

CANADIAN ASSOCIATION OF POLICE GOVERNANCE

ANNUAL REPORT | 2014

Dedicated to Excellence in Police Governance
in Canada since 1989

Canadian Association of Police Governance
157 Gilmour Street, Suite 302
Ottawa, ON K2P 0N8
www.capg.ca



CAPG ANNUAL REPORT 2014

Board of Directors

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

Executive

President Cathryn Palmer, Edmonton Police Commission, AB

Vice-President Jonathan Franklin, Saint John Board Of Police Commissioners, NB (Resigned February 28, 2014)

Past-President Alok Mukherjee, Toronto Police Services Board, ON

Treasurer Rob Stephanson, Weyburn Board of Police Commissioners, SK

Secretary Mary Anne Silverthorn, Woodstock Police Services Board, ON

Directors

Charlie Clark, Saskatoon Board of Police Commissioners, SK

Mary Collins, Vancouver Police Board, BC

Paul Edwards, Winnipeg Police Board, MB (Resigned March 17, 2014)

Steve Edwards, Calgary Police Commission, AB

Nola Folker-Hill, Kentville Police Commission, NS

Scott Gillingham, Winnipeg Police Board, MB**

Greg MacArthur, Truro Police Board, NS

Nicole Paquet, Saint John Board of Police Commissioners, NB*

Karla Rockwell, Delta Police Board, BC

Ron Skye, Kahnawake Peacekeeper Services Board, QC

L.A. (Sandy) Smallwood, Ottawa Police Services Board, ON

Tammy White Quills-Knife, Blood Tribe Police Commission, AB

Laurie Williamson, Peel Regional Police Services Board, ON

**Appointed to replace Jonathan Franklin*

***Appointed to replace Paul Edwards*

The Association is administered from the national office at 157 Gilmour Street, Suite 302 in Ottawa, ON, with Jennifer Malloy as Executive Director. The Executive Director is assisted by Pippa Rogers, Communications and Event Manager, who was hired in December 2013.

Composition and Duties of Canadian Police Boards and Commissions

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

Mission Statement

The Canadian Association of Police Governance works collaboratively and pro-actively to improve police governance in Canada and to bring about change that will enhance public safety for all Canadians.

Vision Statement

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

Objectives of the CAPG

Public scrutiny of policing has placed increased demands on municipal police services, and consequently on their boards and commissions, resulting in a need for constant information exchange and education for members of police governing bodies. In recognition of this need, the Canadian Association of Police Boards was formed in 1989. The original objectives were modernized in 2013 and are now incorporated as the statements of purpose for the CAPG. The purposes of the CAPG are to:

- 1. Be a national body to express the views and positions of municipal police governing authorities;*
- 2. Provide a means for the collection and sharing of information and the discussion of matters relating to community safety to render such services more efficient and cost effective, and more responsive to the community;*
- 3. Consider matters of national interest which affect policing services and community safety 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.*
- 4. Comment on social, economic, cultural and legislative questions, particularly of national concern, which may affect the quality, efficiency and costs of policing services;*
- 5. Contribute to the quality of policing services and to encourage greater co-operation amongst Policing Services at the Federal, Provincial and Municipal levels in Canada;*
- 6. Educate the public on matters relating to the governance of policing services;*
- 7. Act as a lobbying group to liaise between government Ministers and governmental authorities;*
- 8. Provide a forum for participation by all civilian governors of municipal policing services and other agencies to promote and encourage greater co-operation to serve the interests of the public, to advance community safety, criminal justice, and to promote common policies.*

CAPG's Organizational Structure

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

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

CAPG Organizational Chart



CANADIAN ASSOCIATION OF POLICE GOVERNANCE
ORGANIZATION CHART 2014-2015

The New Governance Structure

The past two years have been a significant period of organizational renewal. As a result of decisions made at the 2013 AGM, based on the recommendations from Members' Board of Directors in order to bring us into compliance with the new federal Not-for-Profit Corporations Act, the Association changed its name from the Canadian Association of Police Boards to the Canadian Association of Police Governance. Additionally, the Association has a new governance framework, revised By-laws and Operating Procedures, and an expanded Board of Directors. This new framework governs the composition of the 2014-2015 Board of Directors.

CAPG Committees

Policing and Justice Committee

Co-Chairs: Alok Mukherjee, Charlie Clark

Members: Cathy Palmer, Rob Stephanson, Micki Ruth, Andrew Minor, Eli El-Chantiry, Mallory Richard, Mary Collins, Jennifer Malloy

First Nations Committee

Co-Chairs: Ron Skye, Lorraine Pompana

Members: Tammy White Quills-Knife, Rob Stephanson, Karla Rockwell, Fabian Batise, Jennifer Malloy, Pippa Rogers

Conference Committee

Co-Chairs: Karla Rockwell, Sandy Smallwood

Members: Nola Folker-Hill, Laurie Williamson, Jennifer Malloy

Governance Committee

Chair: Jonathan Franklin

Members: Mary Anne Silverthorn, Steve Edwards, Paul Edwards, Jennifer Malloy

Executive Committee

Chair: Cathy Palmer

Members: Mary Anne Silverthorn, Rob Stephanson, Alok Mukherjee, Jennifer Malloy

Member Services

In keeping with our objectives, the Association provides its membership with a robust list of benefits and services that help to enhance the effectiveness of our various stakeholders. These include:

Information

- Community News, A bi-weekly eNewsletter, that includes updates on community and member items such as newsletters, events, updates, policy updates, etc.
- Weekly CAPG Quorum, exclusive clipping service for CAPG members.
- Board Connection, CAPG's in-house quarterly newsletter, with member-generated content, exclusive interviews, and more.
- Surveys conducted on behalf of our Members and posted on the CAPG website.
- Distribution of exclusive Monday Morning Headlines from the Hill Times, Canada's premier Politics and Government newsweekly.
- The Community Calendar, an interactive calendar with upcoming events of interest.
- The CAPG Job Board, with job posting for key positions such as Chief and Deputy Chief.
- Bulletins on important breaking news, such as new federal legislation in the area of public safety and law enforcement.
- Annual reports summarizing the proceedings of the CAPG Annual Meeting and Conference, including resolutions that form the basis of the Association's advocacy efforts

Learning

- The CAPG Webinar Series, recently launched by our Association, delivers education and training sessions that cover a variety of topics of interest to our Membership.
- Access to the "Members Only" section of the CAPG's website, which offers orientation training for new board members, a database of commonly used board policies, a catalogue of resource material that can be ordered free of charge, a Members' Directory, and more.

Networking

- Connect with other members at CAPG's national events
- Co-ordinating and facilitating networking opportunities with boards, commissions and other stakeholders across Canada.
- CAPG online membership directory helps you find other CAPG members and provides the most up-to-date contact information.

Saving

- Significant savings to all CAPG events, including our leading Annual Conference and our Summit, which sold out in its inaugural year.
- CAPG Members receive 50% off all CAPG webinar session.

President's Report

Cathryn Palmer

President, Canadian Association of Police Governance



It is with great pleasure I present to you the 2014 CAPG Annual Report, which summarizes the busy year our Association has had and the progress we have made in pursuing our mandate. 2014 marked the 25th anniversary of the CAPG, an organization that has grown to represent over 75 per cent of municipal boards and commissions across Canada. It has been a privilege to work in the capacity of CAPG President and with the diverse national team of volunteer directors. In particular, I would like to thank the CAPG Executive and Executive Director in their tireless efforts in supporting and advancing the Association and the important work we do.

I am pleased to provide a brief overview of our activities and priorities this past year.

The CAPG is a very active participant, on our memberships' behalf, on the Steering Committee on the Shared Forward Agenda, the multi-pronged work that is led by Public Safety Canada on the future of policing and the multitudinous issues that are part of that. Their mandate is to "bring knowledge and expertise, encourage broader engagement, as well

as take direct ownership of some of the actions that will be carried out through the strategy." The Steering Committee has had a number of teleconference and face-to-face meetings throughout the year, and we continue to work with our partners in advancing issues affecting policing in our modern times. The CAPG was a key participant in the Summit on the Economics of Policing, held in Ottawa in March, with a total of 42 of our invitation-only delegates in attendance. I had the opportunity to address the distinguished guests, including the Minister of Public Safety, on matters such as cyber crime, mental health, and cost efficiencies within municipal policing.

In April, our teams of board and committee members convened on Parliament Hill. In order to facilitate a focus conversation, our discussions revolved around three main issues: Mental Health strategy; the Economics of Policing; and First Nations policing. We met with a good balance of MPs from all parties, a number of Senators, John Duncan, the Government Whip, and most members of the 'Police Caucus'. Our main targets were MPs who sat on relevant Justice, Public Safety, or Aboriginal Standing Committees. We continue to build positive relationships on the Hill and are privileged to bring forward issues of concern to our national membership.

Through a partnership with Queen's University, the CAPG has been researching First Nations police governance, identifying gaps in governance training, and working to find sustainable solutions with a number of First Nations communities. From this research, we developed a First Nations police governance section on our website and will continue to build this area, with an eye to providing a variety of training opportunities. We hope to continue to foster and grow the relationships we have developed with our First Nations police governance members.

Over the past year, we have heard many similar issues that our municipal governance bodies and services are facing across Canada. Cost efficiencies and effectiveness of police training are an ongoing source of governance concern and one that we continue to advocate for. We acknowledge the good work of Public Safety, the Canadian Police Knowledge Network, and many partners from across the country for their work on this issue. We know that there is duplication of effort and at times reluctant sharing between services that is counterproductive and unsustainable. We have endeavored to develop meaningful relationships with various stakeholder groups in order to break down the existing silos that prevent us from evolving the policing sector towards greater efficiency.

Navigating the world of technological change has been a topic of keen interest across our membership, with the impact and issues associated with body worn cameras as one example. In November, the CAPG surveyed its membership regarding the testing of body worn cameras. The response was favorable, with many boards/commissions expressing interest in pursuing the technology. However, this is a major cost driver for all of us at the local level and many are hesitant about inefficiencies in implementation. Privacy issues are a common thread through many of our most challenging issues and there is a need for proper guidance on the use of body worn cameras that is supported by FPT authorizes as well as a Privacy authorities.

In speaking to my own experience with the Edmonton Police Commission, we see that the top priorities the Edmonton Police Service (EPS) is dealing with is very similar to other jurisdictions across the country, specifically in relation to responding to mental health calls. The EPS has indicated that responding to calls involving the mentally ill continues to take enormous police resources and is the result of the failure of existing social programs in support of vulnerable persons. The gaps in the system fall for the most part on the backs of the police. Encounters of the

Toronto Police Service with people in crisis number approximately 20,000 annually. Mental Health calls by the Vancouver Police Department consume on average 21 per cent of incidents handled by VPD officers and 25 per cent of the total time spent on calls where a report is written.

We support the work that the Mental Health Commission of Canada, in conjunction with partners, has done in developing a framework for a national mental health strategy in response to the mental health issues facing Canadians, and their coordination of the research and report for the TEMPO framework for training law enforcement personnel in Canada.

While more and more time and money out of police budgets is being directed to mental health training to better able officers to deal with calls appropriately, this is not the only answer. There needs to be much more done to ensure that all police agencies in Canada benefit from a multifaceted training curricula that provides the right people in a police department with the most relevant training.

The underlying theme of many of the issues highlighted is that police are called upon to play greater and greater roles in responding to incidents that are not necessarily criminal in nature and often result from vulnerable persons struggling to find the assistance and the support they need from other forms of public service. Now more than ever is a time to develop professional, working relationships across jurisdictions in order to ensure that

Why do we not move more globally and rapidly to these kinds of models? They actually get to some of the root causes of people's problems before the need for a police call. It's because it's not simple and requires momentum, broad government support, overcoming cultural differences between professionals, new models of governance and leadership, and a multitude of privacy concerns. However, move we must. And we as Governors in

the policing system must play a leadership role. The police community must continue to engage its partners - those in health, education, social services and justice to name a few, and collectively we must act.

The policing sector continues to evolve and, as we have witnessed, once we begin to dismantle the silos we can truly work together to effect positive change. As the custodians of civilian oversight and governance, we cannot become negligent of the responsibility entrusted us to move towards efficient models of policing and governance. I do not doubt that, working collaboratively, our organization will continue to be a critical voice in this ever-changing landscape.

Respectfully submitted,

Cathryn Palmer

*Cathryn Palmer
President, 2014*



Committee Reports

Policing and Justice Committee - 2014

The mandate of the Policing & Justice Committee falls into three main areas: Law Reform, annual Lobby Day, Joint Meetings.

Law Reform: Review and recommend improvements to laws that 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, CAPG members and the public.

Lobby Day: Develop a successful lobby campaign including conduct coordinated, effective meetings with Members of Parliament, Senators and senior bureaucrats on an annual basis. Mobilizing the grassroots to implement your lobbying strategy

Joint Meeting: Provide input/expertise on topics for discussion between CAPG, Canadian Association of Chiefs of Police (CACP) and the Canadian Police Association (CPA).

The work of the Policing and Justice Committee this past year focused on fine tuning our advocacy positions, and on continuing to communicate with other stakeholders regarding the CAPG priority areas of Economics of Policing, Mental Health and First Nations Policing concerns. We began the year making a concerted effort to re-connect with other stakeholders and government representatives to continue to share information concerning our priority areas, further enhancing on-going relationships and developing new ones. We met with representatives of the Mental Health Commission of Canada, Public Safety Department, the Ombudsman for Victims of Crime, and as individual members, met with a number of provincial government officials. We continued our participation in the federal “Shared

Forward Agenda” Economics of Policing Steering Committee. We continued to poll our membership for input on issues as they arose during the course of the year (for example, marijuana ticketing and proposed changes to the prostitution law). The views of Boards and Commissions from across the country are diverse and we are frequently unable to put forward a representative or consensus view. That is fine. Understanding the perspectives of our membership and being able to relay the diversity of views is also a key role of our Association.

During the spring we prepared for our annual advocacy days on Parliament Hill and made a concerted effort to streamline our communications packages and messages, and become ever increasingly strategic in our meetings. During the course of two days we held over 25 meetings including a good balance of members of the Commons Standing Committee on Public Safety and Security, the Standing Committee on Justice, and many members of the government party’s police caucus.

We were privileged to be joined by Scott Fielding from the Winnipeg Police Board, Peter Holman from the City of Summerside, PEI as well as Policing and Justice Committee member Eli El-Chantiry from the Ottawa Police Services Board.

We also had the opportunity this year to host the 13th annual meeting of the three national associations. One key outcome of the day was reinforcing the need for collaboration, mutual respect and information sharing. We continue to encourage individual members from across the Country to join us on the committee. Your vision, input, and knowledge are critical for continuing to strengthen the work of this committee and increase the impact of our messages across the country.

First Nations Committee - 2014

The mandate of the CAPG First Nations Committee is to facilitate the needs of First Nations, Métis and Inuit for effective governance oversight of First Nations police services. The Committee advises the CAPG on matters relating to the needs of various indigenous peoples and their communities throughout Canada in relation to police governance.

Strategic Priorities/Objectives:

- Consult with aboriginal leaders and other stakeholders; discuss improvements needed to establish effective governance oversight of First Nations police services.
- Build and sustain respectful partnerships, addressing issues and assisting in enhancing effective governance oversight of First Nations police services.
- Information and resource sharing as well as other effective communications strategies between various stakeholder groups.

Currently, our Association is working closely with several Self-Administered First Nations policing services and their respective oversight bodies in order to gain feedback on actions the CAPG can take to assist in developing strong police governance practices that respect the mandate of First Nations police governance organizations. The CAPG First Nations Committee has been working to facilitate the needs of First Nations for effective governance oversight of their police services. We have included a breakout session at the 2014 Conference in Halifax specifically for First Nations services to gather, network, and share problems and solutions to common challenges specific to their communities.

Additionally, the CAPG First Nations Committee has been developing recommendations to present to the Federal Government.

Conference Committee - 2014

The mandate of the Conference Committee is to work on or oversee the work of the following subcommittees: (a) Annual Conference, (b) Resolutions, and (c) Nominations.

Annual Conference

The Committee, with leadership from our Executive Director, has been working with the Halifax Regional Police Service (HRP), Halifax District RCMP, and the Halifax Board of Police Commissioners in the preparation of the 2014 CAPG Conference. This year marks the CAPG's 25th anniversary and the Committee and host are working diligently to ensure our quarter century celebration is a memorable one. The CAPG would like to thank the HRP, Halifax District RCMP, and the Halifax Board of Police Commissioners for their aid in hosting the 2014 CAPG Conference.

The Committee has approved the sites for the next three CAPG Conferences: The 2015 Conference will be hosted in York Region, Ontario; the 2016 Conference will be hosted in Ottawa, ON; and the 2017 Conference will be held in Montreal, QC.

Work begins immediately to begin the planning for the 2015 CAPG Conference in York Region, ON and to develop a relationship with the Host Committee in York Region.

Resolutions

In January 2014, a survey was sent to all members to review the Resolutions process and take measure of its effectiveness. A Call for Resolutions was sent out to all members in late February. Four Resolutions were received from our members. These Resolutions will be presented at our AGM in Halifax for consideration and direction.

Pending the decision of the membership at the AGM, the resolutions will be forwarded to the Federal Government and the CAPG will establish its priorities for their advocacy days on Parliament Hill in the spring of 2015.

Nominations

A Nominations Committee was established in early spring and the Call for Nominations was sent out to all members in April. The nominations process will begin much earlier and include a voting process prior to arriving in Halifax. The Nominating Committee reviewed the nominations and will present their report at the CAPG AGM.

Governance Committee - 2014

The mandate of the CAPG 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 Governance.

This mandate encompasses the on-going review of the CAPG'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.

After a fairly hectic year for the Governance Committee leading up to the 2013 AGM in Saskatoon, which saw our organization move over to the new Canada Not-For-Profit Corporations Act, the past year has been much more low-key with the main focus being on updating the Board's Orientation and Policy Manual, and developing a new set of Operating Policies which, under the new CNCA legislation, were required as a separate entity from the organization's new By-Law.

With that mainly house-keeping set of tasks behind us, the Governance Committee's main focus for this year will be to develop a new Strategic Plan for our organization to replace the current plan which has been in place since 2010. The "old" plan was designed as a five-year model and, given all the changes that have been taking place in policing over the past year or so, is in need of refocusing and renewal. The initial thinking at this stage is that given the changing dynamics of modern policing, and particularly the cost challenges now facing our various levels of government, the CAPG should from here on move forward with strategic planning for no more than a three-year period, rather than the five-year plans of the past. It is our intention to begin this new planning cycle immediately following the current AGM in Halifax with the goal of having a new plan in place by the end of 2014.

One other item on the committee's agenda will be to take a second look at the new Board of Directors nomination process leading up to the current AGM, which was used for the first time this year under the new By-Law. The procedure has, quite frankly, proved to be quite difficult, cumbersome and costly, and it is expected that the Nominations Committee and the Executive Director will be providing some recommendations for changes to the process to the Board based on what they have had to deal with this year. Once approved, it will then be the job of the Governance Committee to draft the necessary amendments to the By-Law for use in the next round of nominations prior to the next AGM in 2015.

Engaging our Membership

The CAPG has seen unprecedented growth in the engagement of our membership through our website, social media profiles, and community eNewsletters. Our site alone had almost 35,000 pageviews in 2014. We continue to grow our engagement via social media and have developed our website as a site for current, up-to-date, breaking information on the policing and police governance sector.

Website Analytics

Sessions

16,418



Users

10,235



Pageviews

34,742



Pages / Session

2.12



Avg. Session Duration

00:02:26



Bounce Rate

54.61%

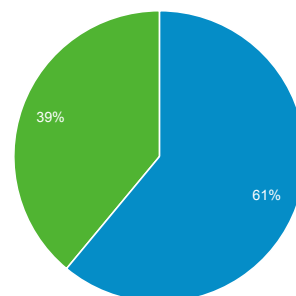


% New Sessions

61.01%



■ New Visitor ■ Returning Visitor



Social Media Analytics



Impressions

66,945

Profile visits

2,860

Mentions

75

Followers

519

*(6 month trend)



Followers

94

Impressions*

30,876

Likes*

286

*(6 month trend)



Likes

77

Reach (Organic)*

3,054

*(12 month trend)



Followers

43

Views

17,476