



## ARCHIVED - Archiving Content

### Archived Content

Information identified as archived is provided for reference, research or recordkeeping purposes. It is not subject to the Government of Canada Web Standards and has not been altered or updated since it was archived. Please contact us to request a format other than those available.

## ARCHIVÉE - Contenu archivé

### Contenu archivé

L'information dont il est indiqué qu'elle est archivée est fournie à des fins de référence, de recherche ou de tenue de documents. Elle n'est pas assujettie aux normes Web du gouvernement du Canada et elle n'a pas été modifiée ou mise à jour depuis son archivage. Pour obtenir cette information dans un autre format, veuillez communiquer avec nous.

This document is archival in nature and is intended for those who wish to consult archival documents made available from the collection of Public Safety Canada.

Some of these documents are available in only one official language. Translation, to be provided by Public Safety Canada, is available upon request.

Le présent document a une valeur archivistique et fait partie des documents d'archives rendus disponibles par Sécurité publique Canada à ceux qui souhaitent consulter ces documents issus de sa collection.

Certains de ces documents ne sont disponibles que dans une langue officielle. Sécurité publique Canada fournira une traduction sur demande.

# 2006 CONFERENCE REPORT

The Canadian Association of Police Boards held its Seventeenth Annual Meeting and Conference in Edmonton, Alberta from August 17 - 19, 2006. This publication documents the proceedings of the Annual Meeting including Resolutions passed, and provides a summary of the presentations, workshops and discussion groups that took place at the Conference.

## TABLE OF CONTENTS

President’s Report .....	1
Nomination Report .....	4
Resolutions .....	5

### PLENARY SESSIONS

What is Community Policing .....	11
Panel: Community Policing, What Works - What Doesn’t.....	12
Walking With The Devil .....	13
Fixing Broken Windows .....	14
30 Year Analysis Of Police Service Delivery and Costing.....	14
Public Safety and Emergency Preparedness Canada Update .....	15
Hobbema Community Cadet Corps.....	21
Update on Field Testing of Best Practices in Police Governance.....	22
Challenges of Policing in the 21 <sup>st</sup> Century .....	24

### WORKSHOPS / DISCUSSION GROUPS

Understanding the Media .....	16
Integrated Policing .....	17
Public Complaints – Building Public Trust.....	19
COMPSTAT.....	20

## PRESIDENT’S REPORT

CAPB’s Out-going President, **Lynne Kennedy**, welcomed delegates to the 17<sup>th</sup> Annual Meeting of the Canadian Association of Police Boards. She was joined by the **Honourable Len Webber, MLA for Calgary-Foothills, His Worship Mayor Stephen Mandel, Mr. Brian Gibson, Chair, Edmonton Police Commission and current CAPB President, Ian Wilms** in bringing greetings to CAPB delegates.

This year’s conference was very well attended and captured media attention with the exciting line-up of speakers and presenters. Ms. Kennedy gave highlights of

the Associations activities and achievements over the past year.

Ms. Kennedy took the opportunity to publicly recognize and thank Wendy Fedec, the former Executive Director of CAPB, who retired in December for her nine years of dedication to improving police governance in Canada. The organization has grown to its current stature with tremendous assistance and direction from Ms. Fedec. A search for a new Executive Director took place and in January, Jennifer Lanzon took on the job with enthusiasm and vigor.

The CAPB extended a warm welcome to **Dave MacKenzie, Member of Parliament and Parliamentary Secretary to the Minister of Public Safety**, who addressed delegates at a luncheon about the priorities of Canada's new government and how they are continuing to work at protecting Canadians by toughening laws, putting more police officers on the streets and strengthening border security.

**Mr. Geoff Gruson, Executive Director, Canadian Police Sector Council**, provided delegates an update on the work of the Police Sector Council at a luncheon. Mr. Gruson in his address talked about policing environment 2005 and the implications of HR planning and management today and into the future.



**Lynne Kennedy, outgoing President of CAPB**

## REPORT ON CAPB ACTIVITIES

Ms. Kennedy reported that this past year had been one of challenge but also a rewarding year as the Association continues to restructure and reorganize. Changes of note included the institution of monthly board meetings through conference calls, the creation of new working groups, in addition to the usual executive, to address finance, fundraising and sponsorship, strategic planning and governance groups. Board members were updated monthly on activities in and around their respective regions.

### PARTNERSHIPS

The Association continues to recognize and emphasize the importance of strong partnerships and relationships.

The January change in government meant establishing new relationships with the new Ministers and staff.

In his speech from the throne, Prime Minister Harper included community safety and security as one of his five (5) priority areas. He committed to work with the Provinces and Territories to help our communities become safer. In April he stated that the government will hold criminals to account, add more police on the street, create a national drug strategy for Canada and take a tougher stance with sex offenders. We will continue to monitor the government's initiatives and advise you of progress.

**Meeting with Federal Ministers** - In March, CAPB met with the Minister of Justice, Vic Toews and in May with the Minister of Public Safety, Stockwell Day. As in the past, these meetings provided CAPB the opportunity to present and discuss your concerns as expressed through resolutions approved by the membership. Issues and concerns outlined included DNA data bank reforms, action plan to deal with the explosive growth of computer crime, raising age of consent and funding for municipal policing - raising the concern that Federal initiatives should not be paid for by Municipal governments.

**We continue building with the CACP & CPPA** - CAPB continues to develop and deepen our strong relationship with the CACP & CPPA. In March we participated in our fifth daylong Annual Joint Meeting with the Boards of Directors of the CPPA and CACP. This forum continues to enable the CAPB in delivering first-rate police services to our communities and to explore opportunities for further collaboration on issues of mutual concern.

This year's workshop allowed the three Associations to select for discussion, one item of importance to them. The CAPB topic focused on "Ingredients of Good Relationships "Between the Chief and Boards". The CPPA talked about "The Police Officers' Bill of Rights" and the CACP section heard from Dr. Daryl Plecas on "A 30 year Analysis of Police Service Delivery and Costing".

**Busy year of representation** - The CAPB had a busy year attending meetings and forums on your behalf. You were well represented at the following:

- ✳ Facilitated workshop hosted by the Federal, Provincial, and Territorial Assistant Deputy Minister's Committee to discuss and develop a work plan for furthering an integrated policing policy framework.
- ✳ Federal-Greater Toronto area on urban violence
- ✳ Canadian Center on Substance Abuse-Canada's National Drug Strategy
- ✳ Canadian Police College Executive Workshop on Governance
- ✳ 2006 International Conference for Police and Peace Officer Executives-Finding Solutions: Growing Your Career in Times of Crisis

Opportunities were presented and accepted to also attend, The Alberta Association of Police Governance meeting in Calgary, The British Columbia Association of Police Boards meeting in Victoria, panel participation on Integrated Policing at the Nova Scotia Association of Police Boards and Chiefs of Police, The Ontario Association of Police Services Boards. A recent meeting with York Regional Police Chief, Armand La Barge, the current president of the Ontario Association of Chiefs of Police, provided enormous insight into priorities for policing. Police leaders continue to provide a leadership role in working with our communities concerning public safety issues and the need to be full partners.

**Coalition for Community Safety, Health and Well-Being** – Our participation continues with the Coalition on Community Safety, Health and Well-Being. This CACP led initiative and its coalition continues to enable the formation of partnerships with national associations with which the police have not traditionally had a working relationship, but whose support for social development compliments the CACP's vision of safe and healthy communities. CAPB was well represented at the February

Roundtable in Ottawa with both Wendy Fedec and Jennifer Lanzon attending. Jennifer Lanzon continues to sit on the Steering Committee working towards the National Showcase in Winnipeg in March of 2007.

**Police Sector Council** - The Canadian Police Sector Council was established in late 2004 with funding from Human Resources Skills and Development Canada (HRSDC) to facilitate the implementation of recommendations contained in the 2001 study entitled "Strategic Human Resources Analysis of Public Policing in Canada".

The CAPB has been involved with the Human Resources Analysis Study since 1999 when it joined the Steering Committee overseeing the study, and we continue to play a key role on the Sector Council Board of Directors and Executive Committee. The establishment of the Sector Council is a critical development for the Canadian policing community.

**Strong Relationship with Public Safety and Emergency Preparedness Canada** -The CAPB Executive Director continues to participate in regular meetings of the Police Association Advisory Committee. This Committee is chaired by the Assistant Deputy Minister of the Policing and Law Enforcement Branch in the Department of Public Safety & Emergency Preparedness Canada, and is comprised of the Executive Directors of the three policing associations plus PSEPC personnel. The group meets 3 or 4 times a year with the dual goals of improving collaboration between the three national policing associations and PSEPC, and sharing information on upcoming events and priorities. It has proven to be a useful forum for keeping up to speed with federal government actions on issues of concern to us.

#### STRATEGIC PLAN

The Board has been working to implement the Strategic Plan that was adopted at the Annual General Meeting in 2005. A complete amendment of the existing General By-laws of CAPB have been drafted for approval at the 2006 AGM. Changes vary from the size of the Board; increasing the number of members from ten to thirteen; to the establishment of geographic representation. These by-laws were approved by delegates at the AGM and a copy is available on our website. More work is needed to develop further tools such as an Operational Policy Manual, Board of Directors' evaluation tools and a Board of Directors' Orientation Manual.

#### LEGISLATIVE AGENDA

Few of CAPB resolutions (past and current) were addressed over the past year through federal legislation. The Federal Government introduced at least 7 pieces of

legislation in their move to get tough on crime. The following is a status report on what occurred over the past year in terms of the legislative agenda:

**DNA Data Bank** The cost of enacting the retroactive DNA Data Collection for municipal police services was raised by the Chair of London Police Services Board. They detailed the impact of the significant financial and human resource implications for their Police Service to collect this information. CAPB brought the matter forward to the attention of both Minister Toews and Minister Day to attempt to secure some financial assistance to police services in fulfilling requirements.

**Raising Age of Consent** – In 2005 the CAPB passed a resolution urging the Federal Government to amend the Criminal Code of Canada to raise the age of consent for sexual activity from 14 years to 16 years. The Government has introduced legislation, **Bill C-22**, that introduces amendments to "age of protection" legislation. The legislation proposes to **raise the age of consent from 14 to 16 years old**, in order to help stop adults from sexually exploiting vulnerable young people.

The following list details the current pieces of legislation introduced this summer.

#### **C-9 An Act to amend the Criminal Code (conditional sentence of imprisonment).**

**Status:** Referred to Justice Committee on June 6, 2006

#### **C-10 An Act to amend the Criminal Code (minimum penalties for offences involving firearms) and to make a consequential amendment to another Act**

**Status:** Referred to Justice Committee on June 13, 2006

#### **C-18 An Act to amend certain Acts in relation to DNA identification.**

**Status:** Introduced on June 8, 2006

#### **C-19 An Act to amend the Criminal Code (street racing) and to make a consequential amendment to the Corrections and Conditional Release Act.**

**Status:** Introduced on June 15, 2006

*This bill toughens punitive measures against convicted street racers.*

CAPB has put forth Resolution #06-13 in support of this Bill

**C-21 An Act to amend the Criminal Code and the Firearms Act (non-registration of firearms that are neither prohibited nor restricted)**

**Status:** Introduced on June 19, 2006

**C-22 An Act to amend the Criminal Code (age of protection) and to make consequential amendments to the Criminal Records Act.**

**Status:** Introduced on June 22, 2006

**C-23 An Act to amend the Criminal Code (criminal procedure, language of the accused, sentencing and other amendments).**

**Status:** Introduced on June 22, 2006

The CAPB Board of Directors and Executive Director look forward to continuing to work on your behalf over the coming year.

## NOMINATION REPORT

The Nominating Committee consisted of Committee Chair Maureen Meikle (Victoria, BC), past CAPB Board Member; Don Robinson, previous CAPB President (Halton Region, ON); and Dan MacLeod (New Glasgow, NS). The following individuals were elected as the CAPB Board of Directors and Executive for 2006/2007:

**Executive:**

Ian Wilms, President Calgary, AB  
Sal Polito, Vice President, Kawartha Lakes, ON  
Greg Dionne, Secretary-Treasurer, Prince Albert, SK

**Directors-at-Large:**

Robert Angel Amherst, NS  
Ivan Court Saint John, NB  
Walter Donald, Victoria, BC  
Robert Dunster, Edmonton, AB  
Emil Kolb, Peel, ON  
Shelley Lavallee Regina, SK  
Dave Petryna Greater Sudbury, ON



CAPB Board of Directors: (top row, from left to right), Sal Polito, Shelley Lavallee, Emil Kolb, Walter Donald, Robert Angel (bottom row) Robert Dunster, Ian Wilms, Jennifer Lanzon (Executive Director), Ivan Court, Greg Dionne.

Outgoing President Lynne Kennedy was honoured at the Conference banquet, receiving her Honorary Life Membership to CAPB for the five years she served the Association on the Executive and for the commitment and diligence with which she has pursued excellence in police governance both nationally and in her own province of British Columbia



In recognition of her contributions to the CAPB, outgoing President Lynne Kennedy receives her Honorary Life Member Award and an embossed leather briefcase from current President Ian Wilms.

## RESOLUTIONS

For the first time delegates were asked to rank the Resolutions in order of importance. Below are the results:

1. 06-1 National Drug Strategy & Drug Treatment Courts
2. 2. 06-6 Funding Gap between Federal & Municipal Counter Terrorism
3. 3. 06-9 Police Costs Related to the Administration of Justice
4. 4. 06-2 Disclosure Legislation
5. 5. 06-15 Funding for Policing (2500)
6. 6. 06-12 Sharing of Funding for Municipal Police Departments
7. 7. 06-14 New Deal for Policing
8. 8. 06-17 Amendments to YCJA
9. 9. 06-8 Coordinated Action on Cyber Crime
10. 10. 06-5 CBRN Funding for Municipal Police
11. 11. 06-16 Enhancement of Services to Young Persons support YCJA
12. 12. 06-10 Hate & Bias Crime
13. 13. 06-3 Injuring or Killing Law Enforcement Animals
14. 14. 06-11 Police Training Programs for Mental health
15. 15. 06-7 Non-Returnable Warrants
16. 16. 06-13 Support for Bill C-19 Street Racing
17. 06-18 Criminal Records Checks – Standard Guidelines

The following resolutions received the support of the membership:

### **RESOLUTION 06-1: NATIONAL DRUG STRATEGY AND DRUG TREATMENT COURTS**

WHEREAS the Federal Government has committed to pursuing a new National Drug Strategy; and

WHEREAS there are at least four elements to an effective drug strategy – prevention, education, enforcement, and treatment; and

WHEREAS the new National Drug Strategy addresses enforcement and prevention through a commitment to end house arrest and ensure mandatory minimum prison sentences for marijuana grow operators and producers and dealers of crystal meth and crack cocaine; and

WHEREAS the new National Drug Strategy addresses education and prevention with plans for a nationwide awareness campaign to discourage people, particularly young people, from getting hooked on drugs in the first place; and

WHEREAS the Canadian Association of Police Boards applauds the Federal Government's commitment to preventing the decriminalization of marijuana; and

WHEREAS the new National Drug Strategy cannot be effective without an emphasis on treatment for illicit drug users to relieve those people of the burden of drug addiction and the criminal lifestyle that often accompanies such an affliction; and

WHEREAS drug treatment court programs offer intensive court-supervised treatment, rehabilitation and monitoring, in place of traditional jail time, for non-violent addicts who get involved in drug-related criminal activity to support their habits; and

WHEREAS the alternative is a cycle of drug abuse and criminal recidivism, with a failure to help the victims improve their condition and an unfair demand on the resources of communities and their police services;

THEREFORE BE IT RESOLVED THAT the members of the Canadian Association of Police Boards urge the Federal Government's Department of Justice to renew a previous commitment to expand the number of drug treatment courts in Canada; and

BE IT FURTHER RESOLVED THAT the members of the Canadian Association of Police Boards urge the Federal Government to provide Health Canada with the funding it needs for a corresponding increase in the amount and/or capacity of facilities for detoxification and other treatment programs to which illicit drug users can be referred.

### **RESOLUTION 06-2: DISCLOSURE LEGISLATION**

WHEREAS crime on communications and information systems is likely to have become the leading crime in the world; and

WHEREAS crime on communications and information systems carries on without regard to national borders; and

WHEREAS major e-commerce service providers, financial institutions and data managers have demonstrated a reluctance to report offences against their communications and information systems or loss of private client data; and

WHEREAS crime using communications systems and against information systems requires a report from a victim before investigation and prosecution can commence; and

WHEREAS it is in the best interests of the people of Canada that the compromise of the privacy of personal and/or financial information held by e-commerce service providers, financial institutions and data managers be disclosed;

THEREFORE BE IT RESOLVED that the members of the Canadian Association of Police Boards call upon the Government of Canada to introduce and seek the passage, without delay, of legislation requiring disclosure to affected individuals and law enforcement authorities of incidents in which personal and/or financial information of individuals or businesses is compromised, for criminal or other purposes.

**RESOLUTION 06-3:  
RESOLUTION ON INJURING OR KILLING LAW  
ENFORCEMENT ANIMALS**

WHEREAS law enforcement animals provide critical functions daily in support of Search and Rescue missions, Community-Oriented Policing, Emergency Response, Public Safety, as well as their role in promoting positive relations between the police and the community;

*WHEREAS law enforcement animals, by virtue of their training and duties, are thrust into dangerous situations with no more legal protection than domestic animals;*

*WHEREAS, the relationship between police officers and their animal-partners is unique, personal and intense;*

*WHEREAS law enforcement animals continue to be severely injured or killed in the line of duty;*

*WHEREAS there is no offence in the Criminal Code of Canada for wilfully injuring or killing a law enforcement animal;*

*THEREFORE BE IT RESOLVED THAT the Canadian Association of Police Boards urge the Minister of Justice to amend the Criminal Code of Canada with respect to cruelty to animals to include a separate offence for persons who poison, injure or kill a law enforcement animal while it is aiding a peace officer engaged in the execution of his or her duties or a person assisting a peace officer.*

*AND BE IT FURTHER RESOLVED THAT the Canadian Association of Police Boards express its support for the offence provisions outlined in Section 182.7 of Bill C-50.*

**RESOLUTION 06-4: Withdrawn**

**RESOLUTION 06-5:  
CBRN FUNDING FOR MUNICIPAL POLICE  
FORCES**

WHEREAS police forces of jurisdiction, and other first responders, will be the first to attend Chemical, Biological, Radiological, Nuclear (CBRN) incidents within their local jurisdictions where the lives of citizens will be directly impacted by the capacity of those first responders, and

WHEREAS the acquisition and maintenance of these response capabilities, through appropriate and consistent regional training and education, provision of equipment, supplies and resources, is very expensive and the current method of obtaining CBRN funding for municipal police services is through the Joint Emergency Preparedness Program (JEPP) grant, disbursed by Public Safety Canada (PSC) after Provincial and Municipal government approval has proven to be inadequate, time consuming and cumbersome:

THEREFORE BE IT RESOLVED that the Canadian Association of Police Boards urge the Federal and Provincial governments to provide direct funding for CBRN response readiness identified by the federal governments risk management process, directly to municipal police services.

**RESOLUTION 06-6:  
ADDRESSING THE FUNDING GAP BETWEEN  
FEDERAL AND MUNICIPAL COUNTER  
TERRORISM AND NATIONAL SECURITY  
EFFORTS AND RESPONSES TO TERRORISTS  
EVENTS**

WHEREAS municipal policing agencies are increasingly called upon to respond to and prepare for Chemical/Biological/Radiological/Nuclear (CBRN) terrorist incidents and disaster response, and that a vast assortment of equipment and training is required to respond to these incidents that are federal mandates outside of their funding stream;

WHEREAS a gap exists between the federal and municipal responsibilities surrounding Counter Terrorism and National Security efforts, and that Bill S-7 the *Security Offence Act* currently contains restrictive federal

responsibility for Counter Terrorism and National Security and is not reflective of the evolution of terrorism being the responsibility of all levels of policing, yet federal funding for Counter Terrorism and National Security efforts is only provided to federal entities such as CSIS or the RCMP:

THEREFORE BE IT RESOLVED that the Canadian Association of Police Boards requests Federal Government authorities, specifically the Federal Government to:

- provide funding for Counter Terrorism and National Security response and enforcement actions at an equitable level identified by the federal governments risk management process, directly to all levels of policing;
- amend Bill S-7 the *Security Offence Act* to reflect the shared responsibility for Counter Terrorism and National Security issues among all levels of policing, and;
- Direct Federal Agencies involved in Counter Terrorism and National Security efforts to design, implement, and maintain a mandated national intelligence sharing and incident notification network involving all levels of policing.

**RESOLUTION 06-7:  
NON-RETURNABLE WARRANTS**

WHEREAS, the courts and the Crown, when issuing or requesting a warrant for the arrest of an offender, often impose a geographical limitation on the warrant where the practical effect of this geographical limitation encourages the offender to flee the jurisdiction in which the warrant is valid, and that these types of outstanding warrants, which are generally referred to by the police community as “non-returnable warrants,” are left unenforced by police officers who contact these offenders in jurisdictions beyond the radius of the warrant;

WHEREAS, a 2005 study conducted by the Vancouver Police Department found that 84% of these offenders had more than one prior criminal conviction, while at least 55% of these offenders had 11 or more prior criminal convictions, and that permitting violent and/or chronic offenders to avoid prosecution through inter-provincial flight endangers the safety of Canadians and brings the administration of justice into disrepute:

THEREFORE BE IT RESOLVED that the Canadian Association of Police Boards call upon the appropriate Provincial Minister(s), the Minister of Justice, and the Minister of Public Safety to:

- take affirmative action to prevent the threat to public safety and the erosion of public confidence in the criminal justice system caused by the proliferation of “non-returnable” warrants, and;
- Assist in developing and funding an operationally practical and cost effective, national transportation system that will ensure that those individuals who are arrested on inter-provincial warrants are brought before the justice system.

**RESOLUTION 06-8:  
COORDINATED ACTION ON CYBER CRIME**

WHEREAS the internet has resulted in a revolution in borderless knowledge and information sharing; and

WHEREAS more and more people are accessing the internet, or are able to access the internet; and

WHEREAS criminals have seized on this technology to vastly expand the potential victims they can access; and

WHEREAS the range of crimes committed utilizing the internet include child sexual exploitation, economic crimes against seniors and others, and identity theft; and

WHEREAS individual police services, on their own, have limited capacity to investigate these crimes or to apprehend the criminals involved; and

WHEREAS responding to cyber crime requires a coordinated effort at a national and international level.

THEREFORE BE IT RESOLVED that the Canadian Association of Police Boards lobby the Federal Government to:

1. establish a mechanism to support and coordinate Canadian efforts at combating cyber crime;
2. modify existing legislation to incorporate advancements in communications technology, and
3. Direct law enforcement agencies to compile statistics on cyber crime.



**RESOLUTION 06-9:  
POLICE COSTS RELATED TO THE  
ADMINISTRATION OF JUSTICE**

WHEREAS police agencies across Canada spend millions of dollars on court time and related overtime; and

WHEREAS many of the cases involved are settled at the last minute through plea bargains; and

WHEREAS these plea bargains result in police officers not having to testify as expected; and

WHEREAS this results in approximately 80% of the time of officers being unproductive while they are engaged with the court system.

THEREFORE BE IT RESOLVED that the Canadian Association of Police Boards encourage the Federal and Provincial Governments to develop processes to reduce the inefficiencies created by these justice processes.

**RESOLUTION 06-10:  
HATE & BIAS CRIME**

WHEREAS all citizens are entitled to equal protection and treatment under Canadian laws; and

WHEREAS Canada has a rich diversity of citizens; and

WHEREAS hate and bias crimes can be directed at anyone perceived to be different because of age, gender, sexual orientation, race, religion, language, or other similar factors; and

WHEREAS police services need to be attuned to and sensitive to incidents of hate and bias crimes.

THEREFORE BE IT RESOLVED that the Canadian Association of Police Boards encourage the Federal and Provincial Governments to proactively establish strategies to detect and suppress such hate and bias crimes.

**RESOLUTION 06-11:  
POLICE TRAINING PROGRAMS FOR MENTAL  
HEALTH**

WHEREAS the increasing incidents of contact between police services and citizens suffering from mental health occur.

THEREFORE BE IT RESOLVED that the Canadian Association of Police Boards request the assistance of the Federal and Provincial Governments in funding and developing police training programs to recognize and deal

with citizens suffering from mental illness and that further, crisis intervention programs and alternatives to traditional enforcement be developed and supported, including such initiatives as mental health courts.

**RESOLUTION 06-12:  
SHARING OF FUNDING FOR MUNICIPAL  
POLICE DEPARTMENTS**

WHEREAS the Federal Government Budget 2006 has provided \$1.4 billion to protect Canadian families and communities; and

WHEREAS the Budget 2006 provides \$161 million over two years in part for the RCMP to expand the number of police officers across Canada; and

WHEREAS Municipal governments across Canada are responsible for providing policing services within their respective boundaries and many municipalities do not employ the services of the RCMP; and

WHEREAS Canadian police services are embracing joint policing as a concept to guide collaborative operational work across jurisdictional and agency boundaries, to meet the expectation of citizens and enhance public safety initiatives;

THEREFORE BE IT RESOLVED THAT the Canadian Association of Police Boards urges the **Federal Government to:**

1. *Recognize that policing is the responsibility of all levels of government, Federal, Provincial and Municipal;*
2. *Explore opportunities to assist with joint policing initiatives and to enhance public safety initiatives at all levels of government;*
3. *Establish a policy framework which would enable all levels of government to access funding for public safety and policing initiatives across Canada; and*
4. *Provide funding for public safety initiatives at the Municipal level in areas not policed by the RCMP.*

**RESOLUTION 06-13:  
RESOLUTION IN SUPPORT OF BILL C-19 –  
STREET RACING**

WHEREAS street racing has been a recognized threat to the safety of the Canadian public for many years;

And WHEREAS despite numerous attempts by government and police authorities to educate the public as to the dangers of street racing, such efforts having little or no discernable affect;

And WHEREAS the federal government has introduced legislation (Bill c-19) to impose mandatory sentencing and prohibitions to be imposed at sentencing upon conviction of charges associated with street racing;

THEREFORE BE IT RESOLVED that the Canadian Association of Police Boards fully endorses and supports Bill C-19, and that it urge all parties in the House of Commons and the Senate to move forward in an expeditious and cooperative manner to ensure passage of Bill C-19 as soon as practical.

**RESOLUTION 06-14:  
RESOLUTION IN SUPPORT OF NEW DEAL FOR  
POLICING**

WHEREAS: all orders of government, including municipalities, share responsibility for policing and have distinct roles to perform in order to execute their responsibilities; and

WHEREAS: Canadian police services increasingly work in an integrated fashion across jurisdictional and police agency boundaries, to meet the expectations of citizens and orders of government; and

WHEREAS: more than sixty percent of police officers work at the municipal level, where they are first responders to crime and public safety incidents that may arise from global crime and terrorist threats; and

WHEREAS: governments have the responsibility to ensure that barriers, resource and operational inefficiencies, duplication and fragmentation are eliminated so that Canadian municipalities are prepared for unexpected serious threats to public safety; and

WHEREAS: Canadian police agencies, governance bodies, municipal representatives, independent research and government officials have agreed that tax-payers and police agencies are entitled to clarity about respective policing roles and responsibilities of orders of government; and

WHEREAS: tax payers desire transparency around public resource expenditure and allocation, and clear accountability for results; and

WHEREAS: the Government of Canada has noted in Budget 2006 that “blurred lines of accountability...make it more difficult for Canadians to determine which order of government should be held accountable for specific priorities and initiatives”; and

WHEREAS: the Canadian Association of Police Boards, the Federation of Canadian Municipalities and the Canadian Association of Chiefs of Police have repeatedly identified the urgent need for a new look at policing arrangements in Canada; and

WHEREAS: the Canadian Association of Police Boards has drawn attention to municipal policing concerns in relation to national priorities through the adoption of resolutions in 2003 (#03-7, #03-10), 2004 (#04-3) and 2005 (#05-6,#05-9);

THEREFORE BE IT RESOLVED:

That the Canadian Association of Police Boards calls upon the federal and provincial governments to:

- 1) respond to repeated expressions of concern by Canada’s policing leaders and stakeholders that current policing arrangements are not sustainable and cannot meet current and future national security and community safety needs for an integrated response by police as part of an overall organized justice response;
- 2) Work actively with representatives of the municipal order of government to develop a New Deal for Policing to support police agencies in operating within Canada’s multi-jurisdictional policing environment;
- 3) set out, in this New Deal, an accountability framework that clearly states the policing roles and responsibilities of each order of government and the expected results from the policing expenditures of each order of government; and

- 4) Seek the advice of police governance bodies in developing an action plan for integrated policing in Canada.

**RESOLUTION 06-15:  
RESOLUTION IN SUPPORT OF FUNDING  
POLICING**

WHEREAS it is recognized that local police services are best situated to understand their own communities and to provide effective policing, whether it be to prevent or investigate criminal activity thus fostering safe and secure environments;

And WHEREAS the vast majority of Canadians reside in communities policed by local police services whether municipal or under contract, which are governed by local boards, and which are largely reliant upon municipal property taxes for their funding;

And WHEREAS over recent years, and especially since the tragic events of 9/11, local police services have been required to perform numerous policing activities directly linked to federal responsibilities, especially, but not solely related to the investigation and prevention of terrorist activities;

And WHEREAS this has placed an unexpected, substantial and ultimately unsustainable burden on local taxpayers, a fact recognized by the Conservative Party of Canada during the last federal election where the Conservative Party committed to funding in partnership an additional new and permanent 2,500 municipal police officers to help offset the new requirements that have been placed on local police services;

THEREFORE BE IT RESOLVED that the Canadian Association of Police Boards urge the federal government to fulfill its commitment as made during the election to fund the hiring of 2,500 additional municipal police officers;

FURTHER BE IT RESOLVED that the Canadian Association of Police Boards commit to working with the federal government, along with the Canadian Association of Chiefs of Police and the Canadian Police Association, to develop an equitable formula that will ensure that the additional municipal police officers are allocated to meet demonstrated need, maximize the effectiveness of the funds being disbursed, and ensure the sustainability of the program without creating future additional funding pressures at the local level.

**RESOLUTION 06-16:  
RESOLUTION IN SUPPORT OF ENHANCEMENT  
TO YOUNG PERSONS NECESSARY TO SUPPORT  
THE YOUTH CRIMINAL JUSTICE ACT (YCJA)**

WHEREAS, the implementation of the YCJA has reduced the incarceration of young persons and increased the number of young persons serving dispositions in the community; and,

WHEREAS, the principles in the YCJA cannot be achieved without the services in the community to support young people; and,

WHEREAS, services and supports in the community such as, mental health, child welfare, and addiction services were not enhanced in preparation for enactment of the YCJA. and,

WHEREAS, to date the promise of a more meaningful youth justice system has been empty for many, as young people remain in the community without the necessary support to overcome the very social conditions that brought them in conflict with the law; and,

WHEREAS, the result is an increasing number of young persons in the community without a social safety net, which will only lead to an increase in criminal activity; and,

WHEREAS, the Canadian Association of Police Boards believe that Federal, Provincial and Territorial Governments share responsibility to provide services to youth.

THEREFORE BE IT RESOLVED that the Canadian Association of Police Boards urges the Federal, Provincial and Territorial Governments to ensure adequate funding for services to assist children and youth with their underlying problems in the community.

**RESOLUTION 06-17:  
RESOLUTION IN SUPPORT OF AMENDMENTS  
TO THE YOUTH CRIMINAL JUSTICE ACT  
(YCJA)**

WHEREAS, the primary purpose of Criminal Law is the protection of the public; and,

WHEREAS, the YCJA is first and foremost Criminal law; and,

WHEREAS, the YCJA gives protection of the public a lower priority; and,

WHEREAS, the YCJA is premised on the belief that the all young people, with proper guidance and support, can overcome past criminal behavior and develop into law-abiding citizens; and,

WHEREAS, the YCJA fails to recognize that there are a small group of incorrigible young people whose activities pose a risk, and that the criminal law must provide mechanisms to protect society from their behavior; and,

WHEREAS, the YCJA contains a clear bias against detention of young people in all but the most extreme cases restricting the use of detention to violent offences or where there has been a history of non-compliance with non-custodial sentences; and,

WHEREAS, courts have found that the provision in the YCJA which allows the use of custody in cases where a young person has failed to comply with previous non-custodial sentences does not include breaches of undertakings, repeatedly failing to comply with the same sentence, or for previous breaches of the YOA.

WHEREAS, the current definition of violent offence does not include offences which fall short of causing or attempting to cause bodily harm regardless of how dangerous the offence is to the public; and,

WHEREAS, the failure to address the fundamental concern of protection of the public will risk undermining the entire legislation; and,

WHEREAS, the YCJA is substantially good legislation and could be enhanced with limited changes which could improve public safety.

THEREFORE BE IT RESOLVED that the CAPB calls upon the Minister of Justice to respond to the concerns for public safety in the YCJA by;

1. Amending the Declaration of Principles and the Purpose and Principles of sentencing of the YJCA to make it clear that the protection and safety of the public is the primary principle in interpreting the legislation; and,
2. Amending s.39(1)(a) of the YCJA to allow custody for offences or young persons posing a danger to the public; and,
3. Amending s.39 (1) (b) of the YCJA to allow for detention for failing to comply with undertakings or YOA dispositions, or repeated breaches of a sentence.

#### **RESOLUTION 06-18:**

### **CRIMINAL RECORDS CHECKS – STANDARD GUIDELINES**

WHEREAS organizations, businesses and agencies across Canada frequently require that certain employees and volunteers provide the results of a Criminal Records Check (also referred to as a Criminal Background Check or Police Reference Check), as a condition of employment; and

WHEREAS police services across Canada are the only providers of such Criminal Records Checks, and

WHEREAS there is significant variation between police jurisdictions regarding the scope, detail and timeliness of Criminal Records Checks, and

WHEREAS these inconsistencies pose risks to public safety by facilitating “shopping for incomplete reference checks” by some individuals, as well as justifiable concerns for individuals rights and freedoms by other members of the public,

THEREFORE BE IT RESOLVED THAT the Government of Canada be urged to develop mandatory guidelines regarding Criminal Records Checks that promote, with consistency between police jurisdictions, the most appropriate balance between community safety, individual rights and freedoms, and customer service

### ***PLENARY SESSIONS***

#### **WHAT IS COMMUNITY POLICING?**



**Chief Michael J. Boyd, Edmonton Police**

**What is Community Policing?** The opening plenary presented by Edmonton Chief of Police, Michael Boyd addressed this year's conference theme..

**Chief Boyd** began with an introspective address on Community Policing, which was introduced to Canada in the mid 1980's. Advocates of the community policing model share a common viewpoint on this strategy. This is not "touchy feely, soft policing" As Chief Boyd points out "there is nothing soft about dealing with guns and gangs". Community Policing is about *problem-solving through collaboration*.

Identifying your partners, those you need to collaborate with, it goes well beyond the business and residential communities. Chief Boyd identifies the "big five" as those that are instrumental in the problem solving process. They are: Political leaders at the local, provincial and federal levels, the media, due to the power of communication and the influence they can bring to problem solving, social and government agencies are of the utmost importance, as mentioned before residents and business owners, and last but not least, police and law enforcement agencies.

Chief Boyd further challenged the delegates to think about whether their respective police services are "downstream" or "upstream". True proponents of the community policing strategy recognize that downstream (reactive) problem solving is detrimental in many ways. Upstream (proactive) problem solving is where progressive police services commit their resources and energy.

Chief Boyd then briefly addressed Intelligence Led Policing. Intelligence-led policing is defined as the application of criminal intelligence analysis as a rigorous decision making tool to facilitate crime reduction and prevention through effective policing strategies. Three structures (criminal environment, intelligence and the decision maker) and three processes (interpret, influence and impact) are identified as necessary for an intelligence-led policing model to work. In Chief Boyd's opinion, an opinion shared by other experts, criminologists and police leaders, the effective use of both models, community policing, problem solving and collaboration with Intelligence Led Policing, looking at information in a timely way whether it be data or information from your communities, and then an adaptable, flexible operational response is Utopia for policing in problem solving.

Chief Boyd concluded his presentation with questions from the delegates.

### PANEL: COMMUNITY POLICING – WHAT WORKS, WHAT DOESN'T

Panelists:

- **Chris Braiden, retired Superintendent, Edmonton Police Service**
- **Dave Griffin, Executive Officer, Canadian Professional Police Association**



Panelists and Moderator from left to right: Dave Griffin, Lynne Kennedy, Chris Braiden

A lively, informative, and entertaining exchange ensued between Mr. Braiden, purporting the yeas and Mr. Griffin, the nays. Is Community Policing working? Has it accomplished or addressed all the things its champions claimed it would? How do police officers, chiefs and police boards define it? Is there a future for Community Policing in Canadian cities? These were the issues debated in an attempt to find some common ground.

Mr. Griffin opened with comments addressing the fact that his organization (CPPA) and CPAB share a number of common goals and that he looks forward to the opportunity of working together on issues that are important to all.

Mr. Griffin stated that there is a lot of cynicism within the Police Associations concerning community policing. While they believe many of the principals and concepts have merit, when discussed at what he refers to as the "fly-by" level, when community policing is examined at the "grass roots" level, it has been a colossal failure.

Mr. Braiden responded with his definition of what community policing means to him, “peace in the hood”. He then quoted several figures on conventional, traditional policing methods and the clearance rate of crime in Canada and the United States. Based on these figures, conventional, traditional policing is a failure.

Mr. Griffin believes that some of the problem lays in the fact that Community Policing is a buzz word, a wagon that many have jumped on and that there’s considerable difference between communities and how the strategy is applied. Resources are being taken away from the real job of addressing crime and being spread to thin to accommodate the “specialized” units. Statistics in this case, in his opinion are not a true depiction. He believes the numbers of unreported crimes has increased which accounts for the drop in the crime rate based on the community policing model. His concern is that credit is being taken for a reduction in crime which hasn’t really occurred.

Mr. Braiden urged delegates to consider organizational restructuring within the context of five key questions, if structure is to support function efficiently:

- ✿ What was this department or unit created to do?
- ✿ Is it doing it today, what it was created to do years ago?
- ✿ Should it be doing today, what it was created to do?
- ✿ If not, what should it be doing today?
- ✿ And how should it do it?

Training and effective use of resources is key to the success of community policing

Mr. Griffin stated that it’s a matter of finding a balance.

*“Certainly we would support the push to have more community involvement and identifying priorities and the strategies we support. Civilian governance of police services in terms of directing the priorities from the community level in terms of where the police service should direct their attention. Yes we should be training police officers in how to deal with those situations and the people involved”.*

Both Mr. Griffin and Mr. Braiden completed their presentation with questions from the delegates.

## PLENARY SESSION: WALKING WITH THE DEVIL



### ➤ Mike Quinn, Special Deputy U.S. Marshal, Author

With over 30 years on the job, Mike Quinn, author of “Walking with the Devil”, certainly has first hand knowledge of the “code of silence”.

Mr. Quinn opened his thought provoking presentation by thanking the Association for his invitation. He also wanted to be clear that he is not about criticizing cops. He loves cops and still thinks of himself as a cop. His purpose is to present an informative expose on the “police code of silence”.

He wrote the book to enlighten new officers and the public about the reality of the code in the policing environment and the impact it will have on officers and the decisions they make while on the job and during their careers.

Mr. Quinn presented specific incidents based on first-hand experiences, actual events. He explained how this police version of “omerta” comes about and is enforced by the dangers of the job and the (sometimes misplaced) loyalties that arise from them. From training in a police academy, to the investigations of Internal Affairs, to scandal driven precinct shake ups.

Mr. Quinn completed his presentation fielding questions from the delegates.

## PLENARY SESSION: FIXING BROKEN WINDOWS

Guest Speaker:

- **Dr. William Sousa, University of Las Vegas at Nevada**

Dr. Sousa opened his presentation by stating that much of the research he was presenting was his own. However, the ideas behind “broken windows policing” were not. They came from other researchers and those other researchers would tell you all that they were doing was articulating ideas that had been given to them by police officers. That is to say, nothing here is really academic; it’s common knowledge to police.

Dr. Sousa covered some of the concepts related to broken windows, the background behind broken windows, and “broken windows policing” sometimes referred to as auto maintenance policing or quality of life policing. He provided an example of broken windows and of “*fixing broken windows*” from New York City.

He went on to explain that researchers found that “broken windows policing” – where police maintain social order and reduce neighborhood fear by controlling minor offenses – is significantly and consistently linked to declines in violent crimes and that over a nine year period, approximately 60,000 violent crimes were prevented because of “broken windows policing”.

Dr. Sousa and an associate also found that in those areas where district commanders used COMSTAT technology to identify the escalation of specific types of crime, the incidence of those types of crimes fell.

Researchers, including Dr. Sousa give full credit to the New York City Police Department for their flexibility in implementing “broken windows policing”.

Dr. Sousa closed out his session with questions from the delegates.

## PLENARY SESSION: A 30 YEAR ANALYSIS OF POLICE SERVICE DELIVERY AND COSTING

Speaker:

- **Dr. Darryl Plecas, University College of the Fraser Valley**

Dr Plecas and his research team undertook the task to examine the changes in the capacity of the RCMP to respond to crime over the past 30 years.

Dr. Plecas opened his presentation by thanking CAPB for having him and how truly pleased he was to be there. He could think of no other group who should hear his message more than those gathered in the room.

He stated that while this study dealt specifically with British Columbia, they would argue that it has generalized ability across Canada. The principals are basically the same.

The study posed the following questions:

*What is the demand on police services today?*

*How is it any different than it was 10 years ago, 20 years ago, 30 years ago?*

Dr. Plecas added that you didn’t need to be a rocket scientist to figure that unless crime was at the same level as it was 20 or 30 years ago, something has to give.

### Key Research Findings

- ❖ There was an increase in demand for police services that exceeded increases in police;
- ❖ There was a series of court decisions that substantially increased the required number of steps and the amount of paperwork generated in handling cases that proceeded to court. *Dr. Plecas sighted the recent case involving the Picton pig farmer and the impact on the departments resources (20 officers assigned just for disclosure and a whopping 165 million dollars spent)*
- ❖ There was an associated increase in time for handling specific types of crimes as the legal requirements changed; and
- ❖ There were increases in time required to handle cases administratively as computer systems were introduced

The report concludes that the strain on police services is based on many factors.

The complete report is available on our website: [www.capb.ca](http://www.capb.ca)

Dr. Plecas closed this presentation with questions from the delegates.

**PANEL: PUBLIC SAFETY AND  
EMERGENCY PREPAREDNESS CANADA**

Guest Speakers :

- **Ms. Diane MacLaren, Assistant Deputy Minister, Policing, Law Enforcement & Interoperability Branch, Department of Public Safety & Emergency Preparedness Canada**
- **Devin McNaughton, Acting Regional Director of the Alberta Region**
- **Lisanne Lacroix, Executive Director, National Crime Prevention Center**
- **Sal Polito, Board Director, Vice President CAPB**

This panel presentation began with an address by the Moderator, Dorothy Franklin. She welcomed delegates for an overview of the Public Safety & Emergency Preparedness Canada work areas that are consistent with the priorities of the Association. She proceeded to introduce the guests that would speak to their areas of expertise. The presentation consisted of a power point presentation (that is available on our website [www.capb.ca](http://www.capb.ca)) that enabled the guests to address the particular resolutions that CAPB has put forward in previous years – this being the obvious focus of the associations interface with the government. With that said the floor was turned over to ADM, Dianne MacLaren.

Ms. MacLaren began by acknowledging CPAB as one of her departments most valued stakeholders and how much they appreciate the opportunity to meet with the membership each year as part of the AGM and conference. She touched on the fact that she would not be presenting solo this year but had brought several colleagues from the department, two different branches, to assist in the presentation. She defined the term portfolio for the purposes of this presentation, the fact that it encompasses not only the department but includes agencies such as the RCMP, the Border Services Agency, Corrections Canada, National Parole Board, CSIS, and some arm lengths bodies such as Public Complaints Commission for the RCMP, and The External Review Commission of the RCMP. The vastness of this portfolio was understood.

The session began with an overview of the new governments approach to public safety and security, the identification of five government priorities including “Tackling Crime”. Legislative initiatives and a budget that would see 1000 vacant RCMP and prosecutor positions filled, improvements to RCMP Depot

infrastructure, populate the DNA data bank, counterfeit currency teams, youth crime prevention and an armed presence at the border to name a few. (Further information on these items can be found at [www.tacklingcrime.gc.ca](http://www.tacklingcrime.gc.ca)) What this means for the portfolio and policing community stakeholders such as the CAPB.

Ms. MacLaren then took a few moments to touch on a number of law enforcement issues identified by CAPB’s most recent resolutions and the measures that her department have undertaken to address and advance the related policy issues.

The session continued with portfolio updates, first up was Policing, Law Enforcement and Interoperability Branch (PLEIB) of which Ms. MacLaren is ADM. She provided further detail to the issues that were identified as part of the “Tackling Crime” initiative. Ms. MacLaren identified the filling of vacant RCMP positions and the hiring of 2500 frontline officers in Canadian communities as major initiatives. Other important initiatives identified and discussed: **DNA, Firearms, Key Border Security and Facilitation Initiatives, and Radio Interoperability.**

Next up was an update on Emergency Management and National Security. These included Enhanced Emergency Management Efforts – **FPT/Stakeholder Cooperation, Pandemic Influenza planning, Joint Emergency Preparedness Program and Urban Search and Rescue Programs, Chemical, Biological, Radiological, Nuclear First Responder Training Program, and Cyber Security.**

Next to present was Lisanne Lacroix. Ms. Lacroix is the Executive Director of the National Crime Prevention Center (NCPC). She provided an overview of her area of responsibility. Items covered: **Rationale for Crime Prevention in Canada, Cost of Crime, NCPC Mandate and Objectives, Priorities, Crime Prevention and the Current Government** (The infusion of funds to assist in the prevention of youth crime, the focus on guns, gangs and drugs), **The NCPC’s Response, and The NCPC and Police.**

To conclude, Ms. Lacroix stated that the Government of Canada supports a balanced approach to community safety, in which crime prevention, law enforcement, the courts and community corrections all play a role. The police have an important role to play in both law



enforcement and crime prevention. The NCPC looks forward to strengthening their relationship with police.

### Concluding

Ms. MacLaren provided a look ahead and reassured the delegates that policing issues are government priorities. That PSEPC is strongly positioned to shape the future of policing in Canada and meet expectations for public safety. Ms MacLaren went on to say that this will be achieved through active partnerships with national police stakeholders including the CAPB.

Ms MacLaren offered her thanks for the delegate's attention and reiterated how much PSEPC values the partnerships they have with various stakeholders and CPAB's very important partnership with them. She went on to say that Police Officers, Police Executives and Police Board Members are their eyes and ears on the ground in the communities they attempt to serve. We are counted on to bring issues to their attention.

## **CONCURRENT WORKSHOPS**

Concurrent workshops were held to give delegates an opportunity to learn in small group settings and to share ideas with one another. Four different topics were covered and each workshop was led by people chosen for their expertise in the respective areas. The workshops were offered twice during the conference so delegates could attend more than one. Each session began with a presentation or overview by the workshop leader(s), following which participants discussed or worked on assignments related to the topic. Summaries of the workshops are provided below.

### **UNDERSTANDING THE MEDIA**

Presented by:

- **Wayne Wood, Director of Communications, Office of the Information and Privacy Commissioner for Alberta**

*Mr. Wayne Wood, Director of Communications, Office of the Information and Privacy Commissioner for Alberta*, served as the facilitator for the workshop on 'Understanding the Media'. His presentation addressed the challenges of communicating effectively, explored how to work with the media to get the right message across, identified pitfalls to watch out for and explained how Board members should address reporters and the public.

As the "voice" of local residents on matters of policing, Board members must ensure that they are responsive to their communities. Each Board must be actively reaching out to local groups and residents, listening to their views and concerns, and continually demonstrating the relevance and importance of its work. Targeted media and public relations activities can greatly assist in these efforts by raising the visibility of the Board, generating support for its mandate, keeping people informed of the issues, and establishing effective dialogue with community groups and individuals.

Mr. Wood said a key element of media relations is determining the target audience. The audience may be stakeholders or special interest/advocacy groups, a local Council or other levels of government, employees, or the community-at-large. The media is a powerful channel for communication and if used properly, it can create a positive profile and broad support for an organization and its goals.

Policing in the news is often controversial and focuses on sensational issues such as crime, traffic accidents and emergencies. Although Board members may not be called upon to speak on the day-to-day policing concerns, however there are some issues that catch the attention of the public and are the responsibility of the Board. These include the effective functioning of the police service, the annual budget and the hiring of a police chief.

Mr. Wood stated that the media is often seen as a double-edged sword. Dealing with the media is a game of chance to many public and professional figures and very few get the balance right and when faced with a crisis. They either say too little in an attempt to make the media go away or too much and then find their words misappropriated. Maintaining consistent key messages is imperative, since any incomplete or incorrect information can create unjustified concern and jeopardize the Board's credibility.

He suggested that when a reporter calls for an interview, it's important at the time of the call to clarify the topic and find out exactly what the reporter requires. Make sure the questions are fully understood and determine others to be interviewed on the issue. Also, ask about the reporters' deadline and what the story format will be. Since people need a little time to gather their thoughts, take the reporters phone number and promise to call back promptly. The reporter's call should be returned as quickly as possible to show sensitivity to the fact that the reporter is working to a deadline.

Board members will also need to decide if a member of the board should do the interview or if it's about an operational matter that may require the Chief of Police or his/her designate to comment. If it's a Board issue, members should consider where their board colleagues stand on the issue and if there is a consensus. If there is a consensus on the issue, the Chair should act as spokesperson for the Board.

In preparation of the interview, Board members should think of a response and then think beyond the question. Consider what additional points the public should know about the issue and condense the most important idea into a quote that can be said in 15 or 20 seconds. Although issues are typically discussed with reporters at great length, be sure to state the quote. More than likely this comment when delivered with emphasis, conviction and assurance will be used in the radio or television report or in the newspaper article. In a group setting interview (scrum), be aware of multiple questions and interruptions. In a scrum, take control from the start. Tell the group everyone's question will be answered but to keep it orderly and ask one question at a time.

News stories are prepared to meet strict requirements for time in broadcast media and space in print media. It's therefore essential for any writer/spokesperson to count their words and time the messages to meet the media's requirements. As a spokesperson, the goal is to enter into every interview with a strategy that is communicated in a way that meets the media's need for short, concise and interesting messages.

Mr. Wood stated that most reporters are fair and try to be accurate and balanced in their coverage. They will rely on the interview for the best information and ask good, engaging and intriguing questions. However, Board members should be aware of a few tricks of the trade. To uncover a story, reporters may make unsubstantiated claims or use wrong information to encourage speculation or "fish" for answers.

Another trick is paraphrasing, which occurs when the reporter incorrectly paraphrases what has been said. If this happens and it's wrong, correct it. "Would you say..." questions are usually paraphrased and could end up being a quote attributed directly to you. An additional ploy is the silence tactic. This occurs when the reporter does not respond when an answer is given in the hopes that something may be blurted out.

To avoid pitfalls, never answer a "what if" or hypothetical question as they add nothing to the story. Board members should keep personal opinions to themselves and avoid

use of jargon. Never speak "off-the-record", lie, say "no comment", improvise, speculate or guess. If unsure about an issue, look into the matter and get back to them.

In summary, Mr. Wood said understanding the pros and cons of being interviewed by the media, whether it be print, radio or television, is the first step to becoming media savvy. Always remember that the media are in the business of selling stories. They are looking for a commodity - your knowledge. You have a job to do in an interview, and that is to articulate the information you want the audience to understand.

1. **Provide an Agenda in Advance** – so that members can come prepared;
2. **Assign Meeting Preparation** – enabling participation by all members;
3. **Assign Action Items** – and record them in minutes for follow-up; and
4. **Examine Your Meeting Processes** – as a group, at least once a year.

There was significant participation from the group, sharing stories, questions and advice around all these topics. Attendees left the session both informed and entertained.

*Special thanks to Deb Morton, Executive Director, Niagara Region Police Services Board for reporting on this workshop.*

## INTEGRATED POLICING

Presented by:

- **Dorothy Ahlgren Franklin, Co-Chair, Canadian Associations of Chiefs of Police, Crime Prevention Committee**

Ms. Ahlgren Franklin presented an overview of the work that has been done by the CACP on the vision of integrated policing and its development into a 'New Deal for Policing.' The group was challenged with questions about the issue and discussed what integrated policing is, why it is important and what it means for police, governing bodies and citizens.

The concept of integrated policing is complicated. Many assume that increased funding is the answer. While funding is always necessary a new approach involving all three levels of government working together is essential.

An integrated policing policy framework is also required and is one element of a new deal for policing. This issue is important to the CACP because without a common definition or model and without a policy framework there will be unclear roles and responsibilities, unclear funding, and unclear accountability. As a result public safety may be compromised.

The group discussed the question “What is integrated policing?” Various terms and definitions have been created over the years, starting with a simple definition of RCMP and municipal police working together, as well as many others such as: information sharing, partnership/philosophy and cooperation, collaboration, concept takeovers, amalgamation model and resource sharing. The preferred definition for integrated policing is: “*Police agencies working together at the ascending tactical, operational and strategic level.*” The strategic element is a critical part of the definition. The group discussed the idea of dropping the word police to broaden the scope.

There are many successful individual integration experiences that demonstrate police goodwill but they are mostly tactical and operational success stories. Joint Forces Operations is an example. In evolving an integrated policing model, there are many issues and questions to discuss:

- What does it mean at a strategic level? There is no existing blue print, model or established process. There is no consistent evaluation criteria. Precedents are ad-hoc – “one-offs”
- Obstacles exist. Legislation, policy, and technology can all be obstacles and they should not be underestimated. There have been failed efforts (FBI was discussed as an example), however, focus should be directed toward the success stories.
- Who mandated current integrated efforts? Does IP necessarily include RCMP? Are we equipped for unforeseen events of magnitude? Whose buck pays for policing? Where does the buck go? Where does the buck stop? This is where governance comes in.

Ms. Ahlgren Franklin advised that in 2003 CACP assembled research teams as part of an international best practices project. Up and coming police leaders were involved and concluded that good will alone is insufficient for integration. Sound structures and sufficient funding are needed.

Canada has a rich tradition of policing. The issue of whether our current policing model is sustainable was discussed. Some research findings include:

MacInnes and Associates 2003: Less financial capacity, tri-government model is an obstacle to systemic accountability.

Fraser Institute 2003: Municipal departments maintain spending levels better than federal.

There is some uncertainty as to whether municipalities are economically sustainable. With major sources of funding being property taxes and user fees, municipalities are challenged with finding new funding sources.

In 2005, the Auditor General noted national security concerns. Articles and studies over the past few years suggest that there is a fuzzy public private distinction that compels us to re-imagine policing, that major crimes are going unprobed and that it is time for an overhaul.

This leads to a focus on governance. How does governance work? Oversight in an IP context was shown in a diagram as one organization with many roles versus many organizations with distinct roles.

The group acknowledged there are opportunities for standardization in many areas. Examples ranged from an inconsistency in requiring name tags to an inconsistency in recruitment methods (many different methods in Ontario alone.) Lack of information sharing among police agencies continues to be an issue. Some of these basic things should be resolved before integration can occur successfully.

The government recognizes that citizens want accountability. As noted from the 2006 federal budget: The increasingly blurred lines of accountability make it more difficult for Canadians to determine which order of government should be held accountable for specific policies and initiatives.

The issue of accountability is important to municipalities. Local government leaders bear the primary responsibility for fostering safe and healthy communities. Security is an issue of good urban governance. Municipalities know they are first responders; however, there is a “disconnect” between legal responsibilities and the practical reality of first responders – local versus federal. Local governments are best positioned to deal with natural disasters. The key is “best positioned” – municipalities face many challenges:

Rural – declining population and tax base (aging etc.)

- Devitalization
- Higher unit costs for police officers
- Rapid population growth (84% of Canadians live in urban)
- Cultural competency in institutions
- Concern about crime and violence
- Emergency preparedness
- Escalating police budgets
- Recruitment, retention of police
- Public confidence in police
- Maintaining the tradition of community policing.
- 

It is important to consider whether your municipality is prepared for an unexpected act of terror whether it is created by people or is a natural disaster. The group was asked to consider the following questions when discussing the scenarios listed below:

- Do you know – who will respond first? Who will be in charge? Who will pay for the response?
- Do you know what the RCMP role will be and what the municipal role will be? Do you know whose authority will prevail?
- Whose budget will feel the impact? What governance process will apply? Are you confident that the response will be integrated, seamless accountable?

The group had a general discussion on the following scenarios to which the previous questions apply: State visits and world events (for example G. Bush visit), border security, waterside policing (Toronto is an international border), gang violence, organized crime. The group discussion confirmed that responses to these scenarios are happening in an ad hoc way.

In summary, the policing status quo is not sustainable - we need a new deal for policing that includes an integrated policing policy framework. The responsibility of all governments – federal, provincial, municipal needs to be emphasized. Clear accountability equals good governance.

The session wrapped up by emphasizing the importance of the CAPB-CACP partnership which has had solid collaboration to date. There are many benefits to the partnership and other national and provincial organizations are onside. The Federation of Canadian Municipalities (FCM) is seeking a new partnership among all levels of government in implementing the national agenda.

Ms. Ahlgren Franklin advised that CACP will continue to press for municipal representation in federal, provincial and territorial structures/processes on policing. CAPB and FCM are both essential to the long term strategy that includes:

- Challenge policing status quo
- Take leadership with FCM on municipal policing
- Emphasize sense of urgency
- Advocate for good governance
- Insist on inclusion with FPT governments to create a vision of policing for the 21<sup>st</sup> Century.

*Special Thanks to **Carol Edwards**, Regina Board of Police Commissioners, for reporting on this workshop.*

### PUBLIC COMPLAINTS – BUILDING PUBLIC TRUST

Presented by:

- **Brian Tario, Deloitte & Touché Forensic & Investigative Services**
- **Patricia Tolppanen, Executive Director, Calgary Police Commission**

Patricia Tolppanen and Brian Tario presented on the 2005/06 review of the Calgary Police Service complaint process, its purpose, scope, results and recommendations.

The Calgary Police Commission, as the governing body monitoring organizational performance, receives monthly reports from its Public Complaint Director, who reviews all complaint files. In addition, the Commission undertakes a review of the complaint system roughly every eight years.

The 2005/06 review by Deloitte and Touche considered the efficiency, effectiveness and accessibility of the complaints system, compared the system with best practices and made recommendations for improvement. The review team also considered what timescales for complaint resolution were reasonable; what skills and training were required for the Professional Standards Section; whether the approach to complaints was consistent; and what organizational and individual learnings were derived from the complaints process.

The review team interviewed stakeholders, solicited written submissions from the public and the police service, and undertook benchmarking exercises with the Professional Standards Sections of the Vancouver, Edmonton and Ottawa police services. The team also reviewed 87 complaint investigation

files, selected to give a cross-section of activity. The Chief Constable's support of the review was critical to its success.

The review team found that the complaints process was overall both sound and ethical; that the vast majority of complaints were resolved informally; that alternate dispute resolution methods were used effectively; that formal investigations were appropriately thorough; and that the majority of the public, having no experience of the process, lacked understanding of it.

The team made 28 recommendations for improving effectiveness and efficiency; 23 were accepted by the Police Service, and 3 remain under consideration. As a result of these recommendations:

- information for the public about the complaints process has been rewritten and more widely distributed
- consideration is being given to providing information in languages other than English
- a comprehensive risk management model is being developed to support early resolution of complaints
- documentation of internal investigation files is being improved
- the success of alternative dispute resolution and mediation is being tracked
- software options to support the Early Intervention Program (which identifies officers in need of support or retraining to prevent complaints) are being considered
- a disciplinary matrix, to provide greater consistency of discipline imposed, is being developed
- "canned statements", those that are almost identical between officers, are no longer accepted

Future reviews will track and compare the time taken to complete complaint investigations; the number of officers assisted through early intervention; and the success of the risk management model. The Commission's execution of its oversight responsibilities will also be considered.

Special thanks to **Shona McGlashan**, Executive Director, Vancouver Police Board for reporting on this workshop.

## COMPSTAT

Presented by:

➤ **Inspector Kash Heed, Vancouver Police Department**

COMPSTAT focuses on crime control, leadership and accountability. "That's our mission ...to reduce crime." Inspector Kash Heed is a savvy cop who is convinced that COMPSTAT (comparing statistics) is the way to police big cities like Vancouver. In the final analysis, COMPSTAT is all about results.

Each day, the Vancouver Police Department (budget \$162 Million) receives 961 calls for service from a population of 550,000 that can reach 1 Million with visitors. Sworn staffing levels have increased from 1096 in 2002 to 1214 in 2006. This year, the Department is determined to reduce violence against the vulnerable, gang violence, street disorder and property crimes and has set specific, measurable crime reduction goals. Police managers and police managers, and the Chief of Police, are held accountable for meeting these measurable crime reduction targets.

Inspector Heed is convinced "You can't arrest yourself out of the problem." In a policing environment that must respond to crime and public safety concerns with given resources, it is critical that policing resources be deployed where crime dictates they are needed the most. For decades, police departments have been driven by calls for service, responding reactively with available resources.

COMPSTAT policing facilitates rapid deployment. Police Departments using COMPSTAT are armed with vital intelligence about crime trends and patterns which enables a strategic response by uniformed and plainclothes officers, decoys and sting operations.

Inspector Heed graphically profiled high-risk targets of COMPSTAT Policing by people, place and criminal activity:

- High-Risk People: 10% of suspects account for 50% of crimes  
10% of victims account for 40% of crimes
- High-Risk Place: 10% of locations account for 64% of crime.

Police need to be proactive in deploying their resources to the high-risk areas where the high-risk suspects commit the most crimes.

There are four principles of COMPSTAT policing: Accurate and timely intelligence

1. Effective Tactics;
2. Rapid Deployment; and
3. Relentless follow-up and assessment.

In other words, operationally, you have to identify where the crimes are taking place and identify the crimes with dots on a map. Next, you target the problem areas by deploying your policing resources on the hot spots, which Inspector Heed calls putting the “cops on the dots.” With “cops on the dots”, it’s only a matter of time before the cops remove the dots and crime goes down. Experienced and street-wise, Inspector Heed knows that crime doesn’t go away – it just moves to another location. It’s up to the police to find out where, and to move in on the next hot spot of crime.

Every 28-day period, two of Vancouver’s four districts are inspected for results. The COMPSTAT meeting is chaired by the Deputy Chief. Board Members, the Chief of Police, senior officers and other police officers are present in the gallery. The District Commander is on the “hot seat” for about 90 minutes as questions are asked and answered about crime and results achieved since the last review period. Monthly statistics are forwarded to the Vancouver Police Board for its interest and review.

To what extent COMPSTAT policing succeeds depends on effective leadership, communication, and accountability. Middle managers and line officers need to feel included in the process. They must understand executive expectations and be clear about what and how they are to achieve desired outcomes. They need to receive sufficient information to accomplish their assigned tasks and to benefit from the effective coordination of staff and material resources.

Complacency is not in Inspector Heed’s vocabulary. He’s all about reducing crime by getting the bad guy. And he’s using a no-nonsense computer system to help him achieve significant results.

*Special thanks to **Connie Phillipson**, Executive Director, York Regional Police Services Board for reporting on this workshop.*

## HOBBEMA COMMUNITY CADET CORPS

Guest Speakers:

**Sgt. Mark Linnell, Cst. Richard H. Huculiak, RCMP Hobbema Detachment**

Modeled after a similar program in Saskatchewan, The Hobbema Community Cadet Corp is changing the future for over 600 young people. Started by the RCMP in June 2005, the crime prevention program aims to disrupt gang activity and violence in the small community of Hobbema Alberta and help young people choose healthy lifestyles.

Mark Linnell is the Sgt. in charge of the Hobbema Detachment. He opened by greeting the delegates and providing a bit of background on the Hobbema area and about himself. Sgt. Linnell has spent the last 25 years as a member of the RCMP, and at his present post since May 2005.

Sgt. Linnell identified Hobbema as a community in crisis, kids killing kids and the stats are staggering. Gang violence and intimidation were and to some extent still are, rampant. The crime rate in Hobbema, per 1000 persons is 745.

On November 22<sup>nd</sup>, 2005, Cst. Huculiak and Sgt. Linnell started the Community Cadet Corps and the response has been outstanding. Well beyond their expectations with 681 cadets signed up.

Founded on the same RCMP values of honesty, integrity, professionalism, compassion, accountability and respect, the program provides young cadets with the discipline and opportunities for responsibility and leadership. Believing that “when one fails, we all fail”, Sgt. Linnell went on to explain that they work very closely, as a team, to ensure the success of each cadet. If a cadet fails to meet expectations, the group decides whether the ultimate sanction of expulsion is appropriate.

All young people (ages 9 – 18) in attendance at school are eligible to enroll in the program. A cadet’s level of success is directly linked to his or her school attendance and performance. Activities are tailored to the needs of the native reserve youth with a strong emphasis on native culture, sports and a healthy lifestyle.

The officers and Cadets were more pleased to close out their presentation with questions from our delegates. For their mutual efforts and accomplishments, the Hobbema Community Cadet Corps were recognized by standing ovation.

<b>UPDATE ON FIELD TESTING OF BEST PRACTICES IN POLICE GOVERNANCE</b>
---

Guest Speaker:

➤ **Andrew Graham**

Mr. Graham began his presentation by providing the background to his study.

In August, 2005, the Canadian Association of Police Boards (CAPB) reviewed and approved a new set of governance standards, known as **Best Practices – A Framework for Professional and Success in Police Board Governance**. It was also decided at that time that four Boards would volunteer as test sites for these Practices.

Those Boards were:

- Truro Board of Police Commissioners
- City of Kawartha Lakes Police Services Board
- Regina Board of Police Commissioners
- Vancouver Police Board

Mr. Graham was approached in April 2006 to assist the four field test sites in developing their implementation plans for Best Practices

The following is a summary of Mr. Graham's presentation. The complete report is available on our website: [www.capb.ca](http://www.capb.ca)

The parameters of this project were that, in a relatively short period of time, a fairly representative group of Police Service Boards would assess the implementation of the Best Practices. However, very early in the project, an effort was made to clarify what was meant by this. The following characterizations of the field test were therefore established:

- *The overall purpose was to test both feasibility and the best means of implementation.*
- *Every effort would be made to use existing material rather than reinventing wheels.*
- *Careful consideration had to be given to the practical elements of implementation and to ensuring that what was implemented was real and measurable.*
- *Project participants could and should think about both the wording and substance of the Practices to ensure that they are realistic and able to be*

*implemented – they were not accepted a sacred script.*

- *While Boards would assess if they could implement each Practice, they would not commit to their full implementation by August, 2006.*

The Practices are seen as a very good first step in establishing a framework for governance of Police Boards in Canada. They are cast as recommendations to Boards which must adapt them to their own circumstances. As a first step, they could lead, with the development of implementation experience into a full set of standards for effective governance. It is too early in the process to determine either if this is a desirable outcome or if these Practices actually represent the basis of such standards. Certainly, the field test experience suggests that this issue will have to be tackled in terms of verification and audit of implementation.

Preliminary discussions with the test site Boards indicated that there were varying degrees of implementation already in place. Further, there would appear to be some sense of a need to develop a more robust interpretation of the Practices before trying to implement it. In some instances, the issue of what they meant exactly and how to measure them presented difficulties. This remained at the end of the field test for a number of areas. Finally, Boards were taking different approaches depending on their size and the skill set available to them.

Data was collected in the following four phases:

**Phase 1:           Assessing the Situation**  
**Phase 2:           Developing Support:**

**Phase 3:           Filling in the Blanks and Identifying Challenges**

Based on the preliminary work, each site was then asked to take what steps it could to adopt the Practices to its environment. Very early, the issues of risk management and self-assessment tools were identified as problems for all the Boards. To that end, Mr. Graham prepared some research background on these topics. He developed:

- Model self-assessment tools
- Examples of other self-assessment tools used by Police Boards and others based on his own research
- A draft policy on risk management

- A Handbook on risk management (draft) to assist Boards consider the implications of implementation of an integrated risk management policy.

#### Phase 4: Final Report and Assessment

All Boards were asked to produce a final implementation report (in terms of the project and need to produce a report to the Conference). It needs to be stressed here that this report, for all the test sites, remains a work in progress. Boards were not asked to attempt to complete the implementation of all Practices within the timeframe of the field test.

Boards prepared a final written report. In one instance, the advisor was able to meet with one Board to explore all topics to that stage. This enabled him to also review the issues of small board implementation challenges in greater depth.

Finally, all Boards were informally asked for ideas about the Best Practices and the challenges they presented. It was realized early in the process that although this exercise was about implementing the Best Practices, the act of implementing would invariably reflect upon the adequacy of the Practices themselves.

#### Results

Based on the field test process, it is clear that some of the Best Practices can be readily implemented through policy statements well within the current scope of most Boards. Others, however, represent two kinds of challenge:

- Substantive policy issues for which there is little guidance at the moment, or
- Practices that are costly and time-consuming to implement, especially for smaller boards – the great divide.

*“Issues with the Practices”* identified by the test boards and detailed under the following headings:

- **Competency profiles – is it worth it?**
- **Governance Reviews – a concern for costs and benefits**
- **Self-assessment– more than just an assessment tool**
- **Education and Training – time and resources**
- **Succession Planning**
- **Strategic Planning**
- **Risk Management**
- **Oversight**

#### **The Accountability Practices – to Stakeholders and Employees**

*“Issues of Implementation”* identified by the test boards and detailed under the following headings:

- **Small Boards remain challenged**
- **Evaluation and verification of how to evaluate these best practices**

The following 9 recommendations were identified for “moving forward”:

- **Establishment of Web-Based Resource Centre – A Virtual Governance Manual**
- **Develop Specific Governance Assessment Instruments**
- **Assessment Tools**
- **Refine Succession Planning Practice/Develop Tools**
- **Risk Management – a strategic priority for CAPB**
- **Oversight**
- **Developing Instruments for Evaluation**
- **Developing Processes for Evaluation – creating a peer-review validation process**
- **Gaps in the Practices**

To conclude his presentation, Mr. Graham stated that the concept of a field test for the Practices was a sound one. It taught the participants a number of important lessons to be shared with other members of CAPB:

- Simply adopting a policy is not enough – some form of implementation and follow up is essential.
- The Practices themselves cannot be treated as all being equal – some have more challenges than others.
- There is a real need to develop Practices that can be applied in a variety of situations – large and small Boards are quite different in terms of their resources, internal dynamics and notions of accountability (formal versus informal).
- While implementation is an issue for several Practices, e.g. risk management and succession planning, in almost all Practices, the yet to be adequately addressed issue is evaluation and measurement of completion.
- CAPB has an important role to play in moving the Practices forward by



- Ensuring that there is a means to review, change and add to the Practices as they evolve into more formal standards
  - Building a resource – virtual or in manual form –to assist Boards in developing their Practices through sharing information across Boards, developing draft polices and training packages and research into various aspects of the Practices
  - Building a body of measurements and practices to ensure that evaluation of completion of individual Practices can be undertaken with specific outcomes defined to give more precise meaning to each Practice.

From Mr. Graham's perspective, Best Practices come very close to governance standards for Boards. They are a robust set of behaviors that, taken together, should position a Board to exercise its important duties of police service oversight very well. However, simply having a document of Best Practices alone is not enough. In fact, it is dangerous. Publishing Best Practices without actually working to implement them puts the CAPB and individual Boards in the vulnerable position of being accused of doing the easy part and not following through with implementation. The field test was an affirmation that CAPB wishes to move ahead, but in a studied fashion. This was a wise course of action. However, in terms of building the Practices and moving them forward, CAPB should consider some of the recommended actions arising from the field study. These were outlined in recommendations for moving forward.

In addition to that, some thought might be given to how the CAPB would oversee the Practices themselves and the continuing process of rolling them out to all Boards. To that end, consideration should be given to creating a form of governance over the Practices. This could readily be created as a **Best Practices Review Committee** of members of the Executive and beyond. Many organizations that develop various forms of standards against which they or their constituent parts are measured have created and use such a process. It serves as an oversight mechanism for the organization. The Best Practices need to keep alive through a process of continuous review and assessment. This is the stewardship that is essential for the Practices to be credible over the long term.

## CLOSING PLENARY: CHALLENGES OF POLICING IN THE 21<sup>ST</sup> CENTURY

Guest Speaker:

### ➤ **Assistant Commissioner R.R. Knecht, RCMP K Division**

Commissioner Knecht began his address with the observation that we as a society are facing change at a pace and level of complexity, never experienced before, with policing being at the forefront of this change. Policing has gone from the simple to the complex in a relatively short period of time. To demonstrate his point, the Commissioner posed the following question; what if Noah had built his ark today? With the dozens of regulating bodies at the Federal, Provincial, Regional and Municipal levels and the complex requirements involved, it would have taken Noah at least 10 years to finish the ark.

Policing like ark building can not remain static and hope to remain relevant. It must be in a state of continuous change in order to excel and be responsive to the communities that we serve. Within that context of change it must be asked, what kind of society do we want? What values and standards will not be compromised? What changes and modifications must be made in order to meet and maintain the essence of Canada? Change is not foreign to policing. Throughout history policing has adopted four fundamentally different models in response to change. While the advent of earlier models was largely precipitated and driven from within policing, post modern models are being driven by both communities and events, local and international. These models of change represent significant challenges in modern day policing and these challenges have impacts on governments at the federal, municipal and provincial level as well as communities, individuals, the judiciary, victims of crime, oversight in governance groups and the public at large.

Commissioner Knecht then provided a detailed outline of the four models of policing, identifying the security based model as the one we are in now, in a post 911 environment. This model mirrors most of what community policing does. However, it is responding to a more security orientated society – public safety, public security. This model, as far as decision making is totally inclusive, inclusive to the extent that in a traditional community policing model, communities of interest would come forward, everybody participates, the minorities, the special interest groups, the smaller groups

even the individual on some occasions could participate in major decision making in major police organizations. Very inclusive, it does adhere to all legal principals very closely. It's very democratic and abides by the constitution. Not to say that the community policing didn't provide that but there is a real dilemma between enforcing a security based dilemma, the rights of the individual vs. the rights of the collective. The orientation is very collaborative, everybody collaborates together to find resolution to find and identify and work through problems and the relationship with the public is reciprocal. We need something from you, you need something from us, you work with us, we work with you, you work for us, we work for you, and it's very reciprocal in nature. The need is to get all the information from the public that we can possibly get and to provide as much information as is possible to the public in return. The accountability is no longer in a specific community, it is global.

The Commissioner stated that there are several big challenges facing policing today. However, he feels the biggest challenge is in the complexity of the law. The law has changed dramatically since the constitution was introduced in 1982. In particular, the laws governing disclosure have added a tremendous weight on policing. Investigators are required to disclose to defense council and the accused exactly what undercover techniques were used, if there is a "who" involved, and any and all documentation that was generated or seized in the investigation. The Commissioner using a large scale investigation as an example explained how this generates astronomical costs and countless additional hours of manpower. They are working daily with all their partners towards a solution to the disclosure burden.

Other areas of challenge identified were the timeliness of investigations and timeliness of the law in the sense that they are operating in a real time environment with respect to cyber crime, drugs and hybrid and designer drugs. Cyber crime is a very good example with new crimes appearing almost on a daily basis. Our ability to respond is dependent on our ability to recruit and train personnel and to upgrade the skills of existing personnel and the laws have to be in place first. Many times we are trying to fit old laws into new crime and all anyone has to do is look at our money laundering legislation, a long process to get it into place. It is still a work in progress, as criminals will always find new ways to continue their activities.

Organized crime and terrorism, the bad guys have all kinds of money and techniques available to them. They don't have to follow the law...we do. These types of investigations are well over the million dollars and are in the two year mark to bring it to the point where charges

can be laid, terrorism investigations the more complex of the two by far.

Also identified as a big challenge, extraordinary policing. Our front line officers are accountable for everything they do and say both in their professional and private life. Within extraordinary accountability the judiciary has certainly raised the bar. We used to have arguments of good faith. If the police acted in good faith and they didn't have any other reason for doing what they did, they maybe violated a certain principal the courts would overlook that. That's not necessarily the case anymore. Good faith argument does not stand the test of time. The judiciary expects the police to have a full comprehensive and professional case put together, as does the public. The shift has been lately, that even if you have a really good case, it is often the police officer that is on trial as opposed to the accused.

The government is now expecting more, asking us to be accountable. A lot of funding now received is referred to as fenced funding and essentially fenced funding is needed funding for a specific initiative, terrorism for instance, funding is provided in a fenced capacity. It must be used for a specific purpose and reported on how it was used.

As a police executive, Commissioner Knecht is asking the same thing and he went on to say, if we're not getting a bang for our buck here we've got to move those resources some where else where we will be getting a bigger bang for our community or for the public. We cant let a single resource sit idly some place when we are under so much pressure and we have so many priorities when we continuously scan the environment and know exactly where we have to put those people and when we have to put them. We have to do that all the time, continuously re-assessing. There is accountability in policing like we have never seen before. One of the challenges you're all familiar with, the cost of policing. The cost of policing has risen exponentially in the last few years. Human resources in particular is where there is the biggest cost to policing. The training and equipping of those resources to enable them keep up with the ever changing and evolving criminal and technology another huge challenge.

With accountability comes liability, another area the Commissioner identified as a challenge that has tremendous impact on operational abilities. The resource

time it takes to process an investigation has risen greatly. Liability hangs over all; no one can escape this dragon.

The last area of challenge the Commissioner addressed was communication and the sharing of information. This challenge came to the forefront around the time of 911. Historically, police have not been very good about sharing information and sharing intelligence. He admits they haven't been very good at communicating. It was unheard of for one organization to share information with another police organization because the environment that we were in we acted more like we were in competition instead of working together for a common cause which is public safety. That's changed a lot of late. One of the emerging challenges we have right now is our laws in this country in regards to transparency and disclosure are not the same in other countries. Other countries want to share information with us and it's a bit of a challenge to marry up the two. They don't want a human source disclosed and our law may require such disclosure. That's a very difficult balance to be struck.

The Commissioner moved on to discuss solutions that the police have undertaken. Integrated Policing, similar to community policing took a while to warm up to, to understand it, to work with it and to deal with it. The police community across Canada feels they are there now. There are many examples of integrated policing. Integrated border enforcement teams, consist of federal, provincial and municipal police forces, as well as Immigration Canada, Canada Customs and our partners on the other side of the border. Integrated national security enforcement teams in Montreal, Toronto and Vancouver and Alberta. Those are made up of policing partners from all police agencies and public agencies and integrated market enforcement teams made up of stake holders within the financial sector.

These examples are all working well in conjunction with intelligence led policing management, a comprehensive risk management strategy and communication strategy that will assist in the dissemination of information to the communities.

In closing, Commission Knecht went back to the questions he addressed in his opening. What kind of a society do we want? What kind of standards will never be compromised? What changes and modification must be made in order to improve the essence of the Canada? The insidious nature of organized crime and terrorism will continue to eat away at the fabric of what we value as Canadians. Models of policing and solutions to these challenges must reflect the wants and values of all our communities. The challenge and the legitimacy of policing

into the future will be to balance the safety and security of the community with those of the individual by way of internal and external governance.



*Matthew Coon Come, Darlene Halwas, Robert Angel, Gloria McCloskey, Ian Wilms at the CAPB Golf Banquet*

### **CAPB 2006 Golf Tournament**

Close to 40 golfers hit the links on Wednesday, August 16 for an afternoon of fun. The weather was perfect, the course challenging and the golfers had a great day.

### **MAYERTHORPE FALLEN FOUR MEMORIAL FOUNDATION**

Guests who attended the BBQ at the Derrick on August 16 and the dinner at Fort Edmonton Park on August 17 all contributed through raffles and an impromptu life auction to raise \$2,850.00 for the Mayerthorpe Fallen Four Memorial Foundation.

The Board of Directors of CAPB extends their warmest gratitude to everyone who contributed.

The CAPB Extends Special thanks to the Edmonton Police Commission and its staff, and the team of volunteers that assisted with the conference, in particular Chris Skaggs, Larry Jackson, , Doug Tupper, Ann King, Edmonton Police Commission, Lorraine Cramer and her team of volunteers from the, City of Edmonton and Christina Marshall. Their efforts were integral in making the 17<sup>th</sup> Annual Meeting and Conference a huge success. Special thanks also to Kim Woolgar of the Edmonton Police Service for documenting the conference with his photographs.



Author Mike Quinn and Larry Jackson, Edmonton Police Commission test their skills in the log sawing contest  
**FORT EDMONTON...A FRANCO ALBERTAN EXPERIENCE...**

**18<sup>th</sup> ANNUAL  
MEETING AND  
CONFERENCE**  
**CALGARY**  
**AUGUST 18-20, 2007**

JOIN US FOR THE  
**2007 CAPB ANNUAL MEETING & CONFERENCE**  
**RISK MANAGEMENT**  
**The Hyatt Regency Calgary**  
**(Golf Tournament: August 17, 2006 at the Douglasdale Golf Club)**

Rooms can be booked at the Hyatt Regency Calgary, located at 700 Centre Street SE by calling: 1 (800) 872.3600 or 403.717.1234. Be sure to mention the Canadian Association of Police Boards conference when booking to get the conference room rate of \$179.00 (exclusive of taxes). Further details will be available in January 2007.

## ***PLATINUM SPONSORS - \$10,000 PLUS***



**MOTOROLA**



## ***GOLD SPONSORS \$5,000- \$9,999***



Public Safety and Emergency Preparedness Canada

Sécurité publique et Protection civile Canada  
Canada

## ***SILVER & BRONZE SPONSORS \$1,000 - \$4,999***



Edmonton Police Association



Regional Municipality of Peel Police Services Board



City of Prince Albert Board of Police Commissioners



Saint John Board of Police Commissioners



Vancouver Police Board

## **SPECIAL THANKS TO OUR SPONSORS**

**The CAPB gratefully acknowledges the contributions of these sponsoring organizations towards this year's Annual Meeting and Conference**

The Conference Report is a publication of the Canadian Association of Police Boards. All rights are reserved. Information on the CAPB can be obtained from its head office located at P.O. Box 4670, Station E, Ottawa, Ontario K1S 5H8. The telephone number is (819) 682.1440, facsimile (819) 682.4569, e-mail: [jlanzon@capb.ca](mailto:jlanzon@capb.ca); website: [www.capb.ca](http://www.capb.ca)