



# CAPG CONFERENCE REPORT 2018

WINNIPEG, MB | AUGUST 7-11, 2018

DEDICATED TO EXCELLENCE IN POLICE GOVERNANCE

[WWW.CAPG.CA](http://WWW.CAPG.CA)







# POLICE GOVERNANCE REFORM

THE AGE OF ENLIGHTENMENT

AUGUST 7 - 11, 2018

WINNIPEG, MB

# Content

→ The Hon. Ralph Goodale .....	4
Innovations in Community Justice and Public Safety .....	7
Strategic Planning for Police Services: Do you have the right plan? .....	11
Unfounded Sexual Assaults and the role of police governance .....	15
Embedding an Ethical Framework into the Culture of Police Organizations .....	18
Politics and Police Governance .....	21
Strategic Planning .....	24
Changing the Model of Policing .....	27
Mental Health, Employer Best Practices Guidelines & Disability Management .....	29



## THE HON. RALPH GOODALE (RG)

Minister of Public Safety and Emergency Preparedness

### Summary:

RG: Treaty 1 acknowledge, greetings from Prime Minister Trudeau.

Civilian police governance and all that it represents (accountability, expertise, etc.) is crucial to democracy.

Largest police agency in Canada doesn't have civilian oversight: the RCMP. New commission Brenda Lucki and Minister Goodale have a serious mandate to deal with internal cultural changes and look forward to insight that CAPG can provide.

Describes scope of the Public Safety Canada (PSC) portfolio, introduction of Minister Bill Blair to the team. BB portfolio is asylum seekers from irregular

crossing, organized crime and cannabis legislation. Areas of cross government/multijurisdictional issues.

**Refugees:** PSC is insuring that all laws are followed strictly but at the same time Canada's obligations to international organizations will also be met. Foreign interference of politics and social media; importance of safeguarding democracy

**Gun violence:** Overall decrease in violence but over the past five years the use of guns has increased specifically. Government is working on legislation to deal with firearm crime, organized crime, border issues with moving weapons, without impinging on the rights of gun owners.

Funding for public safety programs throughout the country, mentions the North End Women's Centre in Winnipeg which received \$4M in funding for women exiting the sex trade.

**Guns and Gangs Strategy:** \$100 million each year for various programs across Canada including gang exit and preventing recruitment.

Mentions the other social determinants of crime that need to be dealt with (poverty, housing, unemployment, mental health, etc.).

Bill C71- strengthening checks and other regulations on gun issues. CACP has advocated for the bill, as well the official opposition is supportive of strengthen background checks.

**Community input:** storage, advertising, flagging large purchases, should health care authorities inform if someone is risk to violence to others/themselves, Toronto Mosque families request banning certain types of weapons in the urban environment.

**Cannabis:** failure of prohibition, results of prohibition is high youth cannabis use, bad supply, increase of money to drug cartels.

Transportation of cannabis into the U.S. will remain illegal.

Bill C46- driving offenses; impaired driving section has yet to come into force but will make Canada a country with the strongest penalties for impaired driving in the world. Completely avoidable, creates carnage. Supported by MADD and CACP.

Police agencies will be allowed to use roadside oral testing for impairing, currently being certified by the Minister of Justice. Increase of training for DRE (Drug Recognition Experts) for roadside testing of impairment.

Creation of new offenses that are easier to prove: substances in blood without other signs of impairment will itself be crime. Increasing public awareness targeted to youth and young adults on anti-impairment.



# KARYN MCCLUSKEY (KM)

Community Justice Scotland

**Other initiatives:** investment in First Nations Policing Program; national memorial grant program; PTSD funding; national cybercrime coordinating unit for all force; national missing persons DNA program; Canadian centre for community engagement and violence prevention (to prevent radicalization).

Thanks attendees for commitment to serve community.

## Question period

Dan Bellegarde: Location of self-administered police forces. Looking for an on-reserve self-administered in Saskatchewan, is there opportunity for this?

RG: Short answer: yes, there is flexibility for that. History of crime rates, seems to be working (FNPP). Self-administration hasn't had the ability to reach everyone yet. FNPP has been stagnant, but the Minister is attempting to pry the cash out of the Minister of Finance.

Stopped the 5 year limit, started to get the money flowing. Infrastructure: there's a lot that needs to be down, including the underpinning governance. We have just begun to get this going.

Darren Hill, Saskatoon Police Board/Council: Costs of legalization of cannabis, looking for the flow of profits towards the additional policing costs. Will the federal government provide funding for this transition?

RG: Two sources of revenue: future taxation profits, though that is unclear. Goal to have the revenue stream cover the costs, but it's unclear.

Federal government said initially it should be a 50/50 split, then 25/75 towards the provinces, with 25% towards the municipality for police costs. We will continue to push that point.

Federal funding for acquiring roadside devices as well as training. Most of the provincial/territorial agreements have been made (10 out of 13).



## INNOVATIONS IN COMMUNITY JUSTICE AND PUBLIC SAFETY

KM: Really easy for justice to fall off the agenda, always need to advocate for the people without a voice, high incarceration rates, when the jails are filled with the poor and vulnerable.

What is justice for? What does justice look like? A question that politicians can't really answer. Speaks of the earlier presentation (Nicholas Jones) of conceptions of Euro-Canadian justice and Indigenous justice.

Criminal Justice System - Our biggest public health problem. Reduction of major social safety institutions, mental health institutions, making prisons the modern day work house.

So many great reports, so little change. Why are these people in court?

London Police - wrote gangs recommendation, riots happen, riots stop, COBRA thinks it's all under control but now the root hasn't gone away, there is now a stabbing crisis. Shows pictures of victims, suggests it's not just young black men that are violent but it's a poverty issue (hitting the target but missing the point).

Ingenuity Gap: the space between the problems that arise and our ability to solve them. The space between all the requirements and the capacity to actually do this, that's the gap. Police are no longer



trained for the world they're in; they're trained for 30 years ago. Scotland has 80% calls for service that are not crime-related but vulnerability-related.

Two options when you see stats: dismiss them or admit we have a problem (that's what Scotland has done). "If you torture data sufficiently, it will confess to almost anything."

Changes: reduction of murders by half, hospital admissions due to violence by half, facial injury reduced by half, 29% of violence experienced by just 0.3% of adults. Youth crime is down by 78%, through early intervention. One more kid in school is one less in jail.

Race: London is black men, Scotland is white men as perpetrators and victims... so it's not about race, it's about poverty. What is killing Scotland? Suicide, drugs and assaults.

Wicked problems: to change the face of the nation

you need to invest in the children. Given them the life skills and emotional skills to communicate and contribute.

The best investment is in prevention but we invest in reaction to catastrophe. Police boards need to embrace prevention and partnership, which is hard. Focus is on command and control. Police need to lead from behind, let others stand up.

#### **What next...**

Bringing down the prison population. Scotland and Canada are similarly high. Most of these people could use something else, massive amount of people with short term sentence.

#### **What you need to make this change:**

- Political Will- attitudinal and ideological readiness to change the landscape of community justice.

- Information and Education
- Public Opinion and Media
- Constructive Alternatives

Had Justice Minister and Prison Chief to call for end to <12 month sentence, released to the community. Bad political/media reaction because there is a need to communicate the appropriate narrative on this issue, instead 'Record number released from Scots Jail'. Have to work to lead the agenda, that it's \$366 million a year to run the prisons.

Change in political attitude in the UK- wanting to build super jails. Things they've used:

- Minimum unit price - alcohol
- Electronic monitoring for alcohol consumption
- These are good but you also need support to make this work.

If it matters - it has to matter when the budget are set. Justice reinvestment. Does anyone have crime prevention metrics? You need them, cause they're crucial.

Connection between victimization/stress/abuse and poor mental and physical outcomes.

Adverse Childhood Experience (ACE) survey and using trauma-informed training for police to interact with community members. Reduction in ACE could reduce smoking, early sex, drug use, binge drinking, violence significantly as adults.

Siloed services, 'magic roundabout' metaphor, people need easier points of contact, putting the burden on the service provider not the individual.

Don't leave the individual to navigate an unnavigable system.

Community justice: We need to give people lots of chances and get better at supporting them. Knowing information isn't the same as acting on it; thought is unconscious, physical. (why we don't all lose weight, stop smoking).

Constructive alternatives: something else needs to be offered. Need to start stopping things that don't work. What would it look like if we sentenced people to employment? What if a sentence was 1 part dealing with your addiction, then repaying your debt and then finding a job?

Finland has Housing First model. Universal basic income research: people's mental health improved, kids went to school more, looked for jobs more. Able to make better decisions because you're not constantly looking for money. Expensive programming but: You'll pay now or you'll pay later.

Public opinion survey: conflicting responses about priorities (want longer jail sentences but don't believe prison is effective)... but there is a reason for hope: you need to lead the agenda instead of just trying to do what the public wants.

Need optimism because despair will break you. Need humility, not hubris (don't think less of yourself, think more of others).

### Question Period

Q: Can you tell us about Community Justice Scotland? How does it work?



A: Mandatory partners (like HUB model but mandatory)

Issues: mental health services and drug/alcohol services lacking. It's about resilience

Q: Impressions on the Icelandic model?

A: Not a lot of experience; Danish/Finnish are more familiar to her.

The change in crime rates has changed some people's perspectives towards participation. Thinks restorative justice is worth investment. There's value if it gives victims/families a bit of peace.

Q: How did you overcome all the privacy laws?

A: Very difficult questions. Got individuals to sign permission for gang program. Real issue with hospital. Personal connection works well. New issue with EU privacy law.

**"If you torture data sufficiently, it will confess to almost anything."**

Q: Focus on youth recreation, free and mandatory, in order to keep them out of trouble.

A: Makes perfect sense that it works, the part of the teenage brain that makes good decisions is small.

Q: In my community we use wraparound, development of community safety plan and social determinants of health. Important to include people who are outside our community, mobile individuals. Include Indigenous people in the models and culturally safe services.

Q: Perspective of victims: wanting soft justice or not?

A: Surveys from victims of crime are very thoughtful.

Q: Evidence-based approach vs public opinion, how to communicate this in the current context of skepticism of experts?

A: So much communication with anyone/everyone and give the evidence base. It's the only way she's found that it's effective. Tells people to talk to the people in their lives.

Q: Relationships between urban and rural crime. Any studies on the correlation between those?

A: Very different context to Canada. Scotland is very small. Rural areas are very small.

## DR. TULLIO CAPUTO (TC)

Adjunct Research Professor,  
Department of Sociology and  
Anthropology, Carleton University



# STRATEGIC PLANNING FOR POLICE SERVICES: DO YOU HAVE THE RIGHT PLAN?

### Summary:

Sustainable Policing Project: research project from 2012, objective to create a framework police organizations could use to address their sustainability concerns.

Issues: costs rising even while crime is decreasing. 80% of calls for service are not related to Criminal Code offenses.

Research framework based on strategic planning framework.

Added performance assessment: focused on an organization's internal environment and how its portfolio of roles contribute to the achievement of organizational goals and objectives

Added strategic assessment: "focusses on an organization's external environment to determine what the organization has to be good at in order to succeed in the existing context" What is the external environment telling you you have to be good at?

Began with Performance Assessment and metrics issue: belief that metrics are a silver bullet, thought that if we only have better metrics we would have better policing, it suggests that you can control outcomes/crime/etc. which is not true.

Developed strategy for performance assessment (CIV) about the value the police service is adding to the community. Very positive results.

### Key lessons from the research:

Police leaders suggest they don't have many choices. They believe work is driven by calls for service and we do things because of standard operating procedures. Results in inertia, status quo bias. "That's how we do things around here" "If it ain't broke, don't fix it".

But these perceptions aren't accurate because police services make choices all the time.

Should routinely assess the choices made and how the roles undertaken have contributed (or not) to success.

Research on Strategic Planning: 23 of the largest Canadian police services.

Focused on environmental scans, assessed the existence and use of values/vision/mission, is there any indication they've dedicated resources to achieve these goals.

### Group Exercise

Strategic Priorities gathered from the groups.

Question: What's strategic about these items?

What do you have to be good at to be a good police service?

Question: where did you get these items? What data suggested these items?

You can't stop at 'what are the issues'? This is just the beginning.

Environmental scans had very good demographic data and then crime stats, as if that's enough. Opportunity for it to be more useful. Values, vision, mission should be in the strategic plan, in that order. Every plan should have goals with objectives and indicators that allow the Board to be able to judge the success of the Chief/organization. Need to ask/ know what success looks like.



Multi-agency organization challenge (and policing is a multi-agency organization, divisions run separately)-need a strategy for the organization and then challenge the leadership of each division to facilitate and assess the needs/roles in the organization (how do they connect their work to the strategic plan). Much more buy in from the organization if you do this.

Strategic plan needs to be something you use to help you make decisions.

Could get more and better information to inform the strategic planning process.

Want to ensure that you can make the police service accountable, transparent and responsible.

### Question Period

Q: We have a strategic plan but no money to implement, what do we do?

A: Have to rethink how we deliver services and what services look like. Need to break down the silos and work with social service providers. Need to put pressure on politicians to change laws.

Q: Strategic planning process where cost is put to initiatives?

A: It's done in the corporate world.

Q: Should our role be utopian or fit to what budget we have?

A: Both. Should have high level principles and aspirations but to have realistic prospects for what you want to achieve.



## DR. HOLLY JOHNSON

University of Ottawa



## STEPHEN MCCAMMON

Counsel for Office of the Privacy and Information Commission, Ontario Government



## SUNNY MARRINER

Ottawa Rape Crisis Centre, lead Ontario reviewer for Philadelphia Model



# UNFOUNDED SEXUAL ASSAULTS AND THE ROLE OF POLICE GOVERNANCE: LAYING THE GROUNDWORK

## Panel Discussion

### Holly Johnson:

Canada is a leader in law reform. Sexual assault law from 1983.

Formal equality is enshrined in law. Removed spousal immunity, removed codification of rape myths (legal requirements related to how recent the complaint was, need for corroboration and questioning past sexual history), codified affirmative consent.

Law reform has not increased rates of report of sexual assault to police.

Law on sexual assault divided into three levels based on severity: Level 1 (lowest level) makes up 88% (in 1980s) to 98% (current). Rape has often been downgraded to the same level as unwanted sexual touching. Unfounded sexual assault are removed from the books.

Minimization of the severity of sexual assault: level 2 & 3s have dropped significantly so the narrative is that sexual assault is generally a less serious crime. Some suggestion that charges moved down to Level 1 as it is easier to get a conviction or plea.

CCJS Victimization survey with questions on sexual assault, sexual violence and consent. Sexual assaults are one of the few crimes that haven't gone down. Only 5% of sexual assault victims come forward to police (combination of shame, fear of perpetrator and concern about the police). Risks of increased sexual assault- drugs, homosexuality/bisexuality, binge drinking, Indigenous, homeless- all increased.

Issues about police coding and misuse, Stats Canada has improved definitions. But the problem isn't just coding errors. Research shows:

- Police operate on a culture of skepticism; the role of police is to detect fabrication which leads to skepticism of victims.
- Rape myths are prevalent in the criminal justice system
- Police officers have strong stereotypes on what a victim looks like and how they act;
- Credibility is enhanced by being a white women, attack being with a weapon, no previous police contact, being able to provide linear account, no disability or mental health issues.
- Trauma-informed training: police officers can understand the effects of sexual assault and better believe and understand the behavior of victims.

U.S. Study of officers found 50% of rapes were assumed to be fake, while in reality between 2-10% are false reports. Procedural justice is often important. Be believed is the most important thing.

#### **Sunny Marriner:**

No country in the world has unproblematic sexual assault reporting.

Sexual Assault Centres: best kept secret in Canada. Vancouver, Toronto, Ottawa. Independent, community-run, confidential centre for survivors of all sexual violence. Supports those who report and those who don't.

There is knowledge in the community that you can use. They function independent of the criminal justice system. Provide supports and advocacy for individuals but also for systemic change.

#### **45 years of reforms: What have we done?**

Research looking at what happened, what changed and why it hasn't had an impact in the justice system.

Most of the reforms have been individually-driven and not systemic or organizationally driven. Problematic, reliant on individuals, not achieving what the victim wants.

Most reform efforts have been non-measurable- not tied to outcomes- can't measure the impact of all the collaborative efforts.

Relationship Dependent efforts- every time you build a relationship, the police get transferred. We need to build systems and practices that outlast us. We don't

leverage expertise.

The Philadelphia Model - 1999 press scandal on uninvestigated sexual assaults. Their rehabilitation efforts - initial case review dropped unfounded rates significant, and then the Commissioner invited sexual assault experts in the community to review sexual assault cases in an ongoing manner. Case review is normal practice.

#### **What's different?**

- Philly reviewers had access to every piece of information, the same as the officer.
- Victim Advocates were the ones asked to review the cases, they are the people trusted by the victims
- Review is on-going; a standard operating procedure, part of the reporting chain.

The Benefit Cycle: It is a systemic change, not individual-dependent; looks at all cases with no charge which takes the onus off the victim. (Also applied practice for learning- gives opportunity to address with the investigator how problems manifest- like forms of bias or concepts that they wouldn't notice on their own).

Philadelphia District Attorneys have suggested that the case files from the Special Victims Unit are the best and most complete.

Currently implementing pilots of Philly Model across Canada. A number of police services have begun to engage in this work.

#### **Stephen McCammon:**

Purpose of privacy legislation - to discipline rather



than bar effective government practices, not what policing people normally think.

Reasons that we collect personal information should match the reason we disclose it, suggests that the external review program is a pretty appropriate match under the reasons for having privacy legislation.

Can the Philadelphia Model be implemented in line with privacy legislation? Can police disclose personal information to external reviewers? Short answer: yes.

Reviewer agencies appointed as agents. Agents need the records in the performance of their duties and disclosure is necessary and proper in the discharge of the institution's functions.

Strong safeguards need to be in place; MOU and Confidentiality Agreements.

#### **Question period**

Q: What can Boards do to help with this?

A: Tracking change over time, has charging increase, have the number of cases increased, it's going to take some time. Don't be satisfied with just unfounded rate dropping.

Sunny: hoping there is still momentum when her project ends in 2020. We need to find sustainable funding.

Stephen: Talk about it, share it with the public to help grow it.

Q: We've started looking at older cases, how can we grow this?

A: Need to develop a way to implement it going forward, figure out how to normalize it.



# CHIEF CONSTABLE NEIL DUBORD

Delta Police Department



## EMBEDDING AN ETHICAL FRAMEWORK INTO THE CULTURE OF POLICE ORGANIZATIONS TODAY AND INTO THE FUTURE

### Panel Discussion

#### **Chief Dubord: Thoughts out to Fredericton.**

CACP Research Foundation survey on future research priorities suggested professionalism and ethics were a major priority.

#### **Research findings:**

- Key: police officers have an over-inflated sense of how much the public trusts them
- Trust demands: accountability, professionalism
- What builds public trust: oversight by civilians, professionalism in day to day operations

What happens to/by police officers across North America impacts the perception of local policing and the way to counter those negative impressions is professionalism.

Policing Professionalism survey from Carleton Dr. McGuire, Findings -

- 50% of respondents were unhappy with the ethical leadership practices of their management team
- Key finding: Professionalism of frontline officers is key in the public's trust and confidence

# DEPUTY CHIEF FRANCOIS DUGUAY

Gatineau Police Service



- Ethical leadership practices of senior managers make a difference to actions on the front line.

## **Ethical Leadership findings:**

- Need to communicate more, asked what this looks like: what programs and expectations are, repeatedly/see more of the senior leaders on the front lines (example Calgary Use of Force Review). Example: Physically moving office into high traffic area, but also making time to be in the office.
- People will never listen to what you say until they know you care. Show support.
- More engaged, less likely to be hostile, more likely to recommend their workplace, go the extra mile, etc. Know that employees who are engaged are more productive.

20 Canadian agencies - 1/3 have something about employee wellness in strategic plans. Good example is Vancouver's new strategic plan.

- Decision making. Consult or clarify on some major decisions.
- Start with the why (things make better sense), then how, then what.

Example: Distracted driving, software. Made decision too quickly, lots of grumbling, took the software out, did some consultation and then realized all the problems they didn't address that made the job harder.

## **D/Chief Duguay- SPVG's Ethical Culture**

What builds the identity of an organization is the behavior of the individuals who compose it. Police need to adapt to the change in culture and environment. The Chief wanted to change the ethical culture of the organization to reshape how the police thought about professional standards unit.

SPVG Ethical diagnosis: after consultations, feedback



indicated that employees in favor of the prevention approach for misconduct.

#### **Observation and findings:**

1. State of mind mainly focused on a warrior mindset than a guardian mindset. Problematic when 90%+ calls are not criminal
2. Banalization of misconduct (indirect consequences of deficiency of first observation)
3. Urgency to develop the ethical abilities of SPVG staff members.
4. Communication improvement: specify the role of the leaders and clarify the meaning of 'expectations' in terms of ethical culture.
5. Importance of developing a behavior prevention and awareness program

They then conducted a focus group/white paper on

resident expectations of their police service. They also developed an 'Ethical Risk' project where the ethical risk of each job is codified for awareness by officers and managers.

Officers were asked what would make them proud to be a police officer, ended up with the 'police model' and 5 definitions, key messages and conditions of success. Managers added 'expected behaviours' under each definition.

Following this, the SPVG Ethical Charter was created. It's the answer to the question from the officer of what the expectations are. Themes include: service to citizens, skills and knowledge, ethical risk management, principles and values, working environment.

**ALOK MUKHERJEE (AM)**

Distinguished Visiting Professor,  
Ryerson University

**BRUCE CHAPMAN (BC)**

President, Police Association  
of Ontario

**HON. STEPHEN GOUDGE (SG)**

Q.C. Chair Expert Panel on Future of  
Canadian Policing Models, Council of  
Canadian Academies

**GARY MCNAMARA (GM)**

Assoc. of Municipalities of ON  
Past-President, Member, Future  
of Policing Advisory Committee

## POLITICS AND POLICE GOVERNANCE

### The role of police associations in politics and police governance

SG: Chair of Panel of 12 experts from Council of Canadian Academies. Chaired report on what the future of public policing safety models look like. Findings: Changing context of policing; growth of the safety and security web (all the other agencies involved).

The external challenge: how to leverage these groups.

The internal challenge: increasing specialization, evidence-based, less generalization; accountability challenges (demands oversight).

BC: Roles of Canadian Police Association and Police Association of Ontario: primarily advocacy

Research initiative: economics, professionalization, measuring performance beyond crime statistics (examples)

Public opinion polling observations: comment on cost of policing as not an issue for the public regarding public safety. Privatization does not have public support; removal of School Resource Officers in Toronto, Suspension without Pay.



Thought Leadership and Evidence-based Decision Making- slide on municipal costing project. Found that police funding has been stable from 2013-15.

Advocacy efforts: Concerns about jurisdictional issues between three levels of government. Who sets the laws versus who pays for policing.

Role of Local Associations - 125 amendments to Bill C175 were the result PAO lobbying.

GM: Civilian oversight is critical to democracy. Professional development should be housed in the Police College. There is a reactive models in police governance, we only deal with problems after the fact. There is a need for good governance, mandatory training and proactive actions by Boards.

AM: Police governance is always political; boards and commissions are driven by external political forces that they need to reckon with.

Support here for independence of policing but few seem to respect it. All the planning and proactive work often is surpassed by reactive behavior.

Number of political challenges: provincial government priorities, mayoral elections, gun violence, Police Association, Board interference from municipal government, among others.

What is the role of city council members on a Police Board? Do they have to put some of those interests aside?

Community interest: divergent issues that community members rely on the police board for action and base trust on this action.

There is no way to get rid of politics in this model. There is a need for a more multidisciplinary, holistic model of community safety that provides an opportunity for effective governance from citizens.

#### **Question Period:**

Q: (Mary, Saanich Police Board): To Bruce: are there PAO positions: on Community Safety Officers, on use of cannabis by police officers.

BC: CSO program: we're supportive of the program as a whole, treating it like School Resource Officers.

Cannabis: education on the value on cannabis on mental health for officers; some concerns about research out of Colorado on higher levels of THC in people killed in traffic accidents. DRE training, judicial challenges on levels of impairment are going to be huge concerns.

Q: Durham Police Association Officer: Concerns about political appointment control and the issue of city counselors being able to wear two hats on budget issues.

AM: Police Board responsible for adequate services which is not a technical issue; will always be an imposition of small "p" politics and partisan politics. No real way to get out of it without changing the model. England has elected commissioners.

GM: Importance of good governance should over rule the partisanship or friendships. Training is key to ensure they know what they're getting into. Fiduciary responsibility. Lives in a municipality that has interested citizens apply.

Q: Moncton: City counsellor on the Board but the legislation mandates that he act as a private citizen on the Board. They have attempted to remove some of the political influence.

Q: Greg Prince Albert: Cost of policing is our/all of our services' biggest issue. Issue of 'with pay', lawsuits for officers are covered by the Association who have no skin in the game

A: Duty of fair representation to the member, want to ensure proper procedure. Cites a statistic about vexatious complaints, presumption of innocence. Prevention of mental health issues.

Q: Ontario: Provincial application who had to apply multiple times and demanded the Minister have transparency. Should be enforced term limits.



# SHAUNA CURTIN

Executive Director, Winnipeg Police Board



## STRATEGIC PLANNING

### Concurrent Workshop

Want to ensure that the document is reflective of the Board's priorities and also useful to live throughout the organization and the city.

Core steps: knowing the values, visions, mission, goals, and strategies.

Vision Statement for Winnipeg Police Service and Police Board: A Culture of Safety for All.

History of Winnipeg: new civilian governance (2011), historically strategic plans was the dusty document on the shelf. Chief and senior leaders have to own the plan, if it lives with administrators and not decision makers, it's not going to work.

Planning session for the strategic plan: What is policing? Is the question Executive and Board members asked themselves and shaped the vision and mission. Facilitated by a consultant.

Q: Halifax: Strategic plan for the board or police force, or a hybrid? In a context that it changing often.

A: It's a joint plan between the Board and Service. The connection from oversight to measurement and action is the business plan, mechanism for measurement.

Needed to leave room for flexibility as a five year plan.

# PAT DE JONG

Manager of Organizational  
Development and Support,  
Winnipeg Police Service



Q: Does the Board have its own document to measure the success of the Service?

A: Yes and no. The requirement is for the Service to development.

Mention of Boards with their own business plan for their own activity.

Edmonton has their own strategic plan that is complementary with the EPS, with things that just the Board is responsible for.

WPS Leadership Team - STAR Reporting (Strategic Tracking and Reporting) on 90 cycle aligning to both strat and business plan) - actions and measures - 90 days forward looking and reporting backwards on 90 days of accomplishments. Given to the Inspectors on the WPS Leadership Team to run with and implement the business plan actions.

Wondered initially if the business plan needed to

be approved by the Board, thought not. Owned by Police Chief.

2018 Strategic Plan Update: informed by Community Trend Reports, Environmental Scan Report, Budget, Quarterly dashboards, trend analysis, community feedback, bi-annual survey.

Exercise in budget cuts conducted by Pat and her staff - what would the strategic plan look like with \$x or \$y less. To give the Board an option of what this would look like (something would have to give).

Comment from B.C.: their Board takes a different approach, much more driven by the Board, it's their strategic plan, they're the employer because they employ the police chief, they control the budget.

Walk through of the annual business plan: objectives, associated, strategies, actions, measures.

Strategic Tracking and Reporting- 90 days: present on objectives; last 90 days, next 90 days; performance



metrics/milestones; risk or barriers; next steps and discussions. Presentations by the inspectors in charge of each area.

Business Plan quarterly updates: data visualization dashboard to have a snapshot. One page per goal with percentage completion and highlights for each goal.

#### **Lessons Learned:**

- Less is more
- Performance metrics are challenging
- Lengthy dialogue is plan is not read
- Annual business plan cycle is rigorous: would a biannual plan be better?

- Data visualization is helpful
- Placemats provide branding
- Public consultation is challenging: attempting to go to groups with a much smaller presentation.
- 5 years was somewhat challenging. Possibly too aspirational, possibly too long of a period.

Additional comments on the problems of the Manitoba model where the Board in Manitoba does not control the budget of the organization. Generally comments suggest that this is too risky for the Board.



MICKI RUTH

Edmonton Police Commission

SANDY SMALLWOOD

Ottawa Police Services Board



## CHANGING THE MODEL OF POLICING

### Concurrent Workshop

MR: An ongoing conversation in the policing world, CAPG has decided to take a leadership role in operationalization some initiatives. Not small change, but a large-scale change like the HUB model. Discussion of the HUB model in Canada. Rejecting the idea that police are responsible for preventing/stopping crime; focus instead on the prevention side on an individual level.

Policing in Canada- earliest policing model was from France and then England. 1651 in Quebec City there was a watchman model, then England imposed their system in the 1700s. Toronto's metropolitan police was the first 'modern' agency, based on an English model.

1873 saw the development of the RCMP. 200 years has not seen much change from the policing perspective (core paramilitary model), while the world has changed tremendously.

Drivers for Change: changing nature and complexity of crime; economic challenges- budgets are being squeezed; diversity in our communities and the need for police to reflect this; policing as a profession- attracting the right people (is it being presented appropriately); paramilitary structure that has inherently existed within most services; cybercrime; downloading of mental health/addiction issues to police; globalization; evidence-based policing (historically there wasn't a lot of thought about the cause and effect)

Why now? CAPG has set as a priority to challenge our current policing model.

We need your input: How do we go about creating a community relevant, reflective of diversity, highly adaptive, externally-partnered and engaged, employee-fulfilling, highly effective model?

What are the practical things that Police Governance bodies can do to change the current model of policing?

- What do the members of our communities have to say?
- What other models of policing are better than ours? (UK as an example)
- Is the current model of policing too paramilitary?
- Are we recruiting the right officers?
- Is our recruitment process the best one and do we hire the best?

#### Other questions:

- Should policing have independent specialized units? Completely separate work(PONS, traffic)
- How would a police agency work with outside models?
- Should there be lateral entry in a police service? Rank lateral. Specialized position cybercrime, corporate hiring model.

Are we still hiring the right officers? Hard to say we are when we don't set criteria. Obviously there is a level of sophistication in certain crime areas that need specific academic/work background.

What are the responsibility, accountability and authority of the officer?

Is our recruiting process the best one and do we hire the best?

Probably for general patrol and front line, but there is room to move towards a more modern type of recruitment.

What are the practical things that Police Governance bodies can do to change the current model of policing?

Look at who Board hires for Chief/Deputy Chief and what goals and priorities they set for her/him

Advocate to provincial government how services roll out, like mental health workers, times that they work- closer to when they're needed. Like Victoria ACT teams.

Create sound strategic planning that starts to move the current model to a more effective one.

Paramilitary issue- couldn't come to an agreement, valid arguments on the need for specialized military style officers (tactical assault teams, increasing gun violence) and need to be more corporatized for specialized jobs.

# DR. KATY KAMKAR

Ph.D. CAMH, University of Toronto



## MENTAL HEALTH, EMPLOYER BEST PRACTICES GUIDELINES & DISABILITY MANAGEMENT

Defining Mental Health: Changing definition because a more holistic approach has been taken, no longer just the absence of mental illness.

Key characteristics: ability to enjoy life (being connected to the present time; grounding techniques); resilience; balance; self-actualization (learning what makes you feel valuable, assessing strengths, what makes you happy); flexibility (what works now might not work in three weeks; need to be able to revise expectations when situations change).

Workplace balance is key to ensure better productivity and happiness of employees. Annual health care cost around \$51 billion- 35% is related to work disruptions. Mental health is the largest illness

driver of sick days, more than physical illnesses. High rate of reoccurrence (7 times more likely than physical disability).

### **Absenteeism**

Presenteeism- one of the larger areas of cost burden to employers when compared to other cost areas of absenteeism, health care, disability, turnover, etc. Physically present but not fully achieving potential in the workplace. It happens to everyone at times. When it happens consistently it turns to demoralizing and shame around our work accomplishments.

When we no longer have the capacity to stop it, catch up, it turns to a problematic behavior that needs to be problem solved.



## Barriers to Care

What are the key issues in this area: Comorbidity of mental and physical health problems, there is a correlation, immune system reaction to stress, reduced self-care. Treatment complication when there are multiple issues. Workers' Compensation issues in this area as well.

Not recognizing that help is needed; struggling until mental health problem is acute. Need to have first responders know the signs for early identification and intervention.

Self-stigma is more prominent an issue for many people. Self-critical, lack of self-esteem. Self-stigma is when we start internalizing other people's beliefs, thoughts, attitudes about one's sense, creating shame, depression, guilt.

Target negative self-labelling. Needing healthy relationships, healthy culture. Biggest concern for workers becomes 'what am I going to tell everyone', embarrassed that they're off work or being accommodated.

Perceptions of injustice exacerbate symptoms of PTSD. There is a lack of access to evidence-based treatment. Organizational focus on crisis management rather than continuous prevention.

Burnout: exhausted psychologically, physically, mentally; reduced sense of self-efficacy; apathy, emotional detachment; feelings of hopelessness (whatever I do won't make a difference; key indicator of depression) and helplessness (I have no control; key indicator of anxiety).

Prevention Model: actions to prevent the occurrence of psychological disorders. Prevent the onset/reduce severity/impact of health problems.

Primary: reducing the onset or likelihood of disease (Place for healthy workplace culture).

Secondary: Identification and addressing psychological health problems at mild/early stage. (Place for workplace intervention).

Tertiary: Reducing distress, disability and dysfunction associated with illness. (Place for illness/workplace accommodation).

## Mental health continuum model- healthy-reacting-injured-ill

Operational Stress Injuries: depression, anxiety disorders, PTSD, substance use disorder, suicidal ideation, any other conditions that may interfere with daily functions. Adjustment-related issues/stressors (employment, identity change, family, pain and physical health, relationships, finances).

Integrated Disability Management Framework: disability is multifactorial.

Venn diagram between the individual and environment (workplace issues are a significant issue, health care system, employer, financial situation, physical issue).

## Reducing Stigma: Disability Management Return to Work Practices

Focus on functioning rather than diagnosis label,

individual variations in the forms taken in symptoms. Need to use consistent approaches to Physical and Mental Illness.

*Employer Best Practices Guidelines for the Return to Work of Workers on Mental Disorder-Related Disability Leave: A Systematic Review. Dewa et al. (2016). The Canadian Journal of Psychiatry.*

Main points: well described policies and procedures for the roles and responsibilities of all stakeholders in the organization. Minimized confusion and inaction.

Individual completing the disability form (Organizational Health) needs understanding of mental health to validate the injured member.

Mental injury is not about trauma, but how the trauma was handled. Feeling dismissed by HR/boss/ etc. Need supervisor Mental Health Literacy training for all staff.

### **Worker Factors Contributing to Trauma Disability**

Concerns about losing uniform or gun, they don't know what the process is, HR have a variation. Need to have clear, well communicated policies. Uncertainty drives anxiety.

Functional Impairments slide. Focus on symptoms vs functioning; they present differently with people so a focus on functioning is more appropriate for the workplace return process.

### **Warning Signs of Stress**

Effects thinking, emotions, physically, behavior. Be mindful, catch it, self-care/talking to someone, resolve it. Noticing changes in your behaviour

### **Building Our Own Personalized Resiliency**

Prioritize, accept that you can't do everything all at once, over time we become more productive

Mindful of how to soothe your brain for rest.

When emotions are high, need to allow them to cool off to put things into perspective.

Circle tool- think of positives, what did I learn to do better, focus on what I have control over, put negatives in perspective. Praising yourself.

Healthy diet, exercise.

Need to set something meaningful to look forward to every day. The take home is to do this.

# THANK YOU TO OUR 2018 SPONSORS!

## Platinum

---



## Gold

---



## Silver

---



## Bronze

---





78 George Street, Suite 204  
Ottawa, Ontario K1N 5W1

