



CAPG

CANADIAN ASSOCIATION OF POLICE GOVERNANCE

ANNUAL REPORT
2015

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President's Report



It's been a challenging year for policing in general across Canada. The role of governance of policing at a national level is under review in many provinces and we look forward to seeing what direction comes from the Province of Ontario opening its Police Act. Decision makers are questioning the cost and effectiveness of existing models of policing and whether they meet the needs of the communities served. With more than 70% of the business of policing not related to crime, this definitely warrants more scrutiny. Fortunately, members of police boards and commissions approach change from a unique perspective as they don't just have a personal interest but the broader responsibility of representing the public interest.

When I was elected last August, by my fellow directors, to lead the organization into what was expected to be a busy and challenging year, I was confident that with their support we would be able to navigate through change. And change is what we have experienced. We began with a complete restructuring of the CAPG Strategic Plan at our board retreat last September. Board and staff had a fruitful discussion on why the association exists; why do members continue

to renew their membership; how, with the limited resources available, can we achieve growth and meet the expanding demands of our members while we continue to build. This exercise led to an overhaul of our committee structure and from there the direction for the year was set. It wasn't all smooth sailing and we did experience growing pains. We are still fine tuning documentation and structures but we are on a good solid path and I hope that you've seen this in our many accomplishments this year.

When I attended the Public Safety Ministers Roundtable on PTSD for First Responders in Regina last winter, it really resonated as it confirmed prior information gleaned from CAPG conferences indicating just how big this issue is. We don't always think of the repercussions of what police, firefighters, paramedics and other first responders witness as they carry out their daily work. It seemed we generally accepted the notion they were made of tougher stuff and could handle anything. The reality is these brave men and women suffer the highest rate of job-related illness and injury of any occupation. They are also exposed to traumatic and horrific scenes and we, as employers of police services, have a duty to ensure the physical and emotional wellbeing of our personnel. It's not an undertaking that any single level of governance can solve independently. It will require collaboration on local, provincial and federal levels to be successful and not just from governing bodies but with input from academic research and medical professionals as well.

At the Roundtable I also heard about research the University of Regina is leading under Dr. Nick Carleton and was asked to join the Steering Committee of the Canadian Institute for Public Safety Research and Treatment (CIPRST). The mental health research team recognizes that first responders can suffer from operational stress injuries that are too often hidden and with the support of the national associations they designed the first anonymous Canada-wide survey that assesses operational stress injuries in first responders and public safety personnel. The goal is to develop a comprehensive program to identify the tools required to support the recognition, prevention, intervention, re-entry, and treatment of mental health concerns facing Canadian first responders and other public safety personnel. This is leading edge work that we are playing a role in and I commit to keeping you informed as this work progresses.

With plans well underway for the 27th annual conference of the CAPG, we turn to the theme of 'Ethics in Policing'. In a world where policing is under a lot of media and public scrutiny, our timing could not be better. We've aimed to tie in a governance perspective to as many of the presentations as possible and I am looking forward to participating in some inspiring sessions, networking with colleagues and enjoying some of the beauty and historic sites in our Nations capital. I look forward to meeting you in Ottawa.

A stylized, handwritten signature in black ink, appearing to read 'R Stephanson'.

Rob Stephanson, FCPA, FCGA, CAPG President

BOARD OF DIRECTORS

The Canadian Association of Police Governance was federally incorporated in 1990. It is governed by an Executive Committee and a Board of Directors, elected by the membership at the Annual General Meeting.

Executive

President - Rob Stephanson, FCPA, FCGA, Weyburn Board of Police Commissioners, SK

Vice-President - Mary Anne Silverthorn, Woodstock Police Services Board, ON

Past-President - Cathy Palmer, Edmonton Police Commission, AB

Treasurer - Stephen Graham, Halifax Board of Police Commissioners, NS

Secretary - Sandy Smallwood, Ottawa Police Services Board, ON

Directors

Charlie Clark, Saskatoon Board of Police Commissioners, SK

Nola Folker-Hill, Kentville Police Commission, NS

Scott Gillingham, Winnipeg Police Board, MB

Karla Rockwell, Delta Police Board, BC

Ron Skye, Kahnawake Peacekeeper Services Board, QC

Tammy White Quills-Knife, Blood Tribe Police Commission, AB (Resigned April 2016)

Laurie Williamson, Peel Regional Police Services Board, ON

Marcus Wong, West Vancouver Police Board, BC

Jonathan Perkins, Calgary Police Commission, AB (Resigned October 2015)

Tyler Shandro, Calgary Police Commission, AB*

**Appointed to replace Jonathan Perkins, Calgary Police Commission, AB*

The Association is administered from the national office at 157 Gilmour Street, Suite 302 in Ottawa, ON, with Jennifer Malloy as Executive Director. The Executive Director is assisted by Pippa Rogers, Communications and Event Manager.

Directors Meeting Attendance Report

August 28, 2015		March 15, 2016	
Present: Charlie Clark Nola Folker-Hill Scott Gillingham Steve Graham Cathy Palmer Jonathan Perkins Mary Anne Silverthorn Ron Skye L.A. (Sandy) Smallwood Rob Stephanson Laurie Williamson Marcus Wong	Regrets: Nicole Paquet Tammy White Quills-Knife	Present: Charlie Clark Nola Folker-Hill Scott Gillingham Steve Graham Cathy Palmer Tyler Shandro Mary Anne Silverthorn Ron Skye L.A. (Sandy) Smallwood Rob Stephanson Marcus Wong	Regrets: Karla Rockwell Laurie Williamson Tammy White-Quills Knife
September 15, 2015		ADVOCACY DAYS MAY 2 - 5, 2016	
Present: Rob Stephanson Mary Anne Silverthorn Ron Skye Cathy Palmer Stephen Graham Scott Gillingham Laurie Williamson Karla Rockwell Nola Folker-Hill	Regrets: Nicole Paquet Tammy White Quills-Knife Sandy Smallwood Marcus Wong Charlie Clarke Jonathan Perkins	Present: Charlie Clark Nola Folker-Hill Scott Gillingham Steve Graham Cathy Palmer Mary Anne Silverthorn Ron Skye L.A. (Sandy) Smallwood Rob Stephanson Laurie Williamson Marcus Wong	Regrets: Karla Rockwell Tyler Shandro
BOARD RETREAT September 24 - 26, 2015		SPECIAL MEETING OF THE BOARD July 6, 2016	
Present: Charlie Clark Nola Folker-Hill Scott Gillingham Steve Graham Cathy Palmer Jonathan Perkins Mary Anne Silverthorn L.A. (Sandy) Smallwood Rob Stephanson Marcus Wong	Regrets: Nicole Paquet Tammy White Quills-Knife Ron Skye Laurie Williamson	Present: Nola Folker-Hill Scott Gillingham Steve Graham Cathy Palmer Tyler Shandro Mary Anne Silverthorn Ron Skye Rob Stephanson Marcus Wong	Regrets: Charlie Clark Karla Rockwell L.A. (Sandy) Smallwood
November 17, 2015		July 19, 2016	
Present: Charlie Clark Nola Folker-Hill Scott Gillingham Cathy Palmer Mary Anne Silverthorn Ron Skye L.A. (Sandy) Smallwood Rob Stephanson Marcus Wong	Regrets: Steve Graham Karla Rockwell Laurie Williamson Tammy White-Quills Knife	Present: Mary Anne Silverthorn Rob Stephanson Cathy Palmer L.A. (Sandy) Smallwood Tyler Shandro Nola Folker-Hill Marcus Wong	Regrets: Steve Graham Scott Gillingham Charlie Clark Ron Skye
January 20, 2016			
Present: Charlie Clark Nola Folker-Hill Scott Gillingham Steve Graham Cathy Palmer Karla Rockwell Tyler Shandro Mary Anne Silverthorn Ron Skye L.A. (Sandy) Smallwood Rob Stephanson	Regrets: Laurie Williamson Tammy White-Quills Knife		

Composition and Duties of Canadian Police Boards and Commissions

In most provinces in Canada maintaining one or more municipal police services, governance of the service falls to a civilian body comprised of members of municipal Council, citizens of the municipality appointed by the Province or municipality, or a combination thereof. While duties of municipal police boards/commissions vary slightly from province to province, most are responsible for determining adequate personnel levels; budgeting for the needs of the force; monitoring the budget; reviewing the performance of the service; hiring the Chief of Police; labour relations; discipline; and policy development.

Mission Statement

The Canadian Association of Police Governance works collaboratively and proactively with members and partners to enhance civilian governance of policing in Canada.

Vision Statement

The Canadian Association of Police Governance is a strong, national voice and resource for civilian governance of policing in Canada.

Strategic Directions

INFORM

Ensure members have independent access to the information and insights needed to be effective as police governance organizations.

CONNECT

Bring members and partners together on a regular basis to share knowledge and develop deeper connections.

FOCUS

Articulate a common national voice on priority issues in police governance and community safety, and advocate for change.

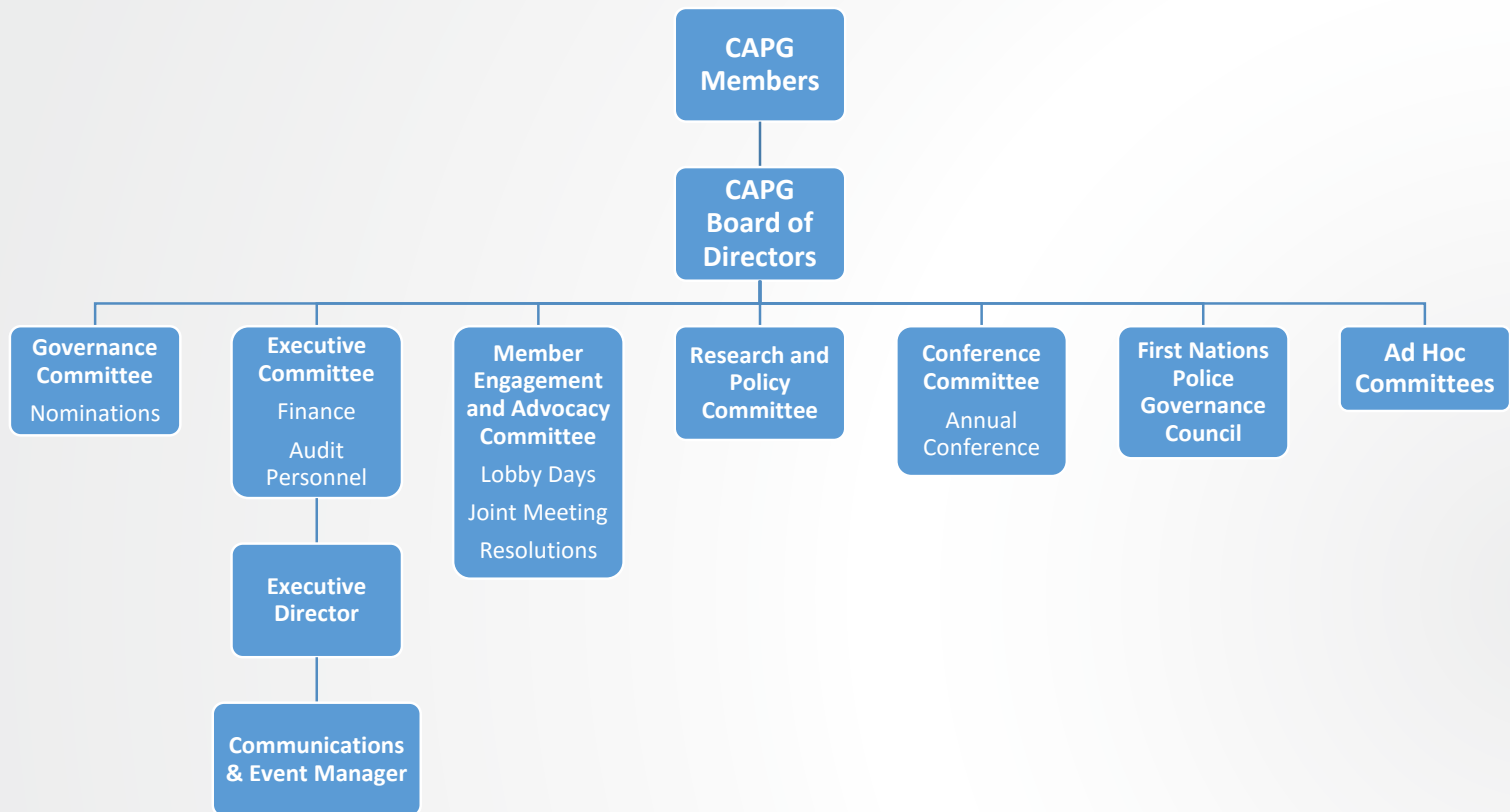
BUILD

Stimulate thought leadership and contribute to evidence-based research and initiatives that fill gaps in our current knowledge on police governance.

THE CAPG WILL

Collect, assemble, synthesize, and disseminate best practices as a tool kit/resources for members; convene groups to knowledge share and build common perspectives on civilian governance; be a national voice to influence public policy on civilian governance of policing and community safety; partner with thought-leaders to further the discussion on emerging evidence-based community safety and policing issues.

CAPG Organizational Chart



CAPG's Organizational Structure

The diagram above shows the structure of the CAPG and the flow of responsibilities. The Executive Director reports to the Board of Directors and works on a day-to-day basis reporting directly to the Executive Committee. In addition to the Committees set out in the diagram, there may be Ad Hoc Committees formed on an as needed basis.

Due to the limited resources of the CAPG, the Board recognizes that it is a Working/ Collaborative Board and as such it is involved in doing real work through the Board's standing and ad-hoc committees.

COMMITTEES	COMMITTEE MEMBERS	
Governance Committee	<p>Chair: Marcus Wong, West Vancouver Police Board</p> <p>Members: Charlie Clark, Saskatoon Board of Police Commissioners Tyler Shandro, Calgary Police Commission Wayne Talbot, Truro Police Board Elaine Gohlke, Regina Board of Police Commissioners</p>	
Member Engagement and Advocacy Committee	<p>Chair: Charlie Clark, Saskatoon Board of Police Commissioners</p> <p>Members: Stephen Graham, Halifax Board of Police Commissioners Marcus Wong, West Vancouver Police Board Tyler Shandro, Calgary Police Commission Mafalda Avellino, The York Regional Police Services Board Sylvia Parris, Halifax Board of Police Commissioners</p>	
Research and Policy Committee	<p>Chair: Scott Gillingham, Winnipeg Police Board</p> <p>Members: Cathy Palmer, Edmonton Police Commission Lorraine Pompana, Brandon Police Board Mallory Richard, Winnipeg Police Board</p>	<p>Marion Wiebe, Lethbridge Police Commission Tullio Caputo, Carleton University Andrew Graham, Queen's University Curt Griffiths, Simon Fraser University Laura Huey, U. of Western Ontario Michael Kempa, Ottawa University Rick Linden, U. of Manitoba Dr. Peter Silverstone, U. of Alberta Yasmeen Krameddine, U. of Alberta</p>
Conference Committee	<p>Co-Chairs: Sandy Smallwood, Ottawa Police Services Board Karla Rockwell, Delta Police Board</p> <p>Members: Mary Anne Silverthorn, Woodstock Police Services Board Nola Folker-Hill, Kentville Board of Police Commissioners</p>	
First Nations Police Governance Council	<p>Chairs: Ron Skye, Kahnawake Peacekeepers Services Board</p> <p>Members: Dan Bellegarde, Chair, File Hills Board of Police Commissioners Fabian Batise, Board Liaison, Nishnawbe-Aski Police Service Board Peter Nahwegahbow, Chair, United Chiefs and Councils of Manitoulin (UCCM) Police Services Commission William Taylor, Chair, Dakota Ojibway Police Service Commission Jeffrey Jacobs, Chair, Anishinabek Police Services Board Lorraine Pompana, Member, Brandon Police Board Dale Davis, Six Nations Polices Board Melanie St. Germaine, Rama Police Board Linda Greyeyes, Member, Prince Albert Board of Police Commissioners</p>	
Executive Committee	<p>Chair: Rob Stephanson</p> <p>Members: Mary Anne Silverthorn, Stephen Graham, Sandy Smallwood, Cathy Palmer, Jennifer Malloy</p>	

COMMITTEE REPORTS

Governance Committee

During the 2015/2016 year, the Governance Committee worked to ensure that the CAPG Board and Committees operated according to the principles of good governance by implementing the following actions and initiatives:

- Development and implementation of terms of references for all Committees
- Implemented a Board performance survey to be completed annually
- Implemented a Board skills matrix table to be completed annually
- Implemented an annual Board and Committee agenda management calendar to set targets for monthly deliverables and action items
- Implemented an annual review and updating of the CAPG Board Orientation Handbook and Resource Package
 - Updated the CAPG Board Orientation Handbook and Resource Package
- Assignment of responsibility for CAPG resolutions to the Member Engagement & Advocacy Committee (previously held by the Conference Committee)
- Reviewed proposed amendments to CAPG by-laws and recommended to the Board appropriate amendments for adoption
- Determined procedures for recruitment and appointment of new CAPG Board and Committee members
 - Recommended the interim appointment of Tyler Shandro (Calgary Police Commission) to the CAPG Board due to the retirement of Jonathan Perkins (Calgary Police Commission)

Member Engagement and Advocacy Committee

2015/16 was the first year of existence for the newly constituted Member Engagement and Advocacy Committee (ME+A). All things considered, it was a fairly productive year focused in three main areas:

1. Establishing a more strategic approach to lobby days and a specific advocacy strategy for the newly formed Liberal government;
2. reviewing and adjusting the resolutions process based on member feedback;
3. and reviewing and supporting the expansion of member engagement tools, such as the Webinar series and Learning Portal.

The change in government and feedback from previous lobbying experiences presented an opportunity to revisit how the CAPG positions itself with the Federal government. It also allowed CAPG to be more focused with the allocated time and resources going into Lobby Days on Parliament Hill. In order to develop the most strategic lobbying position, CAPG staff and Committee members reviewed the resolutions and advocacy positions of the CAPG and cross-referenced them with the new mandate letters that the Ministers of Public Safety and Justice were operating from.

Based on this assessment, it became clear that the key issues that the CAPG should focus on were:

1. Continued advocacy for integration of Mental Health and policing with a specific focus on support for a national strategy on PTSD for officers.
2. Ensuring that the CAPG has a seat at the table as the Government determines the process for legalization of marijuana.
3. Continuing to push for more predictable and respectful agreements between the Federal government and First Nations Police services.
4. Support for utilizing evidence-based research to set policing policy and identify and share best practices in policing across Canada.

Lobby days was shortened by a full day for members with a goal to have fewer meetings but focused on the players who likely would have a greater potential impact.

On the resolutions front, ME+A Committee member Steve Graham took the lead on a review of the resolutions process. Working with staff and CAPG members, the Committee assessed different options for improving the resolutions process and strategy, based on feedback from a survey on the resolutions process sent to the CAPG membership in 2014. The result is the proposals for improving the resolutions process being put forward at the CAPG conference. Thanks to Steve and Jennifer for all of your work on this.

The Committee also worked with Pippa on the ongoing development of the member engagement tools such as the Webinar series and the launch of the new Members' Area which has now been expanded to a Learning Portal. These tools are evolving quickly and have great potential as ways to add value for Boards and Commissions across the country by creating ways for members to share experiences and learn from best practices and developing issues that could affect them. Staff deserve credit for making significant progress on these fronts in the last 18 months.

Thank you to fellow ME+A Committee members and staff for your contributions this year. There are exciting possibilities ahead on both advocacy and member engagement to help improve the cohesiveness and effectiveness of Police Governance in Canada in the 21st Century.

Research and Policy Committee

The Research and Policy Committee spent this past year focused on three main initiatives.

The first was an effort to respond to the call from CAPG members heard at the 2015 AGM that CAPG become a greater resource for local police governance boards and commissions. This request prompted the Committee to highlight research and policy resources as key governance tools that could be offered to members. It was determined that a revamping of the CAPG website, specifically the Members' Area, was critical to making police governance policy and research easily accessible to CAPG members and the greater public. Thanks to the hard work of Pippa Rogers, the CAPG website has been enhanced to include a Learning Portal. This portal serves as a tool box where members are able to access a myriad of categorized governance – related resources.

The second focus was to expand the Committee by adding members from the academic community. Coordination, cooperation and collective partnership between police governance bodies, police services, and academics are critical to effective public safety in Canada. The academics that have joined the Committee have been a welcome addition. Their readiness to share insights and make meaningful, constructive contributions helped to shape the Learning Portal content, webinar topics, and specific emphasis for Advocacy Days. With guidance from the academic members, the Committee has started initial steps to developing a Knowledge Exchange section to the CAPG website. The goal of the Knowledge Exchange will be to offer academics a platform wherein they can promote past, present and future research related to policing and police governance.

Which leads to the third focus this past year: preparing for Advocacy Days. During many Committee meetings, discussion centered on the need for fresh research that will inform new and necessary public safety policy. These policies, when developed, could stand to serve as the strategies and procedures employed by police services and governance bodies to effectively police their communities. It was determined that a call to Federal Government, Members of Parliament, and members of the Senate to fund public safety research was appropriate and warranted. To that end, this call for research funding became a core ask during CAPG's Advocacy Days.

I want to express my appreciation to all of the Committee members for their dedicated work, constructive insights, and valuable contributions over the past year. A special note of thanks to Jennifer and Pippa for their effective work and consistent willingness to assist our Committee.

Conference Committee

The Conference Committee, with guidance from the Executive Director, worked closely with the York Regional Police Services Board and the Host Committee on the development of the program for the 2015 Conference, "Get Connected: Celebrating Diversity in Our Communities." The 2015 Conference was a great success, with just under 200 attendees and excellent feedback from the conference evaluation. We would like to thank the YRPSB Host Committee for their great work in hosting the 2015 CAPG Conference.

During the year, the Committee met on a regular basis to:

1. prepare for this year's conference in Ottawa;
2. start planning for the 2017 conference;
3. and establish an "RFP" for the 2018 conference.

This year, the Committee has been working with the Ottawa Police Services Board and Host Committee to deliver an excellent program for the 2016 Conference, taking place in Ottawa, ON on August 12-14. With a theme of "Ethics in Policing and the Role of Governance", the program and speaker roster has been specifically developed to tie in with police governance, as requested from delegates in our 2015 Conference Evaluation. Each plenary session and workshop will look at the relationship and implications the various topics have to police governance, allowing for a deeper conversation on the role of police governance within Canadian municipalities.

The Committee is pleased to report that, with the approval of the CAPG Board, it has awarded the 2018 CAPG Conference RFP to the Winnipeg Police Board. The CAPG looks forward to working with the Winnipeg Police Board and the Host Committee in developing the program for the 2018 CAPG Conference.

First Nations Police Governance Council

The CAPG has been working closely to develop its relationship with its Self-Administered First Nations police oversight members. At the 2015 Conference in Markham, ON, the CAPG hosted an inaugural half-day session dedicated to discussing issues unique to its First Nations members. The session was developed by CAPG's First Nations membership and saw a total of 50 participants. As a result of this meeting, the CAPG created the First Nations Police Governance Council (FNPGC), comprised of its First Nations members, who lead the CAPG's work with its Indigenous members. The FNPGC is working to develop a full day program for the CAPG's 2016 Conference in Ottawa, ON.

The FNPGC held monthly meetings throughout the year and accomplished a number of goals set out in its Terms of Reference. The FNPGC guided staff in the creation of a First Nations Police Governance webpage that aggregates key resources, policies, studies and guides of interest to Self-Administered First Nations police oversight bodies. The FNPGC aim to grow this resource over time.

The FNPGC also developed recommendations for the Federal Government during CAPG's annual Advocacy Days. In April, the FNPGC was invited to present at the Annual Meeting of the First Nations Chiefs of Police Association (FNCPA). A number of members of the FNPGC, along with a staff resource, attended the Annual Meeting and presented on the work of the FNPGC. The FNPGC also gathered information from the participants on key training needs in Self-Administered First Nations police oversight bodies. The data collected from this session will be incorporated in a proposal for the development of training modules that the CAPG will be presenting to Public Safety Canada. The FNPGC has been guiding CAPG in the development of the proposal.

Additionally, the FNPGC developed key relationships with Public Safety Canada, the FNCPA, as well as Assembly of First Nations. The Council continues to encourage the work of the CAPG to other Self-Administered First Nations police oversight groups and encourages these groups to engage with the Association.

CAPG

MEMBER BENEFITS

The Canadian Association of Police Governance (CAPG) primary role is to promote excellence in police governance and oversight in Canada. Our members benefit from a growing list of tools including educational opportunities, training and resources that assist police boards and commissions across Canada in their formal function of oversight and governance of municipal and First Nations police services. The Canadian Association of Police Governance (CAPG) primary role is to promote excellence in police governance and oversight in Canada. Our members benefit from a growing list of tools including educational opportunities, training and resources that assist police boards and commissions across Canada in their formal function of oversight and governance of municipal and First Nations police services.



Leading Edge Communications

The Quorum

Weekly news-clippings of events across Canada and internationally that impact municipal policing, civilian oversight of police, and more.

Hill Times Headlines

Distribution of exclusive Monday Morning Headlines from the Hill Times, Canada's premier Politics and Government newsweekly.

CAPG Board Connection

CAPG's quarterly newsletter that keeps you informed and up to date on trends, happenings and innovations in police governance.

Community News

A bi-weekly eBlast with updates on community/member items such as newsletters, upcoming events, municipal, provincial and national updates, and more.

Social Networking

Canada's leading police governance news items on Facebook, Twitter and LinkedIn.

CAPG Website

The CAPG website delivers a wealth of information to the general public and members alike.

Community Calendar

The CAPG has developed an interactive online calendar with upcoming events of interest. Members receive priority for advertising their upcoming events.

CAPG Job Board

The Job Board provides members the opportunity to seek out the best candidates for their service. Job postings will also be disseminated on social media.

Innovative Resources & Learning Opportunities



CAPG Conference & Summit Discounts

For over 26 years, the CAPG has delivered sector-leading conferences and summits on police governance, civilian oversight and policing in Canada. Our events offer engaging plenary and group discussions led by thought-leaders and field experts, skill building workshops led by some of the sectors leading minds, and networking opportunities with decision makers and executive level members. CAPG members receive significant savings to all CAPG events.

Member's Learning Portal

The CAPG Learning Portal is an exclusive feature of CAPG membership. Delivering key resources and training for new and seasoned board and commission members, the CAPG Learning Portal provides members with a user-friendly tool allowing them to keep informed on best practices relating to policing policy and police governance.

Members can use the CAPG Learning Portal searchable database when seeking guidance for their organization, in developing policy, or to stay abreast on the latest from the police governance sector. Members can leverage the Discussion Forum to engage with the CAPG Community and seek guidance in matters of importance to their organizations.

Online Training and Webinars

The CAPG's monthly webinar series delivers timely, engaging training and information sessions from a diverse list of field experts and knowledge brokers. Members receive a 50% discount on registration fees and receive priority registration.

Network Co-ordination between Membership

CAPG co-ordinates and facilitates networking opportunities with boards, commissions, decision makers and other stakeholders across Canada.

Members Directory

A full Members' directory, with up-to-date organizational information, is available on the website exclusively for CAPG members.

Travel Discounts

CAPG Members save 7.5% discount with VIA Rail when booking any travel. The discount applies to all fares, including escape, as well as the different VIA seat sales happening throughout the year. The discount is valid for all members, plus 3 guests wishing to travel with the member. To access the discount code, log in to the CAPG Learning Portal. The code is on the right menu of the home page.

Advocacy & Policy Development



Representing excellence in police governance, the CAPG articulates a common national voice on priority issues in police governance and community safety, and advocates for change.

The CAPG provides a platform where members can make a difference by influencing policy and decision makers. From highlighting how federal legislation can have significant impacts at the local level to conducting a grassroots advocacy campaign on issues identified by members via Resolutions, CAPG will ensure your voice is heard at the highest levels in the country.

Volunteer Opportunities



CAPG provides members the opportunity to hone their leadership skills by participating in a variety of committees. CAPG members who are looking to engage with a national group of their peers, to build their network, develop their skills and contribute to the CAPG's mandate.

CAPG REPORT ON GOVERNANCE SUMMIT 2016

Thursday, June 2, 2016

Winnipeg, Manitoba

The CAPG held their second Governance Summit in June in Winnipeg, Manitoba and the following is a brief overview of the presentations and discussions. CAPG is committed to hosting a one-day governance workshop annually to ensure members have access to continuous learning and tools to improve their effectiveness as police governors. The following is a brief overview of the presentations and discussions. Thanks to Mallory Richards of the Winnipeg Police Board for being the note-taker.

Current Issues in Police Governance

Rick Linden, Facilitator

Dr. Linden provided opening remarks, introducing the Summit's theme that police boards and commissions should learn from each other's experience to save themselves time, energy and resources. He spoke to governance in Canada and how for the most part we get it right but we still see failures. To pioneer a governance framework or learn by overcoming challenges when there are best practices to be adopted from other police boards is similar to living "Groundhog Day."

Dr. Linden explained that police legitimacy has a tangible effect on crime rates and police morale. Effective systems of civilian governance of police are one way to improve police legitimacy in communities. He offered a few examples:

- The Toronto Police Services Board served as a buffer between Mayor Rob Ford and the Toronto Police Service when reports of illegal activity by the Mayor surfaced

Dr. Linden then provided some examples of challenges certain boards are addressing from which other boards can learn, rather than having to navigate the same learning curve themselves:

- The Hamilton Police Services Board is in a challenging position where it is facing pressure from City Council, which wants more control over the Board, at the same time that the Board is trying to exert more control over directing the Police Service
- Police checks, or "carding" in Region of Peel Police Services Board where the Board directed the Chief to stop the practice and she refused
- Chicago has incurred approximately \$662 million over 10 years in lawsuits and other costs related to police misconduct
- The Winnipeg Police Service will often have a several vehicles (Dr. Linden showed a photo of nine patrol cars) lined up outside the Martha Street Project to deliver intoxicated persons to a secure facility. Nine patrol cars is approximately a quarter of the total number of vehicles the Service has available at a given time

Dr. Linden concluded with some advice to the board members in attendance. He referenced the policy governance model described by John Carver. A board should give the police chief direction on what to accomplish, he suggested, but without saying "this is how you must do it." He added that boards could still set parameters for the police chief by

saying “but you must not do these things” or “you must accomplish the objectives within these boundaries.” The bottom line is that governance is not cut and dry. The board controls the ends in an affirmative, prescriptive way and the means in a limiting and proscriptive way.

Current Issues in Police Governance

Fred Kaustinen, Executive Director, Ontario Association of Police Services Boards

Mr. Kaustinen provided an overview of the challenges that police boards and commissions typically face, regardless of their size or jurisdiction. These include:

- Structural challenges
- Knowledge challenges
- Expectation challenges
- Budget challenges
- Conduct challenges

Mr. Kaustinen provided examples of challenges boards face in each of these categories to make the point that many of the issues individual boards encounter similarly affect other boards. He concluded the presentation by reassuring participants that civilian governance of police is important and challenging work, and by issuing a call to participants to share their ideas for how to address these challenges.

Hiring a Chief of Police

Cathy Palmer, Chair, Edmonton Police Commission; Past President, Canadian Association of Police Governance

Ms. Palmer opened her presentation by referring to the recently released job posting for the Chief of the Winnipeg Police Service (appended). She read the qualifications and expectations it contained to emphasize the high caliber of the individual that police boards seek when appointing a police chief.

Ms. Palmer made reference to a 2008 article by Ron Robertson, “Recruiting your next CEO: Practical advice for Canadian Boards” ([link](#)). She encouraged police boards and commissions to consult the article for its relevant advice on recognizing and managing top hiring risks.

Ms. Palmer offered examples of the hiring processes used by other Canadian boards and commissions to provide attendees with the following advice:

- For boards that choose to undertake national recruitment campaigns, transparency is the most common reason
- Creating a job profile is the critical first step in the hiring process, and it should relate to the strategic plan
- Calgary did community consultations on what citizens wanted to see in the next police chief, but did receive some negative press over the decision, with one article suggesting “if you have to ask the community, what’s the point of the commission?”
- It took the Edmonton Police Commission approximately 9 months to recruit and appoint a police chief in 2011
- Boards should consider doing a 360° review when asking for references and character references for candidates

Ms. Palmer then took questions from participants:

Q: What are the pros and cons of local versus national recruiting firms if a board chooses to work with a third party recruiter?

A: In the case of Calgary, we opted to work with a regional recruiter that had national connections.

Q: Why did the Delta Police Board meet with stakeholders after it had already conducted interviews with police chief candidates?

A: Delta was conducting reference checks as opposed to community consultations.

Observation from a participant: It seems as though working with a third party recruiter just one more thing to manage.

Strategic Planning with the Winnipeg Police Board

Councillor Scott Gillingham, Chair, Winnipeg Police Board

Councillor Gillingham opened his presentation by asking participants to offer, from their own experience, the value of strategic planning for their boards. Participants replied that a strategic plan:

- Serves as a road map
- Helps the board avoid knee-jerk reactions
- Facilitates budget planning

- Can be used to assess the police chief's performance
- Represents the priorities of stakeholders
- Provides continuity when the board's membership changes

When asked how they keep their board's strategic plan on the front burner, participants responded:

- By referring to it often
- By referring to strategic goals in our reports and on our meeting agendas

When asked what is working for their boards in terms of public engagement, participants responded:

- We don't get many people attending our meetings, but attendance is better when the police are there
- People engage with us more if we make our meetings issue-specific; people will show up if we are considering lowering the speed limit, for example
- We get officers to engage with citizens at fun community events and then record the comments and feedback they receive about community safety issues
- The Calgary Police Commission holds an annual dinner
- Saskatoon held two meetings in 2015: one on safety, one on values; we also did a public survey to quantify opinions on street checks
- Having more than one source for public engagement
- From a police service's perspective, we find our events are best attended when we offer food or bring the canine unit; when people don't attend, we take that as an indication that people are generally satisfied with how police services are being delivered; our biggest challenge is connecting with the people who are hard to reach
- Our environmental scan was an important part of our process, because it helped us to simplify the universe of information available and make sense of it so we could shape our perspective

Councillor Gillingham finished his presentation with some comments on the process the Winnipeg Police Board used to establish its first strategic plan for the Winnipeg Police Service. He then took questions and comments from participants:

- You said Indigenous people and Filipino Canadians each compose large portions of Winnipeg's population; does your Board's composition reflect this?
- Social media and anonymity pose challenges for doing meaningful consultation with the community – it's so easy for people to provide mean feedback
- How many of the boards here bring forward positive feedback that their police service receives at public meetings in order to call attention to the good news?

SPI – Winnipeg's Smart Policing Initiative

Superintendent Greg Burnett, Winnipeg Police Service and Sheri Bell, Crime Analyst, Winnipeg Police Service

Superintendent Burnett and Ms. Bell presented on the objectives, execution and positive results of the Winnipeg Police Service's Smart Policing Initiative, which uses data on crime trends and patterns to help officers focus time and attention on preventing crime in locations where it is most likely to occur. Analysts also use data to provide officers with information on how certain crimes may have common characteristics in order to identify possible suspects.

Their presentation finished with questions from participants and answers from Supt. Burnett, Ms. Bell and Deputy Chief Thorne:

Q: How are the boundaries for police districts established?

Q: Were there issues or unexpected results with implementing SPI?

A: We saw an increase in the number of calls related to mental health in the area where we implemented the SPI program; we also saw call volume go up in the area, which we attributed to the minor exposure effect (people are more likely to call the police with concerns when police are more visible in their neighbourhood).

Q: What is next for SPI?

A: Our most recent project has mental health and domestic violence components.

- Crime forecasts and our estimates of the costs that society would have incurred from the crime prevented under SPI are not statistically significant figures
- We are trying to improve public awareness of these good statistics about how crime is decreasing under SPI.

Should Security Checks be Required for Police Board Members?

Andrew Minor, Executive Director, Manitoba Police Commission

Mr. Minor reviewed the common arguments in favour of and in opposition to requiring security checks for police board members. Proponents of security checks argue it's important to know whether the prospective board member should have access to sensitive information. Opponents argue that people appointed to police boards have been elected or selected based on their qualifications, so they have already passed a high level of scrutiny. In addition, there has been some debate regarding whether checking for criminal records imposes an appropriate barrier to sitting on a police board, or whether it undermines a board's ability to reflect the community.

It has also been argued that having security checks conducted by the police service over which a board member is expected to provide governance potentially gives the police service a measure of power over the board member. The Winnipeg Police Board faced this dilemma in 2013, when a prospective appointee refused her Board appointment, asserting it would be a conflict of interest to have the Winnipeg Police Service conduct her security check.

Mr. Minor noted that there is not a standard practice across the country for what kind of background checks are required. He added that police chiefs felt having a requirement for background checks was an important for mitigating risk and leveling the playing field – board members would then have to jump through some of the same hoops as police officers, which could enhance their capacity to understand the police services they govern.

Mr. Minor then facilitated a discussion with participants, where the following points were raised:

- Do security checks reduce the number of diverse candidates from groups that are over-represented in the justice system?

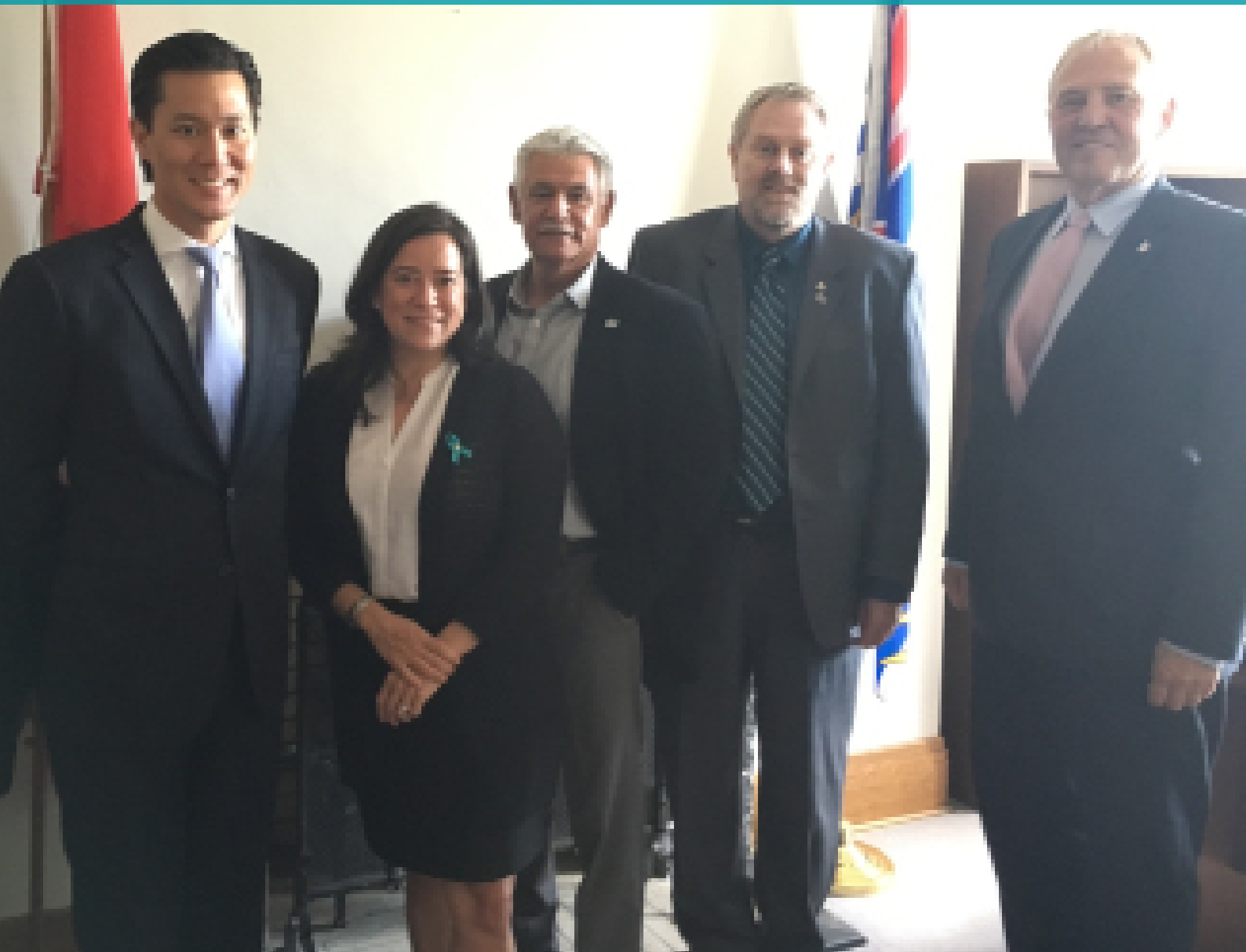
Interactive Session

Meeting participants discussed key issues in police governance as a group. They then broke into smaller groups to discuss further and share their findings with the room. Themes included:

- The Morden Report
- Body-worn cameras
- Surveillance
- The risks of defining a board's authority using "policy vs. operations" as a framework
- Holding police chiefs accountable
- How much training should be required of board members
- Tiered policing
- The economics of policing and community safety
- Hiring a police chief
- The differences between boards from different jurisdictions
- How the issues affecting boards differ based on the size of their municipalities
- The board's role in approving equipment and capital purchases, or large and contentious purchases
- Are there legislative changes that would clarify board roles?
- Would a referee system speed resolution when there is conflict between a board and a police service?
- "Carding"
- Compromising with police services

CAPG RESOLUTIONS 2015

Review of Resolutions passed at the 26th Annual General Meeting of the CAPG in Markham, ON on August 28, 2015.



NUMBER	RESOLUTION SUMMARY	SPONSOR	ACTION TAKEN	CURRENT STATUS
15-1	<p>Health Canada Marijuana Grow Operations</p> <p>CAPG urge the Federal Government and Health Canada to:</p> <ol style="list-style-type: none"> Ensure that this protracted transition period be kept as short as possible to end the ability for organized crime to abuse the previous scheme; If the appeal in the Federal Court is successful, provide local governments with the means to ensure that no former licenced marihuana grow operations continue to illegally produce marihuana; and Require remediation for the thousands of homes and other premises not designed for horticulture, where marihuana has been grown with a license. 	Abbotsford Police Board	<p>Resolution sent to Federal Minister of Health and all Provincial Ministers of Health, Ministers of Public Safety, Justice & Attorney Generals, Deputy Ministers and Assistant Deputy Ministers of Health, Justice & Public Safety on October 8, 2016.</p> <p>Resolution resent to new Federal Ministers, Senators and members of appropriate Commons & Senate Committees in March 2016 in advance of CAPG Lobby Days.</p>	<p>The Federal Government is currently undergoing studies on the legalization of marijuana. CAPG included our position on this in the 2016 Advocacy Package brought to Parliament Hill in May 2016.</p> <p>CAPG met with the Minister of Justice, Hon. Jody Wilson-Raybould and Parliamentary Secretary and head of task force, Bill Blair to discuss the CAPG position on marijuana and raise concerns from this and previous resolutions on marijuana. The issue was also brought forward to other MPs and Senators. CAPG was invited to the Federal Government Roundtable on Marijuana in Ottawa in June 2016.</p> <p>The Minister of Health, Public Safety Minister and Minister of Justice have set up a task force to engage Canadians on key questions related to the legalization, regulation and restriction of access to marijuana.</p>

NUMBER	RESOLUTION SUMMARY	SPONSOR	ACTION TAKEN	CURRENT STATUS
15-2	<p>National Strategy for dealing with Dementia-related Illness</p> <p>CAPG to call on Federal Government to create a working- group, consisting of all levels of government and relevant stakeholders to develop a national strategy for our aging population;</p> <p>And that a representative from the Canadian Association of Police Governance represent police boards on the national working group.</p>	Delta Police Board	<p>Resolution sent to Federal Minister of Health and all Provincial Ministers of Health, Ministers of Public Safety, Justice & Attorney Generals, Deputy Ministers and Assistant Deputy Ministers of Health, Justice & Public Safety on October 8, 2016</p> <p>Resolution resent to new Federal Ministers, Senators and members of appropriate Commons & Senate Committees in March 2016 in advance of CAPG Lobby Days.</p>	CAPG continues to monitor this issue. A number of CAPG members have stepped forward to offer assistance when a working group is set up.

NUMBER	RESOLUTION SUMMARY	SPONSOR	ACTION TAKEN	CURRENT STATUS
15-3	<p>CYBER CRIME: POLICE ROLES & RESPONSIBILITIES WITHIN A COLLABORATIVE NATIONAL FRAMEWORK</p> <p>CAPG joins into this call to action with a view to working with the CACP, other partners and FPT stakeholders in order to:</p> <ul style="list-style-type: none"> • accelerate the advancement and adoption of a consolidated National Cyber Crime Strategy, including frameworks, mechanisms and a structure to achieve better national coordination within law enforcement, and among law enforcement, government, academia and the private sector, and • urge the Federal Government to increase the focus on cyber crime, in line with the principles above, when it next updates “Canada’s Cyber Security Strategy (2010)”, and • collectively advocate for legislative, regulatory and policy change that will increase investigative efficiency and effectiveness, create greater risk and consequences for offenders, and more effectively facilitate the work of police in several areas, including but not limited to: reporting requirements; data preservation standards; MLAT (Mutual Legal Assistance Treaty) reforms; domestic production orders for foreign data; modernized lawful access; and, extra-territoriality for certain vital cyber systems; and • call on the Federal Government to educate the public about how to avoid victimization by cybercrime 	Canadian Association of Chiefs of Police	<p>Resolution sent to Federal Minister of Health and all Provincial Ministers of Health, Ministers of Public Safety, Justice & Attorney Generals, Deputy Ministers and Assistant Deputy Ministers of Health, Justice & Public Safety on October 8, 2016</p> <p>Resolution resent to new Federal Ministers, Senators and members of appropriate Commons & Senate Committees in March 2016 in advance of CAPG Lobby Days.</p>	CAPG continues to monitor this issue.

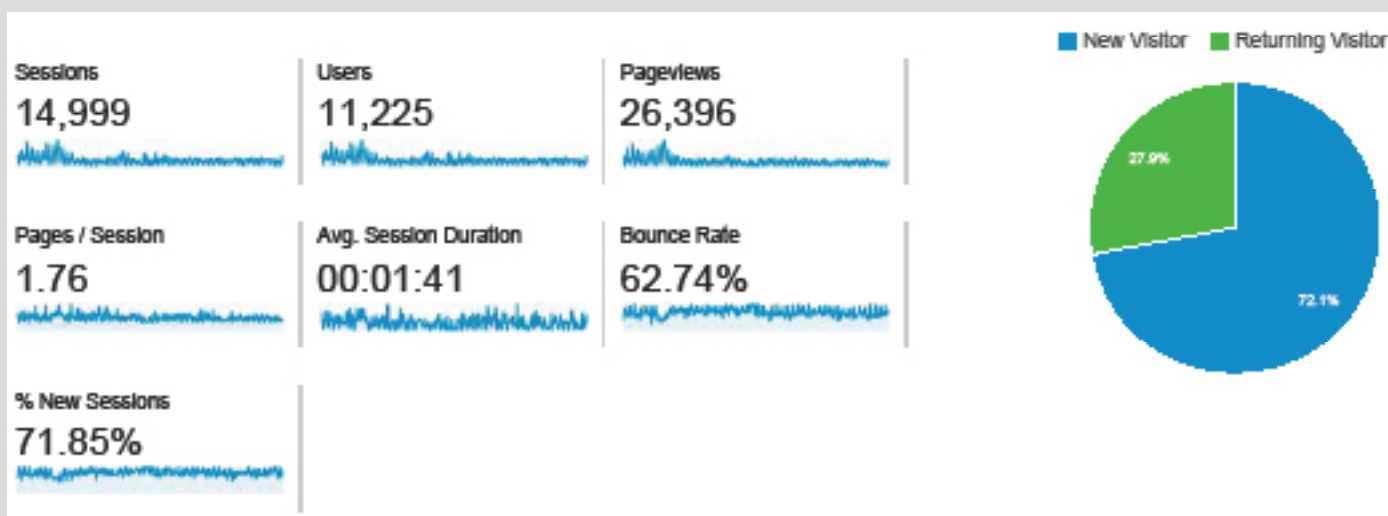
NUMBER	RESOLUTION SUMMARY	SPONSOR	ACTION TAKEN	CURRENT STATUS
15-4	<p>Call for National Inquiry into the Missing and Murdered Aboriginal Women and Girls</p> <p>That CAPG call on the Federal Government to hold a National Inquiry with set objectives and timeframe into missing and murdered aboriginal women and girls; and</p> <p>Further to develop processes to ensure the investigations into missing and murdered aboriginal women and girls are conducted.</p>	The Regional Municipality of York Police Services Board	<p>Resolution sent to Federal Minister of Aboriginal Affairs & Northern Development, Minister of Justice, Minister of Public Safety and all Provincial Ministers and Deputy Ministers of Public Safety, Justice & Attorney Generals on October 8, 2016</p> <p>Resolution resent to new Federal Ministers, Senators and members of appropriate Commons & Senate Committees in March 2016 in advance of CAPG Lobby Days.</p>	<p>Roundtable held in February 2015 with further consultations held across the country. On August 2, 2016 the Minister of Indigenous Affairs launched an independent national inquiry into missing and murdered Indigenous women and girls.</p> <p>The National Inquiry will be independent from the federal government and it will include reviewing conduct of police.</p>

Social Analytics

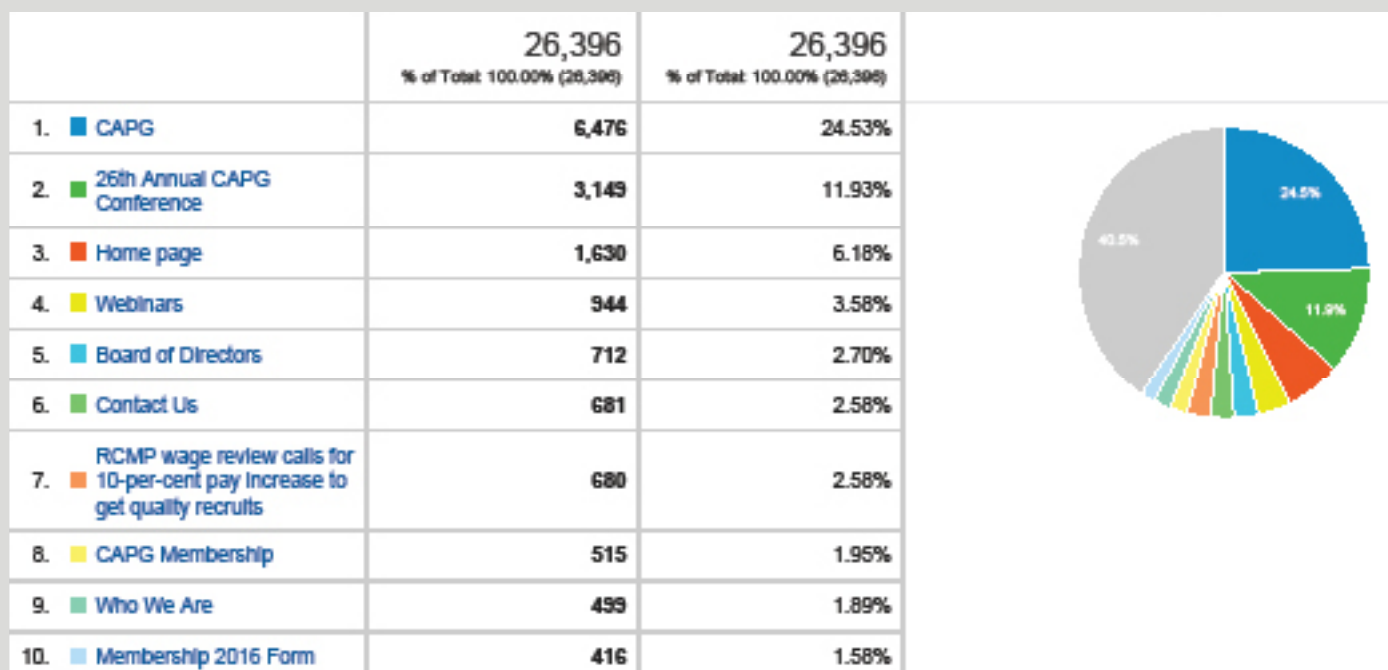
The CAPG continues to see growth in the engagement of our membership through our website, social media profiles, and community eNewsletters. We continue to grow our engagement via social media and have developed our website as a site for current, up-to-date, breaking information on the policing and police governance sector.

CAPG WEBSITE

WEBSITE TRAFFIC



WEBSITE TOP PAGE VISITS

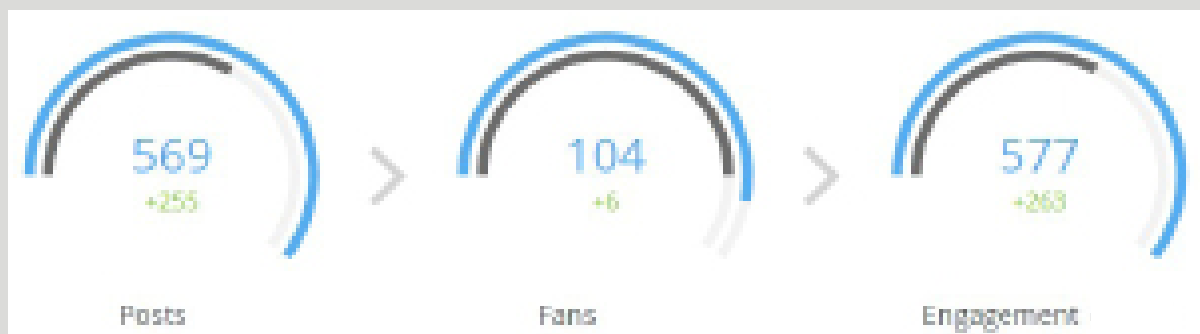


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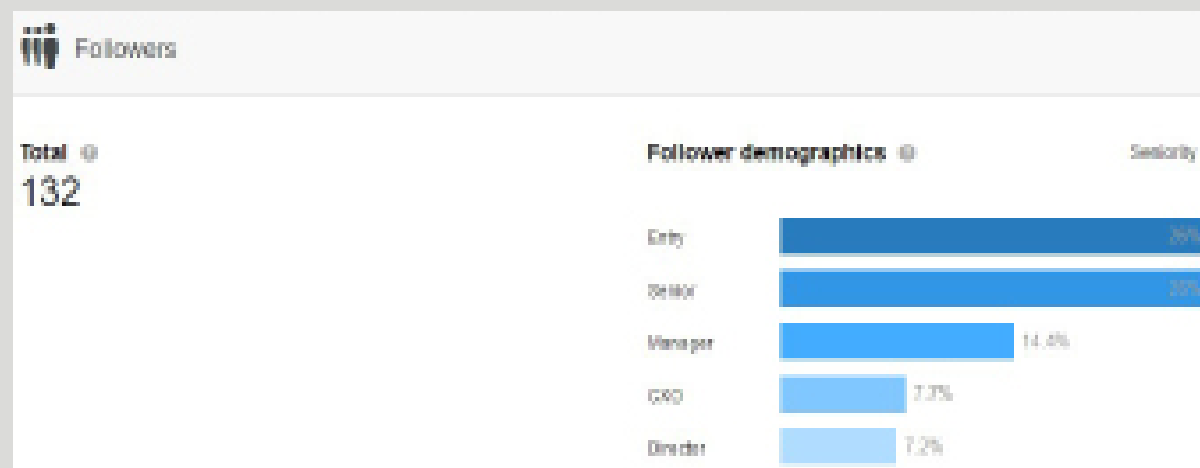
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