

**Good Neighbour Agreement  
Between  
Calgary John Howard Society and  
Neighbouring Businesses and Communities**

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## Background

The Calgary John Howard Society (CJHS) is planning to relocate its Community Residential Facility (CRF) -- otherwise known as a halfway house -- as well as its offices and educational classrooms, to the address of 4444 Builders Road SE. The CJHS purchased the property at this location and was successful in its land use re-designation proposal to the City of Calgary in July 2010 when CJHS requested to change the land use designation for 4444 Builders Road SE from that of Industrial General Land Use District to Direct Control Industrial General Land Use, which allows Special Care Facilities. At the July 2010 meeting, City Council encouraged the CJHS to develop a Good Neighbour Agreement (GNA) with neighbouring businesses and communities.

A stakeholder group was formed in September 2011 to develop the GNA. The group was comprised of:

- Two representatives from neighbouring businesses
- One representative from each of the following communities:
  - Parkhill/Stanley Park
  - Elboya Heights
  - Windsor Park
- Three representatives from CJHS:
  - Chair of the Board, Jamie Clark
  - Executive Director, Gord Sand
  - Bedford House Lead, Kym Jacobs
- Constable Mark McCullough of the Calgary Police Service who is the Community Liaison Officer for the area

The stakeholder group identified the following general principles, which guided the specifics of the GNA:

- It is critical to build and maintain trust.
- Open and transparent communication is the best way to build trust.
- It is important to remain sensitive to real and perceived risks and safety considerations.

An extended stakeholder group of interested businesses and citizens received regular updates as the GNA was developed, and was invited to provide feedback. The GNA was completed in December 2011.

This agreement is intended to apply to:

- Citizens in Elboya Heights, Parkhill/Stanley Park and Windsor Park communities.
- Businesses in the Manchester area bounded by 42 Avenue SE to the north, Macleod Trail South to the west, 50 Avenue SE to the south, and CP railway to the east.

A Good Neighbour Council will be formed to continue the communications and relationship building efforts, and ensure the effective implementation of the GNA.

## **1.0 Description of the Facility and its Operation**

### **About Calgary John Howard Society**

The Calgary John Howard Society (CJHS) is a community-based charitable organization dedicated to reducing the incidence of crime and increasing community safety through preventative and restorative justice practices. To accomplish these ends, CJHS provides:

- Direct services to individuals at risk.
- Advocacy for effective responses to crime and the individuals involved.
- Education for youth and adults in the community.

### **CJHS Relocation**

Calgary John Howard Society is funded by Correctional Services Canada to operate Community Residential Facilities (CRF's) or Halfway Houses, as they are commonly known, to help offenders transition safely back into the community. CJHS' plan is to relocate one of its existing CRF's, Bedford House, which has been operating in the Victoria Park Community for over 25 years, together with its main office and program centre, to 4444 Builder's Road SE in the industrial community of Manchester. The current site has been expropriated by the City of Calgary for Stampede expansion and consequently CJHS must relocate.

### **Halfway House**

The Calgary John Howard Society has been providing services to the community of Calgary for over 60 years. The organization develops programs and services in response to the needs of the community such as assisting individuals released from prison to make a successful transition to the community. One way of assisting is to provide accommodation in a Community Residential Facility where individuals are supervised and given the opportunity to develop the tools they need to become functioning members of society after a time in prison. This step "halfway" between prison and the community has been shown to be essential because most offenders are more likely to become law-abiding citizens if they participate in a program of gradual, supervised release. Furthermore, the offenders who are given the opportunity to live in a CRF must demonstrate motivation to change and accept responsibility for their offence. This essential step in the corrections process not only helps the offender, but it helps keep the community safer, as the alternative would be to directly release the offender into the community with no assistance with that transition. Research has shown that offenders are less likely to reoffend if they have transitioned into the community with the assistance of the services of a Halfway House.

### **Description of Facility**

The building at 4444 Builders Road will consist of two components which will be joined by a common use area with recreation and 50 parking stalls to the back and side of the building. All outdoor activities will be at the back of the building away from the street. CJHS will have building and yard maintenance staff on-site and have agreements with service companies to monitor mechanical and other systems in order to keep the building fully operational.

## **The Residential Component**

The residential component will house 32 men who have been released from prison and have a condition to reside in a CRF and are referred to CJHS for transition back into the community. All referrals are screened for suitability and risk management before being accepted. These men are from all walks of life and have committed a wide variety of offences, including sex offences.

Diagnosed pedophiles that are living at the house will be a part of an electronic monitoring program, so CJHS and the Calgary Police Service will be able to electronically monitor their whereabouts.

The residential component of the facility will have nine full-time staff members and 10 to 15 relief staff working within that portion of the facility. There will always be a minimum of two staff members on duty 24 hours a day, seven days a week. During the weekdays there will be four to five staff at the facility.

Together with Correctional Services Canada, CJHS provides supervision, monitoring and support to the individuals residing in the residential facility. Individual curfews are in place and residents must report their whereabouts when away from the facility. As residents get comfortable within the residence and are able to comply with the rules, they are permitted to leave the facility to go to work, attend school or participate in treatment programs. Calgary Police Service works with CJHS to monitor the location and behaviour of residents in the community.

## **The Main Office and Program Centre**

The main office and program centre will house CJHS' administrative services and program delivery such as basic job preparation, literacy tutoring, youth drug awareness, victim offender reconciliation and outreach services for youth and criminal justice education in the public and separate school systems. The main office will house 30 to 35 staff members. Approximately 2000 individuals will come to the main office over the course of a year to participate in these programs.

## **Ownership and Funding**

Calgary John Howard Society is a non-profit charitable organization incorporated under the Societies Act of Alberta and registered charity with Revenue Canada #14074 9425. RR0001. The agency has been in operation since 1949 and has grown to provide services from five different sites with an annual budget of almost \$4,000,000 and staff of just over 100 individuals. The Society owns four of the five sites it operates and two of these will be replaced by the new facility at Builders Road.

The Society's funding comes from a wide variety of sources but some of the major sources are the Correctional Services of Canada, United Way of Calgary and Area, Calgary Homeless Foundation, Alberta Law Foundation, Alberta Government (Safe-Com), Calgary Learns and Anonymous Donors.

## 2.0 Maintaining Neighbourhood Relations

### Regular Communication

The goals are to:

- Build trust, which in turn builds community.
- Help neighbouring businesses and communities understand risks, and the measures that are in place to reduce the probability of incidents occurring.
- Openly communicate good and bad news.

Regular communication helps build trust and educates people on risks.

CJHS will regularly communicate with neighbouring businesses and communities on such topics as:

- What is happening at CJHS and Bedford House.
- Updates on incidents.
- Success stories regarding residents.
- Examples of community involvement and contribution.
- Programs that are open to the public such as LEAP and programs for youth.
- Information on how to interact with Bedford House including a description of the complaints process.

This information will be communicated via:

- CJHS Annual General Meeting.
- CJHS website.
- Bedford House Annual Open House where invitations will be extended to neighbouring businesses and communities.
- Meetings with the Good Neighbour Council. These meetings will occur quarterly in the first year of operation, and then at a frequency deemed appropriate by the Council.
- Community Association Newsletters. CJHS will provide quarterly one-page updates to each of the three community associations who in turn will publish or post on their websites, as they wish.

### Operational Changes

An operational change is defined as any significant change in CJHS/Bedford House operations from the baseline described in Section 1.0 of this agreement such as significant changes to the numbers of residents, staff, or participants in non-residential programs.

The goals are to:

- Prevent surprises.
- Avoid rumors.

If it is a significant operational change, CJHS will communicate the change immediately to neighbouring businesses and communities. If it is an evolutionary or planned change, CJHS will communicate the change at the regular Good Neighbour Council meetings and through the quarterly community association newsletter updates.

Neighbouring businesses will communicate any significant change in operations to the

Manager, Bedford House. This would include changes such as new emergency response plans, use of hazardous materials, or operational changes that change noise levels or air quality.

### 3.0 Responding to Complaints and Concerns

#### CJHS Contact Person

The goal is clear accountability. Citizens and businesses need to know who to contact and who will be accountable for resolving the inquiry or complaint.

The CJHS contact person for neighbouring businesses and communities will be the senior staff person on duty at Bedford House. A senior person will be available by phone and email 24 hours per day, seven days per week, 365 days per year.

CJHS will:

- Provide a phone number that reaches the senior staff person.
- Provide a dedicated email address to which complaints or queries can be sent.
- Request a list of primary contacts from each of the community associations to facilitate the dissemination of information from the CJHS regarding complaint processing.

Community Associations will:

- Distribute information regarding complaint processing to their respective members as they see fit.
- Ensure the list of primary community contacts is current for the CJHS.

#### Complaint Resolution Process

The goals are to:

- Acknowledge complaints or concerns incoming to the CJHS in a timely, consistent manner.
- Determine solutions to complaints via dialogue between the community and the CJHS.
- Record all complaints and resolutions in a manner that is permanently accessible to CJHS, citizens and businesses in the geographic area of this GNA.

The CJHS Complaint Resolution Process is:

Step	Key Actions
1. Acknowledge receipt of complaint.	The CJHS will acknowledge the receipt of a complaint: <ul style="list-style-type: none"> <li>• Immediately for complaints received in person by phone.</li> <li>• Within two hours of complaints being placed by voicemail.</li> <li>• Within two hours of complaints being sent by email.</li> </ul> An automatic response may be generated for complaints received by email, but the CJHS staff will also follow up.
2. Divert emergency calls to appropriate first responders.	Upon receipt of a complaint, the CJHS will assess whether or not the situation could be an emergency. If the situation is assessed as an emergency, the CJHS will suggest that the appropriate direction for the call is to emergency services, and assist with redirecting the call, if required.

3. Gather information.	<p>The complainant may choose to:</p> <ul style="list-style-type: none"> <li>• Provide a written summary of the complaint to the CJHS.</li> </ul> <p>The CJHS Manager will:</p> <ul style="list-style-type: none"> <li>• Advise the relevant community association and copy the other two community associations, if the complaint is from a citizen at large.<sup>1</sup></li> <li>• Gather information pertaining to the complaint.</li> <li>• Liaise with the Calgary Police Service regarding the complaint.</li> <li>• Provide a written summary of the information thus generated to the complainant within three business days of the receipt of the complaint. This summary could be as brief as one line; it could indicate that further information gathering is required.</li> </ul>
4. Propose a solution.	<p>The CJHS Manager will:</p> <ul style="list-style-type: none"> <li>• Propose a solution and check if it is acceptable to the complainant. The solution could include a remedy for the immediate complaint and/or preventive measures to avoid future complaints.</li> </ul>
5. Implement the solution.	<p>If the solution is acceptable to the complainant, the CJHS Manager will:</p> <ul style="list-style-type: none"> <li>• Implement the solution.</li> <li>• Inform the CJHS Board of Directors at a regular Board meeting that a complaint has been lodged and inform the Board of the action taken.</li> <li>• Check with the complainant to ensure the complaint has been resolved.</li> </ul>
6. Record the complaint.	<p>The CJHS Manager will:</p> <ul style="list-style-type: none"> <li>• Record information<sup>2</sup> on the receipt, nature, source (citizen or business) and resolution of complaints.</li> <li>• Encourage community associations to maintain their own records.</li> <li>• Update the complaints records in parallel with the community associations as new information is added over time, and as the observed effects of solutions become known.</li> <li>• Provide access to CJHS complaints records<sup>3</sup>, upon request, to any citizen or business in the geographic area of this GNA.</li> </ul>

<sup>1</sup> Advising the relevant community association and copying the others, will provide several benefits:

- Community associations will have the opportunity to educate the complainants about the spirit of the GNA.
- CJHS and the community associations will be aware of patterns (such as multiple complaints about the same incident or type of incident)
- Complainants will be more accountable for their complaints.

<sup>2</sup> The record could be a log book, Excel file, or database.

<sup>3</sup> Privacy regulations will be adhered to in the keeping and sharing of records.

## **Final Resolution Process**

If the complainant is not satisfied with the complaints resolution process, the complainant may choose to:

- Meet with the Executive Director of the CJHS to determine possible courses of action to remedy the complaint. If the complainant is a citizen at large, the relevant community association will be invited to participate in this discussion.
- After dialogue with the complainant, the Executive Director will determine if further action will be taken.

## **4.0 Community Contribution and Involvement**

The goals are to:

- Foster an ongoing relationship that is beneficial for all.
- Generate better understanding of CJHS, its staff and clients.
- Realize tangible improvements in the neighbourhood.

Opportunities for CJHS involvement and contribution in the community may include community cleanups, ice rinks, Stampede events, and playground construction. There may be opportunities for paid work for CJHS residents.

Opportunities for community and business involvement with CJHS may include seasonal open houses at CJHS, and volunteer opportunities in CJHS.

### **CJHS Involvement with Businesses and Communities**

At the quarterly Good Neighbour Council meetings, CJHS will ask for upcoming opportunities to contribute and be involved with communities and businesses. CJHS requires some lead-time to find volunteers. Identification of needs could be made prior to the quarterly meeting and CJHS will respond at the meeting, or if needs are identified at the meeting, CJHS will respond afterwards.

Some guidelines regarding CJHS involvement with the communities and businesses are:

- Work would be community or business sponsored projects, not for individual residents.
- Work is entirely voluntary.
- CJHS staff may also wish be involved in community projects and events.
- All parties need to be aware of the potential for misunderstanding about the reason for CJHS involvement.
- CJHS will ensure there is an appropriate fit between the volunteers and work being done, and proper supervision.
- With the permission of the community or business, CJHS may display a small A-frame sign saying, for instance “Another CJHS volunteer event”.
- CJHS will record volunteer efforts in the log.

### **Business and Community Involvement with CJHS**

It is understood that not all residents or all businesses may want involvement or interaction with CJHS residents.

Some guidelines regarding community and business involvement with CJHS are:

- Some education and relationship building should occur before volunteer efforts.
- The community association or business sponsoring an event will help inform the neighbourhood in advance that CJHS volunteers are participating.
- The community association or business is encouraged to thank and acknowledge CJHS volunteers.
- Residents or businesses will consider volunteering at CJHS.
- CJHS will keep neighbours informed of open social events.

## **5.0 Safety Considerations**

The goal is to provide a real and perceived sense of safety for residents and businesses within the geographic area of this GNA.

### **CPTED**

Crime Prevention Through Environmental Design will be done by the CPTED Department within Calgary Police Services and Bylaw Services, upon request of a community association or community group such as the Good Neighbour Council. The CPTED will benefit both those living and working in the new facility, as well as neighbouring businesses and communities. The area studied will be within 500 m of the new facility. CJHS will share the CPTED assessment with the Good Neighbour Council. Bylaw Services has a fund that can be applied to address recommendations resulting from a CPTED assessment.

### **Role of Calgary Police Services**

Calgary Police Services will respond to any request or inquiry from residents or businesses, on a reactive basis. Calgary Police Service will monitor activities in the neighbourhood, and patrol based on needs.

The Community Liaison Officer (CLO) will be a resource to the Good Neighbour Council, and if invited, will attend specific meetings of the Council. The CLO may be asked to provide generalized statistics regarding criminal activity in the neighbourhood at these meetings.

### **Role of the City of Calgary's Bylaw Services**

Bylaw Services will assist with problem solving, if requested. They can:

- Provide information regarding bylaws.
- Gather and validate facts.
- Investigate complaints.
- Facilitate discussions.
- Provide access to Calgary Mediation Society, a free mediation service.
- Provide advice, if requested, regarding emergency response plans. Fire and Bylaw Services can provide CJHS information regarding risks, probabilities, and notification processes.
- Meet with a group of businesses to discuss bylaw concerns, if businesses request.

Bylaw Services' goal is peaceful mediation, without enforcement. Their goal is to help facilitate lasting positive relations.

## **6.0 Evaluation and Ongoing Review**

The goal is to ensure actions undertaken through the GNA are based on objective data.

### **Statistics**

The CLO will provide generalized statistics of break and enters, etc. in the surrounding area of the facility, on a year-to-year basis, on request.

CJHS will provide the Good Neighbour Council with information about what is happening with the residents (offences, return to prison, etc.).

Bylaw Services will provide baseline bylaw statistics using the same geocode as Calgary Police Services, and updates to the Good Neighbour Council, on request. As a special service, Bylaw Services will also establish a baseline Incivility Index in the spring of 2012.

### **Determining causation of negative incidents**

Bylaw Services and Calgary Police Services will investigate incidents of merit in the attempt to determine causation.

### **Ongoing Review and Updates of the GNA**

The Good Neighbour Council will conduct a yearly review of the effectiveness of the GNA, and make updates as required.

The Good Neighbour Council will be initiated by CJHS by inviting representation from the three Community Associations and neighbouring businesses. The first meeting of the Council is expected to be three months after the start of construction.

## Glossary

Business	A commercial or industrial enterprise within the geographic area of this GNA.
Citizen	A resident within the geographic area of this GNA.
CJHS	The Calgary John Howard Society
CLO	Community Liaison Officer. A member of Calgary Police Service assigned within each district as a key contact person for community concerns.
Complainant	An individual or group of individuals who express a concern to CJHS. A complainant could be a citizen, group of citizens, a community association, a business or group of businesses.
CPTED	Crime Prevention Through Environment Design is a multi-disciplinary approach to assess the built environment and make recommendations regarding the design of a building that will deter criminal activity. CPTED is a special service of Calgary Police Services.
Facility	The building which will be constructed at 4444 Builder's Road SE in the industrial community of Manchester, and which will house CJHS' main office, program centre, and the community residential facility, currently named Bedford House.
GNA	Good Neighbour Agreement
GNA Council	A stakeholder liaison group which will be formed around the start of construction of the new facility whose responsibility will be the ongoing communication, relationship building and effective implementation of the GNA.
Log	A continuous record of all interactions between the CJHS and neighbouring businesses and communities, maintained by CJHS and available for viewing by citizens and businesses in the geographic area of this GNA. The record will include such events as volunteer efforts and complaints.