

CAPG CONFERENCE REPORT

2019



DEDICATED TO EXCELLENCE IN POLICE GOVERNANCE

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AUGUST 9-11
CALGARY, AB

**COMMUNITY SAFETY,
COMMUNITY SERVICE,
COMMUNITY STRENGTH**

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KAREN MCCRIMMON

Parliamentary Secretary to
the Minister of Public Safety
and Emergency
Preparedness

OPENING KEYNOTE

Karen McCrimmon, the Parliamentary Secretary to the Minister of Public Safety and Emergency Preparedness opened by telling the attendees that their work was incredibly important to Minister Ralph Goodale.

She brought greetings from the Government of Canada and thanked the attendees for their contributions toward public safety.

McCrimmon provided an update to the RCMP Management Advisory Board. When Minister Goodale spoke at the conference last year, he noted that the one police force that didn't yet have civilian oversight was the RCMP. The government, earlier this year, established an interim management advisory board and selected members with "great care" that reflected Canadian diversity, gender balance and equality, regional representation and who support Indigenous reconciliation. The 13-member board includes six women, an Indigenous Canadian, a Muslim Canadian, a Sikh Canadian and an LGBT Canadian. The board will become permanent.

"Minister Goodale called this the single biggest innovation in the management of the RCMP in its 145-year history," said McCrimmon.

Bill C-71, pertaining to federal firearms legislation, received recent Royal Assent.

"I'm confident that it will increase public safety and help to keep guns out of the wrong hands," said McCrimmon.

She said it upholds the promises the government made for better background checks, sensible license verification, best practices in retail and record-keeping and safe transportation. The bill, she said, would complement the \$327 million in new federal funding that was rolled out to provinces and territories to reduce gun crime and criminal gang activities.

"No two communities are the same," she said. "And that's why we're giving the provinces and territories maximum flexibility in using the federal funding we're making available to meet those needs as they see fit."

"We know that poverty, hopeless and marginalization are prime contributors to gun and gang violence which is why we're continuing to invest in measures to increase economic growth and employment, bolster access to post-secondary education and job training, reduce homelessness, increase the supply of affordable housing and combat addictions, mental health issues and other social determinants of crime."

McCrimmon said that impaired driving continues to be the leading cause of death and injury in Canada and said that, with Bill C-46 in full effect, Canada has some of the strongest laws against impaired driving in the world.

She touted the benefits of roadside screening devices, indicating that approval of more devices should follow over time. McCrimmon said that accessibility of these devices is important and that law enforcement has the right training on how to use them. The government is providing up to \$81 million to help the provinces and territories with the cost of acquiring these devices and train law enforcement on how to detect and deter drug-impaired drivers.

McCrimmon said that those changes were all in line with the recommendations provided at last year's CAPG resolutions.

McCrimmon recognized the tremendous efforts of law enforcement in the leadup to the legalization of Cannabis.

"Implementation of the new cannabis regime is an ongoing process, she said.

In the first five and a half months following legalization, Canadian governments earned \$186 million from excise and general taxes on goods and services directly related to the sale of Cannabis. Provincial and territorial coffers took in the bulk of that money — \$132 million dollars. Legislation was passed to make things right for those previously convicted of simple possession of Cannabis.

New regulations were proposed on June 14 and are on track to come into effect on October 17 regarding edibles and topicals. The government is aware of concerns about edibles being packaged in a way that would make them attractive to children and are making sure to consider this concern in packaging decisions. Potency, purity and dosage information will be placed on the front of the packaging along with health warnings.

McCrimmon called the opioid crisis perhaps the most significant public health crisis in recent memory. Between January 2016 and December 2018, 11,577 Canadians died of an apparent opioid-related overdose. She called the situation complex and said there are no easy answers.

The government announced a \$115 million emergency treatment fund to improve access to evidence-based treatment services, and committed another \$30 million to help reverse the trend of opioid-related deaths and hospitalizations with an additional investment of \$76 million to help combat the opioid crisis and growth in meth use.

McCrimmon thanked the CAPG for their resolutions regarding the opioid crisis.

The Canada Revenue Agency established a dedicated cryptocurrency unit in 2017 to combat tax-crime threats. The government has invested \$116 million for the RCMP to establish the National Cybercrime Coordination Unit (NC3). Once implemented, it will establish a national mechanism to report cybercrimes to police.

McCrimmon recognized that PTSI is a significant issue.

"Society simply cannot ask you to do what you do without prioritizing the mental health and well-being of members of its police services," she said. "They cannot keep our communities safe if they, or indeed you, are injured."

She said the government has been focused on this issue since election. An internet-based cognitive behavioural therapy pilot project received a \$10 million investment to provide greater access to care and treatment for public safety personnel, especially in rural communities.

McCrimmon cited collaboration with provinces and territories, including a \$5 billion transfer over the next 10 years to help them deal with a range of mental health care priorities.

A memorial grant program was established to provide a one-time, tax-free payment of \$300,000 to the families of first responders who die as a direct result of their duties. More than 40 families of fallen first responders have already been assisted.

Lastly, McCrimmon discussed the human trafficking hotline set up by the government on May 29. The hotline is intended for victims and survivors to receive assistance.



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**COLLABORATIVE ART PROJECT
DONTATION**

*Created by Conference 2019 Delegates during
Youthlink Event*



RAJ DHIR

Ontario Human Rights
Commission

HUMAN RIGHTS ISSUES FOR POLICE GOVERNANCE

PLENARY SESSION

Raj Dhir said that respecting human rights is fundamental in policing. When people experience discrimination in policing, mistrust grows and public safety is undermined. When police face discrimination at work and don't feel valued, they leave. The best police services reflect the communities they serve. Dhir stated that police boards should be assessing the presence of systemic racism and discrimination and that failure to act amounts to willful blindness.

Dhir said that one of the first steps is to acknowledge the reality of systemic racism and discrimination and the impact it has on community well-being and trust in policing. Not many people can claim to work with police services that are really representative of the communities they serve.

Police service boards should review policies and procedures through a human rights lens. Boards should set robust internal accountability policies at the governance, management and operational levels. Hiring should be a planned process that takes into account and complies with, all human rights legislation,

Dhir cited cases of discrimination both internally and externally, giving some data on the Toronto Police Service. A black person was nearly four times more likely than a white person to be involved with the TPS in a serious use-of-force incident that resulted in serious injury or death and nearly twenty times more likely than a white person to be involved in a fatal shooting by the TPS.



"It's imperative, and indeed incumbent on police services, to be actively monitoring whether the steps being taken to address discrimination are, first, actually being meaningfully implemented, and second, are actually leading to the changes we all want to see," said Dhir. "This means proactively building in accountability mechanisms from the outset."

The TPS put in place a process for their memorial wall. This wall is in a park near police headquarters and is intended to commemorate officers who lost their lives in the line of duty. Historically, the wall had only included the names of officers who died from physical injuries. As a result of human rights cases that was filed about an officer who experienced PTSD from his policing work and ultimately died by suicide, the TPS changed its procedure to ensure that officers who died from mental health injury could also be commemorated on the wall. Changing this procedure was not the only step — the TPS also committed to a process for assessing

Starting next year, TPS will work with an expert to review and report on whether the procedure has actually been effective in achieving its goal, that is, recognition on the memorial wall for members who died from mental health injuries.

"Ultimately, this is all about accountability," said Dhir, "both to the communities you are serving and to your own members. We know that policing is difficult — difficult and important work. We have seen the commitment, sacrifice and seriousness of police officers who are dedicated to serving their communities. Tackling systemic discrimination is an integral part of that. It's about making sure that your members are actually engaged with serving and protecting their communities effectively, and it's making sure that the people taking on that role are themselves being treated with dignity and



ANDREW GRAHAM

Queen's University

FRED KAUSTINEN

Governedge Inc.

POLICE GOVERNANCE AT A CROSSROADS

JOINT SESSION

The panel looked at the recommendations of the Sinclair Report. The report has relevance to every board in this country which was a deliberate effort on the part of Senator Murray Sinclair.

The report is aimed high in addressing governance issues and the findings cannot be dismissed as local or unique. Thunder Bay had unique challenges but the lessons are applicable elsewhere.

"Don't say 'This is just Thunder Bay.' Take a look at the situations that you're in that represent unique challenges," said Graham.

Graham stressed that the panel discussion was focused on looking at the issues from a failure of governance standpoint, rather than the standpoint of systemic racism.

"Getting along is the enemy of getting it done," said Graham. "This is a unique confluence of things going wrong and therefore represents a unique opportunity to learn something."

As soon as the language of blaming — blaming other people, the media, the city, politics — emerges, you know you have a problem with systemic blindness, said Graham.

The 160-page report indicated systemic racism and willful blindness on the part of the board, as well as the profound failure of governance.

Graham said the biggest issue that emerged was the failure to see that there was a pattern emerging from a set of specific events.

"The board did not have a clue that there was a pattern of events that they should be linking and seeing, not as an operational matter, but as a systemic matter," said Graham. "In the face of all the media coverage and representations by First Nations, the board did not ask and the chief did not tell, and isn't that a very cozy little relationship."

The issues identified by the Senator in the report were not the views of a few racists, but indicative of a broader, systemic problem of discrimination.

Graham said that willful blindness is the enemy of good governance.

"I ask you not to treat willful blindness not simply as a legal term," he said, "but as a cultural, organizational, and operational term in terms of your minds."

Policy versus operations is a false dichotomy, according to Graham. He indicated that the job of the board is not to look at one operational matter but to look at trends. In Thunder Bay, from a governance point of view, the board was not engaged in its core governance activities. The board did not show leadership in proactive, committed outreach to key Indigenous community organizations. The board made no apparent effort to make its policies, plans and activities visible and transparent to the public at large. The board appeared more as a support mechanism for the Thunder Bay Chief of Police and the Thunder Bay Police Service than as civilian oversight.

Graham noted that the Senator clearly intended to speak to police governance issues generally, as they apply to all boards and commissions in the report. He called on boards to question their own governance

policies and indicated that no board member should be able to vote without approved board governance training. He also said that boards need to actively review policies and not rely on templates exclusively.

Fred Kaustinen said that boards have a moral obligation to not turn a blind eye to systemic problems and to train their members.

Training is vital — the Sinclair Report said that boards need certain competencies.

Kaustinen shared his best practices for board training.

- What training is needed?
- What is governance?
- What is police governance specifically?
- What are the key police governance tasks?
- What do appropriate internal relations look like? What do external community stakeholder relations look like?
- What is needed to make governance work?
- What should be done with the learning?

What is the police board job?

- To ensure that police actions and consequences are congruent with the community's needs, values and expectations.

What are the key police governance tasks?

- Strategic planning, policies of effective management, directing and monitoring the chief, hiring the chief and deputies

How should we train?

- Adult learning model
- Not just a handbook or someone talking at the board, but through experiential learning

Governedge Model was created as a framework for boards to attach their learning to. There are many different governance tools, but this one was specifically designed to be experiential, so that learning takes hold.



See what's getting done or not

- Look at performance stats and comparators
- Look for trends
- Listen to complaints and listen to the media
- Get a sense of the mood in the community and in the service

Hear wisely:

- Listen to what the board's purpose is — take a good, hard look at this
- What are stakeholders needs, values and expectations?
- Hear what your community is saying
- Hear what the regulators are saying — the Attorney General's office, public complaints bureau, arbitration commission, etc.
- What are your funders saying? How about the grants program? What are they putting

Speak wisely:

- Talk about the board's aspirations for the organization

Both Graham and Kaustinen reiterated that the first step to becoming better is acknowledging that there is room for improvement.

“See wisely, hear wisely, speak wisely” is a model for the training.



DR. TULLIO CAPUTO

GOLD STANDARD STRATEGIC PLANS: LESSONS FROM A SURVEY OF CAPG MEMBERS

PLENARY SESSION

Caputo invited delegates to stand in order to get up and stretch citing improvement of brain function.

He spoke to the attendees about the importance of strategic planning. Strategic planning is a comprehensive process for determining what an organization should become. A strategic plan links the objectives of the organization to the actions and resources required to achieve them.

Caputo said boards should consider what the external environment is telling them about what the organization needs to be to become successful.

Recruitment retention are issues which loom large over police services. Caputo said it was no secret that there is plenty of competition for top talent. He spoke about the National Basketball League (NBA) and free agents within the league to make a point about recruitment and retention.

The Raptors won the NBA Championship, but they took a big gamble to get there by signing a star player that they knew wanted to go home to Los Angeles the following year. But, they signed him anyway and were lucky it paid off. They were hoping to keep him, but when free agency started, it was chaos.

"The star players made the decisions," said Caputo. "The league and the owners, whose businesses depended on putting bums in seats to pay the bills, this is not the model they sought."

The league had tried to deal with free agency through collective bargaining and Toronto offered Leonard more money than any other team — but he still went to L.A. This is a lesson, Caputo said, for people looking forward and working on strategic planning.

Caputo referenced business mogul Mark Cuban who said that what he saw in basketball reflected what is happening in industries across the country. Caputo indicated "a lot of churn" at the senior ranks in police forces as older officers are retiring. Cuban said that in the past, jobs were kept as long as could be, but this is no longer the case.

Caputo displayed a quote from Cuban: "Now, the onus is on the employers to keep their best employees happy."

It isn't about money anymore — people are more concerned about the team culture. The strategy that should be adopted is one that keeps the best employees happy.

Some strategies were given as to how to achieve this:

- Good coaching
- Inclusive environments
- Good communication
- Clear vision and strategy
- Career development
- Team empowerment

Caputo also detailed the demise of Blackberry, what was the premier mobile gadget on the market and the fastest growing company, according to Forbes Magazine, in

2009. Earnings were exploding 84% per year and no one could have foreseen its demise. The company, however, failed to keep up with Apple and Google due to errors in strategy and vision. They failed to anticipate that consumers, and not businesses, would drive the smartphone revolution and that apps would be a major factor. They were blindsided.

Blackberry insisted on producing phones with keyboards, despite research that consumers did not want it anymore.

What does this have to do with policing? Well, often police organizations are in reactive modes.

Dramatic social change and upheaval are happening and police organizations need to respond to generational, cultural, social, technological, political and institutional changes.

"Will we be forward-looking or reactive?" asked Caputo. "Will we be relevant or relegated to the margins?"

Goals and objectives don't come from thin air. They should be arrived at after a strategic analysis — if this doesn't happen, organizations aren't forward-looking.

Training cannot just be done once to check a box — as members change, training must be continued. Processes need to be put into place to help them be successful.

Key components:

- VVMS (Values, Vision, Mission, and Strategic Statements) must be strong
- Goals and objectives must be based on environmental scans
- Must be able to measure success
- Resources must be allocated to support goal achievement

Caputo reviewed 24 plans of the largest

"We're talking about really tough issues in an open way and we have to take some comfort in the fact that we've got committed and caring people. "

Canadian police services and found they were largely well done. He said that improvements could be made in:

- Statements of strategic purpose
- Environmental scans
- Resources allocation — many were absent or misaligned
- Tailored indicators and ongoing assessments to measure success

Key takeaways from his research into strategic plans:

- Many looked more like glossy advertisements or marketing tools rather than tools that have been designed to support governance
- Key themes and priorities were not derived from data — often they had an operational strategic focus. Youth crime and speeding aren't strategic issues, for example — they become strategic issues when you start looking at them as a trend
- 70% of the calls for service that police

services receive have nothing to do with the criminal code violations yet that's where the money is going — training is on firearms, use of force, etc.

- Communications receives nearly no resources and it's the number one tool in the toolkit — interaction with the public is a key component of policing

"It's not a task to be accomplished," Caputo said of strategic planning. "It's trying to create a vision for your organization that takes you forward."

Caputo reviewed the results of the CAPG membership survey from 2018. There was a 54% response rate, most were from Ontario. 95% of boards said that the board is heavily involved in deciding on content for the strategic plan. 36% said that the strategic plan was essentially a marketing tool and 29% said the board "rubber-stamps" the plan.

71% of respondents took into account political factors when building their plans, but these factors were mentioned within plans only 9% of the time. 95% said they took into account economic factors yet it was mentioned in only 39% of plans.

The main takeaway is that there is a lot of variation in the strategic planning processes of CAPG members.

"We should be very proud about the kinds of conversations we're having here about the job we do," said Caputo. "We're talking about really tough issues in an open way and we have to take some comfort in the fact that we've got committed and caring people. It is just too easy though, to go along to get along and willful negligence, we can't have that."



ROUNDTABLE DISCUSSION FOR FORCES OVER 400 BREAKOUT SESSION

BACKGROUND

Roundtable discussions are held at the national conference to allow board members to informally share ideas that are facing their organizations. A number of topics are proposed by the facilitators and groups are free to choose a topic that they believe is a current concern or will become a challenge in the future.

The discussion was facilitated by CAPG board members Alicja Szarkiewicz and Carole McDougall. Suggested topics were listed and the group took a few minutes to add additional items. Once the discussion concluded tables were invited to report their discussion to the group. Nine tables of participants took part in the discussion. Topics included: Human Trafficking, Succession Planning, RCMP Unionization,

Hate Crimes, Strategic Outcomes and How to Measure Them, Autonomy from Politicians, Guns and Gangs, Guns and Knives, Tiered Policing.

It is interesting to note that of the eight (8) tables participating in the discussion, five (5) discussed Tiered Policing.

SUMMARY OF TABLE DISCUSSIONS

RCMP Unionization and Tiered Policing

- Force internal culture shift.
- Drive RCMP out of municipalities if costs increase.
- Term should be targeted policing not tiered policing.
- Private sector police have excelled at fighting cyber crime.

Tiered Policing

- Does two tiered policing save money?
- Will boards still have oversight if civilian members are not in the union?
- Important to do a scan of what officers do that takes the most time before committing to a civilian team.

Tiered Policing

- Community had employed a civilian team to add to the force in 2015 (Sudbury).
- Work they do: Civilian team responds to calls about alarms, bylaws, act as community or school officers/liasons, respond to support crime stopper programs, non injury collisions.
- Benefits: cost savings, improved customer service, better use of frontline patrol, improved job satisfaction, provides job opportunities.
- Overview: the right resource at the right time that is constantly evolving.

Proliferation of Weapons

- Mitigate with amnesty programs, public safety training to emphasize proper storage and security of legally owned firearms.
- Policy options for boards following discussion with Chief to determine prioritization and resource allocation to establish targets that can be part of public discussion.
- Public perception of safety and connection to social determinants of health can help determine reasonable goals for targeting weapons.
- Find opportunities for cities to share policies and success stories.

Tiered Policing

- Define meaning and hierarchy that will fall from adopting a two tiered model.
- Determine driving force: cost? skills? professionalization of services? new roles that officers are performing?
- Pros: recruiting tool, cost savings, flexibility for executive management, return patrol to core policing.
- Cons: take positions away from officers interested in a certain area, lack of public awareness of roles and responsibilities, health and safety issues.

Tiered Policing

- Positive comments: Community officers can maintain a presence in the community, can allow police officers to focus on policing and can save money.
- Challenges: training and safety issues may limit the kind of activity for community officers, work may be duplicated, role of police officer may be diminished in eye of the public, police force may lose positions that have traditionally been performed by sworn officers.

Autonomy

- Provincial mandates and structures for boards are different and unique.
- Questions arise around budget ownership, payroll, legal council, collective bargaining, transparency.

Autonomy

- Council can't change budget but board can.
- Transparency maintained because board meets in public and can ask Chief questions that can be followed up by media.
- Board has mix of councilors and citizens representing diversity in the community.
- Potential pitfalls: size of board that gives power to councilors, mayor is chair according to the provincial act, poor understanding of governance role, provincial interference.
- Conclusion: ideal that policies developed can have political input from elected officials but they don't control the development of policies that are good for citizens.



**GORDON SELINGER, Regina Board of
Police Commissioners**

*Emil Kolb Award Recipient for Excellence in
Police Governance, 2019*



CHIEF NEIL DUBORD

Delta Police Department

FROM HIRE TO RETIRE

the leader's role in building a healthy organization

PLENARY SESSION

Chief Neil Dubord opened with a simple statement: "Good policing requires good governance," and lauded the CAPG for their efforts in contributing to good policing.

Dubord said that organizations are changing rapidly because of the employees being hired, who come in with new expectations.

"We have to think about the whole person, rather than just their work piece," he said. "We have to think about how they contribute to the organization and hopefully, how we can ensure that they walk in strong but they walk out stronger from our organizations after 25 years."

Dubord showed a video displaying a series of news clips discussing police officer mental

health while a police officer described hearing of the deaths of his fellow officers by suicide.

"You'd have to be living under a rock in any police organization in Canada to believe that all of us aren't looking at mental health programs and suicide prevention programs within our organizations," said Dubord.

Research is getting much better into first-responder mental health, the World Health Organization now produces evidence-based research about suicides in police organizations.

"We definitely are losing people through mental health issues, through suicides, but we are also losing people through their

career,” said Dubord. “Over 25 or 30 years in a career as a police officer, unfortunately the culture within our organizations sometimes allows them to leave as broken people. We hire the best. We hire the brightest. We hire people that are extremely competent and passionate about policing and yet what happens over that 25 or 30 year period, sometimes we don't know and it's important for us to be able to have a focus on that. We want to rethink this relationship from hire to retire.”

Dubord said that organizations should look at a system of whole-person wellness over the course of a career to have people who are effective and meeting community expectations. Police leaders have not had success in the past in demonstrating to their teams that they are serious about wellness.

Why is it necessary to talk about a “hire-to-retire” program and a whole personal wellness system? What do these programs look like in organizations? How do organizations implement them?

Why?

If you want to see any change in an organization, the ‘why’ must be understood. Dubord says that it's about people. Policing is the people business. 90% of the cost of organizations are employees. Police officers serve other people.

Employees can be tough to deal with in large organizations — they all have different ideas, personalities and challenges. Dubord said the old adage of “leave your problems at home,” isn't applicable anymore. Employees are new types of employees these days. They bring their whole person to work.

Three out of four people in policing organizations do not believe their

organizations are concerned about their health.

“All of our employees come to work carrying a backpack,” said Dubord. “And in that backpack, we have sand, gravel and rocks.”

The larger rocks represent catastrophic events — a mass shooting, a line of duty death of a fellow officer and for these big rocks, organizations are getting better at removing them from employee's backpacks. There are programs and services designed to assist employees in dealing with catastrophic events.

The gravel represents major events — divorces, bankruptcies, all the things that employees face in daily life. There are some programs aimed at helping with these issues too.

The hardest thing to deal with in the backpack is the sand. It's hard to remove it. The sand represents organizational stress, “daily hassles” and “death by 1,000 paper cuts.” It's the sand that overloads the backpack. Creating cultures of support will help to remove some of that sand.

The largest study done to date of police departments saw 10,264 police officers from 34 police departments responding. The survey indicated that police feel more support from the public than their bosses, said Dubord, and 51% of people feel unsupported by their management. This is not a Canadian problem. Research from all over the world says the same thing — police feel unsupported by their leaders.

Dubord says that new employees are of a different generation and have different expectations. They expect managers to look after their “whole-person wellness” and show support for them. It makes good business sense to look after employees, in addition to it being the right thing to do. When

employees believe their employer cares about their health and well-being, they are 38% more engaged, 17% more likely to still be working at the organization in a year, 28% more likely to recommend their workplace, 18% more likely to go the extra mile for their organization and are 20% more productive.

Dubord says organizations can't afford not to take care of their employees. Cities and municipalities pay for a certain number of officers on the ground doing the work. When large numbers of the workforce are off on long- or short-term leaves, those are members that have been paid for by the public that are no longer there.

What does a wellness system look like?

When asked, police services will pick out individual things but creating a system that ties all of these individual things together is necessary.



"It's the links that put everything together that allow us to be able to adjust policy, practice and culture," said Dubord.

Most businesses have systems in their business practices that are uniform. Starbucks, whether it opens in Red Deer or Hong Kong, looks the same no matter where you go — it has a system that outlives its leader.

"Most police officers, in a 25 or 30 year career, will go through five, six, maybe seven chiefs," said Dubord. "Every time a chief comes in, if they change direction, the culture of the organization will change direction."

When detectives are rotated, they still use Major Case Management systems — why can a health and wellness system not be implemented.

"The wellness system needs to be baked right into our entire organization," said Dubord. "It outlives and outsurvives the chief."

How should organizations implement a system?

Wellness surveys and engagement surveys are often done to take the temperature of the organization. Dubord says that these can be problematic because police chiefs build agendas around these surveys. They have a goal in mind and the surveys are used for a purpose rather than as a measurement tool.

Engagement interviews are a better method, said Dubord. The ability to talk one-on-one with people is invaluable.

Dubord reiterated that good is the enemy of great. Organizations should focus on having a great wellness system.



DR. GORDON MCINTOSH

POLICE GOVERNANCE DASHBOARD

PLENARY SESSION

Dr. Gordon McIntosh said that there is an important aspect to the health of an organization and that is the health of governance in the organization.

How does an organization enhance governance? Governance is the relationship between the chief and the board or commission. All across the country there are great successes in governance but there are also challenges. What can CAPG do to help with these challenges?

McIntosh asked the tables to talk amongst themselves to determine some challenges people have faced in governance within their boards. Some challenges that came up were:

- Ability to question the chief
- Confidence in information from chief

- Evaluating the chief
- The fine line between governance and operation
- Communication between chief and board
- Finances and budgeting

Across the country, according to McIntosh, boards echoed the same sentiments as the delegates at the table did, especially with communication.

Wellness for chiefs is also important, said McIntosh. It can be lonely to be the chief. Boards wonder how they can help the chief without appearing too involved. He also mentioned that chiefs struggle with receiving clear expectations and directions from the boards.



2019-2020 Board of Directors

Top Row: (l to r) Darlene Brander, Sandy Smallwood, Wayne Talbot, Bob Hall, Roy Goodall, Dan Bellegarde, Jennifer Malloy, Brian Boudreau,

Bottom row: (l to r) Alicja Szarkiewicz, Carole McDougall, Mickie Ruth, Mary Anne Silverthorn (Not pictured: Joel Murray)

McIntosh touched on what the role of a board is in developing a strategy when the demographics of the police forces are changing rapidly. He said that the average member employed needs a line of sight. Employees need to know that what they are doing today lines up with the overall strategy of where the organizations are going.

There are four fundamental functions of an organization relative to a governance point of view:

- Is the ship going anywhere? Is there a strategic direction?
- Are we making good policies and decisions?
- Are we delivering good services? Are they efficient and effective?
- Do we have systems that work?
Information systems? Personnel systems?
Culture?

*The major
takeaway of the
session:
“It’s about
alignment.”*



TRADITIONAL POWWOW DANCER
*Grey Eagle Resort and Casino, Tsuut'ina
First Nation in Calgary*



BUILDING COMMUNITY HEALTH, SAFETY, AND WELL-BEING

JOINT SESSION

S/SGT FRANK CATTONI

Safe Communities, Opportunities and Resource Centre (SORCe)

Safe Communities, Opportunities and Resource Centre (SORCe) is a multi-agency collaborative that connects people experiencing homelessness, or those at imminent risk of homelessness, to programs and services that can help to address the barriers to stable housing.

S/Sgt Frank Cattoni says that SORCe operates on the presumption that police can not enforce their way out of broader community-based issues like homelessness, addiction, trauma and mental health.

“In the world of policing, what I do is highly

controversial,” said Cattoni. “I’ve had a Senior Officer tell me that what I do isn’t police work. But, the reality of the situation is that what we’re trying to do is build a collaborative of agencies that comes together that helps to engage people upstream, before they engage in criminal behaviour.”

The drugs of choice being dealt with among those with addictions who access services at SORCe are alcohol, non-beverage alcohol, crystal meth and some degree of opioid use, though predominantly crystal meth. They are using street narcotics to deal with mental health issues.

Cattoni said that he started to ask questions a few years ago about the way in which this population was being dealt with. They were

on the streets and being engaged by cycling them continually through the system. A “point-in-time” count was done and it was discovered that the CPS went to 110,000 calls for social disorder related to this population. They were able to break it down and realize that 2.5 officers at 18 minutes per call was being expended, at a cost of \$12 million. Tickets were examined that were being issued to that population, that were expiring to warrants of apprehension. It was discovered that outstanding behavioural bylaw warrants on the system numbered about 12,000. This represented a \$17 million liability to prosecute those tickets.

“I can guarantee you, you aren’t going to get a penny back from this population, because they don’t have two cents to rub together,” said Cattoni.

The promise to appears that were expiring to failure to appears and warrants for apprehensions numbered just shy of 18,000. This represented a \$30 million liability to Alberta Justice, all just in procedural justice, not including the service dealing with the charge.

Cattoni said that his argument for the moral and ethical dilemma of giving homeless people tickets often fell on deaf ears, but when he showed them how much it cost, people started to pay attention.

When people go into the remand system, it costs about \$150 per day, according to Cattoni. The cost of having someone in remand for an entire year is about \$55 thousand.

SORCe has collaborations with United Way, Alpha House, Alberta Health Services, the

the Canadian Mental Health Association, the Calgary Catholic Immigration Society and the Alberta Government. They launched on September 18, 2018.

Cattoni mentioned that “co-location does not necessarily translate into collaboration, especially when you take agencies that have never been in a bilateral partnership and all of a sudden you throw them into the sandbox with 14 other agencies.” By the time he came in, he said, agencies were arguing over who owned the boxes of tissues being used in client breakout rooms.

With over 200 agencies in Calgary that support homelessness, where is a front line officer supposed to start to recommend services to a population?

SORCe is the only agency of its kind in Canada, to Cattoni’s knowledge.

“We are the Switzerland of homelessness,” he said. “We bring neutrality to the system.

In 2018, SORCe saw just shy of 3,600 unique clients and had just shy of 18,000 client contacts. In 2019, they are on track to see over 5,200 unique clients and have approximately 15,000 client contacts. Cattoni says it’s a testament to the program that the population knows there is a uniformed officer within the space but they are still coming in to seek help.

The United Way is the program’s third-party evaluator. With interviews with service providers, it was determined that the organization had to change its method of doing business. Up until that point, they were agency-centric and built on appointments. Clients were being told to come back for appointments in two weeks. It was lucky if 40% of clients would show up for these appointments

the window of opportunity opens and they're saying 'We want help,' and we want to push as much resourcing to that client in that time as we possibly can because it's a point in time," said Cattoni. "It's client-centred, it's about trust and it's relationship-based. We meet the client where they're at in that moment in time."

"In 24 years of policing, what my staff do is the most inspirational work I have ever seen in my career," he continued. "They change the trajectory of somebody's life every single day."



JAN FOX

REACH, Edmonton

"REACH Edmonton Council for Safe Communities is a community-based coordinating council working to make Edmonton a safer city in one generation. Their focus is on crime prevention initiatives. REACH Edmonton works with organizations, agencies, community groups and individual Edmontonians to realize their innovative ideas for crime prevention," according to the City of Edmonton's website.

REACH Edmonton has many things in common with SORCe. REACH is the only one of its kind in Canada. Fox said she stands alone and doesn't work for the City of Edmonton, but rather reports to a board of directors.

Fox said she worked for Corrections Canada for 30 years.

"I learned everything there was to know about what caused people to come into contact with the law," she said. "But by the time they got into my federal custody in a federal prison, it was too late. I feel very privileged to be able to look at things from the front end perspective."

Cities who invest in up-front community safety strategies can save a significant amount of money. A task-force was created and consulted with Edmontonians about what they thought were the safety issues in their communities. The task force came up with nine recommendations that were forward-thinking, open and flexible.

The number seven recommendation called for a coordinating council that was community-driven and apart from any order of government.

REACH is not a service-delivery organization. They are, according to Fox, an umbrella or a backbone organizations. They help service providers implement their ideas and bring groups and organizations together. They are not a funder and thus, don't hold money over groups and are therefore able to facilitate better partnerships.

"We know that the best solutions lie within the community and we create the conditions to help those community groups implement their brilliant solutions," said Fox. "Our work is often to bring the right people to the table to show them what already exists."

REACH has a 24/7 Crisis Diversion team. The former Edmonton Chief of Police told the organization that his resources were being tied up with many cases of social disorder. Mental health distress, intoxication and aggressive panhandling don't always need police. Often, police arrival on these scenes make the matters worse. REACH implemented a 211 number instead of 911 where the Crisis Diversion team would be dispatched in lieu of police. That team is dealing with 14,000 out of 18,000 of these social disorder calls instead of police.

"We're working on true system change," said Fox.

REACH also implemented PYEP, the Police Youth Engagement Program, where young people come together over the summer to engage with police and work on fostering a good relationship with them.

Fox stressed that REACH's work is upstream, prior to people be taken into police custody.



"The face of Canada is changing very dramatically and many of these young people come from countries where they don't trust police, and so they don't report crimes," said Fox.

FELIX MUNGER

Canadian Municipal Network on Crime Prevention

Felix Munger said that community safety and crime prevention is the future of policing.

"It's a shared responsibility," he said. "It's the recognition that it's not just the police that create community safety and prevent crime, but it's a shared responsibility between cities, police, social services and education."

Policing is crowding out other services because of the amount of money it costs. But, 70 - 80% of phone calls to police across Canada are not related to crime.

Munger showed a series of photos of babies and asked the crowd if they could predict which baby would grow up to engage in criminal behaviour. It would be impossible. However, those arrested most have had more negative life experiences than those who do not engage in criminal behaviour.

Root causes of delinquency are:

Physical, sexual and emotional abuse

Family breakdown and family violence

Mental illness or drug use by a household member

Incarceration of a parent

Boys with an incarcerated father have a 70% chance of ending up in jail themselves

Munger said police, social services, education services and health care services must all come together to prevent the root causes of crime in order to reduce it.



ONE WINNER OF THE TRADITIONAL
"WHITE HAT" DRAW

*Presented by the **Calgary Police Commission***



JACK MCGEE
with Linda Stewart

PACIFIC AUTISM FAMILY NETWORK

JOINT SESSION

Jack McGee stated that the presentations he's been doing regarding autism techniques by and for police, have been received with incredible enthusiasm. Generally, these sessions are supposed to be 15 minutes and they have been more than hour with Q&A sessions. He said he's been overwhelmed with positive feedback.

McGee engaged subject matter experts to create the Pacific Autism Family Network training including the RCMP, municipal police, communication and dispatch, firefighters, physicians, psychologists, board-certified behavioural analysts, counsellors, self-

"Working with people with autism comes down to respect."

-advocates, parents and family members.

Since 2011, 3,300 police, RCMP and dispatchers have taken PAFN training and McGee stated his gratitude for officers putting the training to use on the ground.

What is Autism?

Autism, or Autism Spectrum Disorder (ASD) is characterised by challenges with:

Speech and non-verbal communication

Social interactions/skills

Repetitive/stereotypic behaviours

Particular strengths and differences

"When you meet one person with autism, you have only met one person with autism," said McGee. He then showed a moving video about children with autism and their unique

challenges.

"Just because a PlayStation can't read an Xbox game, doesn't mean it's broken," said McGee.

Autism is Canada's most-diagnosed neurological condition and it impacts males four to five times more often than females. One in 66 Canadian children and youth are diagnosed with ASD.

People with autism are seven times more likely to come into contact with first responders and those calls are three times more likely to end in an emergency.

McGee said that working with people with autism comes down to respect. Calls can easily be misunderstood and having a third-party intermediary that can provide information on positive and negative influences are invaluable. For example, if the person loves dogs, the officer might wish to bring a police dog to make the person more comfortable.

People with autism can have sensory sensitivity, repetitive behaviours, impulsivity, and seem intensely focused and goal-oriented. Their actions may appear aggressive, but they are not usually violent or intentional in their aggression. Some people may have difficulty with communication or are non-verbal, so officers should allow extra processing time when speaking with those with autism. They can have abnormal pitch, intonation or volume but this does not mean they are being rude or disrespectful. Likewise, they can be blunt and make pointed remarks with brutal honesty.

Some tips:

- Patience and kindness will decrease anxiety

- Create space wherever possible, disperse crowds
- Have individual sit down, decrease mobility and height
- Remove items which may be thrown
- Bright or flickering lights may be overwhelming
- Constantly re-evaluate – if the person isn't de-escalating, change strategies
- A very high percentage of people with autism are attracted to water and they have a high incidence of drowning
- Wandering is common in those with autism and this can be very dangerous
- Hypotonia is common and underdeveloped trunk muscles may not allow airways to open properly when prone – be vigilant in monitoring breathing
- When in a confined setting, hurting themselves is highly probable
- Physical control should be a last resort

Because of stigma and shame and concern, parents and families are often reluctant to get a diagnosis because they don't want to know, said McGee.

It is helpful for officers to know if the call they are attending involves a person with autism but because of restrictions on confidentiality it is very difficult to get this information. If an officer finds out that an individual has autism it should immediately go into the report, according to McGee, who would like to see an alert added, much like a suicide alert.



CACP/CPA/CAPG TOWN HALL

PANELISTS WERE GIVEN FIVE MINUTES TO DISCUSS THEIR THOUGHTS ON HIRING A CHIEF

MARK NEUFELD

CACP

Neufeld said that hiring a police chief is one of the hardest things he has had to do. He's been through the process more than once, both in larger cities and in small, rural environments. Twice, he has entered police services as an outside chief, giving him particular insight into the hiring process.

Often, said Neufeld, the competency profiles in job postings are similar, likely because search firms are engaged to assist with the selection process. Additional context is required in these postings. It's all well and good to say that 'communication' is an executive-level competency, but what kind of communication is really being discussed? Is it communication with the board? Or internally

with the team? It's all well and good to say that 'financial acumen' is required, but what are we dealing with? Are we looking for a steady hand or someone to come in and look at service delivery and service levels and make changes to find efficiencies?

"Chiefs can come in with a particular skill set in that general competency, but it may not be the one that you want," said Neufeld. "My message is that general is sometimes not the best."

Additional context is important for the board and for the candidate. The board needs to be clear on what they want to achieve in hiring and be aligned with these things.

Stakeholder engagement is an important part of the hiring process. It's no surprise that

when a chief is being hired, stakeholders want input into qualities and attributes. However, allowing too much participation from stakeholders can limit applications and leave qualified people not wanting to apply for the role because of privacy concerns.

"There's more than one way to carry out these processes," said Neufeld. "I would say that what's best for one community may not be best for another. And in fact, what's best for your specific community this time may actually not be what's best next time."

MICKI RUTH

CAPG

Ruth hired a new chief recently and the process used by the team was started long before setting pen to paper. As a board, they felt they were not equipped to answer some of the questions about the future of policing, what the concerns a potential chief might have and what their future leader looked like, so they engaged policing thought leaders to speak to the commission and tell them about these issues.

They spent time up front, a couple of months, defining the profile. They did engage an external consultant, a search firm, to handle the administration work of inquiries and applications as well as scheduling interviews. They did not allow a consultancy firm to define the profile for them - the hiring committee was very much in charge of that.

What they were looking for was a leader of the future and didn't waste too much time asking about specific operational excellence - it was implied that the applicants already had that. To be able to be in the position to apply, applicants already had excellent operational skills.

TOM STAMATAKIS

CPA

Being a police chief is one of the most challenging jobs there is because there are so many competing interests to balance. Sometimes there are unrealistic funding arrangements, very little control over what drives demand for service and what impacts capacity. Governments creating legislation makes a huge impact on how resources are management.

There are no simple answers on how to select the right chief, Stamatakis said. There is a tendency to focus too much on outcomes and tasks when the focus should be on leadership. This is easy to define because there is plenty of research about what makes an effective leader.

Stamatakis said that it is critical that boards get the selection process right.

ANTJE MCNEELY

CACP

New and complex challenges are being faced in communities. These are:

- Budget constraints / doing more with less
- Guns and gang violence
- Cybercrimes and victimization of people online
- Information management
- Artificial intelligence and predictive policing being balanced with people's right to privacy
- The impact of globalization and world events
- Public trust and confidence is eroding
- Wellness of members
- Equity, diversity and inclusion
- And more

The complexity of policing speaks to the difficulty in selecting the right chief of police. Police leadership sets the tone for the organization and it takes years to undo the impacts of bad leadership.

Boards should know what is happening within their organizations in order to have meaningful insight into the selection process. What is the culture like? What are the issues that need to be addressed both internally and externally? What is the relationship like between the police and the community?

Long hiring processes take a toll on the organization and this must be balanced with a desire to engage the community in the process. Long hiring processes impact morale and there are questions about the impacts of town halls as they usually only attract the same 10 people that usually show up to meetings.

External firms are helpful for neutral vetting but ultimately, it is the board's decision. Firms have expertise in bringing candidates to the table and boards don't always have hiring expertise or the time to manage the process.

DARLENE BRANDER

CAPG

Brander said that when she was looking for a chief, she was looking for a suitable chief, not a former chief 2.0.

Some important lessons were learned during the hiring processes she was involved in. Her board had some HR expertise and felt that they could manage the process.

"We felt that by managing the process ourselves we could better reflect our community's priorities," said Brander.

Boards can absolutely run competitions on their own without hiring expensive recruitment firms, if they have the want, resources, knowledge, ability and capacity to do so.

Involving the community results in greater buy-in from the public as one of the most important roles in any community is the chief of police.

Timelines don't always go to plan and this needs to be expected and accounted for.

It is vital that boards get it right, for the people.

"Leadership is an elusive quality, and it's not the position, it's the disposition,"



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