

CAPB



ANNUAL REPORT

2012-2013

CANADIAN ASSOCIATION OF POLICE BOARDS
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CAPB ANNUAL REPORT 2012-2013

Board of Directors

The Canadian Association of Police Boards was federally incorporated in 1990. It is governed by an Executive Committee and a Board of Directors, elected by the membership at the Annual General Meeting. Members of the 2012/2013 Board and Executive are:

Alok Mukherjee	Toronto, ON	President
Cathy Palmer	Edmonton, AB	Vice-President
David Walker	Bridgewater, NS	Secretary-Treasurer
Carol Allison-Burra	Kingston, ON	Past-President
Jonathan Franklin	Saint John, NB	Director
Emil Kolb	Peel, ON	Director
Joan Kotarski	Victoria, BC	Director
Kathryn Nokony	Port Moody, BC	Director
*Doug McLaughlin	Lethbridge, AB	Director
Rob Stephanson	Weyburn, SK	Director
**Charlie Clark	Saskatoon, SK	Director
Ron Skye	Kahanawake, QC	Director
Nola Folker-Hill	Kentville, NS	Director

The association is administered from the national office at 157 Gilmour Street, Suite 302 in Ottawa, Ontario, with Jennifer Malloy as Executive Director.

*(**appointed to replace Mike Ervin**)

** (**appointed to replace Greg Dionne**)

Composition and Duties of Canadian Police Boards

In most provinces in Canada maintaining one or more municipal police services, governance of the service falls to a civilian body comprised of members of municipal Council, citizens of the municipality appointed by the Province or municipality, or a combination thereof. The

While duties of municipal police boards/commissions vary slightly from province to province, most are responsible for determining adequate personnel levels; budgeting for the needs of the force; monitoring the budget; reviewing the performance of the service; hiring the Chief of Police; labour relations; discipline; and policy development

Mission Statement

In 2005, the CAPB adopted a new Mission statement to focus and guide its activities.

The Canadian Association of Police Boards (CAPB) works collaboratively and proactively to improve police governance in Canada and to bring about change that will enhance public safety for all Canadians.

CAPB OBJECTIVES

Ever growing public scrutiny of policing has placed increased demands upon municipal police services, and ultimately their boards/commissions, resulting in a need for constant information exchange and education for members of police governing bodies. In late 1989, a small group of police board/commission members from across Canada met to discuss the challenges they faced and to explore ways of supporting each other. The result was the formation of the Canadian Association of Police Boards, and the adoption of the following statement of objectives:

1. To establish a national body to express the views and positions of municipal governing authorities;
2. To provide a means for the collection and sharing of information and the discussion of matters relating to policing services to render such services more efficient and cost effective, and more responsive to the community;
3. To provide a resource centre for information relating to the governance of policing services, and create a formal network for dissemination of such information;
4. To consider matters of national interest which affect policing services and to formulate policy positions and appropriate responses at the policy-making level, from the perspective of civilian governors, for dissemination to government and the public.
5. To comment on social, economic, cultural and legislative questions, particularly of national concern, which may affect the quality, efficiency and costs of policing services;
6. To promote the quality and uniformity of policing services and to encourage greater co-operation amongst policing services at the Federal, Provincial, and Municipal levels in Canada;
7. To educate the public on matters relating to the governance of policing services;
8. To act as a lobbying group to liaise between Federal, Provincial, and Municipal governmental authorities and the Federal and Provincial Solicitors General;
9. To provide a forum for participation by all civilian governors of municipal policing services and other agencies to promote and encourage greater cooperation to serve the interest of the public, to advance criminal justice, and to promote common policies.

Member Services

In keeping with the objectives of the Association, the following services are provided to assist the membership:

- Website (www.capb.ca)
 - Annual Meeting & Conference
 - Conference Report
 - CAPB Quorum weekly news clipping service
 - CAPB National newsletter
 - Bulletins (time sensitive emails on crucial issues)
 - Advocacy (united voice to the federal government and members of the opposition)
 - Information Exchange
 - Catalogue of Resource Material
 - Orientation for New Members (this is in the process of being updated)
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CAPB COMMITTEES 2013

Conference Committee - David Walker, Chair

Charlie Clark
Nola Folker-Hill
Emil Kolb
Joan Kotarski
Jennifer Malloy (staff)

Governance Committee - Jonathan Franklin, Chair

Doug McLaughlin
Kathryn Nokony
Rob Stephanson
Jennifer Malloy (staff)

Policing & Justice Committee - Cathy Palmer, Chair

Alok Mukherjee
Cathy Palmer
Micki Ruth
Ron Skye
Jennifer Malloy (staff)

Executive Committee - Alok Mukherjee, Chair

Alok Mukherjee, President
Cathy Palmer, Vice-President

David Walker, Secretary-Treasurer
Jennifer Malloy, Executive Director



CAPB President's Report

Alok Mukherjee

President, Canadian Association of Police Boards

It has been a privilege to serve as the CAPB President for 2012-2013. I have appreciated the opportunity to work with a great team of committed and hard-working directors from across the country who brought with them an amazing variety of experiences, expertise and perspectives. At the same time, they have shared a common vision of strong civilian oversight and governance of local policing. I want to thank, in particular, Vice President Cathy Palmer, Secretary-Treasurer David Walker and Executive Director Jennifer Malloy for their unstinting support and leadership.

Cathy also served as chair of the Policing and Justice Committee, while David chaired the Conference Committee. Along with Director Jonathan Franklin, who chaired the Governance Committee, they made sure that our committees functioned effectively and well. These committees are the life-blood of our organization. Thanks to their work, I believe we delivered an exceptional program and put the organization more firmly than ever on the political map as a major stakeholder in policing.

There is one person whom I must acknowledge and remember with gratitude: our Immediate Past-President, Carol Allison-Burra. Carol is not able to be with us but I am profoundly thankful to her for her leadership and support. Politically astute and completely committed to the success of our association, she gave us good advice and wholehearted support.

This has been a very busy and challenging year for all of us involved in police governance; however, it has also been a very satisfying year in terms of results. Reports from the committee chairs will provide details of our activities and accomplishments.

Overall, our major focus was on economics of policing, the federal government's legislative agenda, Aboriginal policing and our own governance.

I am pleased to provide a brief overview.

The federal government pushed ahead with an ambitious legislative agenda. Several important bills were introduced in Parliament. In addition, the Standing Committee on Public Safety and National Security conducted its own study of the issue of economics of policing. Over a period of six months, CAPB was invited five times to appear as a witness to provide comments on critical public safety issues to House of Commons/Senate standing committees on public safety and

national security. These appearances gave CAPB an opportunity to contribute to the Parliament's consideration of topics including enhancing RCMP's accountability, economics of policing, cyberbullying and witness protection. The invitation to present our views on these issues was an unprecedented recognition that we represent a national point of view and interest that should be heard. While our submissions reflected positions adopted by members' resolution at the AGM, the appearances gave us an opportunity to develop those positions in full fledged briefs.

One subject that CAPB has advocated on for some time now is that of economics of policing. For several years, each time that we have met government and opposition members during our annual Lobby Days on the Hill, we have pressed for action at the national level on this subject. We have argued that even though the federal government did not have a direct role in local policing, it needed to play a leadership role in facilitating a national discussion. We were, therefore, very pleased when the Department of Public Safety decided to organize and host a National Summit on the Economics of Policing in Ottawa on January 16 & 17 of this year. CAPB was an active participant and a key stakeholder in this national summit. We were involved in the development of the agenda, and a large contingent of twenty (20) of our members from across the country attended this historic, invitation-only event. As our association's President, I delivered an opening keynote presentation and was a closing speaker along with the presidents of CACP and CPA. Our association is now a member of the Steering Committee that is working to develop recommendations for the Federal-Provincial-Territorial (FPT) Ministers based on the summit. These recommendations will go to the FPT meeting in the fall.

It is a good sign that the issue of economics of policing is now on the agenda of FPT ministers. We can take satisfaction from knowing that the effort to raise the profile of this issue made by several of our provincial counterparts as well as by key organizations including the Federation of Canadian Municipalities (FCM), the Canadian Association of Chiefs of Police (CACP) and the Canadian Police Association (CPA) is producing result. We will continue to monitor progress and to push for significant and meaningful measures to deal with this issue relating to our ability to continue to provide effective policing in a way that is sustainable.

We recognize that this is not an item that we can work on by ourselves. For that reason, we have continued to participate actively in the National Coalition on Sustainable Policing. It may be recalled that this coalition was formed in 2008 with the objective of working collaboratively on achieving the changes that are needed to ensure sustainability of policing in our communities. The coalition is led by us and includes the FCM, the CACP and the CPA. We are very pleased that the federal Department of Public Safety is at the table also and has been willing to engage in discussions openly, to share information and to hear our collective perspective. We have agreed that the coalition should continue to exist, allowing us to monitor together the progress that is being made on the issue of economics of policing beyond the national summit.

Another forum at which the issue received significant attention was a 2-day National Symposium on Police Compensation hosted by the CACP on January 14 & 15 in Ottawa, immediately before the national summit. This invitation-only symposium provided an excellent opportunity to exchange information and to develop a national perspective on the trends in as well as impact of police compensation on sustainable policing. I want to acknowledge the important contribution of CACP on this subject. In 2011-2012, the CACP, in partnership with the Canadian Police College (CPC), organized a series of sessions across the country on the topic of sustainable

policing. CAPB members from different parts of Canada were able to participate in these sessions, which made an important contribution to the agenda of the national summit.

It is a sign of the partnership that now exists between our associations that CACP reached out to us with a request to assist with the symposium and to co-chair it. A number of CAPB members were in attendance at this very informative symposium.

While economics of policing has emerged as a key concern nationally, we understand that sustainable policing also requires that we make sure that our model of policing is consistent with the needs of our society today. There are several components that must be addressed.

To this end, our annual event, the Lobby Days on the Hill, held in March, gave us an opportunity to raise several critical issues with members of government, leaders and members of the opposition parties in the Parliament, Senators and senior government officials. In our meetings with them, we presented informational briefs on the challenge we face nationally in dealing with mental health issues and on the need for greater attention to Aboriginal and First Nations Policing, which suffers from inadequate and uncertain funding that affects the ability of First Nations to have access to good quality, professional policing services governed by the community. In previous years, CAPB has identified urgent public safety issues faced by these communities, and lack of sustainable, good quality, professional policing services has serious implications for the well-being of these communities. With respect to policing and mental health, we have articulated the community needs in prior years; this year, we made a stronger case about the need for a national focus.

I believe that this year's lobby days held in March were one of the most successful. We met with the Minister of Public Safety, the Leader of Opposition, numerous MPs from all parties, Senators and senior government officials. In particular, we were pleased with the very good feedback, positive reception, acknowledgment of our issues and discussion of potential government initiatives from the Minister of Public Safety. We were satisfied that CAPB is looked to as an the information source on police governance in Canada. We were pleased, as well, that several MPs from different parties undertook to put our issues on the agendas of the Parliament's standing committees of which they are members.

In addition to advocating with the federal government and the country's broader political leadership on important issues of public safety, CAPB also continued to build alliances and support through meetings and discussions with other partners in policing. An excellent relationship has developed among the presidents of CAPB, CACP and CPA. A similar relationship exists between our Executive Director and her counterparts in the two organizations. A close, working relationship also exists between CAPB and FCM. The climate of trust and openness that marks these relationships has allowed us to engage in honest conversations, to strive for shared goals and to explore coordinated strategies.

These features were very much evident in this year's joint meeting of our four organizations, held in Ottawa in March. Besides this annual event, I had the opportunity to speak on behalf of our association at several venues.

Of these, one of the most important was the invitation to speak, for the first time, at the annual conference of the Association of First Nations Chiefs of Police, held in Ottawa on May 24, 2013. I

was accompanied at this conference by our First Nations Director, Ron Skye. Besides speaking on the importance, attributes and components of civilian governance and oversight, the occasion gave us a tremendous opportunity to expand our network to a sector to which we need to give much greater attention and support. That is in our mutual interest.

In terms of expanding our network, I am pleased that we also established a connection with the Commission for Public Complaints Against the RCMP. During our lobby days in March, we were invited to meet, for the first time, with the Chair of the Commission, Mr Ian McPhail, and his key staff. The wide ranging discussion identified areas of common interest and the potential of an ongoing relationship.

These connections with the First Nations Police Chiefs and the Commission for Public Complaints Against the RCMP are beneficial for our association in terms of expanding our network and representing the community interest in effective policing under civilian oversight.

The ability to provide effective voice to our members' interest in public safety and community well being through delivery of sustainable, professional policing requires not only sound advocacy and an expanding network, but also a grounding in knowledge and evidence. This depends on good quality research. In this regard, I am pleased by the partnership that has developed between CAPB and some leading academics with a track record of research on various aspects of policing.

Specifically, CAPB has supported and is a member of the Advisory Committee for a significant research project on sustainable policing being undertaken by a multi-disciplinary team of academics led by Carleton University professors, Linda Duxbury and Tulio Caputo. The project's successful request for funding from the Social Sciences and Humanities Research Council of Canada (SSHRC) was supported by CAPB both in writing and with financially, which allowed CAPB to be identified as a project sponsor. We are grateful to Peel Region and Toronto Police Services Boards for putting up funds to significantly augment CAPB's limited resources.

CAPB, thus, has continued to play an important, ever-expanding and increasingly sophisticated role on behalf of its members in promoting the critical role civilian oversight and governance plays in Canadian policing as well as to engage in the emerging national discussion of the future of policing.

It is imperative that, internally, the organization is appropriately constituted and tooled to carry out its critical mission.

To this end, the year has also seen focused work on bringing its by-laws and organizational structure up-to-date. This is necessary operationally as well as for legal reasons. Canada now has new legislation governing the non-for-profit sector that requires greater transparency and accountability. It is also a timely exercise in view of the fact that more provinces in Canada are now establishing civilian oversight and governance of local policing, which could bring more newly established boards/commissions into our fold.

CAPB's Governance Committee, led by Director Jonathan Franklin, has worked very hard to revise our by-laws. These were circulated to members for comment during the month of May

and will be voted on at our Annual General Meeting in Saskatoon. Significant changes proposed include a name change to the Canadian Association of Police Governance, and changes to the size and composition of the board that will allow for expanding the membership and ensuring more equitable, transparent and representative governance of the association.

This is first time since the association was established that by-law changes of such far-reaching importance are being proposed. I believe that these changes will contribute to improved governance and am very proud of the work of our Board under the guidance of our Governance Committee to get this done. I would also like to acknowledge the advice, input and leadership of our Executive Director, Jennifer Malloy, and legal counsel, Kimberley Cunnington-Taylor that facilitated the successful completion of this important project.

The proposed name change is of historic significance. After existing under its current name since its inception, CAPB will become the Canadian Association of Police Governance, which we believe more accurately reflects what the association is all about. In preparation for the change and in anticipation of members' approval, the domain name CAPG.CA has been purchased and registered.

Finally, recognizing the importance of timely and regular communication and information-sharing with our members, I am pleased to report that revisions to the association's website to make it significantly more user friendly and a better information tool are nearing completion. The new website will go live very shortly.

We are living in an era of great change. The policing sector faces a transformational future and we, as the voice of civilian oversight and governance, must continue to be a significant participant in the exploration of that future. I am proud of the impact we have made and the results we have achieved, especially given our relatively small size and limited resources. I believe we can look to our future as an organization with optimism, as a sound foundation has been laid through what we have accomplished so far.

Credit for that goes to our dedicated and committed leadership. As I come to the end of my term, I thank each and every one of my colleagues on the Board of Directors as well as our Executive Director for their very important contributions. Without their support, the successes I have noted here would not have been possible.

Respectfully submitted,

Alok Mukherjee
President, 2012-2013



CAPB 2012/2013 Governance Committee Report – Jonathan Franklin, Chair

Members: Kathryn Nokony (Director, Port Moody, BC) and Rob Stephanson (Director, Weyburn, SK) Jennifer Malloy, Executive Director

The mandate of the CAPB Governance Committee is to review and recommend governance policies and guiding principles that will ensure the effective management and operability of the Canadian Association of Police Boards.

This mandate encompasses the on-going review of the CAPB's By-laws, and the regular updating of the Board's Orientation and Policy Manual, which includes the terms of reference for Board directors and committees and our organization's strategic plan. The overall aim of the Governance Committee is to work towards implementing a standard of excellence over all aspects of our organization.

In the months since our last AGM in Victoria in August, 2012, the exclusive focus of the Governance Committee's work has been to draft a new set of By-laws for our organization which comply with the new federal legislation called the Canada Not-for-profit Corporations Act (CNCA), and to ensure that all the necessary steps are taken to "continue" our organization's existence under the new federal legislation.

Those who attended the AGM in Victoria last year will recall a presentation made by our Committee which set out the requirements facing all federally incorporated non-profit organizations to move over to the CNCA.

In the months since the Victoria AGM our Committee undertook extensive consultations with legal counsel on the technicalities of the transition process and the various options that organizations can take with their new By-laws. Your Board of Directors also held several meetings to discuss key approaches that will best serve our growing and dynamic organization. Our legal counsel was then instructed to prepare a draft set of new By-laws, which was presented to the Board of Directors at our Ottawa meeting on March 19 this year.

Finally, after a further review at the Board of Directors meeting on May 21, your Board approved the drafts of the new By-laws and the Articles of Continuance, and both documents were sent out to all CAPB members for review and to seek your feedback.

In your package to this AGM you will receive a final report on the status of the By-law documents, which will include any changes made as a result of member feedback. Members will then have the opportunity to debate the package before it is put to a vote for formal approval.

In the interest of completeness and ease of reference for this Annual Report, here is a recap of the main changes in the revised draft By-laws that were developed by your Governance Committee, approved by the Board of Directors, and the rationale for making them:

1. Under the new By-law [Section 3.1] there will be just one class of membership, instead of the current three (Full Members, Associate Members and Honorary Members, with only Full Members having the power to vote). The reasons for this change are very practical and pragmatic since under the new CNCA legislation there are circumstances where even “non-voting” members get the right to vote as a class, and this could potentially result in a deadlock between classes of voters, which would paralyze the organization. Far better to have just one class of members, all of whom will have a vote, and to develop clear Operating Policies which determine things such as how many “non-police board” members will be admitted to the organization. We will also need to find another way of recognizing “Honorary Members” for their service to the organization since that class of “members” will be eliminated.
2. Each Member (that is, each organization that has been admitted to membership) will get just one vote at meetings [Section 4.14]. Our current practice has been to allow every member of a member police board to vote, which means that larger police boards that can afford to send more of their members to meetings are in fact given greater voting power.
3. The new By-law is much more specific about the voting process at meetings [see Sections 4.11 to 4.14] and allows for both electronic, mailed in and proxy votes. Also quorum rules have been tightened up [Section 4.10].
4. For very practical reasons the new By-law takes a broader approach to the composition and size of the Board of Directors, specifying [in Section 5.2] that “the Board shall be comprised of representatives of the geographic regions of Canada represented by its Members” but leaving it up to Board, and ultimately the Membership, to establish Operating Policies regarding both the number of directors on the Board and the geographical representation of the Board [Section 5.1]. This is different from our current By-law, which not only limits the size of the Board to 13 but also specifically sets out how many directors each province shall have.
5. To amplify on the last point: under the CNCA, once a By-law is in place it becomes a complex and costly process to make revisions which may become necessary due to changing organizational needs. Therefore it is vitally important to balance the amount of detail written into the By-law itself with what is written into Operating Policies which CAN be changed by the Board without going to the cost of revising the By-law itself. For instance, we know our organization is dynamic and growing -- we will add members this year from Manitoba and Prince Edward Island, and may want representation on the Board of Directors as a result, – and it is more than likely our organization will continue to expand its footprint in the years ahead. Therefore in the Articles of Continuance, but not in the By-law itself, the maximum number of directors on the Board is set at 21. However it is left up to the Board (and the Membership) on a year-to-year basis, to decide on how many directors are actually elected to the Board.
6. The new By-law gives a much more explicit role to the Nominations Committee [Section 5.9] in its selection of nominees for the Board of Directors prior to each AGM, with the requirement that the committee “carry out its duties in accordance with any applicable

requirements of the By-laws and Operating Policies of the Corporation". Note also [Section 5.3] that only appointees of Police Boards are eligible to become directors.

7. There has been in recent years some discussion at both the Board and Membership levels that the name of our organization, the Canadian Association of Police Boards (CAPB), is not truly descriptive of our mandate. Therefore, current directors on the Board are of the opinion that the transition to the new CNCA presents an opportunity to change our name. Hence on the new draft By-law, the name of our organization has been changed to the Canadian Association of Police Governance.
8. In the Articles of Continuance draft document, which is the document that will go to Industry Canada to transfer our organization to the CNCA, you will note the details of what has been set out in the new By-law in regard to the new name, the minimum and maximum number of Directors, the establishment of just one class of membership, and finally a detailed Statement of the Purpose of the Corporation in Schedule A.

Those are the main points of difference in comparing the new draft By-law with our old one. The rest of the clauses are basically house-keeping in nature, or issues that are taken for clarity directly from the new Canada Not-for-profit Corporations Act which itself takes precedence over any organization's own By-laws.

Once members have had the opportunity to debate and, hopefully, approve the new By-laws and Articles of Continuance at this year's AGM in Saskatoon, your Governance Committee will work with legal counsel to take the next steps in moving our organization over to the new federal CNCA legislation by this fall. And once that has been done the next major task on the agenda for the Governance Committee will be to revise and update our organization's Orientation and Policy Manual, a task which is likely occupy us for several months.



CAPB Conference Committee Report - David Walker, Chair

Members: Joan Kotarski (Director, Vancouver, BC), Nola Folker-Hill (Director, Kentville, NS), Charlie Clark (Director, Saskatoon, SK), Emil Kolb (Director, Peel, ON) & Jennifer Malloy (Executive Director CAPB)

Mandate:

The mandate of the CAPB Conference Committee is to work on or oversee the work of the following sub-committees:

1. Annual Conference;
2. Resolutions; and
3. Nominations.

The Committee meets by way of Conference call, bi-monthly and face to face during our Fall Retreat, Spring Advocacy Days & Annual Conference.

Work Undertaken:

The Committee, with leadership from our Executive Director, worked closely with Saskatoon Police Service, Saskatoon Board of Police Commissioners and their Host Committee on the development of the program for the 2013 Conference, Bridging The Gap, Policing & Mental Health. We would like to thank the Saskatoon Host Committee for their great work in hosting the 2013 CAPB Conference.

The Committee also approved the sites for the next two CAPB Conferences, 2014 (Halifax Regional Municipality, Nova Scotia) and 2015 (York Region, Ontario).

A Call for Resolutions was sent out to all members in early spring. Eight Resolutions were received from the members. These Resolutions were discussed by the Committee, some clarifications sought and then were presented to the CAPB Board for their approval. These Resolutions will be presented at our AGM in Saskatoon for consideration and direction.

A Nominations Committee was established in early spring, consisting of one retiring CAPB Board member, Emil Kolb (Peel Regional Police Board, Ontario), Eli El-Chantiry (Ottawa Police Board, Ontario), Gail Flitton (Saanich Police Board, British Columbia), and Micki Ruth (Halifax Regional Municipality Police Board, Nova Scotia). A Call for Nominations was sent out to all members in May. The Nominating Committee reviewed the nominations and will present their report at the CAPB AGM.

Future Work/Goals

Work begins immediately to begin the planning for the 2014 CAPB Conference in Halifax Regional Municipality (HRM) and to develop a relationship with the Host Committee from HRM.

A Call for Proposals will go out in the fall for communities interested in hosting the 2016 CAPB Conference.

Pending the decision of the membership at the AGM, the resolutions will be forwarded to the Federal Government and the CAPB will establish its priorities for their advocacy days on Parliament Hill in the spring of 2014.

Invitation to Join

I would like to thank Committee members for their time and effort this past year. The CAPB is committed to providing opportunities to members to serve on the various CAPB Committees. To that end, the Conference Committee would welcome any member interested in serving on the Committee to speak with the Committee Chairman David Walker or with our Executive Director, Jennifer Malloy.

CAPB Policing And Justice Committee Report – Cathy Palmer, Chair



Members: Alok Mukherjee (Director, Toronto, ON), Micki Ruth (Member, Halifax, NS) Ron Skye (Director, Kahnawake Peacekeepers, QC) & Jennifer Malloy (Executive Director, CAPB)

The Policing and Justice Committee works with the President and the Executive Director to:

- monitor and develop positions for CAPB related to legislative change;
- promote issues of importance to CAPB members through ongoing advocacy with key federal decision makers, representatives of all federal political parties and other stakeholders;
- plan and prepare materials for CAPB's annual "Day on the Hill;" and,
- assist with organizing the annual joint meeting of the CAPB, the Canadian Association of Chiefs of Police (CACP) and the Canadian Police Association (CPA).

CAPB Policing and Justice committee had an active and productive year with an engaged membership. The bulk of the Committee's time was spent on information sharing and advocacy related to issues identified by CAPB membership.

Five presentations were made to House of Commons/Senate committees on various pieces of legislation as guided by resolutions of the membership; see chart below.

Date	Committee	Representative	Legislation
October 29	SECU (Standing Committee on Public Safety and National Security)	Dr. Mukherjee	C42 (RCMP – Enhancing RCMP Accountability Act)
January 31	SECU	Dr. Mukherjee	Economics of Policing
February 25	JUST (Standing Committee on Justice and Human Rights)	Cathy Palmer	C273 Cyberbullying
March 7	SECU	Micki Ruth	C51 Witness Protection
March 19	SECU	Dr. Alok Mukherjee	C51 Witness Protection

The vast majority of the Committee's time after the New Year was spent on research, writing, and other activities related to Lobby Days. Our lobby days were held in March. They included meetings with a number of M.P.s and Senators where the issues in the briefs were presented (Economics of Policing, Mental Health issues, and Aboriginal Policing). The Association received very good feedback, including a positive reception

and acknowledgement of all issues and discussion of potential government initiatives from the Minister of Public Safety. C.A.P.B. is clearly looked to as an information source on police governance in Canada. Several M.P.s from different parties undertook to put the issues on the agendas of the Parliament's standing committees of which they are members. There is follow-up work arising from these meetings for next year's committee to undertake.

The last meeting of the Committee this year focused on potential direction for Committee activities for next year including continuing follow up from lobby days, implimenting methods for ensuring a timely and strategic approach to issue identification and follow up and acting on an enhanced role for CAPB in Governance support and training for its members.

Many thanks to the members of the Committee for their strong and valuable participation and also to other Board members for their active engagement in lobby days.

Financial Statements of

Canadian Association of Police Boards

December 31, 2012

Canadian Association of Police Boards

December 31, 2012

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Independent Auditor's Report

To the Board of Directors of
Canadian Association of Police Boards

We have audited the accompanying financial statements of Canadian Association of Police Boards, which comprise the statement of financial position as at December 31, 2012, and the statements of operations, changes in net assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Basis for Qualified Opinion

In common with many not-for-profit organizations, the Canadian Association of Police Boards derives revenues from membership fees, soliciting sponsorship, conference attendance fees and promotional sales, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of Canadian Association of Police Boards and we were not able to determine whether any adjustments might be necessary to revenue, deficiency of revenues over expenses, assets and net assets.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph the financial statements present fairly, in all material respects, the financial position of Canadian Association of Police Boards at December 31, 2012, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Abacus Chartered Accountant P.C.

Licensed Public Accountant

Ottawa Ontario

August 3, 2013

Authorized to practice public accounting by the Institute of Chartered Accountants of Ontario
Abacus Chartered Accountant Professional Corporation



Canadian Association of Police Boards

Statement of financial position
as at December 31, 2012

	2012	2011
	\$	\$
Assets		
Current		
Cash	31,441	22,393
Investments	60,864	50,985
Accounts receivable	503	503
Prepaid expenses	5,899	7,592
	98,707	81,473
Liabilities		
Current		
Accounts payable	13,692	6,166
Deferred Revenue	13,099	17,858
	26,791	24,024
Net assets		
General Fund	71,916	57,449
	98,707	81,473

Canadian Association of Police Boards

Statement of operations

for year ended December 31, 2012

	2012	2011
	\$	\$
Revenue		
Membership Fees	117,174	109,656
Conference	192,121	176,119
Interest	1,399	610
Other Income	55	-
	310,749	286,385
Expenses		
Administration	97,158	81,471
Bank charges	2,289	1,233
Bookkeeping	2,599	2,716
Printing	4,645	4,640
Postage/Courier	1,716	624
Telephone/fax/website	7,168	5,533
Conference	134,419	139,531
Executive Committee	20,277	28,494
Insurance	3,027	3,027
Other (Note 5)	5,783	5,972
Professional Fees (Note 6)	11,039	4,851
Rent	6,161	6,102
	296,282	284,194
(Deficiency) excess of		
revenues over expenses	14,467	2,191

Canadian Association of Police Boards

Statement of changes in net assets
for year ended December 31, 2012

	2012	2011
	\$	\$
Balance,		
beginning of year	57,449	55,258
(Deficiency) excess of revenues		
over expenses for the year	14,467	2,191
Balance,		
end of year	71,916	57,449

Canadian Association of Police Boards

Statement of cash flows

for year ended December 31, 2012

	2012	2011
	\$	\$
Operating activities		
(Deficiency) excess of revenue over expenses	14,467	2,191
	14,467	2,191
Changes in non-cash working capital items		
Accounts receivable	0	- 503
Prepaid expenses	1,693	- 6,764
Accounts payable and accrued liabilities	7,526	2,472
Deferred revenue	- 4,759	- 6,317
	4,460	- 11,112
Net cash (outflow) inflow	18,927	- 8,921
Cash and investment, beginning of year	73,378	82,299
Cash and Investment, end of year	92,305	73,378

Canadian Association of Police Boards

Notes to the financial statements

December 31, 2012

1. Nature of business

The Canadian Association of Police Boards (CAPB) was established on September 20, 1989, to express the views and positions of police governing authorities, to collect and share information relating to policing services, and to formulate policy positions from the perspective of police governors for dissemination to the government and the public.

2. Significant accounting policies

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the *CICA Handbook* and include the following significant accounting policies:

Revenue recognition

CAPB follows the deferral method of accounting for contributions. Contributions are recognized as revenue when they are received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Membership fees are paid on a voluntary basis and recognized as revenue proportionately over the fiscal year to which they relate.

Conference fees are recognized as revenue when the conference is held.

Capital assets

Capital assets are expensed when purchased.

Use of estimates

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses for the year then ended. Actual results may differ from such estimates. Balances for which estimates were used are accrued liabilities.

Financial instruments

CAPB has classified each of its financial instruments into the following accounting categories. The category for an item determines its subsequent accounting.

Asset/liability	Category	Measurement
Cash and cashable investment certificates	Held for trading	Fair Value
Accounts receivable	Loans and receivables	Amortized cost
Accounts payable and accrued liabilities	Other liabilities	Amortized cost

- Held-for-trading items are carried at fair value, with changes in their fair value recognized in the Statement of operations.
- Loans and receivable are carried at amortized cost, using the effective interest method, net of any impairment. In this case, the value is at the same amount as originally recorded.
- Other liabilities are carried at amortized cost, using the effective interest method.

CAPB has elected to follow the disclosure requirements of Section 3856 “Financial Instruments – Disclosure and Presentation” of the CICA Handbook.

Expenses

Expenditures are recognized on the accrual basis.

3. Deferred revenue

	2012	2011
	\$	\$
Balance, beginning of year	17,858	24,175
Less: amount recognized as revenue in the year	- 17,858	- 24,175
Plus: amount received related to the following year	13,099	17,858
Balance, end of year	13,099	17,858

4. Fair value and risk management

The fair value of cash, accounts receivable, accounts payable and accrued liabilities approximate their carrying values due to their short-term maturity.

Investments consist of investment certificates issued by Canadian banks and are carried at cost plus accrued interest, which approximates fair value.

Interest rate risk

CAPB is exposed to interest rate risk on its investments. CAPB does not use any hedging instruments to manage this risk.

Credit rate risk

CAPB's credit risk is primarily attributable to its accounts receivables. CAPB manages this risk through proactive collection.

5. Other expenditures

	2012	2011
	\$	\$
Promotions	500	1,000
Office supplies and general expenses	5,283	4,972
	5,783	5,972

6. Professional fees

	2012	2011
	\$	\$
Media releases	684	651
Memberships/Fees	1,822	624
Professional fees	8,533	3,130
Projects & Consulting	-	446
	11,039	4,851

7. Related Party Transactions

There were no related party transactions during the year.

8. Other information on the statement of operations

The current year conference revenue includes \$7,500 received in 2012, which relates to 2011.



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