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**Remarks by CAPG President
Cathryn Palmer
Economics of Policing & Community Safety Summit
March 4, 2015**

Good afternoon distinguished guests. I am pleased to appear before you today on behalf of the Canadian Association of Police Governance. It is a tremendous opportunity to participate in this Summit along with many of the policing leaders and key researchers in Canada and internationally. Thank you to everyone at Public Safety for your diligence in persisting with the enormous amount of work involved in the Shared Forward Agenda and your leadership in bringing us together again for this second Summit. Minister Blaney, and department officials, especially those of you who work with all of us across the country on a regular basis- Kathy Thompson, Mark Potter, Rachel Huggins and Christina Wright and your colleagues, thank you. The multi-pronged, inclusive work on the Shared Forward agenda is greatly supporting work at the local level. That is ensuring that our police services thrive, grow in a direction compatible with the needs of the community- maintaining law and order, community connectedness and prevention which is key to a livable and peaceful society.

I would like to tell you very briefly who we are, and given our role, what our major priorities, issues, challenges and goals are. Finally, I will re-iterate our organization's support for innovative practice. To be sustainable, policing must evolve.

Formed in 1989, CAPG represents the collective voice of police boards and commissions across the country. Our members provide governance and oversight to more than 75 per cent of municipal police in Canada. The vast majority of provinces have legislated civilian oversight of municipal police services. While there are some variations when it comes to the provision of civilian governance, our fundamental roles and responsibilities have a long and principled history.

We seek to ensure that on the one hand, police remain sufficiently independent within their jurisdictions, while on the other hand; they are accountable to the communities in which they operate. A police board or commission serves as a link between the community and the police. Local police boards must be connected to, participate in and be a voice for the community its to ensure that we fulfill our democratic role.

From a general budgetary perspective, according to Statistics Canada, the combined cost of police services in Canada is expected to exceed 13.5 billion and it continues to climb. Canadians assume this cost, which is funded primarily through municipal, provincial and federal taxes. In most municipalities, the portion of police costs paid by the local tax payer ranges from 75 per cent to 100 per cent and those costs make up, on average, 20 per cent of municipal

budgets. These are big numbers, to be sure, but what do they mean? The rising costs are matched by demands by Canadians to receive efficient but more importantly effective police services for their investment. Yes, there is an increased urgency to address the increasing costs, but more importantly is the call for existing models of policing to more adequately and sustainably address Canadian's policing and community safety needs.

Our members are consumed day to day with the budgetary and strategic policy challenges in fulfilling our oversight role. Budgets are tight everywhere and this is not going to improve. In Winnipeg since 2007 calls for service have increased by 24 per cent. In the Edmonton experience, although crime did drop since 2007 but that has leveled off and, in the case of property crime has begun to increase materially, 19 per cent over two years (2013 -2014). Violent crime is also trending upward but not at the same pace. This year to date calls for service have increased 9.4 per cent and crime (in our eight indicators) has increased 22.2 per cent. Property crime has increased 28.2 per cent and violent crime has increased 11.3 per cent.

Following are some more specific trends and issues that are top of our minds.

CAPG members report a real need for the kind of police performance metrics that are being developed by Public Safety in cooperation with Statistics Canada and that was the topic of the excellent session yesterday. Many Police Board members and Commissioners across the country do not have the capacity within their organization, nor do many Services, to evaluate the effectiveness of their Service against the standards they have established. Further, we do not have reliable comparators across jurisdictions. Understanding what is happening, and how well it is happening relative to established goals and objectives is the crucial first step to making meaningful change.

Cost efficiencies and effectiveness of police training are also an on going source of governance concern. We acknowledge the good work of Public Safety, the Canadian Police Knowledge Network and many partners from across the country for their work on this issue. We know that there is duplication of effort and at times reluctant sharing between services that is counter productive and unsustainable. Let's all get behind meaningful change in this area.

Many boards across this country have the responsibility for negotiating with their police personnel. As personnel costs are by far the largest component of police service budgets, approximately 85 per cent, getting this right and fair for all parties is critical. Boards in Ontario have been working on a co-ordinated approach and this is a good step forward.

Navigating the world of technological change is heavy on our minds, the impact and issues associated with body worn cameras as one example, are significant. This is a major cost driver for all of us at the local level and without leadership

across jurisdictions (like the pilot work) there will be inefficiencies in implementation and other unnecessary issues to deal with. Privacy issues are a common thread through many of our most challenging issues. We are therefore very pleased with the recent release of the guidance document for the use of body worn cameras supported by federal, provincial and territorial privacy and personal information protection authorities. That's leadership!

Cyber crime - what is the magnitude of this ever-increasing challenge? We need to support cross-jurisdictional teams and cooperation and coordination between Services at all levels to maintain and enhance funding for this very important work. We need research to better understand what is happening and look to other countries for the strongest possible partnerships. This is so clearly tied to terrorism. As so aptly stated by the Edmonton Police Service, the challenges police services face of the terrorist threat acts greatly on public fear and safety, this results in little room for error in the world of counter- terrorism.

On going challenges with gangs and drugs are ever present across many jurisdictions. Again, we need better research, strong cross-jurisdictional cooperation. We need better social support structures to eliminate threats to the entire population and most significantly, our vulnerable citizens.

In speaking to my own experience with the Edmonton Police Commission, we see that the top priorities the Edmonton Police Service is dealing with is very similar to other jurisdictions across the country. In addition to what has been mentioned, the EPS has indicated that responding to calls involving the mentally ill continues to take enormous police resources and is the result of the failure of existing social programs in support of vulnerable persons. The gaps in the system fall for the most part on the backs of the police. Encounters of the Toronto Police Service with people in crisis number approximately 20,000 annually. Mental Health calls by the Vancouver Police Department consume on average 21 per cent of incidents handled by VPD officers and 25 per cent of the total time spent on calls where a report is written.

The Mental Health Commission of Canada, in conjunction with partners has done a very valuable amount of work to develop a framework for a national mental health strategy in response to the mental health issues facing Canadians, and coordinated the research and report for the TEMPO framework for training law enforcement personnel in Canada. But the work of the Commission is clearly not over and we call on the federal government to continue to support this valuable organization.

While more and more time and money out of police budgets is being directed to mental health training to better able officers to deal with calls appropriately (how to recognize and manage basic mental health problems) this is not the only answer. There needs to be much more done to ensure that all police agencies in Canada benefit from a multi faceted training curricula that provides the right

people in a police department with the most relevant training. But, this is not an adequate answer.

Why do we not have better hand-off in emergency rooms (clearly a whole big problem beyond policing, but with critical costs to policing), why do we not have the appropriate community based resources where police officers can better coordinate with social workers, nurses and other professionals? Yes, there are some wonderful models in some jurisdictions the PACT models in Edmonton and Saskatoon and others similar but what about the smaller jurisdictions in particular? Where is the ability and incentive to develop these models?

Other issues front and centre for the EPS are looking towards more vulnerable seniors population as boomers begin to retire. This generation is one of the wealthiest generations in our history.

Organized crime continues to flourish and spread. Today there is little that can be done by police other than to scratch the surface.

That is simply scratching the surface of the myriad of complex issues that we all work on wearing our various hats

While I have highlighted some of the multitude of issues that create challenges for the sustainability of policing and community safety and well being, it is now time to focus on the innovation that is necessary to move to better overall service provision and to keep the police partnering with others but mainly fulfilling the work that they are trained and mandated to perform.

The underlying theme of many if the issues highlighted is that police are called upon to play greater and greater roles in responding to incidents that are not necessarily criminal in nature and often result from vulnerable persons struggling to find the assistance and the support they need from other forms of public service.

I have personally been involved in or worked with cross-sectoral programming, multi disciplinary teams, wrap around services, and their development in my working career. We must stop tinkering with these solutions, and begin to mandate and fund them.

The very effective HUB model in Saskatchewan and Ontario and the HUOS model in Edmonton are proving to be successful in their local jurisdictions. In Delta BC they have a youth liaison team where a constable bridges the gap between the school liaison officer and patrol division. The role of the youth liaison is to work directly with high and at risk kids. He works directly with a family counselor to address problems in the family unit. This is a partnership between Delta Police Corporation of Delta and the Boys and Girls Club.

In Calgary they have launched the Safe Communities Opportunity Resource Centre working together to ensure people will be connected to services, supports and solutions. Thus us a grassroots organization supported by community based organizations that work together to enhance capacity.

Another great example - five Canadian cities did a pilot project for two years called At Home Chez Soi and our colleague in the Saskatoon Board of Police Commissioners speaks glowingly of the results he's seen in his city. The program showed that by providing housing first to people in crisis worked.

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

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

I can't conclude without saying a few words about the challenges of our First Nations Police Board Members. Unlike other policing institutions in Canada, First Nations police services are not all governed by legislation. They are funded as programs and through agreements with the federal and provincial give rents and can be cancelled at any time. The Auditor General found that the systems and practices in place for assessing applicants, selecting recipients and allocating First Nations Police Program funds were not transparent nor were they adequately documented. Without adequate funding, resources and training, many First Nations governance authorities feel ill equipped to do their job. Thus must change. CAPG calls on the federal government to recognize and fund First Nations Policing as an essential service and not just a program.

Also, major municipal services, particularly in the Prairie Provinces, need to enhance their relationship building with their ever-growing Aboriginal populations. This population is far too over represented in our criminal justice system.

Finally, we know that Aboriginal women in Canada are at high risk of being victims of violence. More than 1100 indigenous women and girls have been murdered since 1980. We have a collective responsibility to acknowledge the growing number of missing and murdered aboriginal women not simply as a policing or investigative issue but as a much broader concern to us all. We need organized discussion based on research that will let us understand the root causes and solve them.

Thank you for the opportunity to share our thoughts and concerns and solutions

with you. I look forward to our continuing dialogue this afternoon.