



# CANADIAN ASSOCIATION OF POLICE BOARDS CONFERENCE REPORT



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**Opening Plenary**  
**Work-Life Conflict and Employee Wellbeing within Canada's Police Forces**

**Moderator**

**Bob Dunster, CAPB Director**  
**Edmonton Police Commission**

**Presenter**

**Dr. Linda Duxbury**  
**Professor, Sprott School of Business, Carleton University**

Dr. Duxbury is a co-author of a massive federal study, to examine the conflicting demands of Canadians work and family lives. She surveyed more than 30,000 workers in the private, public and not-for-profit sector. In her research Dr. Duxbury collected data from over 10,000 employees from 22 police services and the RCMP, across Canada. This research is the first national study on work-life conflict and employee well being within policing in Canada.

In police services, for every two people retiring, there is only one replacement. Complicating this is the generational differences between the retiree and the recruit. The replacements don't want the external pressure and to be available by BlackBerry 24/7. They don't want to be a workaholic and divorced, so it is going to take three replacements to do the same work as two retirees.

Do police organizations have enough experienced people in the pipeline to replace those that leave?

The answer is no. Ontario in particular is facing this problem and it's not just the Chiefs' and Boards' problem, it's everyone's problem. 50% of Dr. Duxbury's study group can retire very soon. With these retirements, there is an

impending lack of experience. If services are not actively focusing on knowledge transfer, they are going to have challenges, with smaller forces more affected, as they have no buffer.

When we speak of different generations, we are referring to the Baby Boomer who is 43+ years old, Gen X who is 30-42 years old, and Gen Y who is under 30 years. 75% of Staff Sergeants and above are Baby Boomers. There is a smattering of Gen Y in the civilian group, but almost none in the sworn.

Today's police forces are being dominated by Gen X, which are typically a hostile and bitter generation. You cannot tell a Gen X person that you love them ... but budgets are tight and you're going to have to donate personal time to the community and pay for the training you want. This generation's attitude is "If you love me, prove it". This is what dominates the Constable ranks.

The senior officers, the Baby Boomers, are different from the people they manage, but are they managing differently? A sign of discontent in police is when salary becomes an issue during bargaining time. If police are fighting for more money, it could be a sign of discontent with management.

We have spearheaded a current study on workplace balance and stress and a part of our study is police personnel. Most police boards recognized they don't have good data on these issues. The study involved 22 forces and 2000 RCMP officers. There was a total of 10,000 members involved and the report is coming out sometime mid fall. The following is an overview of this study:

Who are our police? Data from 6000 people (Two-thirds sworn, one-third civilian) showed the majority who answered are Constables.

A typical police member is:

- male
- married with two kids, 40% have kids who are five years old or less (a life stage where parents have little control)
- dual income, 50% have no defined breadwinner
- one in three have a university degree, one in three have a college degree

As a police organization, you have to ask yourself: Do you offer an attractive career for educated people who have options?

An emerging issue is “sandwich” families. First, there is eldercare, which is a major emotional stressor. 80% of the study participants provide eldercare. One in five officers are dealing with both eldercare AND childcare. Then there are 10% who have divorced children back in the home. This means there are many police in emotionally charged jobs who are also experiencing emotionally charged issues at home. What is being done to help them?

Add to that the stress of doing shift work (the least favorable of which is longer rotating shifts) and you’ve got overloaded people. If they have been in their current position for four or more years, they are also typically cynical and bored.

Constables have the highest levels of work/life conflict, highest level of stress, lowest loyalty, lowest level of job satisfaction, are most likely to be absent, think the most about leaving their

career and have an increased use of benefits. They are unique in terms of their challenges, and those higher up need to meet these challenges.

#### Key Job Types:

Civilians- younger women with no children and older women who are the corporate memory and will be leaving soon. We’re replacing our civilians.

Constables-The largest group and one in four are new to the job. There are more women in this rank than any other. They are Gen X with young children and they are working shift work, which makes policing more challenging for them. Many are the primary breadwinner. They want opportunity, challenges and recognition.

Sergeants - This is the sweet spot. They are respected by the Constables, financially better off and many choose to remain at this level. They are the police services’ bedrock but they aren’t being treated as such. In big forces, half the Constables never see the Chief but they know and trust their Sergeants. How is your Board doing listening to them?

Staff Sergeant and above-They are Baby Boomers with a “when I was a Constable...” and “suck it up and do it” attitude. Money isn’t an issue although they have issues with eldercare and returning children. Almost none of them work shift work.

#### Key Issues in Policing

Your typical police officer spends 50 hours per week in work activities. Most wouldn’t get the work done if they didn’t donate some of their

free time. The Gen X generation is getting tired of this. Organizations expect them to represent their force by participating in community activities. But is it recognized by their organization? They want recognition.

Staff Sergeants and above work 60+ hours per week; however, more hours does not equate to more productivity. Instead, you see stress, physical/mental health issues and more mistakes. 50% of these respondents are married to someone who works more than 45 hours a week, which means two professionals in the home. Only one in four work 35-44 hours a week.

So what impact has technology had on stress?

Recently, a new dimension has been added to sworn police work, which is secretarial and admin support. One in five officers report spending more than three hours a day on email and another 50% spend 1-3 hours per day. Services economize by getting rid of admin support and getting everyone Blackberries. Interestingly, all the respondents who said technology decreased stress were also the group with the highest prescription drug use. As you are promoted, technology becomes the boss, not a tool. The negative affect of technology increases with rank. Perhaps instead of hiring more officers every time there's a budget increase, existing officers can be freed up by hiring more admin support.

What causes the greatest stress? For officers, every day is different, they have a large volume of work (files, phone calls, emails), they are on various committees, they have deadlines that can be unrealistic and they work in a culture where you can't say "No" (because saying "No" is a career limiting move). They are required to attend court both on and off duty, to

sit and wait hours for their turn at answering to poor quality files. Officers feel Crown lawyers treat them like secretaries and few know what they are doing due to the constant changeover and lack of corporate memory.

However, the biggest cause of stress is the demands of an emotionally taxing job that is ever changing, so an officer has little control over his/her day. This is compounded when a service maintains a budget by running lean. When people are seconded, absent or on maternity leave, there is no backfill, meaning unpredictable increases in workload. Police officers work in a culture which doesn't allow asking for help or saying "No" and 68% of respondents say their stress is unremitting and that their family is sacrificed for work. So who's taking care of their home?

There is no one size fits all solution for stressors. Managers need to have their radars turned on and pick one or two things and deal with them.

Job satisfaction by rank

Staff Sergeants and above - Nearly all are delighted with work, except for their workload.

Sergeants - They aren't delighted or cranky. They want career development opportunities but don't have the time.

Constables - They don't like their work schedule, don't get enough development opportunities which they don't have time for anyway, and the group that has over four years in the same job are the least happy.

Civilians - are generally happy except for job security and career opportunities. There is little

opportunity for civilians to move in police organizations. Many feel they are undervalued by the sworn members. Many civilians are highly skilled employees in high demand and police forces should be addressing this if they don't want to lose them.

Employment changes index (what family changes affect work?)

Staff Sergeants and above - This group generally has no family/work balance issues, because their kids are older and they have spouses that do everything.

Constables - One in five say they have no work/family balance and family has caused them to be absent from work, one in five say this lack of balance has caused them to turn down a promotion opportunity.

Absenteeism

Typical absenteeism is 12 days per year. 70% of respondents report being absent from work in the year before the study for health reasons.

One in three said they missed work because they were physically and emotionally fatigued, a precursor to burnout. They took four days in every six month period as mental health days.

One in four said they were absent because of childcare, and some for eldercare.

7% admitted phoning in sick even when they weren't, and these are the respondents that would admit this.

If we don't help these people and support them they are going to burn out and be gone for months or never come back.

Mental health measures

58% admit feeling stress, mostly women. The women aren't necessarily more stressed but they may be more able to admit when they need help. Men struggle with it, can't ask for help and some shoot themselves.

Between 23% and one in three have depression, hopelessness, helplessness, impacted sleep and enjoyment of life

Citizens should consider this a major cause for concern. This group of people carry guns.

Physical health

This is a group of people who are supposed to be physically fit but their physical health was generally not great in any group.

Work/life conflict

One in three say work means they drop the ball at home. Even more say work interferes with family, rather than family interferes with work.

50% say work is interfering with their ability to be a good partner/parent.

Civilians have lower conflict but higher stress and depression, possibly because of lower pay causing higher stress in personal life.

Sergeants have lower work/life conflict but higher levels of depression.

Staff Sergeants and above love work, feel engaged and loyal and are rarely absent. Instead, you have an issue with presentee-ism, being at work when it isn't necessary or when they are sick. They have less work/life conflict because their children are older.

So what can we do about it?

Moderators are things that can make the stress better or worse. Moderators can be influenced by police services and boards.

Control: This one is big. Police officers can deal with high demands if they perceive they have control. Only 12% of respondents report having high control. So where do they have control? Over their families. Officers try to use family to compensate for lack of control at work.

20% of civilians and Sergeants and above report high control. Those at the top have much control; however, policing is different from other organizations in that police executives have a whole other layer above them (boards, commissions, media, public, councillors).

Perceived flexibility: The higher the perceived flexibility to deal with family matters or attend training, the better off the police members are.

Most respondents say they have very little flexibility in their work time. 50% have no variance in work hours, and 50% report little control over managing work schedules to meet family commitments, etc. 50% say don't have time to take courses/training and 40% can't get holidays when they want.

Often, police associations dictate this and flexibility increases with seniority; however, the officers that need that flexibility aren't getting it.

Culture: Culture isn't about policies. It is about how things really work on the inside.

Police cultures vary from force to force and good policies don't matter if you work for a jerk and you aren't supported. It is a culture where work takes precedent over family and personal issues. There's a myth that work and life should be separate, but the organization still expects you to check your Blackberry during off hours. One-third of respondents say work takes priority, one-third "claim" work and life are separate worlds and most of the Constables say they feel they have to leave family issues at home.

Good management: 50% of respondents think their managers are great and 50% think they are micromanaged and the managers aren't doing a good job. One in three Sergeants say no one is looking after them and their careers.

Does the police culture support good management? Good managers create less stress and they have the biggest workload. They spend an extra 22 hours a month coaching and mentoring others. They are not recognized for this and the really good managers are burning out. The younger employees see this and don't want to become that person. What are the poor/average managers doing wrong? They put down employees in front of people, they don't mentor when a mistake is made, they care about their own career more than others, they don't respect a work/life balance and at worst are unpredictable in their decisions and emotions.



In Summary:

The police who are going to be coming up through the ranks are educated people with options. Most do not want to sacrifice their personal life and family to get ahead. The police employer doesn't make it easy to have a healthy work/life balance. Constables have low control over work (because of the type of work) and typically low control over family. They can't get holidays when the family is on holidays and they believe they must sacrifice their family if they want to get ahead. The senior officers have more control, more flexibility, can more easily do personal things on work time and have a more positive view of the culture. The view from the top is very different from the view at the bottom. There needs to be a willingness to change, which is bound to be hard because boards are governed by Baby Boomers. With the increasing retirements and heavy competition for good employees (not just within Canada, but internationally), boards need to ask how well their force competes for employees and what they are doing to ensure they retain them.

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*Open Mike Discussion Period*

Q: Police services are replacing sworn officers with civilians in some positions. What's the impact on sworn officers and their relationship with the civilians?

A: My impression is some of the jobs might be able to be replaced; however, for police officers we do a lot of screening before employment but we don't do the same screening for civilians. They may not have the resilience and be equipped/trained to handle difficult situations. Some problems may arise because of

inadequately trained civilians, which reflects on the organization. Don't do this to save money.

Q: You mention civilians have a lower sense of job security. What factor caused this, as they are all unionized?

A: They realize that being unionized won't protect them if there are jobs being cut. They feel they are underpaid and under appreciated, which makes them feel their jobs may be expendable.

Q: You mentioned nurses, how does this compare to other occupations?

A: Taking the job home is unique to police/health care. With firefighters, their job is boring, boring, boring....Scream!!! With police, their job is Scream!!! all the time. The Canadian workforce as a whole is in for a rude awakening, but what is unique to police is most of the force is the Gen X group (a group with challenges) and there was not enough hiring in the middle.

Q: Constables have the highest rate of dissatisfaction and this is the group with the highest number of women...?

A: What makes the difference is if they have no kids. Young female officers are way less likely to have children and they are doing better than the young males with children.

Q: Does the size of the force make a difference in control flexibility?

A: No, high level stats, but we are going to study this.

**Q:** How is this going to get any better? Halifax has had the highest rates of gun crimes in their history. How are police boards going to adapt to these types of changes?

**A:** We can learn from other similar type organizations..The Canadian Armed Forces are doing a better job of supporting their families...they're doing a great job. The Constables can handle a lot of stress and have high job satisfaction if they can make decisions. They need to be respected for the job they do, that they are capable of making a decision without feeling like they will be thrown to the wolves if they make a mistake.

Police budgets have gone up across the country but money doesn't seem to be the answer. Maybe working with other levels of government to change policy about retiring so you don't lose experience. If you assume there is no additional money, you have to either be more effective with what you've got or establish priorities. The court system is sucking away resources, sitting there for 6-7 hours, waiting their turn. This leads to stress and affects productivity. We have to look at models for development. If counsel says this is the budget, then you say this is what we can do with it, don't make plans that include making police work on off time, etc.

**Q:** Good presentation, thank you. Your report comes out in fall, how do we access it and where?

**A:** The Boards involved in the study will receive the report.

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Plenary 2  
Rethink, Review, Refresh:  
Measuring Police Service  
Performance

**Presenters**

**Jennifer Freund, Senior Advisor Policy & Communications**

**Calgary Police Commission**

**Yvonne Brouwers, Illumina Research**

**Steve Edwards**

**Calgary Police Commission**

**Moderator**

**Mike Shaikh, Calgary Police Commission**

Jennifer Freund: Calgary has a good police service. They are approachable and always around. They have a good police chief, who honours a commitment to reward hard work with training. The Police Service hired a firm to help develop a survey that provides meaningful feedback, which the Board uses for service delivery.

In Alberta, formal consultation and ongoing dialogue is required with the communities. Some of this consultation is done using surveys and provides insight into community concerns and expectations of police.

Yvonne Brouwers: Asked participants with a show of hands how many of their forces are surveying citizens and how many are surveying employees.

It can be an important process but it has two potential problems. One is you gather too much data and there's a lack of understanding or inconsistent interpretation of that data, and the second problem is what to do with the data to make it actionable.

Step One: To get actionable research, you need to involve all involved stakeholders. Having

more satisfied citizens and more engaged police officers matters. Create a startup workshop, where the actionability begins. The goal is to align key stakeholders. You need to ask questions such as “what does success look like?”. Develop a plan.

**Step Two: Conduct your survey.** The goal is to maximize your survey goals and maximize participation. The two things a survey requires are core tracking questions (questions that occur from year to year and can be compared to other services) and custom questions (questions designed to see how the public views the question, and how your employees view the question).

A guideline for survey collection is to publicly announce surveys, then allow an extended time for survey collection. Calgary allows two months so they don't get “point in time” responses, which are responses that may be affected by events going on in the community at that time. Calgary also allows extended time for employees to respond because they are busy. When it it nears the end of collection time, there are multiple reminders sent out to complete the survey and people are allowed to complete the survey in more than one session.

**Step 3: Investigate.** The investigation phase is analyzing the data to find the insights and implications. Dig deep.

**Step 4: Report and Present Your Goal.** Create tailored reports for the different audiences, of which there will be three. The first is to the citizens of the community, in question by question findings. The second is for the internal stakeholders, providing insight, implications and thoughts for consideration.

The third is for the executive level, which would be a concise and to the point report.

**Step 5: Research Actioning Workshop: Collaborate.** The final workshop is a way to turn research and insight into actions. This workshops needs to include key stakeholders and it is a workshop, not a meeting.

**Jennifer Freund:** Most police services in Canada do their own research. That was the case historically in Calgary, until the Commission took over this process a few years ago. The reason for the change came directly from the Board responsibility, which is to provide governance and oversight. This allowed citizens to speak more freely about police, gets the Board more active in the community, and educates the citizens about the Commission. The Calgary survey has questions built in about both the Calgary Police and the Commission. There was also a desire for similar feedback from employees and members are assured the answers are confidential and won't be provided to their employers. It allows all members to participate. Allows the numbers to be much more accurate. Generally, boards hear how a service is doing through the executive. The Commission eliminates the middle man and their interpretation of numbers. It is the same survey from an inside and outside perspective.

The survey asked citizens a number of questions about the Service and it assesses the executive and the role of the Board in the community. The Board and Service can submit questions, provide input and access the feedback.

Using the Results - Research is only useful if it's used. Calgary actively uses results and posts them online. We provide pre-release to

media so they can prepare questions based on results. Employee results are treated as a human resource document and are shared internally and not released externally. A brief synopsis is sent to all employees and the employee and citizen results are posted side by side.

Beyond sharing results, there's an actioning process, where you make necessary adjustments. Then you survey and see if there are the desired results, and if it has impacted service delivery. This tells respondents their opinion has been heard.

The Calgary survey is used primarily for strategic planning. Stakeholders have a discussion so they have a full understanding of the results. Sometimes the Commission and Service have different view points on questions. If the Board sees something they consider concerning, the Service has an opportunity to explain why it isn't.

Surveys are timed around the Commission year. This allows the Commission to bring forward results into planning. They also do a lower level self assessment, ask questions about committees, chair, director. Calgary has found surveys valuable on advocacy. Results can show needs and concerns. Calgary has surveyed citizens on how they want their tax money spent.

If there are areas of information that are of interest to a Board, you can build questions into the survey. But be prepared for the answers. How the citizens think may come as a surprise. Be transparent, there's power in transparency. Acknowledge negative results.

We are pleased with our experience conducting surveys within the Service and in the

community. We did a lot of benchmarking the first couple years. Four years later, we have removed some benchmarking questions, which will be added again at a later time. Some randomly selected survey takers were asked if they would be willing to provide more in-depth answers.

The survey has statistic relevance. We interview 1000 citizens, which might not sound like many in a city of a million, but it's statistically accurate. Employee survey was kept short to increase employee response rate and we have 50% response rate, which is excellent, because a response rate of 10% is considered good. They don't have a desk, they're always on the go, they share a desk, so 50% is pretty incredible. It's online and the employee can log on, start the survey and log out to complete later.

Calgary gets a 93% satisfied rating with citizens and a high rate of satisfaction with employees. We believed we needed to get closer to citizens to see what their concerns.

There have been challenges in the survey process...timeline was a year. The entire process is now down to six months. Surveys can be expensive. Calgary has a research partner that invests in this research and has been committed to it, particularly in the startup years. Surveys are often done inhouse because of budgetary constraints, but employees lack the ability to analyze data and infrequently result in actionable data. When the Commission took over, the Service was concerned how the survey would meet their needs, but they now wholeheartedly participate. It has broken down barriers between the two and both sides have a very good understand of the results and what it means for future planning.

Important Points:

Determine results and release to public and employees

Make improvements to the process each year, don't be satisfied with the status quo.

This was not about research, but about improving communication, a tangible route/goal to having safer communities.

Moving Forward "Actionable Police Service Research means eliminating tradeoffs.

Reviews Guidelines for "Actionable" Research.

Moving Forward Standardized Questions - 6 standard questions for employees and 6 for citizens.

Moderator, Steve Edwards: We hope this session has provided useful information on surveys and how to use results. You must use the results for surveys to be useful. Having results sit on a shelf, unused, undervalues the survey process.

*Open Mike Period*

Q: When you use random sampling, you often miss the unique community. How do you target those unique communities?

Yvonne: That has come up at start up workshops. Our random sample isn't completely random, but instead within each district. Also, we have talked about doing

focus groups to gain from cultural/religious groups. As the work continues, we look at getting into more work with specific communities.

Q: What is the cost of doing a survey?

A: \$100,000 for both the citizen and employee survey. Most of the cost is for telephone surveys. It is an expensive way to conduct research, but it's reliable. It addresses "pain points". Surveys say what are the pain points in my community and address those. What is the most important pain point and let's solve it.

Q: I understand the survey is done annually. Have you had pushback that it's done too frequently? It sounds like a 2-6 month process. What supports a nearly continuous research process?

A: It's a six month process to do both surveys at once. The citizen survey happens in the summer, employees in the fall. There has been pushback at a variety of levels over doing it every year but it helps benchmark. But you can't stagnate, you need to change questions based on what's important. You have key core questions (how satisfied are you with the police service) but then you ask specific questions on what has occurred that year. That way it never loses relevance.

Steve: We use it as part of the strategic planning process. We get into a routine of doing it annually and people now expect to have a voice.

Q: You made a comment that the City of Calgary is doing a survey as well. Are they testing your survey or have they seen the success of your survey and are expanding?

A: Calgary has a new mayor who said much about public engagement during elections, so once elected he had to follow through and came up with this multi phase, multi part (community focus groups, research) plan. But their methods were complicated and somewhat disjointed. City Hall does an annual survey of their staff and they do surveys from the administrative side of City Hall instead of the political side. This last survey was from the political side, so it will be interesting to see how it meshes up.

A lot of people probably blanched at the cost but the value we see would increase if we could benchmark among other communities. Small communities would be hard-pressed to spend this kind of money.

The cost will vary depending on the community. But the value is worth every penny. Calgary has seen the benefits, it is following this and has seen an increase in satisfaction and engagement.

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## ROUNDTABLE SESSIONS

### **Large Services (400 plus force size)**

FACILITATOR: ANDREW GRAHAM

Facilitator Andrew Graham asked each table to identify a maximum of three emerging issues facing large police services. These should be complicated issues, those that keep coming back, cause worry and take energy. Gaps or challenges around the issues should be identified and opportunities to address the issues should also be identified.

The tables identified the following issues:

- Money – how to rethink policing and the role of the police officer and look for internal inefficiencies
- Competency of board members – do they have enough training to do the job?
- Societal Change – how to stay ahead of the curve
- Trend of circumventing police boards – elected officials communicating directly with the police
- Confidence in the nature of the investigatory process
- Non-police duties taken on by police officers – spillover issues having an impact on police
- The Justice System – affect of decisions and the amount of time police spend in the court building.
- Succession Planning – many Chiefs and Deputy Chiefs near retirement
- Collective Bargaining/Arbitration System
- Public Involvement – low citizen participation
- Having little control over key variables
- Differentiated staffing – is there work being done by sworn officers that could be done by others, which may require changes to legislation. The example provided was nurse practitioners in the health care system.

- Getting Council to understand policing
- Lack of collaboration between levels of police (federal, provincial, municipal) and between regions in province/country

Out of these, the two major issues identified were:

### 1. Rethinking Budgets – What Needs to be Done

- Discussions are taking place at the CABP/CACP joint meetings
- Economics of policing seminars will be helpful
- Policing costs have doubled in last 8-10 years – we must think outside the box
- Lobbying for legislative change must continue
- Boards must take a business approach – provide analysis, show tangible examples
- Lean technology – analyze each process
- Is there an optimal sized police service? In some regions, legislation dictates the type of police service a community should have. Other communities dictate the level of police service they want.
- Costing models for policing don't exist
- Boards can't address budgetary issues alone – consider partnerships with FCM

- Engage the community – organize support, but be aware this may not always provide the result you want

- Reengineer, retool

### 2. Big Changes – Social and Criminal

- Policing lacks institutional capacity
- Needs a think tank/intellectual core (what works, what could be more effective, mechanism to share information)
- There are positive trends – police chiefs are better trained than ever
- Capacity of Police Boards - need to invest in paid staff, executive directors
- Identify other resources – national association
- Perhaps policing needs a “2030” exercise

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### **Medium Services (100- 400 force size)**

#### **FACILITATOR: TULLIO CAPUTO**

Introduction by Carol Allison-Burra where she noted that “one size does not fit all” regarding police service boards. She is on the Kingston Police Services Board, which is considered large, but when compared to other centres in Ontario, it is small. Tullio Caputo is an Associate Professor in the Department of Sociology and Anthropology at Carleton University and he has a special interest in youth engagement and participation.

He requested each table pick their top three issues, bring them to the whole group, and the whole group will prioritize the issues to focus on. He asked each table to answer the following questions about their issues:

- What is the issue?
- Why is it important to you?
- What challenges or opportunities does it pose for your board?
- What is the gap?

Table 1 identified contract renewal, police discipline and police board turnover.

Table 2 identified funding, economies of scale and the legal and judicial issues with meeting the demands of complaints.

Table 3 identified necessary but inefficient technology, rising expectations in the community and the amalgamation of services (e.g. 13 municipalities use 4 police forces and 3 RCMP detachments for 400,000 people).

Table 4 identified providing a full service without proportionate funding (due to size), the new Police Act legislation and the succession plan.

Table 5 identified “arbitrators from Mars” who lack connection to the community and give awards based on precedent, and mental health issues on the street.

Table 6 identified funding, succession planning and mental health within their services.

Tullio then gave participants direction to pick the top three issues from those listed. After considerable discussion, there was a vote and the top three issues were:

- Funding – a recurring theme from all the tables.
- The Courts
- Mental Health – internal and external.

There were several other items of major interest to the delegates and after a vote a fourth issue was added.

- Succession Planning.

Tullio then had delegates switch tables to mix with delegates from other boards and he gave them further direction to:

- Define what the issue means to them.
- Question what needs to be done? And who needs to do it?
- Identify what are the challenges or opportunities for CAPB?

Funding:

What needs to be done? Become more efficient in budgets, be clearer about what police do within that budget, develop an integrated response to the growing inequality in funding, be aware of provincial and federal programs and maximize their use, analyze the funding formula, and identify areas where sworn officers aren't necessarily needed.



What are the challenges? Good policing costs money and the federal government needs to be aware that more funding is needed, there are inconsistent funding formulas across the country and the arbitration system needs to be overhauled as it is overtaxing available funds.

What CAPB should do? They should lobby senior levels of government for funding equalization and sustainable funding, with RCMP at the table, as property taxes are no longer enough to pay for policing. Boards and senior management need to sit down with associations and the community to define what stakeholders are after. Officers in small communities make the same as in large centres but face very different levels of activity and danger, causing an imbalance.

#### Mental Health (internal and external):

What needs to be done? There needs to be gaps filled that were left from deinstitutionalization of those with mental health and related issues such as homelessness and addictions. There needs to be a more coordinated strategy with a defined role for police in dealing with these issues.

Internally, there are mental health issues in police services. Culture doesn't support these issues and fellow officers turn their backs on those who have breakdowns.

What are the challenges? Facilities for people with these issues are being closed due to budget constraints and the police are bearing the cost. Municipal funding goes to roads, policing and fire services but not to mental health issues. There needs to be permanent homes for street people.

What CAPB should do? Develop a national strategy on mental health issues that are shared across Canada.

#### Courts and Legislation:

What needs to be done? The day-to-day attendance in Court needs to be addressed. There is a lack of accountability over how municipal resources are being spent. Suggest providing a ten year average of court costs to the courts and turn it into a fixed expenditure and court is scheduled to meet this funding.

The second issues is legislation and the kind of decisions that are made which have an impact on policing. There should be a dialogue with the Attorney-General to look at these affects.

What should CAPB do? They should lobby to address the imbalance, e.g. CACP and unlawful access. Communicate that police have changed and courts have not adapted.

The third issue is around disclosure and e-filing. Police services are being charged by companies for information related to investigations. CAPB should be hiring a lobbyist as these issues are more than what volunteers can handle.

#### Succession Planning:

What needs to be done? Ensure the Chief or the police service has a succession plan in place, are they putting one in place, or are they doing anything to make it active. A plan needs to be in place and used for all ranks. There is an example of a board that did this and it worked. Use of secondments can broaden opportunities and bring back new ideas. As

well, the police sector has material available online.

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Small Services (up to 100 force size)

**FACILITATOR: DEREK JOHNSTON**

Derek Johnston has participants change tables so they are not sitting with members of their board or department. There was an introduction of all participants and Derek asked the participants what they wanted to get out of the session.

Suggestions from participants were:

- A program for conversation between our Service, Board and Council.
- In smaller communities, integration with the RCMP and surrounding jurisdictions.
- Stability and ability to pay on the cost of policing, how do we sustain policing.

Derek then gave the whole group 15 minutes to talk with others at the same table to generate 3 or 4 topics they would like to talk about.

Table One identified sustainable funding for police with the increase demands for service and fiscal restraint, recruitment and retention of good people so they're not like a group of seagulls in a parking lot fighting over the french fry, and providing specialized expertise (such as forensic identification and evidence storage) on a small agency's budget.

Table Two identified retention/recruiting/training and the issue of spending the time and money on individuals only to lose them to another agency, budget and

sustainability - how to go to a business model to retain funds, and lastly the issues on the street and how the police are not going to solve the problems.

Table Three identified sustainability, how to do it better with the funding provided, and how to increase funding.

Table Four identified recruiting and training and the need for good leadership as a base, engagement, and the relationship between town council and police management

Table Five identified sustainability, and changes to law and policy in other jurisdictions which have an impact on policing in your jurisdiction without the additional funding. (e.g. In BC police receive fine revenue, but if the government gets short of money that could go away.)

Table Six also identified funding and recruitment (with a discussion of hiring people with education, or hiring people who get trained), and governance and how it could work relating to public trust.

During this period, the following questions and comments were expressed:

- Is there an alternative to the status quo?
- Is the issue more funding, or looking at the organization and seeing where there's overlaps and duplication?
- Is throwing more dollars at a service the answer? There may be other ways at reducing costs in the justice system and the social environment. And does that redefine policing?

● People are tossing around thoughts about the crossover of agencies. We're being asked to put more money into issues that are outside of a police agency. Example: reducing public health funds to deal with people with addictions, but then the police have to deal with more of them.

● There needs to be advocacy, a very focused message from all agencies, through CAPB, can strengthen this message.

● There is weakness in the court and health care system when a police officer is sitting waiting for 5-6 hours till they get their turn in court or until a doctor can assess someone they brought into the hospital. Only 5% of files go to trial, the rest get pled out or thrown out. Then 50% of the 5% that go to try go to plea. Cities in Ontario have come up with successful time saving solutions to help with some of these.

After some discussion, the tables came up with the following three major topics of concern:

- Stable, and sustainable, funding
- Recruitment and retention
- Inefficiencies in the systems

Derek then offered these as questions to ponder:

- Why is it an issue?
- What needs to be done?
- Who ought to do it?
- Challenges/opportunities for CAPB?

Concerning sustainable/stable budgets, policing is the fast rising cost in government with wages benefits/pension. There is competition for municipal dollars and other municipal employees look at police wages and ask why they aren't receiving the same. As well, there are changes like the cost of fuel. We may be in need of a new policing model (not a new funding model) and there needs to be collaboration from the top down about how to deliver policing in Canada. We could also lobby our provincial governments to give gas taxes to small communities to use as they need it. Funding is a significant problem in small communities.

Every spring, in Ottawa when the Canadian Police Association, the Canadian Association of Chiefs of Police and CAPB meet, ideas flow out of the conferences for discussion. This year was Mental Health. We need to meet with as many MPs etc as possible to discuss sustainability and other issues such as charges by companies for records related to police investigations (banks do not charge police as they see it as their civic duty).

There could be expansion of programs in the Health and Justice departments to alleviate time constraints. There are inefficiencies and we need to quantify the hours police officers spend waiting and then lobby and have a call for action by boards and the CAPB. We need a constructive approach to the budget issue so we don't appear like we're always looking for money.

Fragmented recruitment has caused a whole bunch of problems nationally. In Saskatchewan, you need the job and then you get the training for free, but this is not the case nationally. There is such a difference from

Atlantic Canada to BC, where some costs are absorbed by the officer and some by the province. Another issue is stepping stone losses, when people get hired on at one agency and use it to hop to a bigger agency or higher pay. Additionally, with limited funds for recruitment, it becomes difficult to recruit from the demographically marginalized areas because it costs so much.

It's likely the provinces won't want to give up their rights in these things. There should be one lobby group, but in this case instead of trying to talk to the federal government, they should be going to the individual provincial governments to try to get rules that are the same or similar. What's in it for the province? Savings. One board met with the Minister of Justice in Nova Scotia and gave two scenarios, either they pick up the bill for training police officers or they provide student loans for cadets. Since the election there have been no further meetings.

Retention has to be looked at as a generational issue. How to build a career model of working there for life.

One service has been able to increase their retention through a training program where officers work their way through different areas. Most of it is lateral progression but it provides new challenges, which is what this generation wants. However, the fact that this service doesn't pay as much as some others means they are ready to hop to a new, larger organization.

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## REMARKS FROM THE MINISTER OF PUBLIC SAFETY, THE HONOURABLE VIC TOEWS

*Delivered by Parliamentary Secretary to the Minister, MP Candice Hoepfner*

Organizations such as CAPB provide important civilian oversight and create a strong advocate for police boards. We firmly believe in the value of ongoing dialogue, talking about things of mutual interest. To build a strong and sustainable policing, we require oversight.

One of the Canada's top priorities is keeping their communities safe. We have taken steps to augment costs of policing by directing \$400 million to provinces and territories. This money is to assist in finding recruits, providing support for the RCMP, and taking steps to modernize the RCMP, which is the initiative at the top of the agenda. The second part is strengthening laws. Your boards have told us they want tools to keep police one step ahead of technological based crimes. The third is to impact policing by providing community based crime prevention programs, and the Government wants to work at prevention through youth at risk.

In June, we worked on a roadmap to continue to provide safety for citizens. Among our priorities is a Public Safety agreement, with a goal to modernize the relationship between Government and contracted police services. Alberta has endorsed the draft agreement. We need to move ahead with our robust agenda, which includes strategies for child sex crimes and violent offenders.

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## Q & A with Anita Dagenais, Public Safety Canada

I was asked by the Executive to take some questions on what Public Safety Canada is doing. But before I answer questions, I would like to give an overview of Public Safety Canada. It is a small department of about 900 employees and it provides advice to the Minister of Public Safety, the RCMP, CSIS, Correctional Services, Parole Board, and the Commission of Public Complaints RCMP. Sometimes agencies don't see eye to eye on issues, so we help them come up with one opinion. My office works on the RCMP governance issues and one of our key responsibilities is to strengthen the Commission on Public Complaints. The CAPB, chiefs of police and civil libertarian groups consult on this proposal. We've made a concerted effort to engage regularly and early.

Q: I'm intrigued by the money going into new jails, etc. Money spent on the wrong end. By the time they reach the courts, we're dealing with mental health, addictions, homelessness.

A: This is not my area to speak of, I'm in policing. We give advice and the government makes the decisions and we help them implement those decisions.

Q: One of the issues municipalities with RCMP have is the new contract and new governance. What kind of control of funding, etc will there be?

A: Contract jurisdictions hear about decisions made at headquarters that affect them financially and affect how the RCMP operate in their area. We have a group that meets regularly, with the RCMP involved. There has

been discussion that the RCMP will be unionized, and the provinces and territories want to be involved as it may affect them financially, so we build in consultation mechanisms. We work with Boards, Chiefs, CPA, to have that as an early warning system...and that's where all the good ideas come from.

Q: One area of concern I've heard is there are different rulings that come out (e.g. coroners), which the provincial governments can layer on to municipal organizations quite easily. Rulings that might not be taken on by the RCMP. In this new round of negotiations, will this be addressed?

A: Not sure what kinds of situations...

Q: A question about public complaints...some provinces have created and installed systems and have them in the individual structures of municipalities, but it isn't included in the RCMP infrastructure, that they don't have to follow provincial public complaint systems.

A: I'm not aware of any situation where the RCMP wouldn't provide information. They report to provincial leaders and are accountable to that. As far as the question of whether they should be able to oversee complaints against the RCMP, provinces have their own systems to investigate police. RCMP need a single overseer.

Q: My question is about oversight. Can you update us on the establishment of an independent board for RCMP? My second question is if you can update us on the search for the new RCMP commissioner?

A: For the first question, we are still talking about a management board for the RCMP, and

accountability board. This is a complicated matter, establishing what powers this board should have and these issues are still under debate. The Minister is not convinced of all the benefits of putting a board in, but is still considering the business plans for a management board. The RCMP needs to remain nimble in terms of responding to crime.

A Parliamentary committee asked to be consulted on the search for the new Commissioner. They were given a statement of merit in the search. Once they have a number of recommendations, it's the Prime Minister's decision.

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## CAPB ANNUAL GENERAL MEETING

### President's Report

Good morning everyone. As the president of CAPB, it is my pleasure to give you the highlights of some of the association's activities and achievements over the past year. Many initiatives have been undertaken on your behalf, with the goal of improving police governance and policing in Canada.

It has been a year of challenges and many triumphs.

Our committees were busy. The Conference Committee worked on your behalf to ensure that you are able to attend excellent conferences such as this one in Regina.

Our Policing & Justice Committee ensures that your voice is heard on Parliament Hill on issues and legislation that is important to policing and public safety. We had tremendous success with our effort to defeat bill C-391 and we mobilized support across the country for our national day in support of the gun registry.

The Governance Committee, taking the lead from the AGM in Saint John, undertook a comprehensive review of the governance structures of CAPB. Their goal is to ensure the organization's governance is transparent, accountable and efficient. You'll hear more from each committee when they present their annual report.

As your president, I am the represent the face of CAPB and I am regularly invited to participate or make presentations on behalf of the organization. Over the last year I was invited to and spoke at:

1. Quebec city – quality assurance conference for the Canadian Association of Chiefs of Police;
2. Kelowna international conference for police and peace officer executives;
3. Executive symposium on the economics of policing: ensuring a sustainable future at the Canadian Police College;
4. I was also the representative for CAPB on the board of the Canadian Police Sector Council.

A key area where we are devoting our resources is back into the board, and having the financial ability to hold two board retreats in this fiscal year was invaluable. It really allowed us to prepare our agenda so that we presented a cohesive voice when we met with cabinet ministers, senators and members of parliament.

Speaking of our lobbying efforts, somehow we are able to get a dozen board members in to see more than 50 cabinet ministers, senators and members of parliament over one and a half days. It's a scheduling nightmare but we achieve maximum impact with our limited resources.

Some of the people that CAPB met with included the Minister Of Public Safety, Minister Of Justice, Minister Of Labour, Minister Of State For Seniors; Senator Bob Runciman, Senator Romeo Dallaire, Senator Catherine Callbeck, Senator Reynal Andreychuk; Speaker Of The House Peter Milliken; Liberal Leader Michael Ignatieff; NDP Public Safety Critic Don Davies and Liberal Public Safety Critic Mark Holland. Informal meetings also took place in both the government and opposition lobbies.

The lobby agenda included: lawful access, sustainable policing and justice on time. We entered our meetings with a solid package of information that outlined our positions on these issues.

When the election was called, we decided to seize the opportunity to put these key issues before the three major political parties, their candidates and the local communities we serve. To assist our members, we sent electronically a package of information and questions on these same topics for their use during the election campaign. Our goal was not to advocate for supporting any particular party but rather to promote the interests of the police services and communities we serve.

It would be interesting to know how this approach was received and whether or not you found it useful.

The relationship building continues and we've made some great inroads with the right people. The annual CAPB lobby days are also augmented with bi-lateral meetings on a regular basis with the senior bureaucrats in public safety and the department of justice. Many of the people we met with agreed to provide ongoing support for our issues, made

suggestions on how we can make more headway, and showed an eagerness to be consulted with regularly.

Our relationship with our stakeholders and partners continues to be strengthened. We continue to develop a strong relationship with Public Safety Canada staff and the CAPB executive director corresponds and meets with their senior staff on a regular basis. Bi-lateral meetings with the Assistant Deputy Minister are held a few times a year.

CAPB hosted the joint meeting of Canadian Association of Chiefs of Police and the Canadian Police Association in Ottawa in this spring. This year's workshop topics were: mental health for police, 700 mhz broadband spectrum, and updates from the Coalition on Sustainable Public Policing.

This forum continues to help us build better relationships with our most important partners in delivering first-rate police services to our communities, and to explore opportunities for further collaboration on issues of mutual concern.

We have also forged a partnership with the Federation of Canadian Municipalities through the Coalition on Sustainable Policing, a group that includes CACP and CPA. You'll hear an update from this group tomorrow.

I am fortunate to have such a committed and interested board of directors to work with. Our bi-monthly board meetings were always well attended and each board member had the opportunity to update the board on activities happening in their region.

I would like to thank you for the opportunity to serve as your president and chair the board. It has been a great experience. My thanks to you

for the confidence, cooperation and support you have extended to me during this last year. I have thoroughly enjoyed working with the CAPB, I am very proud of the strong national presence we have and the respect with which our voice is heard. I know the Canadian Association of Police Boards will continue to grow as police boards across the country realize the value of belonging to such a valuable and professional organization as ours.

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### Nominating Committee Report

Pursuant to CAPB By-law Section 5.1, a Nominating Committee was established to consider and recommend a slate of candidates for election to the Board of Directors for the 2011-2012 year. No member of the Nominating Committee was standing for nomination to the Board of Directors or Executive Committee.

The members of the Nominating Committee were:

**Nominations Committee Chair:**

- Paul McKivett, CAPB Saanich Police Board

**Members:**

- Robert Dunster, CAPB Board member, Edmonton Police Commission
- Pam McConnell, past CAPB member previously on the Toronto Police Services Board, Ontario
- Wellington Staats, CAPB First Nations Board member, Six Nations Police Commission
- Greg McArthur, CAPB Member, Truro Board of Police Commissioners, Nova Scotia

The Committee held several teleconference meetings during the month of July, 2011 and conducted interviews to approve a slate of directors.

All of the elected and appointed Board members indicated they would let their name stand for re-election to the Canadian Association of Police Boards for the 2011-2012 term and they provided appropriate endorsement by their host board to that effect.

A Call for Nominations was sent to Members on April 28, 2011 with a deadline for response of June 30, 2011 (copy attached). In addition two reminders were sent out. The Nominating Committee reviewed the slate of candidates put forward and after conducting due diligence, the following individuals are recommended by the Nominating Committee to serve as Directors for the 2011-2012 term:

Moved, seconded and carried to appoint the slate of directors as follows, the Chair noting that a change had been made to the slate presented prior to the AGM and the nominee for the British Columbia seat is Joan Kotarski from the Victoria Police Board.



Board of Directors

- Derek Mombourquette, Cape Breton Board of Police Commissioners, Nova Scotia
- David Walker, Bridgewater Board of Police Commissioners, Nova Scotia
- Ivan Court, Saint John Board of Police



- Commissioners, New Brunswick
- Emil Kolb, Peel Regional Police Services Board, Ontario
  - Alok Mukherjee, Toronto Police Services Board, Ontario
  - Greg Dionne, Prince Albert Board of Police Commissioners, Saskatchewan
  - Vera Pezer, Saskatoon Board of Police Commissioners, Saskatchewan
  - Cathryn Palmer, Edmonton Police Commission, Alberta
  - Michael Ervin, Calgary Police Commission, Alberta
  - Kathryn Nokony, Port Moody Police Board, British Columbia
  - Joan Kotarski, Victoria Police Board, British Columbia
  - Peter Nahwegahbow, UCCM Anishnaabe Police Service First Nations

With a requirement to have 13 members, there is an opening for a nomination from the floor for a seat representing Ontario. The person nominated must have the financial support from their own board/commission to attend the two meetings of CAPB, one in Ottawa in the spring and the second at the annual conference.

Moved, seconded and carried that Carol Allison-Burra, be the CAPB appointee for Ontario.

#### Executive Committee

In accordance with the Bylaws, the new Board will elect its Executive at the first meeting of the Board that will be held in camera immediately following the AGM.

#### Resolutions

##### [#11-1 Support for Sustainable Public Policing Delta Police Board & Region of Peel Police Services Board](#)

*(similar resolutions were submitted by both boards)*

**WHEREAS** the Coalition of Sustainable Public Policing which includes Canadian Association of Police Boards, Federation of Canadian Municipalities, Canadian Police Association and Canadian Association of Chiefs of Police are working to bring attention to the unsustainable model of police funding in Canada that sees the majority of policing costs funded by municipalities with an over-reliance on the property tax; and

**WHEREAS**, despite dedicated service from individual police officers, police services have not been able to keep pace with changing expectations resulting from the introduction of new legislation, technological advances, the increasing globalization of crime, the impact of judicial decisions and the unforeseen consequence of other government decisions; and

**WHEREAS** failure to address this issue will result in a continued dependence on bandage solutions that will inevitably lead to an erosion to the level and quality of policing that Canadians have come to expect and rely upon; and

**WHEREAS** any solution must include a fundamental review of the role and responsibilities of the Royal Canadian Mounted Police, given its current mandate of providing municipal and provincial policing, under contract, as well as discharging its full range of federal policing responsibilities;

**THEREFORE BE IT RESOLVED** that the Canadian Association of Police Boards calls upon the federal government to acknowledge the need for substantive change in the delivery and funding of police services in Canada;

**FURTHER BE IT RESOLVED** that the federal government convene a meeting of the three levels of government, along with those with expertise in the delivery of police services, namely the Canadian Association of Police Boards, the Canadian Association of Chiefs of Police and the Canadian

Police Association, to identify a process that will lead to a modern and responsive funding model to meet priorities for all police services in Canada.

#11- 2 Equitable Federal Funding for Municipal Police

**Victoria Police Board & Abbotsford Police Board**

*(similar resolutions were submitted by both boards)*

**WHEREAS**, the RCMP contract with some municipalities in Canada to provide municipal policing services at a cost less than 100%; and

**WHEREAS** the majority of municipalities in Canada who choose to establish their own municipal forces pay 100% of the costs of policing;

**THEREFORE BE IT RESOLVED** that the Canadian Association of Police Boards urge the Federal Government to provide a strategy to ensure that municipalities with established and those who chose to establish their own municipal police force are afforded the same tax credit as other municipalities with a similar population who chose to contract with the RCMP.

#11-3 Support for Bill S-10  
**Abbotsford Police Board**

**WHEREAS**, gang violence is a significant safety issue for many urban centers in Canada; and

**WHEREAS**, the importation, cultivation and manufacture of drugs is the primary means for organized crime groups and street gangs to make money to maintain their lifestyles; and

**WHEREAS**, these organized crime groups and street gangs use extreme violence to obtain market share, enforce their rules, collect drug debts, and cause a significant number of homicides across Canada; and

**WHEREAS**, Bill S-10 is legislation that focuses on increasing penalties for these predators, rather than the addicted.

**THEREFORE BE IT RESOLVED** that the Canadian Association of Police Boards strongly supports the provisions of Bill S-10 that will impose stricter penalties on those who are involved in organized crime or use violence or weapons in the importation, cultivation and manufacture of drugs.

#11- 4 Call for a National Firearms Control Strategy  
**Abbotsford Police Board**

**WHEREAS**, the use of handguns and assault rifles by street gangs and organized crime groups is a significant safety issue in many urban centers across Canada; and

**WHEREAS**, the majority of the firearms used in these violent acts have been smuggled into Canada from the United States or by theft from registered owners; and

**WHEREAS**, these weapons are now part of the “stock & trade” of street gangs involved in the drug trade who use violence and the threat of violence to obtain market share and “settle” disputes; and

**WHEREAS** the current long gun registry is focused on controlling registered firearms in the hands of lawful owners and users of firearms.

**THEREFORE BE IT RESOLVED** by the Canadian Association of Police Boards: that the CAPB calls on the Federal Government to develop a national firearms control strategy that addresses this significant risk to public safety.

#11- 5 Legislative Amendment to Criminalize the Injury or Killing of Police Service Animals (Similar to Resolution #06-03 – On Injuring or Killing Law Enforcement Animals)  
**Vancouver Police Board**

**WHEREAS** there is currently no legislation, in Canada, directed towards protecting police service animals; and,

**WHEREAS** this lack of legislation results in no form of deterrence or punishment when suspects or individuals attempt to kill, disable, or otherwise injure police service animals; and,

**WHEREAS** there are numerous jurisdictions in the United States of America that have successfully implemented legislation to protect service animals;

**THEREFORE BE IT RESOLVED** that the Canadian Association of Police Boards urge the Federal Government of Canada to amend the *Criminal Code of Canada* to specifically address the offences of injuring, disabling, and killing police service animals and also attempting such offences.

#11- 6 Prison Farms

**Kingston Police Services Board**

**WHEREAS** the federal government has announced a phased closure of all six prison farms, although prison farms have been part of the correctional system in Canada since the 1880s and the Mission Statement of the Correctional Service of Canada states that, as part of the criminal justice system and respecting the rule of law, it contributes to public safety by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control;

**WHEREAS** the Standing Committee on Public Safety and National Security has called upon the Minister of Public Safety to “refrain from taking any steps to sell, dismantle or reduce operations at any of Canada’s prison farms in any way, until independent experts have had an opportunity to fully review the value of the farm program and fully report in writing, to both the Minister of Public Safety and the Standing Committee on Public Safety and National Security, and that it be reported to the House of Commons”;

**WHEREAS** the *Annual Report of the Office of the Correctional Investigator 2009–10*, presented to the Minister of Public Safety on June 30, 2010, stated

“Prison-based employment and vocational training programs, like the prison farm, offer transferable lessons and life-skills, such as the value and pride of completing an ‘honest’ day’s work, punctuality, self-discipline, dependability, self-respect and responsibility that go well beyond the vagaries of the marketplace. The Service [Correctional Service of Canada] would be well-advised to suspend the decision to close the prison farms until Parliamentarians have concluded their review of this issue”;

**WHEREAS** the House of Commons debate of December 1, 2010, reported the value of the prison farm program expressed by the communities in which prison farms are located, and *Mental Health and Drug and Alcohol Addiction in the Federal Correctional System*, a Report of the Standing Committee on Public Safety and National Security presented to the House of Commons on December 14, 2010, recommended that “Correctional Service Canada restore its prison farm program, which is an excellent rehabilitation tool, also serving as animal therapy”;

**THEREFORE BE IT RESOLVED THAT** in light of the rehabilitative potential of prison farms and the strong recommendations from the Standing Committee on Public Safety and National Security and the Office of the Correctional Investigator to continue their operation, the members of the Canadian Association of Police Boards urge the Minister of Public Safety Canada to propose a reversal of the federal government decision to close prison farms operated by the Correctional Service of Canada.

#11- Amendment to the Criminal Code of Canada and the DNA Identification Act  
DEFEATED

#11- 7 Mental Health Strategy  
**Calgary Police Commission**

**WHEREAS** mental health issues do not receive the appropriate level of focus and concern by our governments, including a lack of funding, treatment

and resources for individuals and their families affected by mental illness; and

**WHEREAS** this lack of funding and treatment creates a burden on frontline policing, remand and correctional services, hospital emergency rooms and social service agencies, as well as a risk to individuals working in these settings; and

**WHEREAS** it would be beneficial to treat these individuals appropriately to prevent the burden on non-mental health services and prevent these individuals from entering the criminal justice system, which is not equipped to respond to their needs;

**THEREFORE BE IT RESOLVED** that the Canadian Association of Police Boards urge the Federal Government to work with provincial and territorial governments to develop and implement mental health strategies to fund treatment and prevention in order to ensure that individuals with mental health issues are dealt with appropriately.

#11-8 Royal Canadian Mounted Police (RCMP) Oversight  
**Calgary Police Commission**

**WHEREAS** the police are accountable to the law and the citizens they serve; and

**WHEREAS** police oversight ensures police are free from political interference; and

**WHEREAS** there is the possibility for the apprehension of bias having the RCMP report directly to a minister of the government; and

**WHEREAS** public confidence in the RCMP has been eroded in recent years;

**THEREFORE BE IT RESOLVED** that the Canadian Association of Police Boards urge the Federal Government to establish an independent oversight body for the RCMP, composed of citizens served by the RCMP, with the necessary powers to effectively fulfill its role, including the power to

oversee RCMP policy, the RCMP budget and to hire the RCMP Commissioner.

#11- 9 Human Trafficking

**Abbotsford Police Board & Calgary Police Commission**

*(similar resolutions were submitted by both boards)*

**WHEREAS** human trafficking is not only a significant problem world-wide, it is now known to be a substantial and growing problem within Canada, involving extensive and highly profitable systems of human trafficking networks across the country; and

**WHEREAS** the current laws in Canada need to be updated and widened in scope to rescue trafficked persons and prosecute human traffickers; and

**WHEREAS** programs are needed to assist both foreign and domestic victims attempting to escape traffickers; and

**WHEREAS** sex trafficking is one of the most common forms of trafficking in Canada and that many victims of this crime need specific assistance and counseling to break free from their captors;

**THEREFORE BE IT RESOLVED** that the Canadian Association of Police Boards urge Federal Government to develop a National Action Plan to Combat Human Trafficking.

#11 – 10 700 MHz Broadband

**Calgary Police Commission & Region of Peel Police Services Board**

*(similar resolutions were submitted by both boards)*

**WHEREAS** public safety organizations, including police services, fire departments and emergency medical services, rely on broadband communications to support their operations; and

**WHEREAS** currently, broadband is purchased through standard commercial services which may

be compromised in an emergency situation, leading to the loss of critical links and applications; and

**WHEREAS** the mandatory transition for broadcasters from analog to digital television in Canada on August 30, 2011, will free up a very valuable portion of radio frequency in the 700MHz band; and

**WHEREAS** the 700MHz band is well suited to rural and suburban environments, as well as dense urban environments where building penetration is required;

**THEREFORE BE IT RESOLVED** that the Canadian Association of Police Boards urge the Federal Government, Industry Canada and the Federal Communications Commission to allocate a portion of the 700MHz band to public safety organizations to enable them to communicate within and across provinces using bandwidth under their control.

**FURTHER BE IT RESOLVED** that this resolution be submitted to the federal and provincial Ministers responsible for Public Safety, for Industry Canada and to the Prime Minister of Canada and all provincial premiers and territorial leaders.

#11 – 11 Unexecuted DNA Orders  
**Calgary Police Commission**

**WHEREAS** DNA Analysis is an invaluable tool in the investigation and prosecution of criminal offences, as well as the protection of society and the exoneration of the innocent; and

**WHEREAS** the *DNA Identification Act* became law on June 30, 2000; and

**WHEREAS** peace officers are responsible for executing DNA Orders issued by the courts “To Have Bodily Substances Taken”; and

**WHEREAS** there continue to be a number of legislative gaps in the processes related to DNA Orders and there are hundreds of outstanding DNA Orders across the country that have not been executed, potentially posing a serious threat to public safety;

**THEREFORE BE IT RESOLVED** that the Canadian Association of Police Boards urge the Federal Government of Canada to move forward with amendments to the *Criminal Code* to provide that:

- DNA Orders are valid until executed; and
- Unexecuted DNA Orders may be executed anywhere in Canada.

#11 – 12 Redirect Corrections Spending  
**Calgary Police Commission**

**WHEREAS** there is an expected influx of inmates under the Federal Conservative’s new crime legislation and funds are being expended to expand Canada’s current prisons; and

**WHEREAS** additional funding for the Correctional Service of Canada is forthcoming to hire additional employees; and

**WHEREAS** this funding will hire additional correctional officers, parole officers and administrators but not the necessary health professionals or prevention and rehabilitation programs to reduce the need for prison expansion; **THEREFORE BE IT RESOLVED** that the Canadian Association of Police Boards urge the Federal Government to expend corrections expansion funding on hiring the necessary health professionals in correctional settings, as well as develop prevention and rehabilitation programs; fund addictions and mental health treatment programs in the general and corrections population; and reduce the incidents of incarceration for those individuals who would best be addressed outside of the justice system.

#11 – 13 Criminal Information (Background)  
Checks

**Durham Regional Police Services Board**

**WHEREAS** the protection of vulnerable members of society is a paramount responsibility of all police services; and,

**WHEREAS** the RCMP implemented changes in July of 2010 to the process for conducting background checks for persons seeking to be involved in the vulnerable sector, such as day cares, coaching sports' teams and working with seniors; and,

**WHEREAS** these changes now require individuals with the same gender and birth date as a pardoned sex offender to submit fingerprints to verify their identity, adding significant workload to municipal police services in Canada and creating long delays for applicants; and,

**WHEREAS** members of the Canadian Association of Police Boards are committed to the highest standards of efficiency in maintaining community safety;

**THEREFORE IT BE RESOLVED** that the Canadian Association of Police Boards commence discussions with the Federal government regarding the costs and workload associated with the new process for vulnerable sector Criminal Information Requests (background checks) and the impact of these changes on municipalities across the Provinces and Territories; and,

**BE IT FURTHER RESOLVED** that the Canadian Association of Police Boards encourage other options be explored to ensure background checks for the vulnerable sector are both rigorous and timely.

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PLENARY 3

The FUTURE OF POLICING?

**Moderator**

**Paul McKivett**

**Saanich Police Board**

**CAPB Secretary-Treasurer**

**Presenter**

**Dr. Tullio Caputo**

**Carleton University**

This is a momentous time in policing and Boards have an important role to play as a strong voice. We're at the end of a period and transitioning to another one. Our police are one of the pillars of our democracy.

Dr. Caputo didn't suggest he had the answers but he was there to share observations from research. He has spoken with successive generations of Sergeants and Staff Sergeants and he has a fairly good idea of how police have changed. There is an opportunity to set the course for the future.

Dr. Caputo is currently working with the RCMP in Northern Alberta, instilling a program for youth to reduce the use of police resources. Each morning, the students in this northern elementary school started their day with physical activity, which builds brain cells.

Dr. Caputo then got the audience participating in an example of what these students are doing.

For anyone who has worked with police for any length of time, you learn proactive is good. To use a quote from Einstein, "we can't solve problems using the same type of thinking as when we created the problems".

The policing environment is changing rapidly and we're at the end of the community policing era. We control the internal factors in policing but if there is external change and we don't pay attention, the consequences will be ours.

We have come to a period in North America where there concerns the police have become too cozy. There is a desire for more professionalism, to detach them from the people that they service.

The 1970's were difficult times for the police with an increasing loss of respect. The author of a study found police suffered terribly with high rates of alcoholism, family breakdown and suicide. Then in the late 70's, people like you came together to find answers.

The root of the problem was the disjuncture between the police and the community. They believed the answer was to return the police to the community. This was unconventional and there was a lot of squawking when forces allowed Victim Services behind the front desk. There was pushback about School Resource officers. Community policing was not easy initially.

The problem was the concept was neither clear nor understood. Coming into a police service, the senior officers would talk about how progressive they were, that they had 3 officers doing community policing, out of 1,200. Officers weren't happy about it...they knew the difference between rhetoric and reality.

9/11 has changed our world dramatically and the focus has become intelligence and security.

Police agencies across the country have been asked to take on additional activities and it

provided an opportunity for police to shift back to their comfort zone, to law enforcement, instead of the soft stuff like community policing.

Intelligence led policing is now the focus, meaning directing resources more efficiently, designing shifts and making decisions based on that particular day. But that's not without its consequences. We rely on data that we're aware of. It's crimes known to police or crimes reported to the police. That has really narrowed our definition of harm.

There are a lot of issues that are very harmful that don't get policed (e.g. frauds under \$10,000). If you're a senior and you just got ripped off for thousands of dollars, you get a shrug and a thanks. The officers working in these areas are working flat out on cases much bigger.

There are dramatic changes coming. In your wildest dreams, did you ever see General Motors, cap in hand, looking for handouts? Wagner was smart, he said we're going to do better and we're going to work harder. Not very many months later they pulled the plug on him. He's a smart man but he could only do what he knew how to do and gave more of the same. He wasn't incompetent but they needed someone that came there with a fresh set of eyes.

By 2011, a third of us will be 55 or older.

Are crimes against seniors real? Yes. Are they harmful? Yes.

Twenty four Sergeants were asked if their department had a senior squad. There were only two or three hands raised. Of the ones that

answered yes, there were only 2 personnel out of 1,200 dedicated to crimes against seniors.

Crimes against seniors are serious and account for about four billion dollars in North America, with a substantial amount of that in Canada. Much of the fraud occurs across international borders, so there is jurisdictional issues. San Diego Police Service did a study. They took a group of seniors from a list, warned 50% of them about scams. Still 53% of the 50% that were warned about scams were scammed anyway. These seniors will give away their life savings and be too embarrassed to tell their kids.

Dr. Caputo is doing work with Metis, Inuit and First Nations. Their populations are very young, which is true as well for new Canadians. These young people are finding it hard to integrate, harder than when he came in the 50s and 60s. Marginalized and isolated youth can be the start of a disaster. Canada is becoming very diverse but it remains a difficult place for integration, particularly for people of non-European backgrounds. Nine times out of ten when the crap hits the fan, it's a diversity issue and officers don't want to be sent on sensitivity training again.

You've heard of seven years of lean and seven years of leaner. We are in the seven years of leaner. Seven agencies in Ontario closed, they were front line organizations for prostitution and drug issues and these issues have been put onto police who don't have the resources. The gap between the rich and poor is increasing and startling. The top 20% had 70% of the wealth. Nine million Canadian kids live in poverty. This is what our police officers face every day, families that are struggling.

Technology has set up a whole new set of crimes. hacking, rip-offs on ecommerce. Are the resources there? No. The old harmful crimes have not disappeared, there have just been new ones added and there are no additional resources to combat the new harm. The bad guys have the latest gear and break all the laws and our police don't. As well, it takes so long to pass laws to allow police to investigate as they need to do.

80% of Canadians are using social media. There are so many benefits but also many inherent dangers. Social media has caused the flash mobs and flash looting we have seen. A vice principal says he spends an hour a day in the morning checking cyberspace to see who called who a slut and stop the fight before it starts that morning. How many police can work on this?

#### Internal forces

#### Demographic

In 2007 council projected that 50% of seniors officers will retire, and in addition most senior front line officers can retire in 3-5 years. Young people are very bright. Gen X and Gen Y are very bright. They are maintaining A- averages and they are not Baby Boomers. They saw how much work their parents did and they don't want to be like that. We created a generation of children who were expected to ask questions and be independent. So suck it up folks these are our children, and we created them.

#### Budget

In 2010, a little over half of departments had experienced budget cuts. Some had cut overtime, while others laid people off. Police are the biggest single ticket budget item and communities value being safe. But when will that stop? Municipal police are being asked to



do more and more, because of federal changes and new laws, with no increase in money.

In Ottawa they developed a problem. All these people started buying these really expensive bikes, worth five to seven thousand dollars, which created a new target for thieves. It did the victims no good to call police.

The nature of harm is changing constantly. We have changes in legislation to get it recognition but some crimes are difficult and complex to deal with. So what do we focus on? We focus on street level crimes, the violence, property crimes and panhandlers.

These are all important things but there are other, much more serious, crimes going on that we don't have the resources to deal with. And when the big case is splashed all over the media, everyone wants to know where the police were and why didn't they do anything. And how about the Enron situations, the environmental crime that we all suffer from.

We created a monster when we created rapid response. At one time we didn't expect the police to get involved and people worked through their own neighbourhood disputes. but now we call the police for more things, we expect them to be involved. It leaves less time to deal with the more serious issues. The bulk of resources are directed at street crimes, and when the calls keep coming it leaves little time for anything else. This community policing is too much, we have to get back to core, we can't be everything to all people.

When asked, officers believed these are what the core functions of police should be

- Uphold the law and maintain order
- Emergency response

- Crime prevention
- Education and awareness
- Specialized services, traffic etc.

When officers were asked what they would cut, their responses were crime prevention and school resource officers. They say proactive is good and reactive is bad, but it all goes by the board when asked what they would cut.

We replicated the study this past year. All respondents said workload has really been increasing, due in part to legislation, but there are no extra resources. Less than 50% identified terrorism and national safety as an issue. They're concerned the citizens don't see them on the street, because they spend more time in the office. They note mental health has become an issue, and with few agencies dealing with this, they spend more time in hospitals. When this group was asked what they would do with a 20% cut or a 20% increase, they responded a 20% cut would require a police overhaul to get more police back on the streets and have other things handled by civilians. They would use a 20% increase to get more frontline officers and they would disband specialty units.

As CAPB you have the challenge of thinking up the new ideas. There will be plenty of academics who would be happy to sell you new ideas, but if you can't think it, you can't do it.

Ask the right questions, unconventional questions. What's important to us? What do we value? What are police roles? Supported by whom? How have we organized their work lives? What skills have we given them to do the jobs we have asked them to do?

Possibilities

Police are highly trained and well paid. We should trust our officers to do triage as first

responders. They need to see each other as part of a team. We need an integrated strategy that addresses immediate concerns and root causes. We have examples of special teams for domestic violence, child abuse and mental health. But those are successful because they built a strategy and partnered with stakeholders. A social worker with the NET program said they were never leaving the team because for the first time they felt useful, instead of the person coming to take away their kids, they were a person that cared, that wanted to help...he worked with the police and social services in a more useful way.

Final thoughts:

Quote from John Cotter: "Leaders establish the vision for the future and set the strategy for getting there; they cause change. They motivate and inspire others to go in the right direction and they, along with everyone else, sacrifice to get there. "

#### Open Mike Period

Q: In your opinion, when recruits go to police college, is it possible this is where they should make changes on how they look at things?

A: This is a good question. Research from Australia shows every year you're away from college you lose the values they taught you. Police culture is very powerful because they rely on each other. In order to make change they have to change culture, values, visions. This generation is more likely to change as they do want to give back. It is difficult for them, because they work with the worst 3-4% of the population and it does make them hard.

Q: What motivates behaviour change? I'm Staff Sergeant. so I get told what to measure, the others in this room dictate measure. The Boards do have power on the front lines. The

chiefs need to know the type of harm is changing and they need to know and develop that in their ideas.

A: Being able to experience first hand, it wonderful to get other agencies involved in an integrated approach. When it comes to other orders of government, at the municipal level it's about common sense, but at other levels of government it is about ideology and this ideology may not be interested in this integrated approach. I believe we need to really start to look at what our lobbying efforts are going to be like.

My recommendation is to really look at this and get with partners. If you were going to start on this, if this is on your agenda, hire a marketing and communications expert with a catchy name. When we started using the term "community", it evoked all kinds of warm and fuzzy thoughts. What is going to be the new vision and new name we are going to sell?

Leadership is a pattern of behaviour, and with 50% of our senior force retiring, this is the opportunity to make changes. Give the front line officers some responsibility, make sure the person above them doesn't use them as a scapegoat when things go wrong. Every opportunity should be given to them, asking each year what their goals are and what they want for their career. We need to make smart hires because we can't get rid of the bad ones. Hire for people that know maybe someday they may be the Chief. The people at the top should be making sure that the front line have all the tools and skills they need to do the best job they can.

Policing is becoming very political, so how can we change the mindset. When there is budget

cuts, we cannot be everything to everybody. How can we change that expectation? You're the victims of your own success. You told them to call you, now they call you because the cat's in the tree.

The Public needs to be retrained. If it's not a call for police, then other municipal departments should be working together, under legislation, so they can share sensitive information for a combined response. ...How many use recycling bins? My kids came home one day and said we have to have a bin. Next week the Caputtos have a box. They changed the community. My kids don't drink and drive. They changed a huge behaviour. We can change expectations and behaviour...we can change expectations of the police.

Q: I'm excited about the integrated approach. With regard to instituting and sustaining change, earlier you talked about the challenges of community policing. The same challenges are going to occur when moving toward proactive integrated approaches. How can we assure the changes come from within the police culture?

A: There are influencers in every organization. Police agencies don't want to hear about Regina or Edmonton, they are more interested in telling you what they're doing. Police are often not interested in not discussing ideas. Front line are bright and they know tokenism. When it's sincere, they light up, you can light a fire under them. I can't have a beer at a picnic in a park because I can't be trusted to exert self control. Police services in the states say this is crazy, we put people in harm's way and we haven't made a dent in these crimes. Meanwhile, how many organized

criminals offer crack cocaine in a remote community in Nunavut...as the Hell's Angels get wealthier and wealthier. We need to address this and pull the plug on this.

Q: Policing has become complex. I think we can do a lot more with the current resources and we need to get beyond talking. You mentioned today we spend too much time ensuring we've crossed our t's and dotted i's so legalese don't dispute our claims. I was hoping today we come up with some sort of integrated approach, so we can get politicians to change laws so we can save time doing the desk/paper work and spend more time on the street. Last year, we were advocating some relaxation on the DUI (3-4 hours) we could have more officers on the street.

A: Funding is a big ticket here. You can document the specific challenges (paperwork, court). When asked how many people would like less rights no one wants that but rights are expensive. We could add 25% more time on the street if we did this we all have to be using the same prayer book, across Canada. We have to get the message out that expectations have to be based on realities. The public would be outraged if they knew 6-8 officers are sitting in court waiting for their turn. That's expensive waiting. We need to talk about the union. When we talk about changes in business it's usually the employees that come up with the ideas. In this area, police unions are there to say hold on we can't do this, we have to do it like that. I was shocked when I walked into the first unionized situation.

Unions have their place. People doing the work do have the answers but they are rarely allowed to participate. Many front line have degrees and are dazzlingly bright and who else should be asked but them. Manager/union

relationships are tough. When we talk about a new vision for policing we need to include all partners.

Q: What is your vision, what do you see for what I call the lost generation? It's the 15 year olds who start high school, quit, get fired from McDonalds...these are the ones giving us trouble in our community. Last year, there was a feud between some people, they broke into an apartment and it turned into a melee. The public asked how could we let this happen, this young boy was killed. And I said "young? he was 26 years old" but this is how they are viewed. Where are we going to go ...with this generation?

A: This is the work I do...it's not just in small town Canada, it's everywhere. What's with this 26 year old, why was he in that situation? The kids feel disenfranchised. These children at 26 are still children. There's tremendous social change and that group of young men in particular, don't fit. We need to pay attention. We've seen in Great Britain, it's not what we expect from middle class. I don't have an answer.

Q: One thing that has occurred to me is there are three groups trying to get to the same place...chiefs, government, unions/boards. The Government hears chatter from three groups that might not be the same. We all need to meet to discuss this.

A: We have a couple other natural partners that should be here...lawyers/judges and health care. You can ask the government to have the consultations that you want, to get the research done to answer the questions you have and then make tough decisions around results. I get a

sense from talking to you, that you are primed for these discussions.

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PLENARY 4 - Panel  
COALITION ON SUSTAINABLE  
PUBLIC POLICING – What Lies  
Ahead?

**Moderator**

**Emil Kolb, CAPB Director**

**Region of Peel Police Services Board**

**PANELISTS**

**Berry Vrbancic, President, Federation of  
Canadian Municipalities (FCM)**

**Tom Stamatakis, President, Canadian Police  
Association (CPA)**

**Fred Biro, Executive Director, Peel Police  
Services Board and representing CAPB**

What are the key elements of our position? Only in Canada and US is property tax a primary source of funding, rather than federal. Municipal tax is the most regressive form of taxation.

There are funding restraints at the federal level and there will be 4 million in cuts in the next while. Provinces are becoming more debt loaded and the pressure is going to come.

Core elements of the CAPB position? The CAPB is back at the table in the big way and are recognizing the reality of what we were talking about two to three years ago. FCM got on the bandwagon, you can no longer go to the municipal tax base, it's over stretched. Partners say the key issue for FCM is about involvement of community partners. CPA has similar questions as the CACP, and believes there is value in working with the coalition. We have to engage all levels of government and work together.

The Canadian Police College (CPC), Canadian Association of Chiefs of Police (CACP) and Police Sector Council (PSC) are working on the sustainability of policing, although we think it's a bit too late and they're piggybacking work that's been done.

Toronto is in dire straights, they're going to see a 20% reduction in their force. The issue of sustainability is gaining traction. The Elephant in the Room is there's a huge gap between politicians and what everyone else is saying.

In 2005 there was a 25% vacancy in specialized units in RCMP, in 2007 the issues were overworked, in 2010 5000 more officers were required to do all the work they were expected to do.

Here it is 2011, and the RCMP still needs to explain how they are going to deal with the reduction in their compliment. The 2011 audit report says the RCMP is going through an exercise on how they are going to pay for national police services, and front and center is changing how they are funded. Until political leadership determines what the RCMP is going to be, there will never be a solution.

Short Term Goal - Practical initiatives to get municipal forces to work more effectively. An example is phantom 911 calls from cellphones. Police must respond to every 911 call so we need practical methods to ask for cellphone information from carriers, instead of having cars driving aimlessly.

Medium Term Goal - Securing wireless 700MHz for emergency responders.

Berry Vrbanovic: We have really started to come together on these issues. It's clear

fighting crime is on the agenda in Ottawa. From FCM we see the current atmosphere as a chance to move the bar forward in Ottawa.

Any serious crime agenda needs to include, enforcing the law and more importantly, how we prevent crime in the first place. The reality is municipalities need to be partners as they work on these issues and this is where the bucks come from to fund these initiatives. Most Canadians don't understand that our national policing system is in a crisis, because our members work as hard as they do and it's invisible to the average Canadian.

As much as it's important to advocate to Federal Government, it is just as important to advocate to municipal governments. We need to talk about the shift of costs from federal to municipal, leading to an overstretching of forces and their budgets. We heard reference to the Auditor General's report.

The RCMP is balancing its budget at times by not filling positions, leading to increased pressure on municipal forces.

We really need to take a look at "whole" policing.

This fall, we will be undertaking a cross country tour, talking to mayors, chiefs, community members, to raise awareness of challenges. We want to encourage partnerships where partnerships exist.

This will lead to a new report as a followup to the 2008 report. Without a new strategy, it will crowd out other services, as it is one of the most costly services.

Municipalities pay for over 60% of policing. Policing costs are growing. We need to find ways of addressing that. With those growing challenges, they must change the way they do business. Despite the talk about the criminal code, there isn't a lot of talk about front line strategies. Hopefully, the talks this fall will bring some new ideas.

We need to lead the discussion about the real cost of policing in Canada and expanding the federal government crime strategy and ultimately committing to working smarter by working together.

We will also be watching the downloading of RCMP work onto municipal agencies. We will be paying attention to what Parliament is doing and making sure we are at the table if they are making decisions that affect us.

One final point, in terms of this consultation, if any of you have any ideas for this consultation, please approach us with your ideas. We would like to include any input you might have.

Tom Stamatakis, President of CPA

This is my first chance to make some comments around the coalition and the CPA.

Our achievements: that we actually created the coalition where front line, municipal politicians, etc can get together and talk. And despite coming at these issues from completely different perspectives, we have found common ground and I believe we will continue to find common ground.

Our messaging is consistent to government, they're hearing the same message whether from CAPB or CPA. The more unified we can be, the better off we'll be.

Our priorities: funding is a huge issue and equity around funding. A big part of that is the police officer recruitment fund, which we'd like to see the federal government continue their commitment, as it's set to expire in 2013.

Our challenges: For us, one big challenge is what I would call uninformed or not carefully thought out focus on front line police officer salaries/benefits. It's shallow and short term to suggest that what ails the police sector and in general the public sector is salaries.

Some of the commentary around this issue is a bit misleading. We will continue to advocate on behalf of our members but we also understand we need to have a very open dialogue not just nationally but locally as well.

Another challenge: Communication. It will be difficult to have success if we don't have practical communication, going through our various organizations, trying to get messages out. We need to figure out how to get our work communicated publicly and and in government.

The final two things: Any issues we take on have to be relevant to our front line officers. It will be difficult for our members to buy in if they don't see the relevance to the work they do everyday.

And the RCMP have to be involved in this discussion, they are a big part of policing in this country and if we don't have every stakeholder involved, it's going to be difficult to achieve success if the message is inconsistent or we're working at odds with each other.

[Open Mike Session](#)

Q: Funding continues to be an issue at all levels of government, and is gaining traction. Funding is on the Dep/Minister October agenda. We work closely with the trinity and look to them during policy development. To bring key issues up to our ministers, you need to acknowledge some of the things that have occurred. The 400 million to policing has not been acknowledged, there has been a huge recruitment drive by the RCMP and the federal government is providing funding for 1000 positions. There has been improvements to cadet pay and infrastructure in the Departments. The RCMP has now met their contract jurisdiction vacancies.

A: I think some of the things the government has done is very positive. But you have to realize in this room, the \$400 million commitment also created a lot of problems. This temporary funding is short term, but when you hire a recruit it's a long term commitment. I didn't mean to be disrespectful to the RCMP or the government, I meant to be provocative.

Unless the RCMP get a clear defined role, it's going to be a problem. They can't suck 1500 members out of the front line for the Olympics and not expect it to affect municipal members.

Q: Should the primary thrust be the laws and judicial systems that are clogging the system and consuming resources?

A: These are issues we are looking at as well. We need to work in a context that moves our agenda forward but works within the priorities of what we're bringing forward. With the financial piece, it's been our position that we're looking at the dollars that are there now and say they need to continue. The 400 million

dollar fund that is due to expire next year needs to continue...whether that's infrastructure or policing.

A: We agree that a fiscal imbalance exists, that we are a united front, that property tax can no longer fund policing. Regardless of the color of the uniform, we support them all and we can't be competing for officers. It's paramount, when the coalition travels that they are united. It's a historical moment, having everyone sitting at that table together.

Q: We need to make our case to the federal government, but I haven't heard comments about making a case to the provincial government. Maybe the parties here can comment.

A: FPT meetings are important to this group, much of this dialogue is taking place in Ontario. Not just about the funding but what they can do to reduce the costs.

Q: I couldn't agree with you more. The intent is to engage provincial and territorial governments. The challenge that exists is the formal mechanisms in place to discuss these issues. I don't believe that needs to be a barrier, where there's a will, there's a way. The taxpayer expects us to do the inside baseball stuff and figure out who should be paying for what.

A: Tom, to that, we participate much in the FPT meetings. Our provincial association is very much engaged with the province in these discussions. And we have to make sure that it's not just about getting more funding but also to make sure that these dollars are used as efficiently as possible.

**Q:** Congratulations to coalition for being here. In Ontario we have gas taxes and sin taxes, could these gas taxes be used to assist in long term sustainable policing, as police deal with road laws, etc.

**A:** Every municipality has the opportunity to spend that money, it is spread out among he municipalities.

The dollar figure that is associated with gas tax is 2 billion dollars. The money is divided, with 87% given to communities based on per capita. 12% given to each province to use as they see fit. As far as using to fund police, the simple answer is no, it could not be used to fund sustainable police. The 2 billion a year is far from what we need to address the 23 billion dollar deficit in infrastructure.

Workshop 1  
Mental Health For Police: What Employers can do to Develop a Psychologically Healthy Workplace

**Facilitator**

**David Walker**

**CAPB Director, Nova Scotia**

**Presenters**

**RCMP Superintendent Rich Boughen**

**Staff Sgt. Jeff Morley**

RCMP Superintendent Rich Boughen : Focus will be on how to build resiliency in your organization and force.

Staff Sgt Jeff Morley:

\* Police officers have an advantage over the general public when dealing with trauma. There is testing and background checks;

conduct is in order and appropriate; usually squeaky clean.

\* Damage still done during service

\* Not only are police officers affected – also police employees such as 911 call takers, dispatchers and stenographers.

There are three main types of trauma:

1. Primary trauma – you are in harm’s way.

2. Secondary trauma – exposure to unfixable stress.

3. Organization trauma – monetary, legal and human costs.

Primary trauma:

\* Experience at least one of three: fear, helplessness or horror

\* Seemingly routine actions could be very traumatic –e.g. parents visit member and he describes a shift where he had a high speed chase, then foot chase, then fist fight - parents are concerned, but he says this is what I joined the force for; in danger but didn’t feel all three things.

Different parts of episodes affect different people in different ways.

There is the fight or flight reaction. There is an adrenaline rush – a feeling of aggression, stress and fear. The blood pressure and heart rates increase, palms become sweaty and there’s a feeling of apprehension. All are instinctual and involuntary. All animals have them. For officers, the instinct is usually flight, but you have to fight.

There is an instinct to physically freeze, which is usually only brief and this is part of the normal survival mechanism, but officers aren’t supposed to freeze. Another normal instinct is to hide, play dead or disassociate. If suffering is unavoidable, you psychologically shut down. All of these are normal, instinctual and



involuntary. Police officers react and deal with the consequences after...numbing is sought and alcohol is the drug of choice for police. Some officers turn to avoidance and can't or struggle to put on the uniform, and others become paranoid, the adrenaline turns on and can never shut down.

- \* Child abuse case – everyone starts to look like a child abuser.
  - \* Traffic – start to look at drivers as statistics and not as human beings.
- Post Traumatic Stress Disorder is most common diagnosis: depression, addiction, relationship difficulties, paranoid, mistrusting, aggressive.

Judith Herman quote: “To study psychological trauma is to come face to face both with human vulnerability in the natural world and with the capacity for evil in human nature.”

How do you restore control, connection and meaning? What role do police boards have? Recognition of post-traumatic stress disorder and facilitate the help needed to get to the root issues.

Secondary trauma:

- \* 911 call – 9 year old boy calls – Dad beating Mom – don't tell who called; there is no physical evidence or statement but call taker knows the child will likely be beaten after police leave but can't do anything about it.

There is a need to control unfixable suffering, a need to get the bad guy but can't, and it leads to moral distress. Compassion fatigue is one of the biggest threats and it gets in the way of relationships with spouse and kids. Repeated exposure changes the way you see the world and you become suspicious and angry. It can

also breed apathy. You can't care because it will drive you crazy.

Sixty percent of people are exposed to a traumatic event, but police are exposed all the time. This leads to:

- \* Greater risk of depression.
- \* Greater suicide risk.
- \* Recurring memories of work-related incidents.
- \* Greater risk of post-traumatic stress disorder.
- \* Become physically, emotionally or spiritually depleted.
- \* Faith can be shattered – “what kind of God lets children be brutally murdered”.
- \* Lose trust in others – world not safe.
- \* Develop new prejudices.
- \* Affects all areas of physical wellbeing.

Trauma is transmitted to families:

- \* Kids test for post-traumatic stress disorder.
- \* Become hyper vigilant because of parent's work.
- \* Anxiety and alcohol abuse in wives.

Organizational trauma:

- \* Police work takes a toll.
- \* You recruit members but know the work will damage them.

How to mitigate risk?

- \* Start with safety
- \* Have safe places - family and friends - remembering and mourning
- \* Grieving is all you can do
- \* Police are grief eaters
- \* Stay connected
- \* Make meaning of experiences
- \* Spouses can help
- \* Peer groups who have experienced the same can be invaluable.

### What Breeds Resilience?

1. Social support – can't be underestimated
2. Organizational support
3. Leadership support
4. Peer support

Police need people who have been there and done that:

- \* They have recovered
- \* They listen
- \* They can give good practical support and information
- \* They can make suggestions
- \* They do not counsel
- \* When you can't sleep at night, you can call them for support

There is no research being done for police, but trauma is costing millions of dollars a year. Large groups of people are off duty because the horrors of the job got to them. We are just starting to understand the impact of trauma. Work has been done over the last four years by David Brown and the Task Force on Governance and Cultural Change in the RCMP to engage the leadership and improve the health and wellbeing of members.

### Why is mental health important?

- \* It costs a lot of money – disability management is \$50B/year.
- \* Health care and drug costs are going up for Canadians.
- \* A preventative strategy can get back \$3 to \$8 for every \$1 put in.
- \* Savings will come back globally.
- \* Legal reasons – psychological health and safety.
- \* Businesses exposed legally for unsafe work environment?
- \* Police, 911 call takers, stenographers who transcribe statements – they are all at risk.
- \* You have an obligation to mitigate.

- \* Human reason – treat people with dignity – compassion – sensitivity.

### Open Discussion Session:

- \* There is a military family resource centre for families of soldiers who return from duty – should look at this for police – CACP is getting the same presentation next week.
  - \* No personal knowledge of police services doing this.
  - \* Military is far ahead of the game – looking at this for 20 years already.
- There is presently education but no family service centres. Family support is very important

What can be done to give members a chance for grieving? This is a leadership and cultural issue to understand trauma and the need to talk about it.

What do we look for in a Chief?

One important question: What's your understanding of how police work affects the mental state? Are they emotionally intelligent? Senior officers have to be emotionally intelligent to understand their office, their community and Canada globally.

Education has to be out there to give peer support to those that have trauma problems. It is not preventable but you can help people through by providing education, support and caring.

COPS Sheet – provided by Rich Boughen and briefly described – Will be provided to Jennifer after.

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1.

Workshop 2  
ORGANIZING THE BLUES – Police  
Labour Relations Management

**Facilitator**

**Mayor Pamela Goldsmith-Jones**

**Presenters**

**Carol Allison-Burra, Kingston Police Services  
Board, CAPB Vice-President**

**Tom Stamatakis, President, Canadian Police  
Association**

**Chief John Hagarty, Kawartha Lakes Police  
Service**

**Evan Bray, President, Saskatchewan  
Federation of Police Officers**

Carol - there is a dynamic tension in the roles of chiefs, boards, and operations but the lines can get blurry when we're talking about where the police are going in the future. It's so important that we see ourselves as three separate entities but that we still work together for the goal of safe trusted policing. I came on the board 2002, at the other side of the table in an arbitration hearing. Race collection renamed Bias Free policing, and there was lots of tension from the rank and file because they hadn't been consulted in this process. I've lived through the worst of times, and I believe we're in the best of times, because we work collectively and together to meet the needs of the community. The Chief played an active role.

Chief John Hagarty - Who is responsible for reducing crime? What is your impression of your police association? Positive or negative? Is your opinion from what you've been told, newspapers, or your own impression? Do some independent research. Check out the professionalism of those groups, take a look at their mission

statements, and you'll likely find they are closely aligned with your own. Do an audit of your organization, to show you how many police association presidents or even lateral transfers in the last ten years. You get the police association you deserve. If you have a Chief that sees them as the bad guy, and there's constant conflict, you will have members that will preselect not to be involved because they want to get ahead.

My area is grievances. I'm going into six years with zero grievances. If I have an issue within my organization that I think is going to be a problem, I bring the association in and talk to them about what I think I'm going to do and I will ask them what they think I should do. Sometimes his opinion will alter my decision, sometimes he comes back and sees my decision is right, but it eliminates the conflict. If the police association is empowered, and an employee wants to carry a grievance forward, the association has already consulted and likely agreed with the Chief. And because I go to the association, they will also come to me. Before this, because of the paramilitary structure, this wouldn't have happened.

Evan Bray - Thanks board members for taking the interest they do in their community by sitting on the board. They are the representatives in the community to ensure public safety. In Regina we have a good relationship with the Board.

Who's responsible for reducing crime? There was a McLeans article that didn't paint Regina in very complimentary way. The Police Board was not happy, nor the Chief or Mayor. The Service worked hard to show crime had gone down and dispel this message. We've had really good success. We've gone through the

Police Act and a review was done by Justice, but reps from Chiefs and associations were able to submit suggestions or or tweaks in the Act...one example being wait times between hearings for officers and when they render their decision. Meanwhile officers were being suspended with pay, with an impact on manpower, the association and impact on the member and family. Regina has a challenge that is not unlike other communities and that is our pension plan. At the onset, we decided we would sit down at a roundtable with members, the Association and management to work together to come up with a plan. We will come to a solution, I'm confident of that. The Board thinks about the impact on taxpayers, the Association cares about the pension and the Deputy cares both about the financial aspect but also the recruitment and retention. I was tasked with talking about discipline. Discipline doesn't fall under the police board mandate, so while associations are kept apprised of this, it is a Chief and executive issue.

Tom Stamatakis - I am a police officer involved with association work. Who is responsible for crime reduction? We all are. So it makes much more sense to have open dialogue in order to enhance public safety. And it can't just be communication through the Chief, it needs to be formal meaningful dialogue. If the front line doesn't buy in, it won't work. The front line is in contact with the public everyday. If you're the Chief you need the public support.

John - Our info officer for our community let me know what Wichita Police Department did. They tweeted one hour of calls. I tweeted four hours of calls. As a Chief of Police I received information that I never would have received before. It's more interactive. It's an opportunity for our community to see what we

do. The twist was our IT people set up a live chat. It allowed public to ask questions while they followed the tweets. For anyone looking at developing their strategic plan and engaging the community, this is one way. It was very well followed, we have a population of 25000 and we had in the morning 40 people following it and re-tweeting it. We think we could provide a virtual ride along. Consider doing a ride along in a cruiser and just tweeting the activities.

### Open Mike Session

Q: To build on what Dr. Caputo talked about; 5-7% increases in policing in the next 15 years, while inflation is 2%. If roughly 90% of budget is salaries, then we need to find policing options. Duxbury suggests there is going to be a shortage of labor. How are we collectively going to sustain these budgets?

There needs to be a big discussion on what we expect police to do in this country. Vancouver is spending 2/3 of time on mental health issues. The other part of the discussion is what is it that we need fully trained police officers to perform, and what have police have engaged in historically that might otherwise be performed by civilians. We need to see more of that. We need to fix how policing is funded in this country. When we decide what we want police to do, we need to decide how to fund it. Crime is no longer bound by municipal or provincial boundaries.

Evan - Last CPA, the board went out for supper and talked about sustainability. Usually the associations are looking for benefits for their members but we understand the challenges. I talked to a man whose garage was broken into and the police would only take the info over the phone and not come out and he was not happy

with that. Once I talked to him, he was more understanding, he understood the police challenges. Don't underestimate the value of the small contact with the public to garner support for police. Don't lose the small stuff.

Carol - The soft stuff that police are involved in are being cut. When they're talking about cutting areas, whose making that decision? The Chief? The Mayor?

Q: We're talking about part time work and that's something we're having a problem agreeing on now. But we need to discuss it because it's an issue.

John - We have a job share agreement, with the association. If you want full time, you get full time, but you don't abuse part time by denying them benefits. And, if after a certain length of time they have worked a certain amount of hours, they have to be declared full time. In order to retain female officers, you need to look at more flexibility. You need to enter into dialogue with the association about this.

Evan - Regina has a job share situation but only in certain areas. The Chief won't allow females to take mat leave and then take an extended unpaid leave. We've been having issues with the front desk, and lunch breaks and front line filling in. Now the Service is well on it's way to signing an agreement for part time at the front desk during that period. The Association wants full time officers when there's full time work and not fill with two part times.

Tom - The OPP has part time arrangements. I have negotiated term contracts and job shares for maternity/education. The caveat I would give though, I've had a standing offer to discuss part time but let's agree on our number strength

and then go on to discuss the part time positions.

Carol - We have an enormous amount invested in training officers and we need to think and act outside the box in order to retain that successful, highly trained officer. Since retention is an issue, we have to think outside the box. The government has to change as well as it relates to fathers wanting to take a year and instead they get six months each.

John - We run a hardcore organization, a paramilitary structure. You have to establish a good rapport but you have to be careful of the board and association having dialogue independent of the Chief. Tell the Chief, keep it up front, and this builds the trust and respect. Make sure people are operating morally/ethically. Group think is a dangerous thing, a group talks about what is going on, and then the Chief speaks, there's a reluctance to disagree with the Chief. The board and association have a role in this to make sure the members aren't just nodding their head.

Carol - As boards, we often receive our information from the Chief and association. We have to be attuned to the fact it might not be the whole picture, without sabotaging the Chief. You need to be able to go and have breakfast with the pres of the association and talk about things.

Evan - associations need to work with the Chief and boards to set budgets and goals and work together to meet these goals. Example is Ron Rasmussen going on ridealongs and noting the problem officers had with their batons when they were getting back in their car. Ron said you guys need to get collapsible batons. Not saying he made the decision but it was helpful

for him, as a Board member, to understand even the small challenges.

**Q:** Should policing be taken out of the provincial hands and be given to the federal government so there is consistent policing across Canada?

**Tom -** Well either way we're going to have police. We can keep our model or follow the model of many different countries who have national police services. I negotiate for my members and I'm not going to apologize for bargaining to get the best deal for my members. I see bargaining and don't understand why they don't accept some terms. I also don't understand why an officer in Vancouver, which has one of the highest costs of living in the country, makes less than officers in Regina, it doesn't make sense.

We need to look at ways to eliminate jobs that police shouldn't do. Technology can help us...for instance you have to have a lap and shoulder belt to start your car...maybe we should have technology that says you have to blow before you can start your car. Yes, some might appear to infringe on people's rights but...you can't impinge on a person's right to speed, but you can impinge on a person breaking the law.

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### Workshop 3

#### TAKING CONTROL IN A CRISIS

##### **Facilitator**

**Mayor Ivan Court CAPB President**

##### **Presenter**

**Derek Johnston, Face Value Communications**

**The Calm and Not the Storm - Trying to be Proactive**

Some days 'policing' and 'crisis' seem synonymous. What does this mean for police boards? After a viewing of the Police Cell video of the unlawful arrest and stripsearch of Stacey Bond, it looks like brutal treatment by four police officers. Kneeing her is a serious abuse of power. However, this probably doesn't give the whole story. There is something here that the camera hasn't captured, a back story.

In the police world this sort of thing happens, then you get the media outburst, and then you're on the phone. Derek then asked participants what made them sign up for this particular workshop.

- I've seen troubles in Vancouver, I think the crises are taking different courses of action, like through social media, and how can we be prepared and proactive.
- During the crisis, how do people think? And as a police commissioner, how should the service react?
- During a crisis, people can be controlled by mob mentality, and people who wouldn't normally be involved in this activity can get involved and how can we prevent this.
- when you see this situation in Britain, kids from good homes, going to universities participating, it can happen everywhere.
- things like this situation brings shockwaves through organizations, and it becomes damage control. You tend to see what you want to see, and the public doesn't see the police getting kicked at, punched, is there some way this information can be shared?

Who's the spokesperson in a situation like this? Is it your chief, the media person, the

mayor, is it the board chair? What happens when an independent agency comes in to investigate, are they then the spokesperson? The short answer is you don't want to have to answer after the crisis hits. Media reporting has changed and the view of public eye is not accurate as the reporting has become more dramatic and sensational. Social media has changed reporting so much that even the media doesn't know where they will be in two years.

So, we've had reference to Vancouver and now the question...what do professional hockey and elite water polo have in common? I got a call the night after the riot, from the Executive Director of Water Polo Canada saying I need some help. For those of you who haven't faced a crisis, don't delude yourself, it's coming.

What's the difference between an issue and a crisis? An issue is ongoing, with it's own set of peaks and valleys. Examples of issues would be recruiting and retention, tasers and mental health issues.

There is a proactive approach to problem solving and it is dependent on using internal and external networks and relationships. You pick the issues early and do something early enough to make a difference. Why bother with issue management? You bother with it so the issue remains an issue and not a crisis, it keeps it under control because you are working on it. It provides more accountability and it is more cost effective.

As well, you can use those issues to build relationships with groups. By taking a proactive approach, you can influence media coverage, and you can put forward the issue and use your own language rather than trying to get through the noisy voices when it becomes a

crisis. Organizations that don't manage issues are jeopardizing control of their own destiny. Planned action gives way to ad hoc reaction. Issues management becomes crisis management, where we're forced to deal with it and we're in a much weaker position. Research shows that the vast majority of crises arise when organizations fail to identify a potentially contentious issue at a earlier, more benign stage.

Objectives to crisis communication:

- maintain public confidence (very important)
- minimize fear and confusion
- influence public debate and stakeholder reaction
- encourage third party endorsements
- preserve or enhance reputation
- internally minimize disruptions to service, preserve morale (whole range of advocacy groups etc that wil use your crisis to put forward their own agendas). There are big impacts to the whole organization when it feels under fire and under the microscope, because policing is such a personal thing, when they are under fire they feel it deeply and personally.

Maple Leaf is the Gold Standard for Crisis Communications. During their Listeria crisis the President posted to YouTube and other social media sites. His message was simple and honest, they found Listeria in the food, they recalled the food and shut the plant down, they hold their standards higher than regulatory standards but that week they failed. His message is authentic. Therein lies the difference between their story and Tiger Woods. Woods allowed the situation to continue on for days. When he finally apologized, his apology wasn't framed and it

was too late, there were already a bunch of voices and noise.

Organizations much plan for a crisis. A well managed crisis response, coupled with an effective recovery program will leave stakeholders with a favorable impression and renewed confidence of the organization. You won't be judged by the crisis, which may have been out of your control, but by your response to it. In the Ottawa Stacey Bond crisis, they managed it well. Right in the middle of the crisis 3 out of 4 still had faith in their police and didn't believe the chief should resign. A lot of people believed he was a stand up guy and responded immediately to the crisis. Most of you have a corporate communication strategy, but how many of you have a crisis communication strategy?

#### Elements of the Plan

Proactive = Information Edmonton Police Service is brilliant at keeping the community informed about crime by a wonderful spokesperson from the EPS.

Mess Up, Fess Up, Dress Up - six words that will save your bacon

Reactive = Explanation Have a plan because in a crisis you now have an hour, at best, to start reacting. Tell as much of the truth as you can and tell it fast. Be first, be right and be credible. Rupert Murdoch now has no credibility because he left things to the end and was not prepared. Don't release the story chapter by chapter. In the era of social media, by the time you're ready to tell the whole story, everyone has already made up their minds.

Express genuine empathy! After watching the video clip of the Detroit umpire who made an incorrect call that wrecked a ballplayer's chance at a perfect game, he immediately took responsibility for his mistake and expressed genuine empathy. It was obvious how much it

bothered him. When he came back to ump the next ball game, the fans cheered him and the pitcher was gracious and said people make mistakes.

#### Action List

- issue management function
- formalize regular access to reliable internal and external networks
- monitor mainstream media
- start close to home develop/review board policies and procedures, build the strategies in collaboration with the police service and your partners, mow your own grass
- reach out, leverage existing opportunities to educate and engage, demonstrate your value to the community, maximize the downtime
- evaluate how you're doing, regularly assess how well you're doing
- work with your partners, talk to colleagues in other cities

When it works it clear, straightforward and 2 way.

#### Resources

Crisis and emergency risk communications: for leaders by leaders (Centers for Disease Control) Hennes Paynter crisis comm and Media relations e newsletter  
Peter Sandman : [www.p.sandman.com](http://www.p.sandman.com)  
Derek Johnston (601) 445-3377 [derek@facevalue.ca](mailto:derek@facevalue.ca) Skype: facevaluecomms

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Workshop 4  
Evolution of Regina & Area Drug  
Strategy to a Mental Wellness  
Strategy

**Facilitator**

**Kathryn Nokony, Port Moody Police Board  
CAPB Director**

**Presenter**

**Lorri Carlson, Executive Director, Mental  
Health & Addiction Services Regina  
Qu'Appel Health Region**

Lorri Carlson, Executive Director, Mental Health and Addiction Services, Regina Qu'Appelle Health Region asked the delegates whether they would rather hear more about the drug strategy as it existed in the past, or more on the mental wellness strategy as it exists now, after evolving from the drug strategy. The majority wanted to focus more on the present, so Lorri indicated she would give a brief overview of how the drug strategy started and how it has changed into the mental wellness strategy.

Overview of the Regina Qu'Appelle Health  
Regina:

- \* Encompasses not only Regina, but quite a wide rural area
- \* Includes 17 First Nations
- \* Health is regionalized
- \* Non-government but wholly funded by government
- \* Integrated administration since 1998
- \* 4.3% of the Regional health budget is for the drug/health wellness strategy – probably the lowest province in Canada in spending for this
- \* 50 adult psych beds
- \* 10 young adult psych beds – which covers whole south section
- \* 45 bed brief social detox – police supported
- \* 10 bed secure detox

\* 20 bed dedicated substance abuse treatment unit at the Regina Provincial Correctional Centre.

Strategy is heavily influenced by the National Health Commission Strategy. The government was involved in extensive consultation with the public about the health system and received a large response about the need for mental health services. The province provided an increase in addiction treatment funding and would develop an independent addiction agency, which was surprising because the present ones were being decommissioned. The government listened and stopped it.

The Regional Intersectoral Committee (RIC) was created, which provided:

- \* Horizontal collaboration for prevention programming
- \* Helped by commitment to community policing
- \* Principle—get the citizens' voice—focus on the determinants of health.
- \* Collaborative projects such as Regina and Area Drug Strategy, 11 and Under Initiative, Mental Wellbeing Strategy, North Central Shared Facility, Youth Justice Forum and Integrated Auto Theft Strategy.

Regina & Area Drug Strategy was created in 2001 by the Regina Crime Prevention Commission made up of community stakeholders. The steering committee members are similar to RIC – high-ranking organizational reps in addition to Mayor, Chief of Police and citizen members. The community forum agreed on a need, federal money was provided. There is a four pillar framework to use: prevention, treatment, enforcement and harm reduction. Law enforcement data is different than health data and treatment and

intervention by health professionals is not enough, law enforcement is needed also. The Premier made drug addiction one of his priorities: there was a 70% - \$18M increase in funding, and the 2003 recommendations were more than an overnight function. Getting projects launched took years.

- Meth Watch Retail Program – retail sale of items used in meth production
- Safer Communities and Neighbourhoods (SCAN) program - reporting problem residences or businesses that are habitually used for illegal activities.
- School Boards gave money for counsellors at high school—more kids will show up for appointments if they're at school—also outreach counsellors.
- \$850K provided for 12 bed brief detox
- Youth Drug Detox & Stabilization Act, which was created in 2006 in answer to a bad run with crystal meth. There were sons and daughters of influential people involved, and the parents went to provincial government saying detox and treatment was needed. A parent/guardian can go to a judge with evidence that child has severe addiction and are a danger to themselves, and need confinement for own safety or to detoxify. There is a five day involuntary stay in a secure facility, which can be renewed two times for a total stay of 15 days. There is a six bed unit set up at Paul Dojack Youth Centre. Social Services provides services to at risk kids, but not health services. Corrections provides workers and health workers for health – but can only keep until they're 18. The detox and stabilization is a plan to return kids to the community, with resources in the community to deal with it after. The province has many remote centres and not a lot of youth are served, meaning the RCMP and other police have to transport. The involuntary stay has never been legally

challenged, but if it were, the challenge would be upheld. The kids are usually very malnourished and ill and need more than 15 days just to break the street life.

Regina Drug Treatment Court held every second Friday afternoon. There was a realization that there needed to be a treatment component. It is a 9 to 12 month program with several workers involved, including a psych worker, an Elder and a justice worker. There is a capacity of 20 in Drug Court and the Feds aren't happy because it costs a lot but at least 20 per year have made significant changes to their lives – had first drug-free baby – one participant said “First time in 13 years that my son is proud of me.” Some may drop out but they usually go on to other programs.

Provincial Correctional Centre has a 20 bed specialized unit, providing a 5 week in-patient addiction treatment program. There are three addiction counsellors, a chaplain and an Elder. There are outreach services near end of sentence for those going to a half-way house.

Success factors:

- \* Different for each community
- \* Need dedicated person to lead and do leg work
- \* Building on collaborative successes – use those around your tables
- \* Multi-level involvement needed
- \* All people of Regina and area have the opportunity to achieve the best possible mental health and wellbeing.
- \* Having a safe community is important to your health.

Guiding principles:

- \* Multi-sectoral approach leading to an integrated collaborative system

\* Access to effective mental health/addictions care – universal access to health care, including mental health

\* Programs are informed by best evidence based on science, personal experience and knowledge

\* Services responsive to the needs of communities – gender and diversity analysis

\* Requires a population health approach

\* Systems are accountable for effective and safe services and support

\* Responsive to both local and rural circumstances and needs

Strategy Goals – Borrowed from National Strategy

\* Role of family needs to be recognized

\* Large First Nations and Metis population – need traditional approaches – incorporate and validate traditional approaches

Approach of Strategy

\* Don't do gap analysis – get going on it instead

\* Can services be brought together with less overlap?

\* Be knowledgeable or caring enough to transfer a person in need to where he needs to get help.

\* Limited resources – pick a few priorities

Why is mental health care important? Talk to the ERs and police and you'll understand. There is special staff needed 24/7 in emergency rooms.

Current state:

\* Needs significant resources

\* Still inadequate

\* Fragmented service

\* Still stigma and discrimination

\* Criminalization of mental health and addiction disorders

\* System barriers: legislation and policy

\* Lack of balance in services

\* Changing policy is hard to do.

Key Directions:

\* Make the most of what we have

\* Increase system capacity

\* Maintain standard of services responsible to client need

\* Increase relevance of service to medical needs of First Nations and Metis – recognition of traditional healing practices

Where are we today?

\* Consultation Phase

\* Identify strategic framework for delivering mental health and addictions care in the future (Oct-Dec 2011)

\* Implementation Plan (Jan-March 2012)

\* Strategy Implementation (April 2012)

Where do charitable organizations fit it?

\* Biggest would be United Way

\* Salvation Army has been contracted for services

\* Other organizations do good things that are not health oriented

\* Health care depends on volunteers – volunteers are aging out and being lost.

**THANK YOU, REGINA!**

CAPB board of directors, staff and members extend a very heartfelt thanks to Mayor Pat Fiocco, Chief Troy Hagen and the untold volunteers who assisted through the planning and execution of this conference.

We would not have been able to put on such an event without the tireless work of the following volunteers from the City of Regina, Regina Board of Police Commissioners & the Regina Police Service.

**ELAINE GOHLKE**

HARALD GOHLKE  
CONNIE RASMUSSEN  
RON RASMUSSEN  
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TO OUR 2011 CONTRIBUTORS:

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