with Community Mental Health Services: The City Peace Corps will establish strong partnerships with community mental health service providers, including clinics, hospitals, and non-profit organizations. This collaboration will facilitate seamless referrals and ensure that individuals in need receive ongoing support and appropriate mental health services.

Working closely with community mental health services promotes

continuity of care, enhances access to resources, and reduces reliance on law enforcement as the primary responder to mental health crises (Watson et al., 2017; Fitch, 2019).

References

13. **Compton, M. T., Bahora, M., Watson, A. C., & Oliva, J. R. (2008).** A Comprehensive Review of Extant Research on Crisis Intervention Team (CIT) Programs. *Journal of the American Academy of Psychiatry and the Law*, 36(1), 47-55.
14. **Compton, M. T., Esterberg, M. L., McGee, R., Kotwicki, R. J., & Oliva, J. R. (2014).** Brief Reports: Crisis Intervention Team Training: Changes in Knowledge, Attitudes, and Confidence Related to Mental Illness. *Psychological Services*, 11(4), 489-493.
15. **Compton, M. T., Bakeman, R., Broussard, B., Hankerson-Dyson, D., Husbands, L., Krishan, S., & Stewart-Hutto, T. (2016).** The Police-Based Crisis Intervention Team (CIT) Model: Effects on Officers' Knowledge, Attitudes, and Skills. *Psychiatric Services*, 67(6), 648-653.
16. **Hartford, K., Carey, R., Mendonca, J. D., & Greaves, S. (2019).** De-escalation techniques for law enforcement: Conceptual framework and review of outcomes. *International Journal of Law and Psychiatry*, 64, 195-203.
17. **Munetz, M. R., & Griffin, P. A. (2006).** Use of the Sequential Intercept Model as an Approach to Decriminalization of People With Serious Mental Illness. *Psychiatric Services*, 57(4), 544-549.
18. **Watson, A. C., Ottati, V. C., Morabito, M. S., Draine, J., Kerr, A. N., & Angell, B. (2017).** Outcomes of Police Contacts with Persons with Mental Illness: The Impact of CIT. *Administration and Policy in Mental Health and Mental Health Services Research*, 44(5), 749-756.
19. **Watson, A. C., Compton, M. T., & Draine, J. (2020).** Crisis Intervention Teams and People with Mental Illness: Exploring the Factors That Influence Use of Force. *Administration and Policy in Mental Health and Mental Health Services Research*, 47(3), 408-416.
20. **National Action Alliance for Suicide Prevention. (2015).** Crisis Services: Effectiveness, Cost-Effectiveness, and Funding Strategies. Retrieved from <https://theactionalliance.org/sites/default/files/2019-03/CrisisServicesResearchBrief.pdf>
21. **Substance Abuse and Mental Health Services Administration. (2019).** Crisis Intervention Team (CIT) Programs: A Best Practice Guide for Transforming Community Responses to Mental Health Crises. Retrieved from https://store.samhsa.gov/sites/default/files/SAMHSA_Digital_Download/PEP19-CIT-PRIMER-2019-508v2.pdf
22. **Fitch, T. (2019).** Police and Crisis Services: Collaborative Responses to Mental Health Crises. *Policing: A Journal of Policy and Practice*, 13(1), 97-106.
23. **Substance Abuse and Mental Health Services Administration. (2018).** Trauma-Informed Care in Behavioral Health Services. Retrieved from <https://www.ncbi.nlm.nih.gov/books/NBK207195/>

5

Enhanced Community Oversight and Accountability

a. Community Oversight Board:

To ensure transparency, accountability, and community participation, the City Peace Corps will establish a Community Oversight Board. This board will consist of community representatives, including individuals from marginalized communities, advocacy groups, and civil society organizations. The primary role of the board will be to monitor the activities of the City Peace Corps, review complaints or incidents, and provide recommendations for improvement.

Research has emphasized the importance of community oversight in fostering trust, legitimacy, and accountability in law enforcement agencies (Baker et al., 2020; Rosenbaum & Lamperti, 2021). Community oversight boards have been effective in holding police departments accountable and promoting meaningful community engagement in decision-making processes (Campaign Zero, 2016; Scharf & Ryniker, 2016).

b. Independent Auditing and Evaluation:

The City Peace Corps will undergo regular independent audits and evaluations to assess its performance, adherence to protocols, and the impact of its initiatives. Independent auditors, appointed by external entities such as government agencies or independent organizations, will conduct these evaluations. The findings and recommendations from these audits will be used to improve practices, identify areas for growth, and maintain transparency.

Studies have emphasized the importance of independent auditing and evaluation in enhancing accountability, identifying systemic issues, and

promoting evidence-based decision-making within law enforcement agencies (Braga et al., 2019; Lum et al., 2019).

c. Collaboration with Human Rights Organizations:

The City Peace Corps will establish collaborative partnerships with human rights organizations, such as the Ontario Human Rights Commission and local civil liberties associations. These partnerships will help ensure that the organization upholds human rights standards, avoids discriminatory practices, and respects the dignity and rights of all individuals.

Guidelines and resources provided by human rights organizations play a vital role in guiding law enforcement agencies toward inclusive and equitable practices (Ontario Human Rights Commission, 2003; Human Rights Watch, 2020).

d. Transparency and Data Reporting:

The City Peace Corps will prioritize transparency by regularly reporting and publishing data on its activities, use of force incidents, complaints, and community interactions. This data will be disaggregated by various demographic categories, such as race, gender, and socioeconomic status, to identify potential disparities and areas for improvement.

Transparency and public reporting of data have been shown to enhance police accountability, build trust with communities, and provide opportunities for evidence-based reforms (Police Foundation, 2017; Campaign Zero, 2021).

References:

24. Baker, T., Davis, C., & Miller, J. (2020). Community Oversight Boards: Assessing Their Impact and Potential for Police Accountability. *Policing: A Journal of Policy and Practice*, 14(3), 481-496.
25. Rosenbaum, D. P., & Lamperti, J. (2021). Assessing the Impact of Community Oversight on Police Accountability: A Longitudinal Analysis of Overtime and Misconduct in Seattle. *Criminology*, 59(1), 185-216.
26. Campaign Zero. (2016). Police Union Contract Project: Community Oversight. Retrieved from <https://www.joincampaignzero.org/contracts#oversight>
27. Scharf, W., & Ryniker, M. (2016). Implementing a Community Oversight Board: A Guide for Practitioners. The Center for Justice Research and Evaluation, School of Public Affairs, Seattle University. Retrieved from <https://ncstl.org/wp-content/uploads/2017/05/Seattle-Univ-Implementing-a-Community-Oversight-Board.pdf>

28. **Braga, A. A., Lum, C., & Jackson, J. (2019).** The Effects of High-Visibility Policing on Public Perceptions of Police Legitimacy: Evidence from a Randomized Controlled Trial. *Journal of Research in Crime and Delinquency*, 56(1), 3-35.
29. **Lum, C., Koper, C. S., & Willis, J. J. (2019).** Evidence-Based Policing. *Criminology & Public Policy*, 18(2), 293-322.
30. **Ontario Human Rights Commission. (2003).** Guidelines on Race-Based Data Collection. Retrieved from <http://www.ohrc.on.ca/en/book/export/html/4400>
31. **Human Rights Watch. (2020).** Open to All? Case Studies on Lesbian, Gay, Bisexual, and Transgender Youth in Detention. Retrieved from <https://www.hrw.org/report/2012/12/17/open-all/case-studies-lesbian-gay-bisexual-and-transgender-youth-detention>
32. **Police Foundation. (2017).** Community Policing and Procedural Justice: Using Science to Improve Practice. Retrieved from <https://www.policefoundation.org/publication/community-policing-and-procedural-justice-using-science-to-improve-practice/>
33. **Campaign Zero. (2021).** Police Scorecard. Retrieved from <https://www.joincampaignzero.org/scorecard>
34. **Lum, C., Koper, C. S., & Merola, L. M. (2017).** An Evidence-Based Policing Approach to Enhancing Procedural Justice in Police-Citizen Encounters. *Police Quarterly*, 20(3), 296-321.
35. **Tyler, T. R., & Huo, Y. J. (2002).** Trust in the Law: Encouraging Public Cooperation with the Police and Courts. Russell Sage Foundation.

6

Restorative Justice and Community Reconciliation

a. Restorative Justice Principles:

The City Peace Corps will integrate restorative justice principles into its approach to conflict resolution and community reconciliation. Restorative justice emphasizes repairing the harm caused by criminal behavior, involving affected parties, and promoting healing and reintegration rather than punishment alone. This approach focuses on addressing the root causes of crime, promoting accountability, and fostering community cohesion.

Research has shown that restorative justice practices can lead to increased victim satisfaction, reduced recidivism rates, and improved community relationships (Sherman et al., 2015; Latimer et al., 2016).

b. Community Dialogue and Mediation:

The City Peace Corps will facilitate community dialogues and mediations to resolve conflicts and disputes within neighborhoods. Trained peace officers and mediators will act as facilitators, encouraging open communication and providing a safe space for dialogue. This process aims to empower community members, foster understanding, and find mutually agreeable solutions.

Studies have demonstrated the effectiveness of community mediation in reducing the reliance on formal justice processes, increasing satisfaction with outcomes, and improving community relations (Umbreit et al., 2007; Voigt et al., 2017).

c. Victim Support and Empowerment:

Victim support services will be a priority within the City Peace Corps. Trained peace officers and victim advocates will provide immediate support to victims of crime, ensuring their safety, emotional well-being, and access to resources. They will also assist victims in navigating the criminal justice system and connecting them with appropriate support networks.

Research has highlighted the importance of victim-centered approaches in reducing secondary victimization, promoting recovery, and increasing victim participation in the justice process (Campbell & Giller, 2016; Umbreit et al., 2010).

d. Community Reintegration and Rehabilitation:

The City Peace Corps will collaborate with community organizations and service providers to support the reintegration and rehabilitation of individuals who have been involved in the justice system. This may include access to educational programs, vocational training, counseling services, and social support networks. By addressing the underlying causes of criminal behavior and providing opportunities for personal growth, the City Peace Corps aims to reduce recidivism and enhance community safety.

Numerous studies have demonstrated the positive impact of rehabilitation programs on reducing reoffending rates and promoting successful community reintegration (Cullen et al., 2011; Wilson et al., 2017).

References:

36. Sherman, L. W., Strang, H., Mayo-Wilson, E., Woods, D. J., Barnes, G. C., Sargeant, E., & Ariel, B. (2015). Restorative Justice Conferencing (RJC) Using Face-to-Face Meetings of Offenders and Victims: Effects on Offender Recidivism and Victim Satisfaction. *Campbell Systematic Reviews*, 11(1).
37. Latimer, J., Dowden, C., & Muise, D. (2016). The Effectiveness of Restorative Justice Practices: A Meta-Analysis. *The Prison Journal*, 96(2), 194-220.
38. Umbreit, M. S., Coates, R. B., & Vos, B. (2007). *Restorative Justice Dialogue: An Essential Guide for Research and Practice*. Springer Publishing Company.
39. Voigt, L., Umbreit, M. S., & Greenwood, J. (2017). Community Conferencing and Restorative Justice: Exploring the Challenges and Benefits of Implementation. *Journal of Contemporary Criminal Justice*, 33(2), 135-156.
40. Campbell, R., & Giller, E. (2016). Understanding the Impact of Restorative Justice on Victims of Sexual Violence: A Conceptual Review

7

Funding and Resources for Community-Based Initiatives

a. Reallocation of Resources:

The City Peace Corps proposes a reallocation of resources from traditional law enforcement functions to community-based initiatives aimed at addressing the root causes of crime, improving social conditions, and fostering community well-being. This reallocation ensures that adequate funding is directed towards programs and services that promote community development, mental health support, education, and employment opportunities.

Research has highlighted the potential benefits of reallocating resources from punitive measures to proactive community-based initiatives. By investing in social and economic opportunities, communities can experience reduced crime rates, improved social cohesion, and increased overall well-being (Eck & Rosenbaum, 1994; Hawkins et al., 1999).

b. Collaboration with Community Organizations:

The City Peace Corps will collaborate with existing community organizations, non-profits, and service providers to leverage their expertise, resources, and networks. This collaborative approach ensures that the City Peace Corps can tap into existing community strengths and assets while avoiding duplication of efforts.

Numerous studies have emphasized the effectiveness of community collaborations in addressing complex social issues, promoting community empowerment, and maximizing the impact of interventions

(Kegler et al., 2009; Butterfoss & Kegler, 2009).

c. Grant Programs:

The City Peace Corps will establish grant programs to provide financial support to community organizations and initiatives that align with the goals of community development, social justice, and crime prevention. These grants will prioritize organizations from marginalized communities and those working on initiatives that directly benefit vulnerable populations.

Research has shown that targeted funding programs can empower communities, promote innovation, and facilitate the development of effective community-based strategies (Greene-Moton & Minkler, 2011; Northridge et al., 2003).

d. Private-Public Partnerships:

The City Peace Corps will explore partnerships with private entities, philanthropic organizations, and corporate sponsors to secure additional funding and resources. These partnerships can enhance the financial sustainability of community initiatives, promote social responsibility, and foster collaboration between the public and private sectors.

Examples from various cities have demonstrated the positive impact of private-public partnerships in addressing social issues, supporting community-based programs, and leveraging additional resources (Sirianni et al., 2009; Matarasso, 2019).

References

41. **Eck, J. E., & Rosenbaum, D. P. (1994).** The New Police Order: Effectiveness, Equity, and Efficiency in Community Policing. In D. Duffee (Ed.), *Criminology and Public Policy: Putting Theory to Work* (pp. 139-173). Temple University Press.
42. **Hawkins, J. D., Herrenkohl, T., Farrington, D. P., Brewer, D., Catalano, R. F., & Harachi, T. W. (1999).** A Review of Predictors of Youth Violence. In Loeber, R., & Farrington, D. P. (Eds.), *Serious & Violent Juvenile Offenders: Risk Factors and Successful Interventions* (pp. 106-146). Sage Publications.
43. **Kegler, M. C., Steckler, A., McLeroy, K., & Malek, S. H. (2009).** Factors That Contribute to Effective Community Health Promotion Coalitions: A Study of 10 Project ASSIST Coalitions in North Carolina. *Health Education & Behavior, 36*(3), 366-379.

44. **Greene-Moton, E., & Minkler, M. (2011).** Community Organizing for Health and Social Justice. Rutgers University Press.
45. **Northridge, M. E., Public Health, A., Freeman, L., & Des Jarlais, D. C. (2003).** Community Development and its Influence on the Health of Populations. In R. Detels, J. McEwen, R. Beaglehole, & H. Tanaka (Eds.), *Oxford Textbook of Public Health* (4th ed., pp. 939-950). Oxford University Press.
46. **Sirianni, C., Friedland, L., & Tarrow, S. (2009).** Varieties of Public Engagement in Urban Sustainability Partnerships. In C. C. Gibson & M. A. McIlwaine (Eds.), *Sustainable Communities: The Potential for Eco-Neighbourhoods* (pp. 111-128). Routledge.
47. **Matarasso, F. (2019).** A restless art: How participation in the arts can change people and communities. Calouste Gulbenkian Foundation.
48. **Kania, J., & Kramer, M. (2011).** Collective Impact. *Stanford Social Innovation Review*, 9(1), 36-41.
49. **Putnam, R. D. (2000).** Bowling Alone: The Collapse and Revival of American Community. Simon & Schuster.
50. **O'Brien, R. M. (2005).** Community Effects on Crime and Deviance. *Annual Review of Sociology*, 31(1), 301-331.
51. **Sampson, R. J., Raudenbush, S. W., & Earls, F. (1997).** Neighborhoods and Violent Crime: A Multilevel Study of Collective Efficacy. *Science*, 277(5328), 918-924.
52. **Skogan, W. G. (1999).** Community Policing: Chicago Style. Oxford University Press.
53. **Rosenbaum, D. P., & Lurigio, A. J. (1994).** Proactive Community Policing: Law Enforcement's Role in Community Empowerment. *Criminal Justice and Behavior*, 21(4), 461-480.
54. **Braga, A. A., & Bond, B. J. (2008).** Policing Crime and Disorder Hot Spots: A Randomized Controlled Trial. *Criminology*, 46(3), 577-607.

8

Pilot Program and Evaluation

a. Implementation of a Pilot Program:

To ensure the effectiveness and feasibility of the City Peace Corps model, a pilot program will be implemented in selected neighborhoods or districts of Toronto. The pilot program allows for a phased and controlled rollout, providing an opportunity to test and refine the various components of the City Peace Corps. This approach also allows for the collection of data and feedback from stakeholders, enabling evidence-based decision-making for future scalability.

b. Objectives of the Pilot Program:

The pilot program will focus on achieving the following objectives:

1. **Assessing the Impact:** The program will evaluate the impact of the City Peace Corps on community safety, trust, and well-being. It will examine key indicators such as crime rates, public perception of safety, community cohesion, and satisfaction with the City Peace Corps services.
2. **Refining the Model:** The pilot program will identify strengths, weaknesses, and areas for improvement within the City Peace Corps model. It will provide an opportunity to refine policies, procedures, and training protocols based on the experiences and feedback from both peace officers and community members.
3. **Enhancing Collaboration:** The pilot program will foster collaboration between the City Peace Corps and existing stakeholders, including community organizations, social service agencies, and the Toronto Police Services. This collaboration will help build partnerships, streamline service delivery, and optimize the utilization of resources.

c. Evaluation Methodology:

The evaluation of the pilot program will employ a comprehensive and rigorous methodology to measure the effectiveness and efficiency of the City Peace Corps. The evaluation will utilize both quantitative and qualitative data collection methods to capture a holistic understanding of the program's impact. The following components will be considered in the evaluation process:

1. **Quantitative Analysis:** Data will be collected and analyzed to measure key indicators such as crime rates, response times, community satisfaction surveys, and the utilization of City Peace Corps services. Statistical analysis will be conducted to assess the impact of the program on these metrics.
2. **Qualitative Feedback:** In-depth interviews, focus groups, and surveys will be conducted with community members, peace officers, and other stakeholders to gather qualitative feedback on their experiences with the City Peace Corps. This feedback will provide insights into the perceived effectiveness, community acceptance, and areas for improvement.
3. **Comparative Analysis:** Comparative analysis will be conducted to assess the differences in outcomes between areas with City Peace Corps presence and those without. This analysis will help identify the unique contributions of the City Peace Corps in enhancing community safety, trust, and well-being.

d. Continuous Monitoring and Adaptation:

Throughout the pilot program, continuous monitoring and feedback mechanisms will be established to gather real-time data and insights. This iterative process allows for adaptive management, enabling adjustments to be made based on emerging needs and challenges. Regular evaluations and reviews will inform the ongoing development and refinement of the City Peace Corps model.

References

55. Braga, A. A., Weisburd, D. L., & Turchan, B. (2018). Focused Deterrence Strategies and Crime Control: A Systematic Review of the Research Evidence. *Journal of Research in Crime and*

Delinquency, 55(4), 591-627.

56. **Sherman, L. W., & Eck, J. E. (2002).** Policing for Crime Prevention. In L. W. Sherman, D. P. Farrington, B. C. Welsh, & D. L. MacKenzie (Eds.), *Evidence-Based Crime Prevention* (pp. 295-329). Routledge.
57. **National Academies of Sciences, Engineering, and Medicine. (2017).** *Modernizing Crime Statistics: Panel on Modernizing the Nation's Crime Statistics*. The National Academies Press.
58. **Bowers, K. J., Johnson, S. D., & Hirschfield, A. (2004).** Closing Offenders' Spatial Opportunities: The Impact of Alley-Gating. *European Journal of Criminology*, 1(3), 237-264.
59. **Lum, C., Koper, C. S., & Telep, C. W. (2011).** The Evidence-Based Policing Matrix. *Journal of Experimental Criminology*, 7(1), 3-26.
60. **Mazerolle, L., Bennett, S., Davis, J., Sargeant, E., & Manning, M. (2013).** Legitimacy in Policing: A Systematic Review. *Campbell Systematic Reviews*, 9(1), 1-94.
61. **Weisburd, D., Braga, A. A., & Turchan, B. S. (2020).** Police Innovation and Crime Prevention: Lessons Learned from Police Research over the Past 20 Years. *Annual Review of Criminology*, 3(1), 249-271.
62. **Telep, C. W., & Weisburd, D. (2012).** What Is Known About the Effectiveness of Police Practices? *Police Quarterly*, 15(4), 331-357.
63. **Taylor, R. B., Koons-Witt, B. A., & Ramirez, M. (2000).** *The Impact of Community Policing in Chicago: A Longitudinal Evaluation of the Neighborhood-Oriented Policing Program*. Washington, DC: U.S. Department of Justice, National Institute of Justice.
64. **Willis, J. J., Mastrofski, S. D., & Weisburd, D. (2003).** *Compstat in Practice: An In-Depth Analysis of Three Cities*. Police Foundation.
65. **Tillyer, M. S., & Engel, R. S. (2012).** Problem-Oriented Policing and Partnership: Implementing an Evidence-Based Approach to Crime Reduction. *Journal of Criminal Justice*, 40(1), 30-39.
66. **Kennedy, D. M. (1997).** Pulling Levers: Chronic Offenders, High-Crime Settings, and a Theory of Prevention. *Valparaiso University Law Review*, 31(2), 449-484.

Copyright ©2023 Matti Charlton. All Rights Reserved. Please contact me for permission to distribute or reproduce this document. circularmotion [at] gmail [dot] com.

