



# CAPG CONFERENCE REPORT 2015

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# GET CONNECTED

CELEBRATING DIVERSITY IN OUR COMMUNITIES

HILTON SUITES CONFERENCE CENTRE  
AUGUST 26 - 29, 2015  
MARKHAM, ON

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## OFFICIAL OPENING, COLOUR GUARD, CALL TO ORDER, AND ROYAL SALUTE

### Committee:

Cathryn Palmer, CAPG President  
Regional Chair Wayne Emmerson  
Mayor Frank Scarpitti, Chair, YRPSB  
Chief Eric Jolliffe, York Regional Police

### Conference Facilitator:

Andrew Graham, Queen's University

## KEYNOTE SPEAKER: STEPHEN LEWIS

Distinguished Visiting Professor, Ryerson University

It is profoundly important that citizens and community have confidence that the policing role is keeping them safe and in balance. Most of the citizenry value and cherish such an objective. And when things go wrong you will try to overcome them.

Mr. Lewis referenced the activities that took place five years ago at the G20 Conference. And the fact that just yesterday the superintendent was found to have abused his privileges as police in that period. He referenced that this is why civilian governance is so important. The most disturbing aspect of the G20 was seeing how quickly our authorities were willing to discard the whole pretense that we live in a democracy in which people have the right to assemble, to speak and travel freely.

That is why the governance processes are of such profound importance. And that requires a Chief of Police and a Police Services Board that has the confidence of the public at times of exigent circumstances.

Mr. Lewis said he didn't want to address Bill C51; although, he felt that many of the delegates likely felt that dealing with these external threats is something that must be taken with intense seriousness. There is a very significant need to balance civil liberties while also dealing with the threats.

The first item Mr. Lewis wanted to raise was that governance bodies must reflect the highest ethical standards imaginable in the country. They must be

profoundly transparent to the citizenry. The greater the transparency, the greater the trust.

In saying that, the boards must reflect the populations that they represent and therefore represent the diversity of Canada. There are groups with disabilities, LGBT people, and aboriginal citizens, all

justice. How is it possible that the world observes the extraordinary litany of violence against women and manages never to contain it, never to bring it to heel except for endless rhetorical resolutions that are passed at the Security Council of the United Nations?

The need to be representative, the need to

**"It is so profoundly important that the citizens and community have confidence that the policing role is there and keeping them safe and in balance."**

of these groups if present in the community should be represented on the boards.

One of the most diverse groups often neglected is women. The single most important struggle on the planet is the struggle for gender equality. You cannot continue to marginalize 50% of the world's population and ever expect to approximate social

understand the heart of diversity, the need to recognize the consecutiveness of the community depends so strongly in overcoming the obvious injustices and vulnerability of large groups of citizens.

The second item Mr. Lewis wanted to discuss was the question of policing and mental health. A significant percentage of those incarcerated in the



## STEPHEN LEWIS

Distinguished Visiting Professor,  
Ryerson University

Photo Credit: Farhang Ghajar/CBC



country are in fact people struggling with mental illness. The police are so often the frontline. They do an exemplary job, and the question is, how do you cope with the people who are struggling with various levels of mental illness? How do you bring mental health into the equation?

How do we get the government to respond adequately to mental health so it doesn't become so central to policing activities? Eighty percent of the work is non-criminal, but the police are inevitably pulled into that vortex; it must be a very difficult thing for police forces to deal with. You can see the tension of criminal justice system on the one hand and public health on the other. These are the issues that governance bodies wrestle with in significant measure because they don't have the budgets. Everyone is looking at budget cost analysis when in fact we should be looking at human analysis.

The third item Mr. Lewis brought forward was regarding aboriginal policing. He reminded everyone

that in so many reserves and communities across Canada there are issues of health, education, water, sanitation, and you have the whole panoply of discriminatory features of how First Nations live their lives. Why can't we summon our ethical standards to have an inquiry into the over 1,000 murdered and missing Aboriginal women? It is profoundly important that justice be served and justice isn't merely compensatory recognition of the past, but it's to recognize that the aboriginal policing is essential to the vital security of Aboriginal communities. It is an intrinsic part of First Nations rights.

### **Question:**

Have you seen any type of collaborative models where police services deals with the community on mental health issues that we could look at?

### **Response:**

No, I have not. I have read about the collaboration of the police services with mental health facilities and community groups in the Nordic countries. Finland,

Denmark, Norway and Sweden have the most auspicious collaboration between and mental health communities.

### **Question:**

You've been with the UN and UNICEF for 20 years. You obviously work with diversity. However, we continue to see huge suffering and victimization and lack of community assistance.

### **Response:**

Right now there are 51.4 million refugees and displaced people in the world. That's the highest number there has ever been. We are on the cusp of an even greater refugee crisis because of climate and environmental change, and we are probably going to see by the year 2050, maybe sooner, something in the vicinity of 30 or 40 million refugees. No one knows how to deal with that!

Refugees are not disgruntled when they get here. There is an astonishing difference between the lives they are leaving, compared to whatever minimum lives they will live in Canada.

Their general presence will be a positive presence in terms of their expectations if we can weave them into the community. That requires a tremendous focus in the schools, English as a second language, it requires working closely with the community because there will be a hierarchy in the community to whom police governing services can relate and see if they can be given the confidence of openness and inclusiveness right from the outset.



# YORK REGIONAL POLICE CELEBRATES DIVERSITY

## Panel Discussion

Chief Jolliffe said that if you cannot build trust and confidence in communities, there is little likelihood of community members stepping forward and partnering with the service. Things will go adrift. For York Regional Police, diversity is at the forefront. They continue to develop programs and interact with the communities.

We are all united as proud Canadians and our citizens' heritage can be traced to every corner of the globe. At York Regional Police, they strive to embody the values of diversity, equity and inclusion in the global policing community. At the same time acknowledging and celebrating the strength of diversity as a critically important component of the community. As an organization, they deliver a number of outreach programs which include community partnerships

and continue to build relationships in their diverse communities.

York Region is home to 1.2 million residents, nine municipalities with nine mayors and councils. The City of Markham and York Region are one of the most diverse in Canada. For the ninth straight year, York Region has been recognized as one of the safest communities in Canada. The population continues to grow with forecast projecting that by the year 2031 more than 63% of our population will have been born outside of Canada.

Chief Jolliffe said the ongoing challenge, as the region grows, is building trust and confidence in all of the communities including our diverse communities. The research that he found suggests that in diverse

CHIEF ERIC JOLLIFFE

York Regional Police



INSPECTOR RICKY VEERAPPAN

York Regional Police



MICHAEL BOWE

Supervisor, Diversity & Outreach,  
York Region Children's Aid Society



communities, building relationships are paramount and establishing trust through effective dialogue clearly plays a role in public confidence and perceptions of safety. Community engagement was identified as an essential part of building healthy.

Through his research he identified ten recommendations and 17 action items to address the engagement of organizational culture, trust and confidence. Through targeted outreach and community focused programs coupled with officer flexible officers who can speak their language we are connecting with our diverse communities in meaningful ways.

York Regional Police members speak over 47 languages and more than 360 members speak a second language. They visit York Region welcome centres, which provide a variety of resources to new Canadians on a weekly basis. They host events around Black History month, Asian Heritage month, and Multi-Cultural Day. Their annual International Day for Elimination of Racial Discrimination event now draws a crowd of over 1,000 residents. For the past 11 years they have been hosting Citizenship Ceremonies. They offer Places of Worship tours to members where they are able to speak about their cultural differences.

They are currently working with the Canadian Police College to expand the training so that officers understand the cultural misunderstanding, mistrust of police and the language barriers that hamper miscommunication. They know that many new Canadians are afraid or distrust the police because of the circumstances in their home countries.

One thing they do in the Bureau is look at challenges that are posed to a multi-cultural and diverse community. Along with those challenges are opportunities that exist to learn and grow and to work in partnership with the communities.

The Diversity, Equity and Inclusion Bureau is broken into a numbers of areas. They have a Staff Sergeant that oversees the daily operations and a diversity unit that does extensive outreach to the communities and relationship building. The Diversity Unit honours and showcases the wonderful attributes of diversity. When any of those attributes are victimized, the Hate Crime Unit responds.

Some of the strategic outreach initiatives include the welcome centres, places of worship tours, diversity speaker series where they invite people in to speak to the service about various types of events and different aspects of cultural belief in order to educate the police officers. Some of the engagement opportunities also include the Police Community Advisory Council, District Liaison Committees, Community of Recruiting, Diversity Inclusion Committees as well as working with a number of community organizations.

All of the police facilities have prayer rooms and meditation rooms. There are also inclusive dress protocols. They have members that wear turbans. The Community Insight Program is a program where every one of the new recruits are connected with one of the community organizations, and once they graduate they spend time in those communities learning about the community, getting to know people personally and then bringing that information back and sharing it with a series of presentations with the rest of the class.

Finally, our role continues to be to go beyond law enforcement, get ahead of the issues, recognizing the importance of crime prevention and safety and partnerships identified as potential flash points prior to them becoming real flash points. Continue to maintain the global mind-set but also enabling the global mind-set.

Ultimately the focus is on doing a lot of education, empowerment and awareness. It's about knowing the community, it's about advising people to connect and counsel. It is about building strong and resilient communities. The goal is managing the outcomes

the agency itself. They are governed privately. They have approximately 300 staff and are responsible for approximately 1.1 million people across the region. They get around 10,000 calls per year and respond to roughly half of. They received 33% of our referrals from York Regional Police and some years it's as high as 43%.

Communication is key and building trust and sustaining both is a lot of hard work. It is ongoing and continuous work. In order to build relationships with the community the York Region Children's Aid Society do outreach, community engagement, and

**"In our ongoing quest for caring, prosperous and productive communities we commit ourselves to put value of human rights as the primary component toward the understanding and acceptance of diversity, equity and inclusion in our increasingly global community."**

**- Chief Eric Jolliffe , York Regional Police**

of micro geopolitics in a multi-cultural context while simultaneously exploring and embracing opportunities for a peaceful coexistence.

Michael Bowe describes how the York Region Children's Aid Society works very closely with York Regional Police across the region. There is a significant part of work that they do as an organization towards keeping children safe, youth safe as well as ensuring that families that belong to and the communities they are part of is also safe, which is the larger broader mandate for the police. The Children's Aid Societies within this province is governed by boards, your citizens as opposed to your government. In other provinces the government runs

collaboration. In those three domains there are qualities you need to meet. If you stay within an organization and don't venture out on your own and don't really engage the community you don't get the chance to build that communication and the trust.

There are a number of Human Rights presentations that the police have offered and it really gives an opportunity for people to talk about really tough issues around Human Rights, especially when you have competing Human Rights issues, how do you deal with that? As community partners, that information is taken back and used to learn how to use Human Rights as a way of understanding challenging elements that emerge in communities.



Inspector Veerappan spoke of some of the outreach programs, including the Symposium. The first symposium took place in 2013 and it was based on equity and inclusion and how it unfolds from recruitment to hiring practices, to training, to leading through an equity lens. This year they had the second symposium based on truth and reconciliation and police really assisted all the partners to bring this particular event to the forefront. It was actually five events in one, hosting the places of worship tour, a two day symposium, 30 dignitaries went to Georgina Island to be with the Chippewa's of Georgina, and they had a youth summit based on reconciliation. This started some excellent conversations between communities and the various organizations about keeping children youth safe and the community safe.

**Question:**  
Why do second generation children becoming involved with criminal activity if their parents experienced bad policing in their home country?

**Response:**  
When young people are coming from other countries there is a significant amount of peer pressure and wanting to have the same things as others have but don't have the same financial means to make that unfold. It is incumbent on us as policing organizations across Canada to ensure that we interject and engage with those young people and to change the perceptions.

We just concluded a summer camp for newcomers to Canada. We connect with school boards to educate young newcomers about what policing is about in Canada. Then they understand what our role is so they can draw some parallels and also encourage them not to go adrift. There are some communities that requires some significant insurgents into those communities to rectify those challenges.

**Question:**  
I'll quote some statistics that might not be correct, 20% of your service is female, 50% of the population, we are thinking, 17% of your service is diverse and

60% some odd percent in your community. Do you feel those numbers are high enough? What are your target numbers? What do you think constituted any breakthrough moments for you and getting those numbers up?

**Response:**  
No we haven't met where we need to be. This police service needs to reflect its community. So we are a growing agency and we have a group of people in our recruiting unit that spends as much time as our Diversity Unit does in our communities trying to connect to and encourage young people to join the profession of policing.

For some cultures this is not a preferred place of employment and it may be because of their historical life. However, in terms of reflecting our community, we know we have a long way to go; this includes female officers. Years ago the 17% that we have was only 5%.

**Question:**  
What accountability processes do you have in place to ensure the standards you have are actually doing something in the Diversity, Equity and Inclusion Bureau?

**Response:**  
From the Chief's template, we have followed the direction we are moving as an organization in areas equity, inclusion and diversity one of the things we have done is have the internal diversities is one of the most prominent roles for that specialist's position is to do a review of all the policy and procedures and all are expected to be Human Rights compliant with the Human Rights Code.

In addition to that, we are ensuring that all of our officers receive basis 101 Human Rights training in the form of e-learning that is scheduled to roll out in the fall. Previous to that we have had the Human Rights Commission come in to York Regional Police to do a series of presentations and workshops for senior management. Human Rights incorporate everything that we do.

The foundations of diversity and equity are based on the strong pillar of Human Rights. We have many people who come to Canada from parts of the world where human rights and social justice are non-existent. So we have a unique opportunity to ensure that Human Rights are built into everything that we do.

That forms the foundation and the guidelines for how we proceed.

PAT CAPPONI

Author and Activist



CONSTABLE DANIELLE  
BOTTINEAU

LGBT Liaison Officer,  
Toronto Police Services



## POLICING IN A DIVERSE COMMUNITY

### Panel Discussion

Pat Capponi discussed the idea of outreach to diverse communities, but notes that there is another aspect of diversity we haven't got quite right.

We speak about this community a lot, but we don't go directly to the source of our concern. We go to experts, the communities' expertise being not recognized yet. We need to accept that many will carry with them stubborn, residual or active fears when confronting someone who looks and acts frightening or dangerous, and then respond with use of force. There is a world of difference from armed bank robber than suffering from a mental health crisis. The individual in crisis is ill, confused, fearfully and even terrified.

Everyone living in our cities and regions are entitled to protection and service delivered with effectiveness, sensitivity, and care rather than on lethality based on perceived dangerousness arising from a label of mental illness.

In Toronto to serve and protect, a worthy motto does not come with caveats or small print accepting those labelled mentally ill. When police confront a distressed person, they aren't thinking of those advertising campaigns. It's much more likely that the officers are influenced by movies and television shows that emphasize difference and danger. That is the image we must address if we are to be effective at fighting ignorance and fear.

As a person who has lived and experienced mental illness of psychosis, hospitalization, medications and who continues to work with the labelled. I and others like me have a deep understanding and of what it feels like to be utterly terrified of everything around you. So terrified you think your heart could explode. We have expertise to share and yet many doors are closed to us while our communities are the subject of discussion and policy making.

As a members of the Toronto Police Board's Mental Health Sub-Committee, people with mental health issues are valued and have made significant contributions to furthering understanding and improving training. We've looked at the training offered; we've made strong suggestions and continue to do so.

We know that the first time a police officer meets and confronts a psychiatric patient shouldn't be in a crisis situation. We know that a simple demand of those wishing to become officers should be to spend a few months working in neighbourhoods where we

congregate so that the strangeness is erased, panic quailed and relationships are formed.

We ask that the responding officer look at it as a hostage situation, where the individual is hostage to the delusions, hallucinations, or overwhelming fear. The goal must be safely rescuing him or her from that immediate threat. We have explained that when multiple voices from multiple officers are shouting commands that can swiftly escalate these encounters. One officer speaking quietly and calmly engaging the individual, person to person, is basic to successful outcomes.

People in a mental health crisis feel shame, vulnerability, mocking, and fear the intimidating body language, the look in the officer's eyes. They do not feel that officers are coming in to help them because of previous experiences with. We need to work to break the stigma.

Constable Danielle Bottineau shared that one in four LGBT youth attempt suicide. Why, because they are

disowned by their families and are kicked out of their homes.

I can't do the work that I do if we didn't do the community outreach the TPS does. That means being engaged and involved with the community. The gay movement has come a lot further than the trans movement, that's where the big battles are happening now.

What's happening globally is very reflective of what is happening in the cities and police services. The common theme that everyone has spoken about is Human Rights and at the end of the day everyone deserves to be respected.

A very informative paper came out in 2013 entitled "Policing LGBT Communities" which discusses best practises. Another excellent resource is "Policies on Discrimination of the Trans Community" issued by the Canadian Human Rights Commission in 2014.

**Question:**

What are the key factors for success in integrating diversity strategies in modern policing? What can a board or commission do to make sure it happens and monitor/measure results?

**Response:**

It would be good if policing would get back to street patrols so they get to know people. Exposure to the communities over time is the best training. Interaction is the best way to learn how to assist persons with mental health issues. Meet and talk to people who are mentally ill.

**Question:**

Tolerance is not the same as acceptance which

doesn't promote a complex community. I think there are mental health issues within services themselves. What rules of practice or orientation exists when the service itself is changing its values? What are the disciplinary procedures that when put in place to help ensure that police officers are collectively moving this common goal and value system?

It raises the question as to whether the boards are providing the leadership that is necessary in changing our policies and our rules regarding conduct in these areas.

**Response:**

From the LGBT perspective, I think it is important that boards get educated themselves. The education pieces are hugely important. Maybe turn to services that have more experience. There have been services that are resistant to putting the information out to their LGBT members and some senior officers even denied having any LGBT in their membership. Boards need to be educated about the community.

**Response:**

Tolerance is a big thing. Dialogue needs to happen, people need to actually meet folks, and training. I've watched the training, I've been a part of advising on training, and I'm really impressed on how much folks are listening to us.

The other big question is, are police being too risk adverse?

**Question:**

Regarding the sub-committee on mental health on the TPSB, is there information about what its key purpose is, what is the makeup? Are there members of the board, people with lived experience on it? Is

it a collaborative advisory committee that includes officers and mental health works as well? Are there measurable results of the sub-committee?

**Response:**

The new sub-committee consists of two members from the Empowerment Council, two or three members from the Schizophrenia Society, one psychiatrist, one member from the Ministry of Health, a member that works with youth, some

Poverty, homelessness, hopelessness, isolation, over medication these are issues that we die 25 years earlier than the rest of the generation. So these are the issues we are trying to address along with getting regular doctors for these people. We need to see the human potential.

The Provincial Ministry Health Council, there is only two with living experience. Pushing for real outcomes and to start lowering the silos because a lot of what

"Everyone living in our cities and regions are entitled to protection and service delivered with effectiveness, sensitivity, and care."

officers, and a few others. The sub-committee reports to the board. We have a really good working relationship. It's not window dressing because we are a tough crowd.

**Question:**

Have you had an experience with or have any knowledge of ways in which organizations and special groups outside of police are actually involved in a committee in addressing and collaborating these issues?

**Response:**

The Mental Health Commission of Canada has done some very interesting research but also as survivors I do sit at a number of tables from the City of Toronto. I come out of what is called the chronic communities, those are the ones that are written off and locked up.

bugs people who are labelled is that they are written off and then supposedly pensioned off but pensions are pitiful and you just can't afford to live.

The trick is, don't write people off and we could use your advocacy.

## KEYNOTE SPEAKER: DR. DAVE WILLIAMS

President and CEO of Southlake Regional Health Centre  
Assistant Professor of Surgery at the University of Toronto

Building trust in the community, building trust between organizations, and between teams is key because success is dependent upon this. In order to build trust, its import to have courageous conversations, to speak up and hone the cultural values that we have. At Southlake Regional Health Centre, we believe that we work in an inter-professional team environment where everyone is a valued member of the team; we want them to speak up.

The story of space exploration is defined by working together as groups, individuals, teams and creating a culture of safety. The NASA Senior Leadership Training has two aspects to it, technical and behavioural. In

the space program, we spend a lot of time learning individual skills, learning as teams and being able to train in a multicultural professional environment.

When we train to go to the space station, we define what is called expeditionary behaviour. The people who do it really well can interface and work seamlessly with any individual from any country, anywhere in the world. Why would you train astronauts in conflict resolution? Because no one wants to fly in space with a high maintenance personality. The space program tries to identify those attributes that associate with team success. Those interpersonal skills are what allow us to collaborate with different organizations and with different countries.



One of the things we try to foster in the astronauts is non-critical introspection. Instead of people beating themselves up over incidents, they are taught to be able to reflect and learn from them. Another skill we emphasize in the space program is the importance of relentless optimism. For front line team members, it is fundamentally important to be relentlessly optimistic.

a fire in the Apollo craft. Frank Borman was asked by Congress to testify as to what happened. When asked why they lost three people and the craft, he replied “the failure of imagination”. At that point we had been sending humans into space for 10 years. Highly trained, highly competent engineers no one ever imagined that this could take place.

**“In the world of first responders and police service boards, thinking about what might happen and preparing for what might happen is a critical element to preparedness.”**

In the space program, we are focused on safety and quality because of the tragedies we’ve experienced in space and shared some of the tragedies and lessons that we’ve learned about the importance of partnering and working together.

It started with Apollo 1 when we lost three crew members on the pad in January 1967. There was

This is important is because in the world of first responders and police service boards, thinking about what might happen and preparing for what might happen is a critical element to preparedness.



## DR. DAVE WILLIAMS

President and CEO, Southlake  
Regional Health Centre

Assistant Professor of Surgery,  
University of Toronto



One thing we learned in the space program is that we should not normalize deviance in organization. Deviance means doing things that we don't have data or experience to be able to justify or do. We do a lot of simulation in the program and I would argue that simulation in your world is absolutely critical. Simulation within departments, between departments, and simulation between agencies.

On February 1, 2003 we launched the space shuttle Columbia on mission STS-107, the mission did not succeed, we lost the vehicle as it was re-entering the earth's atmosphere. The President declared it a national disaster and recovery teams began the investigation. Resources were deployed to the area of north eastern Texas.

In the recovery phase, we took over a community centre and organized a Command, Control and Response Centre. Within the first 48 hours someone put together an organizational chart on how all these organizations would work together. We had

the local EMS, police and fire departments, the Texas Rangers, Texas State Troopers, FBI, and the Defence Intelligence Agency all with different protocols, policies and procedures working with command and control now having to work together and to be able to coordinate the recovery of the evidence and debris. The more simulation that you do the more flexibility there is to work between different departments is absolutely critical.

Lessons from Columbia, the true success story:

- Collaboration
- Preparation
- Simulation training
- Success of recovery
- Working together creatively

Lessons learned in Crisis Response:

- No substitute for good planning
- Articulating clear goals is critical
- Whole is greater than some of its parts
- Initial response sets long-term tone

### Question:

For Police Board members and elected officials in the room, what one thing could they do specifically to be better prepared?

### Response:

Do joint simulations. See if the protocols in place actually work. We have trained simulation supervisors that think up the scenarios. Do one major simulation per year.

### Question:

What is it about the space program that overcomes countries changing directions, government changes, life's ups and downs, yet it seems to have a trajectory that doesn't be affected by human personality?

### Response:

Space exploration isn't only about space. Space exploration is a fundamental commitment that a nation makes. To be a nation of technology, innovators, developers, to be able to go forward and

use that technology to explore space. If you stop becoming a space guided nation and stop developing the technology and the support structures necessary to send humans to space they transition from being a nation of innovators to be a nation of consumers with economic consequences.

## SUE O'SULLIVAN

Federal Ombudsman for  
Victims of Crime



## DR. DAWN HARVARD

President,  
Native Women's Association of Canada



# RAISING THE VOICE OF THE VICTIMS

## Joint Session

Sue O'Sullivan began the discussion stating that the delegates are a working group that drives public policy, setting police priorities for your services. We will review the priorities pertaining to the Canadian Victim Bill of Rights and what that means to police services. This will help develop a police matrix and a performance matrix, how to proceed, and how it links strategically to you at a national level.

This office was created in 2007. We are an independent, government appointed office, which allows us to be critical of government. I report to the Minister of Justice and act as a special adviser to the Minister. That allows me to bring the voice of victims directly to the Minister of Justice and make the recommendations for change.

We have a new Victim Bill of Rights in Canada and the biggest challenge is how to go from legislation to implementation. We want to ensure that victims of crime and your services who deal with them are aware of the rights they are entitled to. That it is making a difference to those victims.

There are a number of challenges in implementing aspects of the Bill of Rights. For example, the Bill states that the victim has the right to all this information upon request. How do you know you have access unless you are told you have that right? Police services should be letting victims know what their rights are. The Canadian Association of Chiefs of Police is looking at a victim's right card that is straight forward and easy to read. Let's start by making sure

the victims know their basic rights to information. They don't know the criminal justice system; they don't know what it means to be a victim. This is about making sure they are legitimate participants in the criminal justice system.

The Bill also stipulates the victim's right to protection. The security of victims must be considered, and we must take reasonable and necessary measures to protect the victim from intimidation and retaliation. The victim also has the right to participation and restitution. The Bill states that a victim has the right, for example, to participate in a bail hearing, or to present a victim impact statement. We need to deal with people as individuals and help them through the system and give them these tools.

The Bill now states that the judge must consider restitution at the time of sentencing. You must be able to quantify the loss at the time of sentencing. Saskatchewan has, for several years now, restitution coordinators who aid the victims through the process.

They understand the law and the importance of it. As part of implementation process, it is one of the legislative requirements of federal government to conduct a parliamentary review in five years. After the five years, do victims have adequate access to their rights? Are they exercising these rights? And is it making a difference? We need to start gathering that data now. We have this huge window of opportunity on the next general social survey to collect data on victim and victimization. The police services play a major role in gathering this data.

Our office is partnered with CCJS and we are doing a feasibility study that will be completed by March 2016. It is looking the data we currently hold for victims, the gaps in that exist, and establishing what information police services should collect recognizing. The data that is gathered should not be cost prohibitive and it cannot be a burden downloaded on the service. Ultimately we are going to have a national road map for data gathering and future re-search.

Dr. Harvard began sharing that her mother was Jeannette Corbiere Lavell, a woman who challenged the Canadian government, went all the way to the Supreme Court to challenge her right to be an Indian in this country.

The Native Women’s Association of Canada was created to give voice to the women so that people could hear our concerns as the head of our families, the mothers of the children in our communities. At the time my mother went to court, she would get many threatening telephone calls toward her and her

the future of aboriginal people and how are we going to improve our situation. They wanted to talk about real issues like education, land claims, jobs. Even our own leadership did not want to put the issue of violence against aboriginal women on the table. They didn’t want to talk about it because they felt that if they dealt with education, land claims and jobs then the problem would disappear. That’s not going to happen.

But in 2015, when we attended the round table not only was ending violence against aboriginal women

“We are not statistics; remember that every one of these women was somebody’s sister, mother, and daughter.”

family. Despite this she carried on and thousands and thousands of our people were reinstated because they were successful on that Human Rights issue. It is important to know how much just one person can accomplish.

Back in 1980s at the Ontario Native Women’s Association, we did a small study asking our members what was their greatest areas of concern and we found that 75% of our women were victims of violence; in some remote communities it was as high as 95%. Violence has become so normalized in our communities that it has become the same thing as having ketchup in your fridge.

When we went to Kelowna, we were talking about

on the table, it was the issue, it was the agenda. When we were working with Sisters in Spirit, we started researching and collecting names, with more than 500 names of missing or murdered aboriginal women and girls. We hit about 680 names and then we were shut down. We were getting too much international attention and people were talking about Sisters in Spirit. The Canadian government was getting a black eye and funding was cut. We were told we could not continue, we could not use the Sisters in Spirit, not use the logo and we could not do the work.

But if it meant we had to volunteer we did, we continued collecting names and we were up to 800. Then the RCMP came up and said you don’t have

the data, they were going to get the data and come back and prove us wrong. And they did, we had 800 names and they came back with almost 1,200 names; and there is more each week.

We are not statistics; remember that every one of these women was somebody’s sister, mother, and daughter. As the homicide rate in general for women in this country goes down, the homicide rates for aboriginal women continue to rise.

A poll was conducted recently and three-quarter Canadians want a national inquiry. When we went to the Council of Federations, the Premiers of every province and territory in this country agreed that this is a crisis and they supported a national inquiry.

How do we have and system where every Premier from every province and territory support a national inquiry and the federal government, the very body that is mandated by their own treaties to be responsible for indigenous peoples, to protect indigenous peoples, continue to ignore the issue. No one believes that this is what’s happening here in Canada.

The federal government brags that they have funded 44 shelters for First Nations across Canada. No one out there recognizes that there are 633 First Nations, which is almost 600 communities that don’t have access to somewhere safe if they are the victims of violence.

**Comment:**

Being a minority I fully understand and I know we must work together for changes. Thank you for the work you’re doing because once you are successful it will help many others, other minorities will benefit.

**Question:**

In your role how do you ensure that what you’re doing does not foster and encourage a revenge and shaming culture and mechanism that stigmatizes further perpetrators, many of whom are victims as well? How do you strike that balance?

**Response:**

If you want a healthy and safe society, you take care of everyone in that society. The difference here is that if someone is convicted of a criminal offence, all those issues are taken into consideration.

Everyone in our society needs to be respected, needs to be informed; they need to be considered, protected and supported. The different here is that victims don’t, at the very least, have the same rights as the offenders.

## DR. ABBEE CORB

International Institute for  
Radicalization and Security Studies



## INSPECTOR RICKY VEERAPPAN

OIC Diversity, Equity and Inclusion  
Bureau, York Regional Police



# ON THE CUSP OF RADICALIZATION

## Panel Discussion

Dr. Abbee Corb explains that radicalization is a process of change and can be both violent and non-violent. It's not just about Islamic extremism. There are white supremacist radicalizations, there are people that are involved with cults, or there are people who involved in bombing pipelines, environmentalist activists who are radicalized.

We shouldn't use this term loosely or generalize it into a specific area. It is safe to say it is a process by which individuals adopt political, social and religious views. And it is about how these people implement these ideals and views into their everyday lives. It can be a pathway that leads some to cross over into the realm of criminality. It doesn't always lead to

terrorism, but it can. It's the people on the cusp of criminality that are our concern.

Some of the behavioural indicators can lead us to believe that someone might be following the wrong path. When people are looking for answers and receive the wrong ones it can be dangerous. When terrorist literature is possessed and are exposed to misinformation it can become dangerous. As society increasingly embraces the internet and its respected technologies, so do the opportunities for terrorists to use these technologies grow. The internet offers extremists and terrorists the capability to communicate, to collaborate, and to convince. Extremist groups were amongst the first to harvest

the leverage the technology at hand. It accelerates the process of radicalization, it allows it to occur without any physical contact, and it increases opportunities for self-radicalization.

What are the motivators? Dylan Roof, a young boy, was responsible for the shooting in the church down south. Roof was a supporter of the Council of

Other indicators and motivators include family tension, a sense of isolation, migration, differences in cultural heritages, experiences of racism, and feelings of failure. Do all of these things lead someone to radicalization? No not necessarily.

There are warning signs that someone could potentially be vulnerable to radicalization. After

**“Building a positive relationship with communities is so important because by fostering positive relations the groups will come to you.”**

Conservative Citizens, an organization that supports a large variety of neo-conservative issues as well as white nationalism. Roof searched the internet for cases of black on white crime. The first web site radically changed him, claiming in his statement “I’ve never been the same since that day.” The language, the rhetoric, the images that are used by these sites is so powerful and people can get sucked in.

speaking to parents around the world, family members of people who have gone down the wrong path, speaking to people who used to be involved with extremist groups, we developed a tool to help determine if someone is potentially going down the wrong path. It's an easy to use colour coded check list to aid in determining if an individual is on the cusp of radicalization and violent extremism.



Some signs that indicate that the process is underway include:

- Cultural and or religious isolation.
- Cultural and or religious intolerance.
- Isolation from family and peers
- Estrangement from family and peers.
- Reclusiveness.
- New risk taking behaviour.
- Sudden change in religious practice.
- Sudden change in religious affiliation.
- Negative peer influences.
- Isolated peer groups.
- Behavioural changes.
- Lacks positive identity with friends, peers and family.
- New level or increased paranoia.
- Advocating violent actions.
- Expressions of extremist views, intense extreme rhetoric displays.
- Glorification of violence.
- Exposure to hate rhetoric on line or in the real world.

- Disrespect for government or western ideals.
- Change in appearance.
- Change in behaviour.
- Change in identity.
- Paramilitary trailing.
- Travel abroad.
- Recruit and training new members.
- Travellers staying in conflict areas.
- Preparations for an attack.
- Gathering supplies and carrying out recognisant.
- Producing written material.
- Production video of their intentions.
- Removing their money from the bank.

Individually this means nothing but together we can get a sense of the big picture.

It's important that we work with our community groups. Building a positive relationship with communities is so important because by fostering positive relations the groups will come to you.

Inspector Ricky Veerappan explains that Dr. Corb has been working with York Regional Police to develop a counter extremism strategy. The strategy is based on four specific components. The first is the development of a tool kit that officers will be able to utilize as a front line capacity. The second component of Dr. Corb's work focuses on revisions of policies, procedures and protocols. The third component focuses on training for members. The fourth component is developing a community support network.

People ask what diversity has to do with policing. Diversity has everything to do with policing because we police localized communities. Hate crime prevention is about diversity. Everything we do on the diversity side is about hate crime prevention, which is one step short of extremism.

Understanding the community context is critical to the work that we do. It's important that the messaging we give is consistent. The message is safeguarding our community is a collective responsibility. We are all stakeholders.

We spend a lot of time engaging in our community by meeting people, networking attending events. We recognize that communities do not function Monday to Friday from 8:00 to 4:00 so we have to be adaptable and need to take the time prior to a crisis to develop these relationships. During a time of crisis, an individual will feel comfortable to call you and speak with you on a first name basis. This is important.

There is a saying that "it is only when one gives up on the monopoly on truth that they can benefit from the truths that others hold." We recognize that in our local communities there are different beliefs,

perspectives and multiple viewpoints. It's only when we step back and listens to everyone's perspectives that we can collectively solve some of these critical issues.

In community mobilization, our focus is establishing strong collaborative partnerships. It's critical to be able to leverage all of your resources to bring our communities together and tackle these issues together. This is a long term strategy.

Utilizing proactive outreach and not waiting for communities to come to you is key. We go out and engage the communities so we can recognize when they are vulnerable. Ultimately our function and goal as police organizations in working in partnership with doctors, academics and many other resources is keeping our community safe, secure and to ensure that we all live well.



# MANAGING SOCIAL MEDIA RISK

## Breakout Session

Stephanie Mackenzie-Smith stated that she is a huge social media advocate however, is also risk adverse when it comes to social media. That is why we are going to talk about strategy, policy and training; these three things mitigate the risk associated with social media.

Social media is one of the best weapons we have as police agencies to prevent and solve crime; it's that community engagement piece. Social media allows us to expand and communicate with a larger audience in real time. It's another investigation tool.

Social media is a tool to give the community the feeling of safety and security. We are selling an understanding that police and communities work together to prevent and solve crime. We are selling

an awareness of a broad range of services that police services have to offer their community. It's a demonstration to our commitment to engage, our commitment to the communities in which they live both on line and in the real world. We are also demonstrating our value as it also allows our citizens to see all of the amazing things that we do. Because we do so much, it's really hard to communicate all of that in person in one five minute conversation. Social media allows us to do that.

One of the benefits of social media is that we are able to deliver messages directly to our community. Traditionally, in the media relations field, we relied on the media to tell our story and sometimes the media would tell a different story than what we are trying to say. Or they have time constraints, only

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airing a 30 second clip on the air. Our story may be more complex than that and not accurately told through that channel. The two way conversation on social media leads to trust and trust is our currency in policing. We can't do our job if we don't have public trust. It adds a human voice to the police service. Social media is not as formal as the traditional communication channels. It allows people to see that as a police services they are human beings.

to indicate location if GPS is enabled. You need to turn this feature off on your phone and make sure your social media account has that option turned off, otherwise you can inadvertently be communicating your location.

Release of private information is another aspect we want to keep in mind. For example, health conditions; we see this all the time with police services identifying that they are currently seeking a

“There will be a time when you are expected as boards to be much more actively engaged and talking about issues that are important to you from a governance perspective.”

Why is social media risky? Social media is not a private conversation with one person on the street. It's a conversation with potentially thousands and thousands of people, its permanent and there is more to lose. Officer safety is one of the biggest risks, for example the distribution of personal information, compromising an investigation, officers tweeting out their location or posting/tweeting pictures of undercover officers. These are some things that individual services need to discuss. We can mitigate this risk. In Australia they had an incident were some individuals went to recruit graduation and starting taking photos of new recruits and building a facial database that could potentially identify future undercover operators. This is something to educate officers about and they should be made aware of this potential threat.

Another risk is that most of us post social media from our phones and most phones have the ability

person who has dementia. That is someone's private medical information and we are not authorized to release that. We can say we are concerned for their health or their well-being, they require medication. We can't say what for or what their condition is. Compromising an investigation, unconfirmed facts is something we always need to be cautious of. Provide an education piece for officers on posting social media regarding investigations. Confirming facts first is really critical. We cannot speak to motive, sensationalizing or over-glorifying; we need to be careful of that on social media.

Another aspect is reputation management. There is no such thing as off duty. Mixing personal and professional, this is one that every service needs to address. Police services are different so if you work in a really small community we are going to know who you are. Keeping the line between personal and professional is important.

Mistakes happen when you go on social media. Your police service will make a mistake. The good thing is you can move on. People are very forgiving on social media and you will learn from it and get better.

Getting too big and big isn't always better. It's hard to make sure everyone is going in the same direction. The more people you add to your social media, the more platforms you add to it's going to be really hard to manage. Pacing yourself in terms of managing and matching up your resources with the tools that you are using really helps eliminate and reduce a lot of that risk. You should be monitoring what people are saying about your police service and engage with them. Monitoring all mentions of your police service and ensure that all messaging is consistent. You should also be sure to maintain by making sure your sites are up to date. Make sure the sites are constantly being refreshed with new content.

Some guidelines on creating social media policies and procedures:

1. Investigative use, how investigators are going to use if investigators are setting up fake accounts to use to engage with people in a covert basis. Who do they need permission from to do that? How are they capturing that information? Where is that information being stored? How long is it being stored for? What are the limitations of how far that engagement can go? Does it have to be done on a work computer?
2. Corporate use is how your corporate organization is going to set up the account. Are they going to have one single account with six users? Who tweets in an emergency ties in with our Corporate Communication Planning? This is where you address, what we want to look like

on social media. Even personal social media accounts of members must comply with the policies and procedures of the police service. Address how much people can access their social media at work or not, what types of things they can post and the disciplinary action for those.

3. Terms of Use this is something every social media account needs to have. It outlines how that site is used. The first thing you will want to say in it from a risk management standpoint is "This site is not monitored 24/7". Every police service that has an account must have a disclaimer that their site is not monitored on a 24/7 basis. People will think your social media accounts are 911. They are not.

**Question:**

Do you find that officers have accounts using their real names?

**Response:**

Yes, many York Regional Police officers do have their own personal accounts. We have a policy that they are not allowed to have their profile picture in uniform or of themselves at work in uniform. Some policies say outright that they cannot say that they work for their police service on social media.

Officers need to stay on top of social media settings. People check their names and sometimes can see their entire accounts with photos of family so this is an important educational piece to stay on top of setting changes.

Police services need to establish policy and procedures as to whether members can post pictures of themselves at work, or in uniform, you will not



discuss police operations, victims, you will not make comment concerning guilt or innocence of accused parties.

**Question:**

How should boards do social media?

**Response:**

We did a communications strategy with the executive command team and we've also presented our strategy at a Police Services Board meeting. It's important for the boards to ask their questions, provide feedback and have that conversation and really understand what it is you are trying to do. There may be concerns that need to be discussed about that risk. No, our board does not have social media.

Joe Couto explains that from a Chief's perspective we didn't really start social media until approximately five years ago. Until that point we were still very much engaged in traditional media. The traditional media, the newspapers, the evening show, news releases

are all still very important but today communications has had a revolution.

The Chief tends to be the face of your organization so when it comes to social media, the Chief, the organization and what happens on the streets is of interest to the people. There will be a time when you are expected as boards to be much more actively engaged and talking about issues that are important to you from not an operational but from a governance perspective. Chiefs can only talk about organizational issues to a certain extent but if you are a police board Chair you have a very specific message that you can deliver to the community. It's very important that you should get your heads around social media now. Ask yourselves the questions: what is it the community expects from us and what are the messages we want to deliver?

This is why a lot of services in the province began to do the social media. They started to get a strategy together and started asking ourselves what is our capacity, how can we engage in social media

effectively, what are the resources we have to invest, what we are willing to commit? These are hard questions. Police services as a rule have to justify the investment. So when implementing a social media strategy you have to justify your reasons to the public.

For police, as a culture, has always been about communicating one way. When we had something to say we communicate it. But today's communication model is two-way. When you put out a new policy or something you have to expect that people are going to engage with you asking questions. People want more information. People want to be heard.

Police Week in Ontario is when we celebrate and promote policing. We had a #policeweekont hashtag and we had the hashtag "taken over" by community activists, primarily in the greater Toronto area, to start asking questions about the issue of street checks/carding. The engagement through that hashtag was of people who had very strong opinions and questions about that particular police tactic. When there was no response that became a story in the traditional media.

The next day there were newspaper and radio reports about the fact that police were not actually addressing public concerns through twitter. As an organization we engaged on Twitter, we invited those people who had strong views on street checks to further the discussion but explained that the issue could not be answered in 140 characters. An e-mail address was provided and an invitation to have an in-person discussion was issued. Some people took up the offer and met with organization reps.

The really important thing for you to take away from this session is we don't have a choice anymore when

it comes to social media. It is now the primary tool by which the public expects to hear from us.

Leslie Hughes explained that strategy is really essential. One of the key elements in social media is the listening aspect, before you even start to engage. Listen to your community, listen at large what the community is saying and once you've assessed that you can look at what channels would be best.

Members of your organization are all brand ambassadors. From the standpoint of listening and engaging, find the key influencers; these are your board members, the community that you can leverage in order to disseminate information. With social media it's important to recognize our audience is more empowered than ever before. They can research and have more resources available than ever before.

You must stay core focused on your strategy and the messages that you want to deliver. It's a really fine line of controlling the message and understanding that you really don't control message. You must measure the key performance goals and establish what those indicators are.

Social media has to be tailored to your organization appropriately. Make sure you have the budget and the resources in order to effectively do that. Keep a content calendar so you can stay organized.

## JENNIFER THOMPSON

Crime Analyst, Peer Support Unit  
York Regional Police



## SERGEANT BETH MILLIARD

Peer Support Unit,  
York Regional Police



## PEER SUPPORT TEAMS

### Breakout Session

The Unit is mandated to be committed to the wellbeing of all members, creating a healthy work place through leadership. In 2012 André Marin, Ombudsman of Ontario, tabled a report called “In the Line of Duty.” This reviewed to how the Ontario Provincial Police (OPP) treated officers with PTSD. There were a number of complaints that came forward, approximately 48 complaints in total from members and their family.

Once the report was made public, our Chief took a look at our own organization. Sergeant Milliard was tasked to go through all the recommendations and establish what we should be doing moving forward. It was then presented to our Police Services Board.

We found that the Peer Support Unit was putting out a lot of fires; what we are trying to do is educate before the fires happen. We want to teach people how to deal with these kinds of issues before it comes to a head. We speak to all the recruits as soon as they come in and let them know our services are available. We present to new supervisors because it is their ethical duty as supervisors to act if someone is physically injured on the job and so too if they are psychologically injured.

Accomplishments to date: we are reducing the stigma, we are making it an open forum, and we have created an external working group with numerous police agencies who do a lot of information sharing.

The Peer Support Team has also implemented a Mental Health Provider. We have taken the time to meet Mental Health Professionals around the Region to see if they would make a good fit for officers. We have a list that we can access and provide the best fit for the issue they need help with. We constantly ask for feedback on how the provider was, if they were happy with them. We have mental health checks for our officers and spousal support.

Currently we are working with the Canadian Police Knowledge Network on creating a module for suicide, prevention and awareness. It's the first of its kind in Canada and we've blended the model to classroom sessions. We are also working on a Suicide Protocol; beside the CBSA no one has that in all of Canada.

The road to mental readiness is now taught to our recruits before they come to us. Our messaging is

**“We go out and talk to people. We say ‘take the time off that you need because you will come back a better supervisor because you’ve looked after yourself.’”**

We have an early warnings system. We've worked with our IT Department so that every week we get a list of the “top ten terrible calls.” Anything that we think could be psychologically damaging down the road, we get the calls, review them and if warranted reach out to the members involved in the call.

mental health awareness prevention and education should be done as early as possible before they start their career in law enforcement. We just did a business plan for an on-site phycologist.



**Question:**

Regarding the psychologist, do you get data on what percentage of people are utilizing those services?

**Response:**

Yes, we just got that information in and it is not high. There is some negative association with it in our organization. What we have noticed is that our psychologist benefits through Sun Life has more than doubled in the last two years.

**Question:**

You mention wellness checks; are those mandatory?

**Response:**

When Safeguard was created for our members, there were very few and it was voluntary to attend but they all wanted to attend. Other units voiced that they wanted to do it as well but not everyone in the unit wanted to participate so it remained voluntary.

After November 2013 we made it part of the job requirement. Now when you apply to that job you

have to not only go see a psychologist but you have to do psych testing and you have to be found suitable. If you are not, it might be suitable with limitations or it might mean you just need a break. If you are not suitable you cannot apply for that position.

On our Injured on Duty form we have added a checkbox for Operational Stress Injury (OSI). This makes our supervisors have to think not only of the physical injury but also the operational stress injury that may come to surface later in their career. The form is submitted to our Human Resources Department who puts in the tomb stone information then it comes to the Peer Support Unit and we follow up with that person. This is not a mark on the individual, however, it is meant to start a paper trail; we call it insurance. If an event surfaces later in their career there is documentation for WSIB.

Our Peer Support Team consists of 32 members and they have training on suicide prevention, mental health, first aid, and internal policies and procedures. Peer Support members are nominated by their peers

and you have to be psychologically screened. There is mandatory training and people who are on the team have gone through a lived experience.

We've had a Critical Incident Stress Management (CISM) team since 1996 and the difference between CISM and Peer Support Teams is that CISM was formed as a reactive team and Peer Support is a proactive team. As identified by the Ombudsman, CISM does not do follow-ups whereas the Peer Support team does.

In the Road to Mental Readiness training they use military videos. We are going to use our own people in the videos telling their own stories so our members can relate to them.

**Question:**

Your expectation is that some of the early warnings will be listed by the Duty Inspectors or supervisors. What is happening in the leadership training to prepare those supervisors for this type of leadership?

**Response:**

There are a couple of things. The eight hour Road to Mental Readiness leadership course is now mandatory for all of our supervisors and every single person in our organization will have taken it by the end of 2016; that's 2,200 members.

**Question:**

How do you strike a balance between stigmatization and not wanting to come forward and ensuring people who are having an issue, whether it is long or short term, not feeling that this is a career limiting disclosure that they are going to make?

**Response:**

We go out and talk to people. We spin it the other

way, saying "go take the time off that you need because you will come back a better supervisor because you've looked after yourself and got the help." In that way, the person is going to be more approachable. The self-stigma is the worst.

If you have any question or need assistance feel free to contact us at [psu@yrc.ca](mailto:psu@yrc.ca).



# PROJECT ARIEL: EDUCATING POLICE PARTNERS & YOUTH ABOUT HUMAN TRAFFICKING

## Breakout Session

Detective Shane Mackenzie opened the presentation by speaking of the need to do a better job of protecting our daughters, sisters and loved ones. If everyone in Canada knew this was a problem everywhere, not just in large urban centers then we might be able to address it across the country. We need to have a basic understanding of the sex trade as it isn't something the average person deals with. This is a national crisis and there needs to be a change.

Detective Mackenzie outlined the Vice Unit structure within York Regional Police:

- Vice Team within Drugs and Vice Unit (3 Drug teams, VICE and AFU)

- 3 Detectives and 5 Detective Constables
- Vice members receive investigative training in persons and property crime
- Very heavy work load, each member averaging about 800 hours overtime per year

We also need to consider victim management in court; the arrest is just the start. It takes years in most cases, to see it through to a successful conclusion in court. These young girls are high risk – they don't stop being that person just because they make a statement to police. For example a street level robbery of a member of the public. They call police, make a statement, follow up on the progress of the case. For most of the girls involved in human

trafficking or the sex trade it is the exact opposite. They don't make contact with police and sometimes they move out of region or even out of country and don't pass that information along to police. They could be anywhere in the country. That is why the training that is required is a combination of person and property crime – double the training works to

of human trafficking – basically you have a pimp, whatever different terms you want to use to describe them. They control a girl or woman using force or threat of force. Anyone can use Google and receive instructions on pimping. Instructional books actually come up over and over again. York Regional Police located an actual copy of the book during a search.

“Building trust with the girls, letting them know they can call for help. They will then pass that on to other girls. If we help just one girl it's worth it.”

your advantage when working with these victims. The Project Ariel team's focus is not to target the girls; its juveniles and violence. That's where the time and resources are spent. Girls are not passionate about going to work to do this “job”. It is not a profession, it's a lack of choice. The girls continue to work in the sex trade as they are afraid of being hurt themselves or that someone they love will be hurt. In terms

There are stereotypes out there about what a pimp looks like and sometimes they may be accurate. There is no particular background; they come from all walks of life. Everyone can be involved in the trade. Very often you come across drugs being involved, however there is a trend that sees that trafficking women is more profitable. Drugs are a onetime sale whereas girls can be sold over and over



## DETECTIVE SHANE MACKENZIE

Drugs and Vice Unit,  
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again. They have found women and girls are more lucrative. There are usually two different kinds of pimps. The first kind is a violent pimp – they treat girls like property. The girls might be lured to a party, taken and then told they are now working for the pimp. The second type of pimp is a grooming pimp – the violence comes into play later on – they look to exploit girls. He sells the dream. He wines and dines a female and gathers intelligence to find out what that girl is missing and then sells the dream to her.

The Johns are often overlooked. They are dangerous and the courts are looking to hold them accountable. There are predators hiding amongst them. The girls get raped, beaten and murdered. You would be hard pressed to find a better target than someone who in society will not be missed. There are all kinds of men and women involved – all of different backgrounds including lawyers, doctors, social workers, etc. But more and more of these girls are becoming comfortable to report that they are working in the sex trade and to then report a crime.

Many of the girls have past sexual abuse or are sexually active early on, with drug/alcohol use or addiction. They have little or no family support. They may possibly have a mental illness, depression/suicidal/low self-esteem. Often they are runaways or from group homes.

Ariel is an angel referenced during biblical times and is known to heal children of their ailments and protect them from criminal types. Ariel helps children forget any bad experiences they may have had. This project was in partnership with York Region Children's Aid Society. It was supported and endorsed by the Ministry of Community Safety and Correctional Services. Getting into the group homes was paramount. One hundred percent of the girls we met at some point had spent time in a group home. Unfortunately the most common thing we saw was that they would be moved to different group homes. The Vice unit got into the group homes, contacted all the organizations that run the group homes in the area. They were more than happy to build that

partnership – from there we went to the group homes and met with the staff and workers. We gave them the background information for trafficking and what to look for. Most importantly was meeting the girls – showing up with pizza, coffee, hanging out there over a period of time. The girls start to recognize you are there to help. Often the girls would start to have conversations with the unit. That then spreads through word of mouth – the hope then is that they have our contact information and will reach out.

Project Ariel Training included the hospitals, all the domestic abuse and sexual assault care centre nurses, and hospitality industry/hotel management within York Region. We partnered with York Region Children's Aid Society, 360 Kids, and York Region Victim Services. The most important part of Project Ariel were the group home visits. Building trust with the girls, letting them know they can call for help. They will then pass that on to other girls. If we help just one girl it's worth it.

### **Question:**

Is there a common denominator?

### **Response:**

There are risk factors at play but what that they all seem to share is low self-esteem. Also, that sometimes the life is glamorized and that there is a lack of choices for some girls.

### **Question:**

Does the Unit routinely ask the girls whether they had been filmed due to growing market online?

### **Response:**

The girls are aware this sometimes does happen – it can be what is used to make her work for the pimp. That's why reaching out and talking to the girls is so important. Just recently we had a girl ask for help because she had met members of the unit in a previous group home.



# WORKING WITH POLICE AND THE IMPORTANCE OF HUMAN RIGHTS FOR POLICE WORK

## Breakout Session

In Ontario, the Police Service Act specifically mentions in its opening declarations of the importance of safeguarding the fundamental rights guaranteed by the Canadian Charter of Rights and Freedoms and the Human Rights Code. Essentially, police must uphold and abide by the Human Rights Code; this is vital to good policing relations and work with the community and within the service.

Human rights legislation focuses on equality rights and freedom from discrimination:

- Both federal and provincial jurisdictions
- Covers employment and service delivery
- Discrimination includes: harassment, sexual

harassment, poisoned environment, right to accommodation within defined limits

For example, the RCMP had a case with a member who wished to wear his Sikh turban. The issue went to the Supreme Court of Canada. There are also other examples: religion/family status and reasonable accommodation. All of these are issues which have come up within policing.

The relationship between police and the OHRC has a complaint driven history. That is, there is a history of adversarial relations. The OHRC is in a unique position due to changes in the human rights system in Ontario in 2007. Statistically, 80 to 90% of commissions

are dealing with human rights complaints. There is not a lot of funding to deal with education to the public. Most of our work is working on human rights – working with agencies like police. Extensive collaborative work emerged as a new possibility. If the mind-set changes then we can work together. If the police services and the boards change, we can

rights, supporting them to find ways to deal with the complaints and issues. In 2005, there was a shift with new leadership at TPSB that had experience with human rights. There was a new police chief as well – Bill Blair. He was very open to new approaches and new ideas. The chief could see the benefit and became partners.

“Police must uphold and abide by the Human Rights Code; this is vital to good policing relations and work with the community and within the service.”

work together to prevent the issues and complaints. We undertook a number of case studies in partnerships. The Toronto Police Service (TPS) partnership focused on racial profiling complaints. More than 120 complaints were filed against police, almost 70 against TPS. TPS had resistance to race profiling, the service was reluctant. Around 2005 the OHRC wanted to engage TPS to address human

The initiative with Toronto Police Service/Toronto Police Services Board and the Ontario Human Rights Commission:

### Toronto Police Partnership:

- 3 year project charter (2011 to 2014)
- Sponsors committee
- Executive committee



## DR. SHAHEEN AZMI, PHD

Director, Policy, Outreach and Education, Ontario Human Rights Commission



- Training group
- Subcommittees (public liaison, training, accountability, recruitment, selection and promotion)
- Evaluation

### The process used in this partnership:

- Initial approach
- Mutual training/exchange
- Negotiation of Charter with target change areas identified
- Subcommittee formation and training
- Issue and initiative identification
- Scoping and prioritization
- Implementation
- Evaluation
- Ongoing relationship

The OHRC's partnership with the Windsor Police originated after the Toronto Police Service project in 2010. The Windsor Police service is a smaller police service with approximately 8000 personnel. This

was also a 3 year project charter (2011-2014) and again had a similar structure to the TPS partnership. Involved partners included Windsor Police Service, Windsor Police Services Board, Ontario Police College and the Ontario Human Rights Commission. A subcommittee was created with the Windsor Police Service for recruitment selection and promotion, public liaising, training and accommodation. The OHRC also assisted them in creating a policy for accommodation – how the service could respond to requests internally.

Another partnership was with the Ontario Police College. OHRC began to develop training on racial profiling. There was also organized training for police services in Ontario, organized training events and conferences on human rights themes and the provision of direct support to new recruit training.

The OHRC works with police includes work on the following:

- Racial profiling – where race has become a

factor in police decision making

- Human rights data collection for staff and public – a good police service will generally be representative of its community.
- Carding/street checks
- Human rights accommodation of staff and public – example: mental health issues/PTSD
  - Good policies and procedure
  - Religious, family status, disability

The Ontario Human Rights Commission is working with police to address and create policy and training. For example there was a case of an individual who was arrested with diabetes. They were refused in the cells to have their medication. This is a human rights violation. Accommodating these types of things is a part of policing.

Some other key focus areas include:

- Mental health and human rights
- Representative and diverse staffing
- Police employment practices

- Community relations with diverse communities
- Human rights training for officers (general and specific)
- Search practices (example: transgendered individuals)
- Sexual harassment

### Question:

How the OHRC approaches policy?

### Response:

We assist and advise the police on their policies – we don't create the policy. Human rights have to have an understanding of the environment. The principals are what we can advise on and assist with the details for the particular environment. These partnerships are the way to do that.



## PERSPECTIVES ON LAWSUITS AND COMPLAINTS

### Panel Discussion

Jason Fraser explained that it is important to ensure officers know their authority because it's when they don't know their authority, or uncomfortable with their authority that issues potentially emerge. Our officers have such broad duties and such high expectations and have to accomplish them with limited authority. Officers need to ask themselves what is my authority? If they know how to answer that question then we are half way home to preventing lawsuits and public complaints.

One of the common threads that we are seeing is this notion that officers, when engaged in their duties, didn't understand what the limitation of what their authority was. Either they didn't know their authority or, which is sometimes just as important when you are dealing with a member of the public,

they didn't understand and couldn't explain what their authority was.

Our officers have all of their duties under the Police Services Act plus their duties in common law. Among all of their duties it is the general expectation of the public that the police are going to be there to take care of everything. When police officers are engaged in their duties, we often think they are restricting someone's liberties, that they are detaining someone, preventing someone from otherwise going about their business. Police conduct and interference with individuals' liberties or freedom is only going to be authorized when it is authorized by law.

One area that seems to be becoming up frequently across Ontario is the circumstance where officers

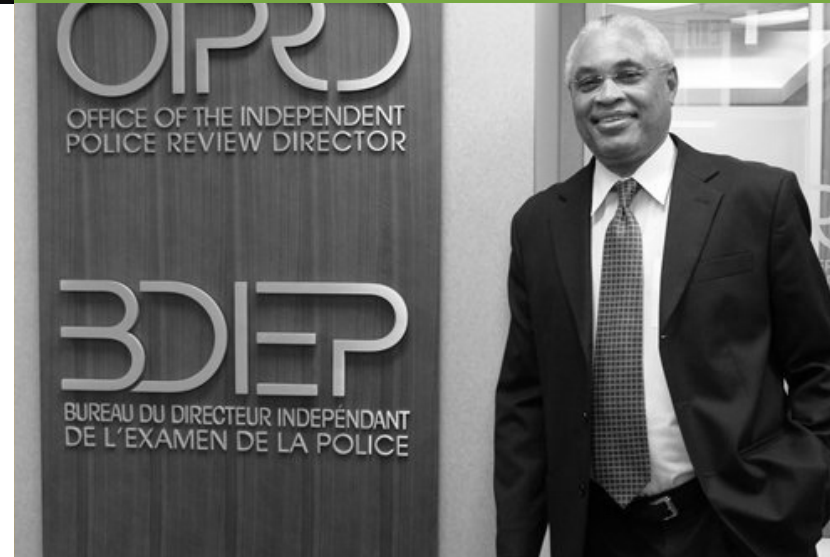
### JASON FRASER

Counsel, York Regional Police



### GERRY MCNEILLY

Director, Ontario  
Independent Police Review



### KEVIN MCGIVNEY

Partner, Borden Ladner  
Gervais, LLP



are arresting people for being intoxicated in a public place. There are circumstances where officers have found themselves being sued or under complaint because they've arrest someone under the Liquor License Act when they didn't have the authority. It is not most notorious area of misconduct on the part of police but from the perspective of in-house counsel I don't look at the impact of complaints and lawsuits from just the dollar and cents standpoint. More often than not the impact that police services are seeing from civil lawsuits and public complaints is the impact it is having on our reputation. Police officers cannot do their job if they don't enjoy the public's trust and the only way we can enjoy the publics' trust is if we maintain our reputation with the public that we serve. It is these circumstances that erode the public trust.

One of the other issues that has come up in a number of circumstances is the authority to enter into people's dwellings. What officers need to understand is if they are going into somebody's house they have to have a warrant, they need to have informed consent, there needs to be exigent circumstances or in the circumstances where an officer is in hot pursuit. Anything short of that, officers are not allowed to come into your house.

Knowing your authority is just part of the answer because being able to articulate their authority in their notes and in court is just as important. What's making it much more acute in this modern age is the public are much more skeptical and far more challenging of the police now. Police services need to provide officers with sufficient training, resources, and supervision to ensure that they know their authority. This requires constant reinforcement and training.

Gerry McNeilly began by explaining he works for a civilian agency and that he oversees the public complaint system and ensures that public complaints against police are dealt with a manner that is effective, transparent, accountable, and fair to both public and police. They are also governed by the Police Services Act, however the Office is independent of the government, police and the public.

Police service boards fulfill a major role in civilian oversight throughout Ontario. You are charged with ensuring accountability, transparency and instilling trust and confidence in policing and policing issues. Please get involved, become active in regards to your role because you have a companion role, like me, to ensure that members of the public have great trust and confidence in policing.

Under the Police Services Act there are police board guidelines regarding public complaints that may review the Chief's administration of public complaints. Any guidelines agreed to be established by you must be agreed to by the Chief's office. If you, as a board, receive a public complaint about a police service, policy, or a police officer, you are obligated to give it to the Chief's office within three days.

Police officers provide a vital service in their communities and to society. Police officers have broad duties and they have powers but they are governed by law, governed by statute, and common law, policies and procedures. They have an extremely difficult job but officers must always understand what their role is and what their duty and authorities are when taking action. We have worked cooperatively with police services across Ontario to ensure we address policing issues. Civilian oversight is extremely important in a democratic society and it

allows for the building of public confidence and trust and allows for positive relationships between the police and the public. Civilian oversight, contributes to the legitimacy of policing because it provides that look from the outside, civilian, members of the public who can say we are satisfied with what has happened or something needs to be done to make it better.

Since they opened, they have received approximately 18,000 complaints approximately 3,000 per year and the three areas indicated are incivility, excessive use of force and unlawful/unnecessary use of force

**"Police service boards fulfill a major role...  
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policing and policing issues."**

or exercise of authority complaints. Approximately 80% are sent back to the police service. Complaints have different allegations of conduct and those are the difficult ones we have to deal with at times.

We look at the following when we receive a complaint:

- Unnecessary use of authority
- Unlawful entry into someone's home
- Neglect of duty

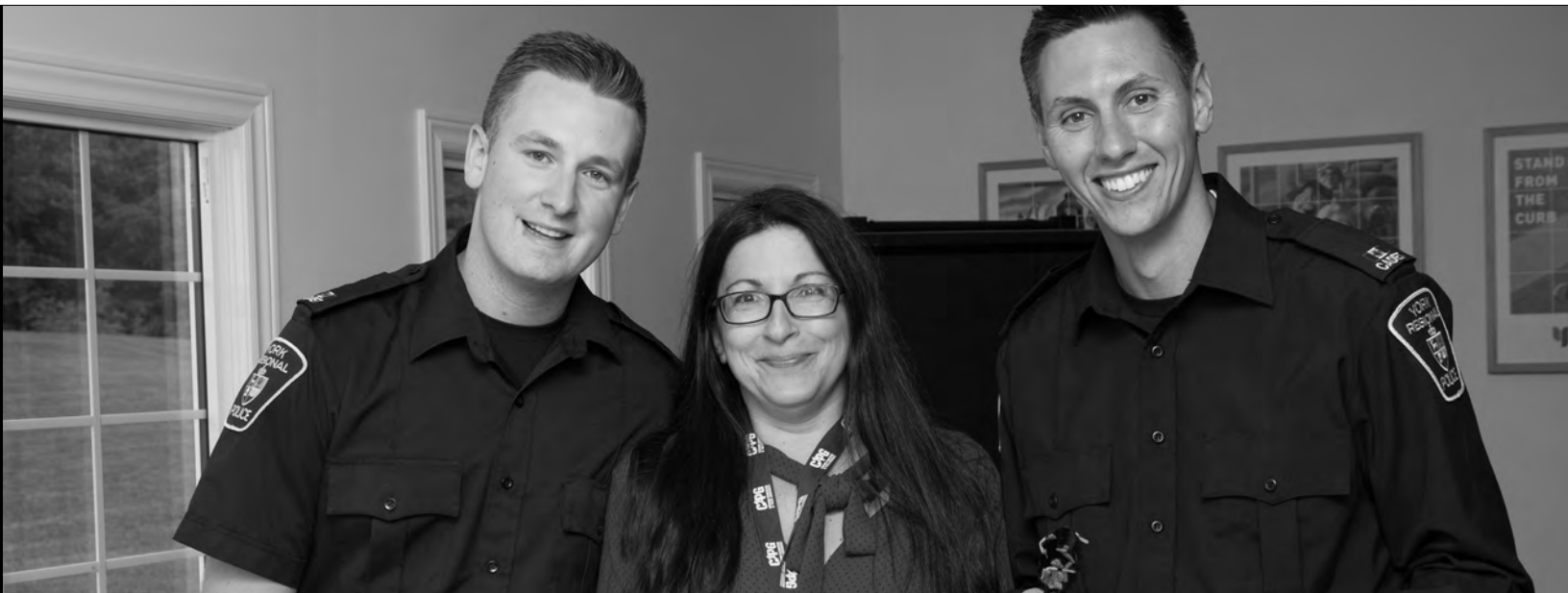
Kevin McGivney reiterated that training, articulation, giving the officers the opportunity to know what their powers are is key. The willingness to challenge

authority, to require that it justify itself is just endemic in our society and probably makes for a better society.

The first area that I want to address is the liability of police officers with regards to negligence. Twenty years ago the notion was you could not sue a police officer for negligence. There was a notion that you could not sue a police for this and in fact you could not sue a crown attorney for negligently prosecuting you. As it turns out, the Supreme Court of Canada has decided that you can sue a police officer for a negligent investigation and that case is the "Hill and

Hamilton" case, an Act that came about in 2007. The police officer must perform the investigation according to a standard of reasonable officer. They do owe a duty to the person they are investigating; they must perform that investigation reasonably.

Another area where police face negligence claims, relatively few in respect to investigations, flows from the "Jane Doe" case in the late 1980s and made it to trial in 1998. Ms. Doe was the victim of a serial rapist and she sued, alleging that the police knew effectively that she was in a very small few of potential victims and they did not take appropriate steps to either warn or protect her. The police position was we don't go in duty to prevent crime. The problem with



that case was that she fit into such a small knowing group of people that the police could have known or did know that she was at risk and purposefully chose not to warn her, as a result she was a victim.

You may have heard that Toronto had some challenges during the G20 that we've been dealing with. As it turns out, the officer involved was from York Regional Police and the case is known as the "Garrison in Toronto". The officer was in charge of a group and a fellow was walking down the street and the officer decided to stop him and his friends. They were walking toward the security fence which had been a target throughout the weekend. The security fence was a concern and the officer said you can't go down there unless we can search your bags. Everyone agreed except one. The entire exchange is captured on video which degenerates into a questionable discussion about Constitutional Rights. There was an application brought by Mr. Fagaras that his Charter of Rights were breached and we took it forward and we defend.

The first judge said the context is everything and given what happened the day before it was mayhem in the City of Toronto. This was not a breach of Mr. Fagaras' Charter of Rights. They talked about the Common Law police powers and that there is no statutory part of it. This made sense. Police were operating with the Common Law powers to preserve the peace.

Mr. Fagaras appealed and he was successful. The Court of Appeal did not accept that the actions of the officer were within their powers. This decision was 60 pages long and it goes through an analysis of what is meant by Section 2B and Section 9 of the Charter of Rights. It is a very difficult decision to understand for lawyers and most aren't sure. This is the difficulties that officers have to address when making a decision on the street. If lawyers, professors, and judges can't agree on how these things shake out it's exceedingly difficult for police officers to figure out, and they are expected to understand it when they make that decision on the street.

#### Question:

Would you explain what you see as the down side of body worn cameras?

#### Response:

The down side is going to obviously be the data collection, defense lawyers asking for footage, and the storage and providing the evidence for court. It's no difference than bringing other tools into the profession but we are going to have to deal with it. There are ways to deal with it regarding economic impact.

#### Question:

My question is about use of force and reporting to the public. Could this be reported on the web page? What would be the best way to inform our community?

#### Response:

As the in-house council for York Regional Police I'm also responsible for freedom of information and this has come up in our discussions. I'm not sure there is an easy answer in terms of how to report out any statistical information because I'm always mindful that people can make statistics mean whatever they want them to mean. I am an advocate within my own organization and in the policing community in general for as much transparency as possible.

If that's the sort of information that can be made available to the public through statistics on a web site then by all means provide that information. The only caveat is that we have to provide information that is meaningful and at times statistics are being provided for specific purposes, going to the government for the general national stats and just putting numbers on the web site may not be helpful. Give as much information as we can just make sure it is meaningful.



# INTELLIGENCE OVERVIEW – EXTREMISM TODAY

## Panel Discussion

Inspector Steve Irwin explained the RCMP led Integrated National Security Enforcement Teams (INSETS) and has the primary responsibility for investigating terrorism and other National Security Terrorism threats. There are five locations of INSETS in Vancouver, Edmonton, Calgary (a joint INSET), Toronto, Ottawa and Montreal. Outside of these areas RCMP national security enforcement sections conduct national security investigations and provide specialized expertise to the communities in the other provinces and territories.

RCMP led INSETS are specialized multi-agency investigative teams comprised of employees from the RCMP, Municipal, Regional and Provincial police agencies of jurisdiction. Canadian Security Intelligence Service, Canada Boarder Service Agency,

and other partners at the provincial and federal level including Public Prosecution Service of Canada and the Provincial Attorney General departments in the provinces where INSETS are.

Their responsibility is to investigate national security criminal threats. These teams apply Canada’s laws and regulations to ensure that any actual or intended terrorist act are detected early and disrupted.

The major concern over the past decade in National Security was foreign directed plots developed over months and years. We are now seeing activities in Canada and abroad by individuals radicalized to violence. These are more sudden and unpredictable.

For a number of years individuals intent to travel

## INSPECTOR STEVE IRWIN

Toronto Police Service,  
Seconded to the RCMP Integrated  
National Security Enforcement Team



## INSPECTOR DIETER BOEHEIM

OIC Intelligence Bureau,  
York Regional Police



## CLIVE WEIGHILL

Chief of Police, Saskatoon Police,  
President, Canadian Association of  
Chiefs of Police



overseas to join terrorist groups was the subject of some National Security Investigations. In the past two years the threat posed by high risk travellers has become a more significant issue to be dealt with in the National Security realm that has resulted in an increase in the number of investigations in this nature.

Through the variety of efforts to address the issue of high risk travellers and the disruption of their ability to travel, there is a growing concern that is posed through an increased number of high risk individuals, those who are willing to commit terrorist acts and certainly to use violence to further their extremist, ideologies or their beliefs.

There is an increased number of high risk individuals present in various communities in Canada. Those individuals pose a risk of resorting to the use of violence in support of extremist political, ideological or religious beliefs including terrorism.

To address the risks presented by those individuals it is important to continue to modify and enhance current programs and developing new programs to better identify and threat from those individuals or groups who will resort to the use of violence or terrorism. This is a responsibility born by the Intelligence committee and all police agencies in this Country.

It is important to point out that when police intervention through criminal investigation is required as a mitigation strategy it can be extremely resource and labour intensive. With these resources comes with considerable financial costs, often borne by the local police services that are relied on to assist because the RCMP INSETS cannot staff and

resource the investigation on their own and rely heavily on the integrated partners.

To our ever changing threat environment and changing dynamic from the high risk individuals there is an increasing need to rely on the local area police to assist in the mitigation of potential threats. Mitigation through criminal investigation is costly and has other residual effects on our communities. Mitigation through concerted collaborative prevention strategies can be very effective. Often with considerably less cost and benefits to the police functions that are pertinent in Canada.

Through existing crime prevention programs and some enhancement of those programs plus combined with the development of new programs it is expected that more individuals at risk turning to violence will be identified earlier. Through earlier identification we will have the opportunity of intervention soon which results in the mitigation of potential threats.

There is tremendous value in having community members and front line police officers better understand the issues surrounding radicalization to criminal extremism and terrorism. To have resources to intervene before criminal threshold is met. When we as a responsible community are not able to intervene in the knowledge of criminal space and behaviour progresses to criminality, it will be a matter of the police to engage with enforcement strategies with the national security apparatus engaging when there is evidence that it is suspected to be terrorist related.

Both the RCMP at the National level and many police services at the municipal, regional and provincial levels across this country are heavily engaged in

programs and developing programs that counter violent extremism and address the prevention of terrorism.

Like the large majority of other crime prevention strategies the police cannot work in isolation. Partnership with community members, groups, religious leaders and academics, non-government organization, government departments, and all levels health care sector other streams of academia would all contribute to the prevention of criminal extremism and terrorism.

**“Like the large majority of other crime prevention strategies the police cannot work in isolation. Partnership with community members, groups, religious leaders, NGOs, government departments...would all contribute to the prevention of criminal extremism and terrorism.”**

It is important to recognize that any suspected terrorist related investigation will likely be investigated by RCMP led Investigative Units either the INSETS or National Security Enforcement sections in the other provinces or communities. It will likely be the local police who would be engaged with the affected communities and community members in any terrorism prevention strategies.

In the course of terrorism prevention strategies it is important for the local police service leadership to recognize the importance of meaningful communication between the RCMP led investigative leaders and those involved in any outreach program and initiatives.

RCMP and Public Safety Canada have developed outreach and issues program to counter violence extremism and terrorism. Both Calgary Police and Toronto Police Services have enhanced their respective crime prevention initiatives and programs to address the evolving violent extremism and terrorism threat we are confronted with.

Investment in funding of programs or resources both from the police and the community is crucial in addressing the challenges and threats that result from criminal and violent extremism terrorism. It is important for the boards to realize is where

the RCMP has that responsibility for National Security and investigations it's the police service of jurisdiction that deal with the community. When the investigations are done there are often working on the community relations need to be addressed.

Inspector Dieter Boenheim discussed how the topic of extremism and terrorism has always been present and will never go away. What we need to remember as members of the police service boards that extremism and radicalization is not against the law. However, when looking at it from a policing point of view, police need to be engaged in that area.

It's a challenge working with communities in this



matter and bringing up this topic. I've been involved in quite a few community meetings here in York especially the Muslim community because there are some serious questions and serious mistrust between the communities and the police. It's up to me to educate our community members. What takes us years to gain trust in the communities can be wiped away in single incident and that incident can take place anywhere in the world.

Becoming a radical is a process and we are looking at processes where we can intervene. We've heard a lot about foreign fighters and high risk individuals and high risk travellers in the last few months and I think the people that are affected by that phenomenon are the same people that are vulnerable to joining gangs, to trafficking drugs, and to do all those other things that we frown upon in our communities.

In Canada we are somewhat lucky with the conflicts going on now because people need to fly, people need to travel a fair distance which is totally different in Europe where you take a couple of trains or buses

and you are in the theatre of these conflicts. This gives Canada a bit of time. It is so important for our police to work with our communities because that's where solving these issues happens. Work with them hand-in-hand and be there for them.

We are finding extremism a very smart enemy. We are fighting an enemy that is very technically advanced, knows that they are doing, and are goal orientated. In policing, we need to be just as good as them, we need the resources, we need the knowledge and that all comes at a price. The challenges for us are numerous and greater than ever before.

Chief Clive Weighill explained that the reason that we see the mistrust and the things that are occurring across North America is because of governance or lack of governance that we are seeing in the United States. People talk about lack of trust with police and the use of force with the police. People are going to compare United States policing to Canadian policing because they watch TV and they all look the same.

There are big differences between the United States policing and Canadian policing.

1. Board of Governance in Canada – almost every city in Canada has a civilian oversight board. It's a buffer between us and the community and us and politicians.
2. The mayor in the United States appoints the Police Chief.
3. Use of lethal force – the United States there is no civilian oversight. Every province in Canada except Quebec have civilian oversight. It lends legitimacy to that investigation.

There are seventeen thousand police services in the United States and most of them are ten person departments. They don't do the proper screening sometimes when they hire. They certainly don't spend the money on training and our tactics are completely different. It's a whole different mentality on how to operate the organization.

It all comes back to governance, the civilian oversight, the checks and balances that we need in a democratic society to keep the police under control and we need to have those controls in place.

A professor from Buffalo, very well respected criminologist, did a study on democratic countries and policing. He compared the United States, Canada, United Kingdom, Australia, and New Zealand and unfortunately to his American counter parts he had to say that the United States came in dead last. Some really interested things came out of his study, United Kingdom bases very similar to where Canada is but they have changed in some aspects. The United Kingdom began cutting back, they changed their whole governance structure. They moved their police services away from local boards and have

one big oversight body with one person running it. It is not a civilian oversight like we have here. They moved away from the model that was so successful due to money but they've taken away the civilian oversight and the local authority of civilian oversight of local police.

The professor's completed ranking results based on the way that they are governed, the way that they treat people, and the way that they operate was as follows:

1. Canada
2. Old United Kingdom
3. Australia
4. New Zealand
5. New United Kingdom
6. United States

They have recruiting videos for these ten to fifteen person departments in the United States that look like recruiting videos for the Armed Forces. They show members in tactical swat uniforms and these departments have never had a swat call in their whole history. That's the type of person they are recruiting. They are advertising policing as hard tactics, take downs, appealing to any ex-military.

President Obama struck a committee with some well-known activists in the United States, a few police chiefs, some criminologists/academics and they came up with some recommendations called the Task Force on 21st Century Policing. If you look at it, you would think it was written in Canada. The primary question is should local police have civilian oversight boards, should there be civilian oversight for use-of-force. We are so lucky with the systems that we have in Canada.

The United States is really up against a wall. The Chiefs understand that things have to change. Certainly some of the activists in the United States understand that. The point is it's leading to major mistrust in all of policing across the US. Here in Canada, the governance that we do, having that oversight, even if at times the citizenry may not be happy with us, we try to make them understand that we are working for them and that we do have someone to answer too at the end of the day.

To bring this back to extremism and how that fits into this picture, it's your local police services that are going to help fight the extremism; it's going to be the relationships that the local police have with people. If we don't have the trust of the average citizen, how do we gain the trust of somebody that's from a country that is working against what we are trying to do? It is all about trust, governance, and civilian oversight.

**Question:**

I am particularly impressed with York Regions approach to children, the super hero cop and the comic book and I felt that was really fantastic. I wonder how much boards should be doing to encourage forces to think innovatively about the use of imagery and expanding the kinds of officers that we recruit, that can do things with communication that can do things about emotional outreach, spiritual outreach and speaking to people in languages they can understand.

**Response:**

With our comic super hero did we step out of the normal policing. There were people in our police service that just shook their heads. Police don't do this; we're not in this business. However, we

need to get into this business; I've been on for 30 years. It does not start with me, it starts with all the people we are hiring and look at the communication strategy. We need to spin things, the extremist do it. They come up with different things every day and in policing we need to do the same thing.

**Comment:**

Things are moving much more rapidly than they ever did with social media and technology. My concern is we as governance bodies, collectively working with you, are on a speeding train trying to move with all that is happening. On the other hand, the support of and direction that we need from the justice system has been lacking. It is as if the justice system train hasn't left the station yet. I'm not being critical of the justice system but that legal systems can't work as rapidly as you folks have to respond.

**Response:**

I would offer that from a policing perspective, I think it is not just extremism, it's challenging as we see the delay in trials and the legal issues that go on and on.

I think our judicial system and our justice system is up to speed except on a few things. The legal access to information is one. A prime example of where we are falling short is a lot of people will condemn the Youth Criminal Justice Act. It let's us divert youth away from the criminal justice system on some minor offenses. Where it falls short is there is no infrastructure because the law is the place to divert so where are we going to divert them too?



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