PRINCE ALBERT BOARD OF POLICE COMMISSIONERS

PUBLIC AGENDA

MONDAY, JANUARY 13, 2020

8:30 A.M.

MAIN BOARDROOM, 2ND FLOOR, CITY HALL

APPROVAL OF AGENDA:

"That the Agenda for this meeting be approved, as presented."

READING MINUTES:

1. Minutes of the Board of Police Commissioners Meeting held November 25, 2019.

Page No. A-1
Public BOC

Recommendation:

Minutes be taken as read and adopted; and, that the Board Chairperson and the Board Secretary be authorized to execute the Minutes.

STATISTICS:

2. December Statistics, 2019

Page No. A-5
Public BOC

Recommendation:

Be received as information and filed.

PRINCE ALBERT BOARD OF POLICE COMMISSIONERS

PUBLIC AGENDA

MONDAY, JANUARY 13, 2020

8:30 A.M.

MAIN BOARDROOM, 2ND FLOOR, CITY HALL

3. December Bylaw Unit Activity Report

Page No. A-23
Public
BOC

Recommendations:

1. ***That the Board receives the report as information and filed; and,***

2. ***That the Board forwards the report to Executive Committee for their information.***

4. Vacant / Boarded Homes

Page No. A-30
Public
BOC

Recommendations:

1. ***That the Board receives the report as information and filed; and,***

2. ***That the Board forwards the report to Executive Committee for their information.***

FINANCIAL REPORTS: N/A

MONDAY, JANUARY 13, 2020

8:30 A.M.

MAIN BOARDROOM, 2ND FLOOR, CITY HALL

REPORTS:

Page No.
A-33
Public
BOC

5. Information Technology (IT) Support Section and Staffing Model

Recommendations:

That the Board approves the Information Technology Staffing Restructuring Model as contained in this Report, which includes the following recommendations:

1. ***That the Board approve the addition of one (1) PC Support position in the Board of Police Commissioners Out of Scope Salary Grid at the current rate of Range 19P, Step 1 ($59,606) to Step 5 ($72,449).***

2. ***That the Board approves an increase in the civilian authorized strength of one (1) out of scope position for the approved new PC Support position. This results in an increase from 24 to 25 civilian members.***

3. ***That the Board reclassifies the current Office Manager position to a reclassifed "Office and IT Project Manager" position to include the additional responsibilities of IT supervision and IT Project Management.***

4. ***That the Salary Grid for the reclassified position of "Office and IT Project Manager" be indexed in the Board of Police Commissioners Out of Scope Salary Grid at Range 10P.***

5. ***That the incumbent in the Office and IT Project Manager position be indexed at Range 10P, Step 5 at the annual salary of $113,390 (current rates) retroactive January 1, 2020.***

6. ***That the Board approve the implementation of a rotational on-call weekly IT allowance of $350.00 dollars to ensure one IT position is available for 24-hour emergency call out.***

7. That the Board approves the unused IT budgeted salary funds estimated at ($31,651) be used for IT contracted services and projects with outside partners or venders.

Page No. A-48
Public
BOC

6. Coroner Recommendations Respecting Death of Ryan Kereluk

Recommendation:

Be received as information and filed.

Page No. A-51
Public
BOC

7. Promotion and Transfer Policy Amendment

Recommendation:

1. That the Board approves the revised Policy "Part 11, Chapter E: Promotion and Transfer Policy, Parts 1 – 16."

2. That the Board adds the Policy to the Prince Albert Police Service Policy Manual.

PRINCE ALBERT BOARD OF POLICE COMMISSIONERS

PUBLIC AGENDA

MONDAY, JANUARY 13, 2020

8:30 A.M.

MAIN BOARDROOM, 2ND FLOOR, CITY HALL

Page No.
A-81
Public
BOC

8. 2020 Canadian Association of Police Governance Annual Conference

Recommendations:

1. ***That each Board member provide confirmation to the Board Secretary by June 1, 2020, if they will be attending the 2020 Canadian Association of Police Governance Annual Conference to be held August 20 - 23, 2020 at the Delta Hotels Victoria Ocean Pointe Resort, Victoria, BC, so that registrations, flights and accommodations can be secured.***

2. ***That June 1, 2020 is the final deadline to register for the 2020 CAPG Conference as Board member.***

CORRESPONDENCE: N/A
PRESENTATION: N/A
DISCUSSION ITEMS: N/A

NEXT MEETING:

Monday, February 10, 2020
8:30 a.m.
Main Boardroom, City Hall

MOTION TO AJDOURN:

Recommendation:

That this Board do now adjourn the Public meeting.

PRINCE ALBERT BOARD OF POLICE COMMISSIONERS

PUBLIC MINUTES OF MEETING

MONDAY, NOVEMBER 25, 2019
8:30 A.M.
MAIN BOARDROOM, 2ND FLOOR, CITY HALL

Present:

Sheryl Kimbley, Chairperson
Mayor G. Dionne, Vice-Chairperson
Councillor B. Edwards
Councillor C. Miller
Janet Carriere
Darcy Sander
Fred Matheson

J. Bergen, Chief of Police
M. Pshebnicki, Finance and Human Resources Manager
M. Boulet, Board Secretary

Meeting convened at 8:34 a.m.

APPROVAL OF AGENDA:

078. Moved by Councillor C. Miller, AND RESOLVED:

That the November 25, 2019 Board of Police Commissioners Public Meeting Agenda be approved as presented.

READING MINUTES:

1. Minutes of the Board of Police Commissioners Meeting held September 9, 2019.

079. Moved by Mayor G. Dionne, AND RESOLVED:

That the Minutes of the Board of Police Commissioners Meeting held September 9, 2019, taken as read and adopted; and, that the Board Vice-Chairperson and Board Secretary be authorized to execute the minutes on behalf of the Board of Police Commissioners.

STATISTICS:

2. October Statistics, 2019

080. Moved by Councillor C. Miller, AND RESOLVED:

That the Report from Deputy Chief of Police dated November 18, 2019, regarding October Statistics, 2019 be received as information and filed.

3. October Bylaw Unit Activity Report

081. Moved by D. Sander, AND RESOLVED:

That the Report from Bylaw Manager dated November 13, 2019, regarding October Bylaw Unit Activity Report be received; and, that the following be approved:

1. That the Board receives the report as information and filed; and,

2. That the Board forwards the report to Executive Committee for their information.

4. Vacant / Boarded Homes

082. Moved by F. Matheson, AND RESOLVED:

That the Report from Bylaw Manager dated November 13, 2019, regarding Vacant / Boarded Homes be received; and, that the following be approved:

1. That the Board receives the report as information and filed; and,

2. That the Board forwards the report to Executive Committee for their information.

FINANCIAL REPORTS:

5. Financial Report to September 30, 2019 and Projection

083. Moved by J. Carriere, AND RESOLVED:

That the Report from Finance and Human Resources Manager dated November 11, 2019, regarding Financial Report to September 30, 2019 and Projection be received as information and filed.

6. Update on Capital Projects – Prince Albert Police Service

084. Moved by F. Matheson, AND RESOLVED:

That the Report from Chief of Police dated November 13, 2019, regarding Update on Capital Projects – Prince Albert Police Service be received as information and filed.

CORRESPONDENCE: N/A

REPORTS:

7. 2020 Board of Police Commissioners Meeting Schedule

085. Moved by Mayor G. Dionne, AND RESOLVED:

That the Report from Board Secretary dated November 15, 2019, regarding 2020 Board of Police Commissioners Meeting Schedule be received; and, that the following be approved:

That the 2020 Meeting Schedule for the Prince Albert Board of Police Commissioners be approved as per attached to the Report from the Board Secretary dated November 15, 2019, regarding 2020 Board of Police Commissioners Meeting Schedule.

PRESENTATIONS: N/A

DISCUSSION ITEMS:

8. Cancel the December 16, 2019 Board Meeting

086. Moved by J. Carriere, AND RESOLVED:

That the December 16, 2019 Board of Police Commissioners meeting be cancelled.

9. Board Discussion – Information received at the Annual CAPG Conference

NEXT MEETING:

Monday, January 13, 2020
8:30 a.m.
Main Boardroom, City Hall

MOTION TO ADJOURN:

10. Adjournment – 9:41 a.m.

087. Moved by Mayor G. Dionne, AND RESOLVED:

That this Board do now adjourn.

BOARD CHAIRPERSON **BOARD SECRETARY**

PRINCE ALBERT POLICE SERVICE

TITLE: December Statistics, 2019

DATE: January 6th 2020

TO: Chief of Police ☐ **Board of Police Commissioners** ☒

PUBLIC: ☒ **INCAMERA:** ☐

RECOMMENDATION:

That this report be received as information and filed.

TOPIC & PURPOSE:

This report intends to make the Board aware of police statistical information for December 2019. Statistics will be provided and compared to the previous year, in some cases a five-year comparative review will be provided to identify any anomalies that the Board and the Service should be aware of.

Overall Calls for Service (*Year to Date*);

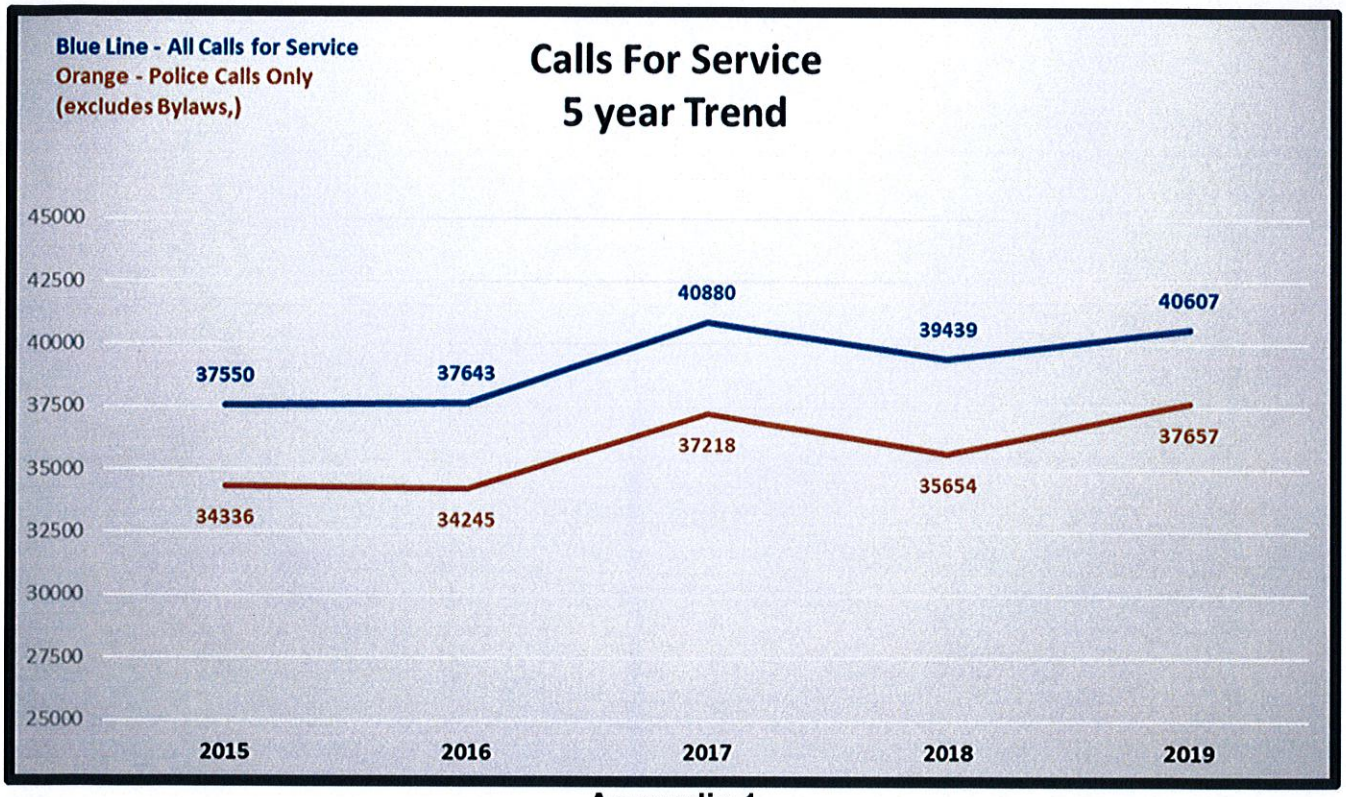
In 2019, the Prince Albert Police Service (Herein referred to as PAPS) responded to **40,607** total calls for service. This number captures all calls generated for the PAPS including Bylaw, Neighborhood Strengthening and police related complaints. The overall *year to date* (Herein referred to as YTD) calls for service reflect a **2.96%** increase when compared to 2018 totals.

A **2.96%** increase in total calls for service represents 1168 more calls for service observed in 2019 than 2018. (In 2018 the PAPS responded to **39,439** total calls for service)

A five-year average of the overall calls for service equates to 39,224 calls annually. When comparing 2019 overall calls for service with the five-year average we can observe that 2019 is **3.5%** higher than the five-year average. The overall calls for service include all police reactive complaints, Bylaw calls and Neighborhood Strengthening instances.

Appendix 1 represents total calls for service (blue line) including police and bylaw calls; the orange line within the chart represents police calls; this excludes Bylaw, Neighborhood Strengthening and proactively generated attendances.

When we look at the same statistics from a front line policing perspective by eliminating bylaw calls for service (**Orange Line**), we can see that 2019 is **5.1%** higher than the five-year average (**35,822 5yr Average**) and **5.6%** higher when compared to YTD December of 2018 statistics.

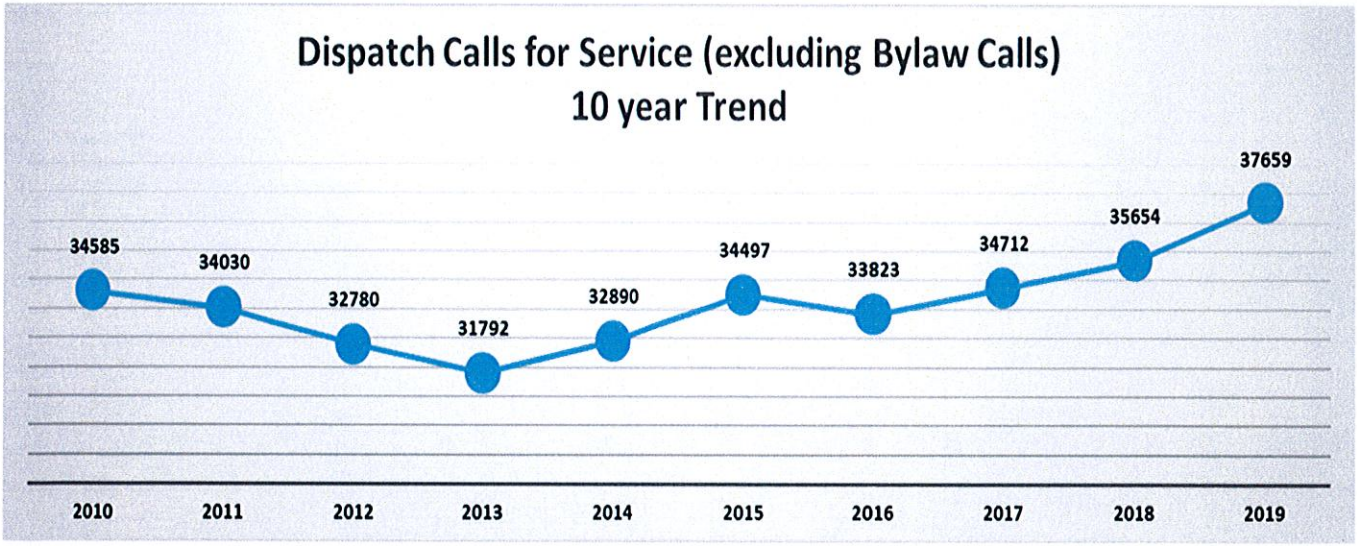


Appendix 1

Calls for Service, Police only:

Appendix #2 provides a ten-year visual representation of the PAPS's reactive calls for service. Reactive calls for service encompass all calls for service less Bylaw.

On average over the past ten years, PAPS members respond to **34,242** calls for service. 2019 was **10%** higher than the 10-year average.



Appendix 2

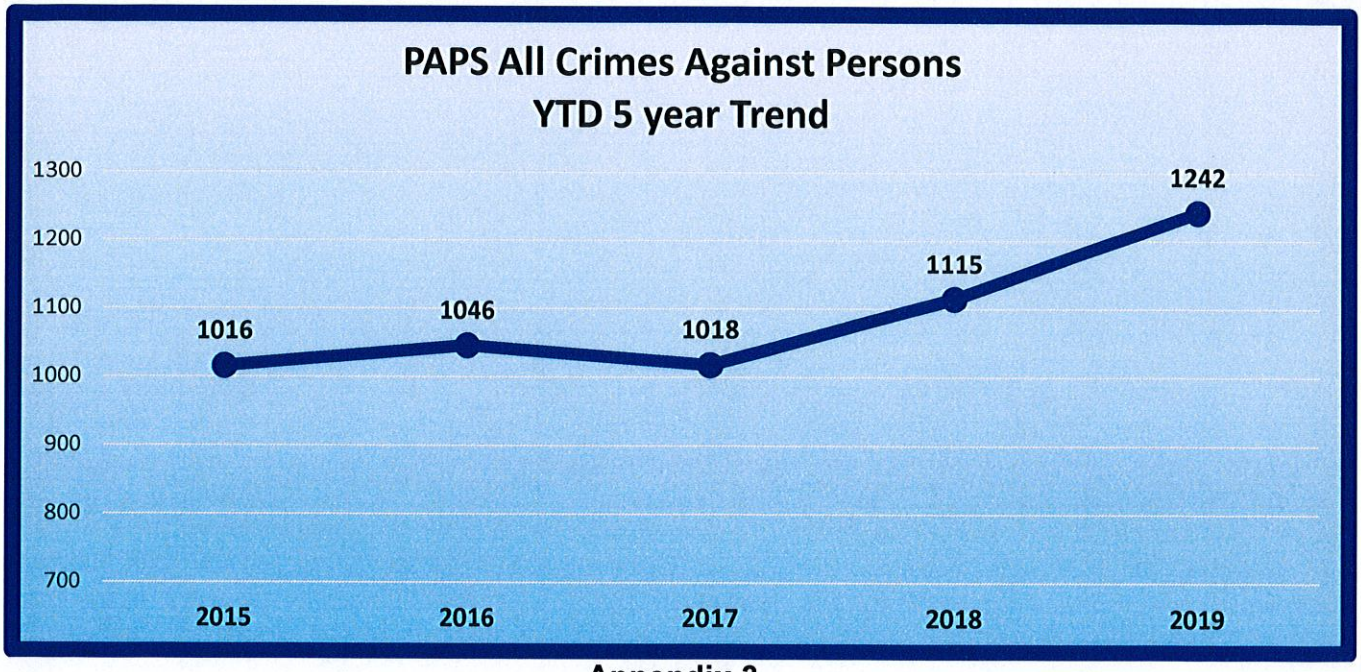
Crimes Against Person Offences;

Overall, Crimes Against Person Offences saw increases within the majority of categories. Conducive with this trend we also observed increases in *related incident case-types* like possession of firearms, firearm seizures, or possession of weapons (i.e. knives).

In 2019, the PAPS responded to 1242 ***Total Crimes Against Person*** calls, this reflects an **11.39%** increase when compared to 2018 numbers (**1115** in 2018).

The Month of December alone reflects a **28.2%** increase when compared to December of 2018; this is a small statistic and equates to 20 more calls for service than last year.

The YTD totals for ***Crimes Against Person*** calls for services are **14.2%** higher than the 5-year average (**1087.4 = 5-year average**) for all **Crimes Against Person** Offences.



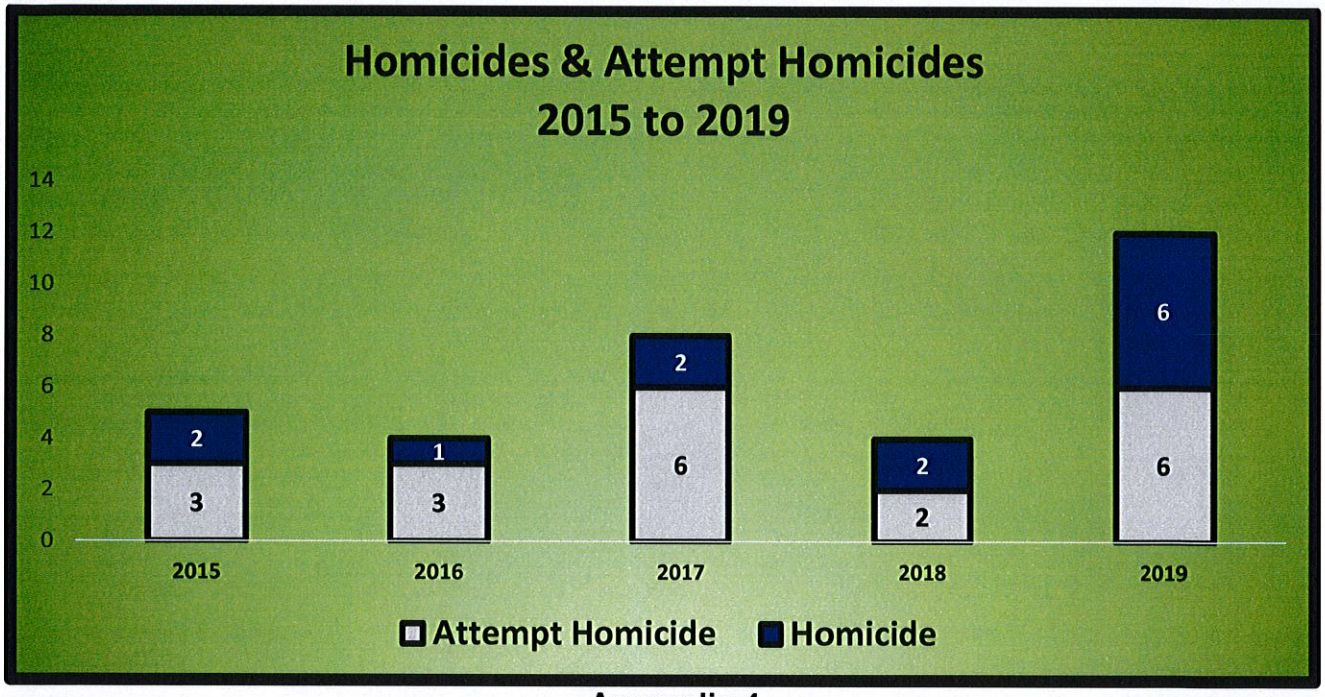
Appendix 3

Homicides & Attempt Homicide:

With the increase to Crimes Against Person, the PAPS experienced an unprecedented total for Homicides in 2019, additionally, we experienced a higher than average total for Attempt Homicide incidents. **Appendix 4** provides a visual representation that captures a 5-year average for both Homicides and Attempt Homicides.

Homicides in 2019 were **230%** higher than the 5-year average of 2.6 incidents per year.

Attempt Homicides were **50%** higher than the 5-year average of 4 incidents per year.



Appendix 4

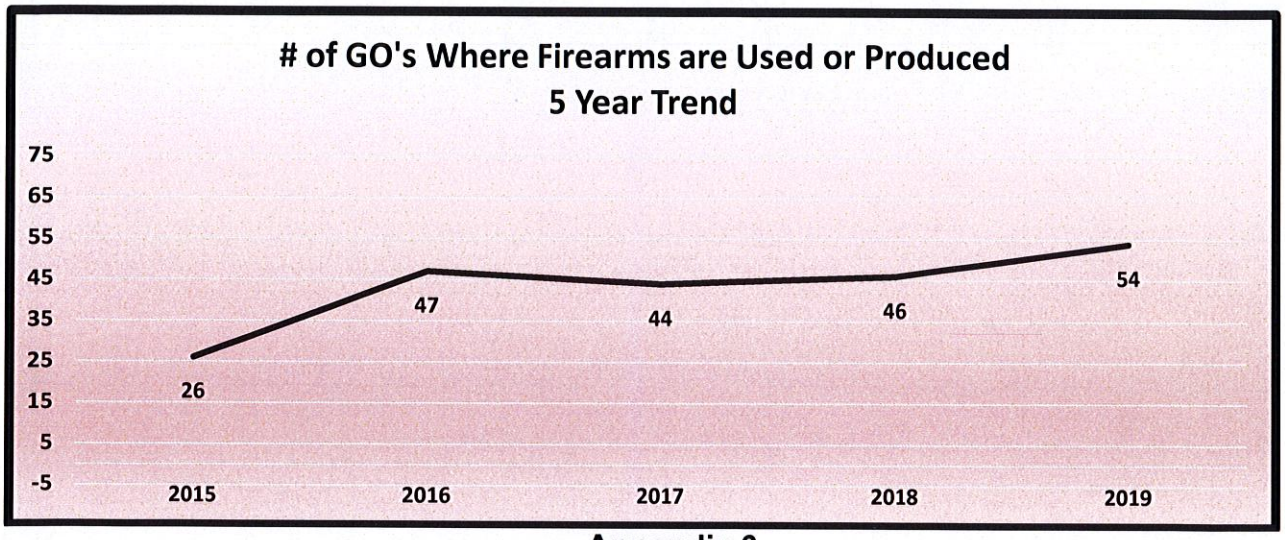
Appendix 5 provides a breakdown of the Homicides and Attempt Homicides for 2019 which include gender, zone and the status of the investigation.

Murders	Sex of Victim	Charges	Zone
2019-3848	Male	SUI	8
2019-4795	Male	Yes	10
2019-7617	Male	Yes	8
2019-7869	Male	Yes & Sui	8
2019-28326	Male	SUI	7
2019-36757	Male	SUI	Other (found outside City)
Attempt Murders			
2019-6484	Female	Yes	12
2019-25249	Male	SUI	10
2019-25716	Male	SUI	10
2019-28218	Female	SUI	12
2019-35430	Male	Yes	10
2019-36172	Male	Yes	10

Appendix 5

Firearms:

Firearms offences include any criminal offences where a firearm was produced or used. Examples include, but are not limited to, homicides, robberies, threats, discharging of a firearm, and possession. **Appendix 6** provides a visual display indicating that 2019 saw a **24%** increase over the 5-year average of **43.4** incidents annually.



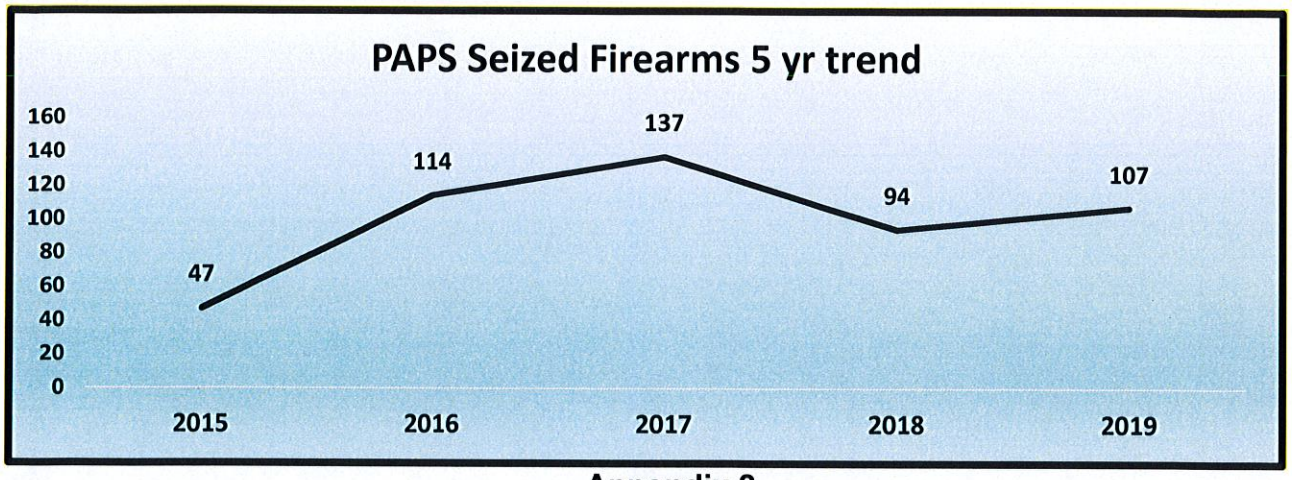
Appendix 6

Appendix 7 breaks down the 54 firearms related incidents into case-types, one can see that **35%** of the offences are robberies. The greater majority of these incidents are gang related.

ROBBERY WITH FIREARMS	19
DISCHARGE FIREARM WITH INTENT	7
ASS WPN,BOD HARM 267(A)&(B)	6
FIREARM-POINTING A FIREARM	6
AGGRAVATED ASSAULT (CC 268)	5
THREATS TO PERSONS	4
** PRIVATE INFORMATION **	2
USING FIREARMS/USING IMITATION	2
ROBBERY,OTHER OFFENSIVE WEAPON	1
MURDER ATTEMPTED	1
ASSAULT PO W/WPN OR ACBH	1

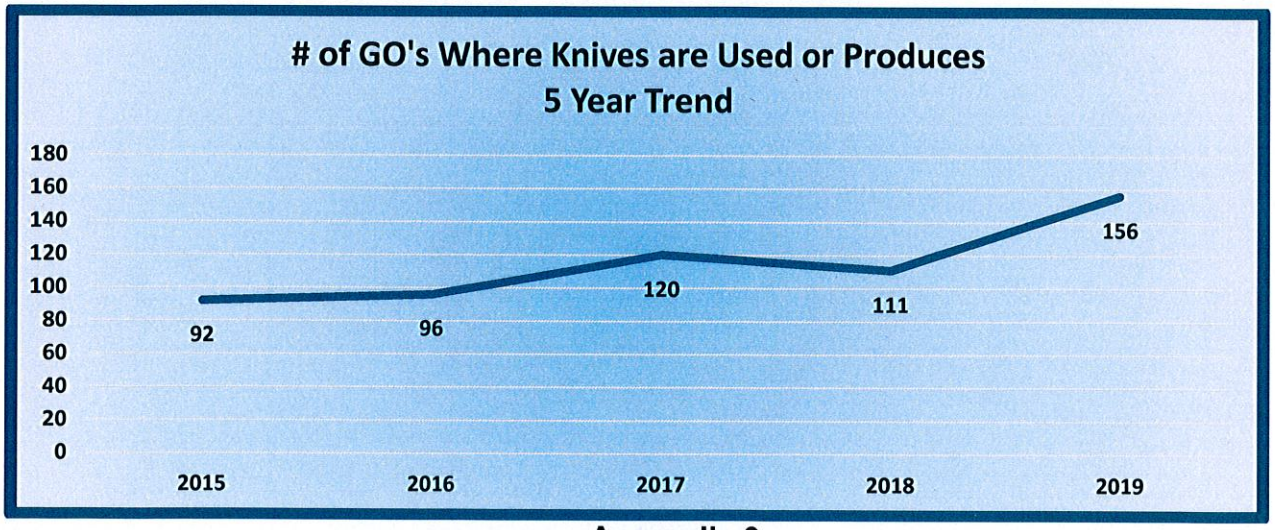
Appendix 7

In 2019 the firearms seizures were **13.8%** higher than the year end totals for 2018; however, this year's numbers were only **7%** higher than the 5-year average of 99.8 seizures annually.



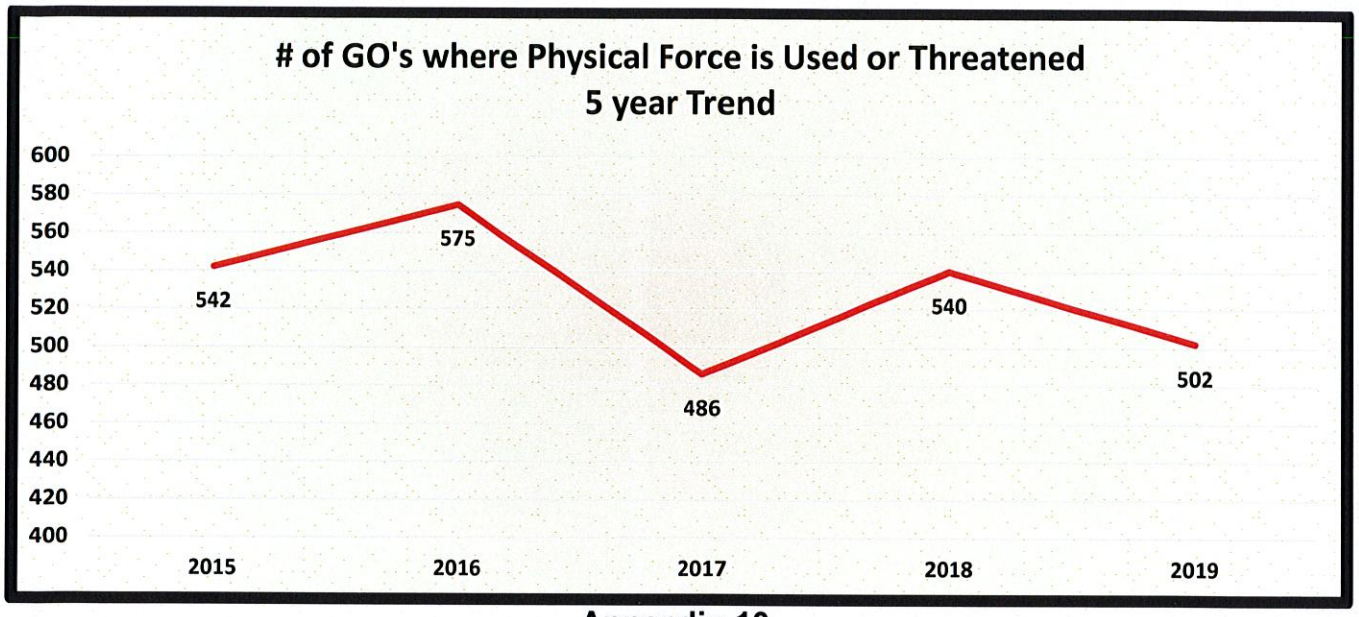
Appendix 8

The use of firearms in occurrences experienced by the PAPS in 2019 was a slight increase over previous numbers; however, we experienced a substantial increase when we look at criminal incidents were knives were used. **Appendix 9** provides a visual where one can observe that the PAPS responded to 156 incidents in 2019 where a knife was used. 2019 numbers are **40%** higher than 2018 numbers and are **35%** higher than the 5-year average of 115 incidents annually.



Appendix 9

Despite the negative statistics concerning the above mentioned crime categories, the PAPS observed a significant decrease in incidents where only physical force was used. The Incident Offence Report category of "**Assaults**" includes firearm and weapon offences; when one subtracts weapon offences from the assault category, one can see that 2019 was **7.6%** lower than 2018 numbers; and was **5.4%** lower than the 5-year average of **529** incidents annually.



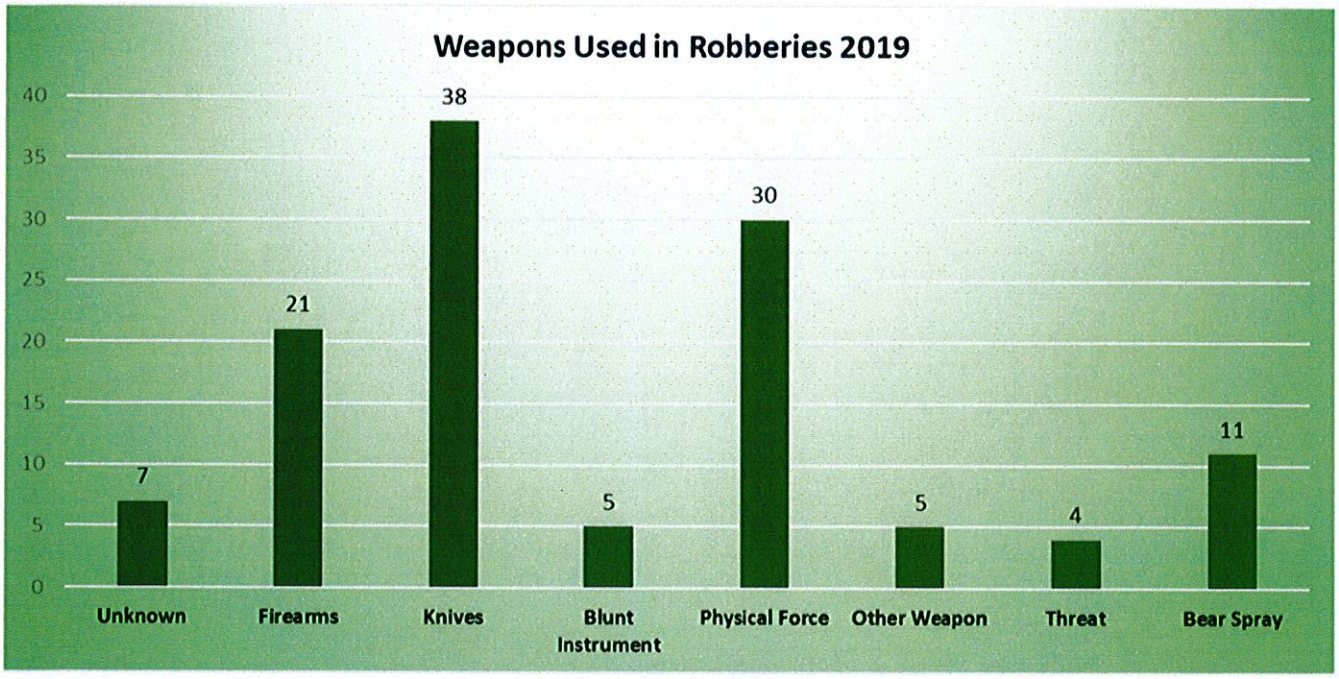
Appendix 10

This decrease in incidents where only physical force was used, coupled with an increase in Total Crimes Against Person Offences and Weapon Offences suggests that violent crime in our community is evolving by incorporating more weapons thus increasing the severity of crime.

Robberies:

2019 observed a **24.7%** increase in reported robberies when compared to 2018 numbers; this is a small number for a significant crime and equates to 24 more incidents than received last year.

Of the 121 incidents, the use of a knife was most prevalent with 38 incidents, followed by physical force (30), and firearms (21).

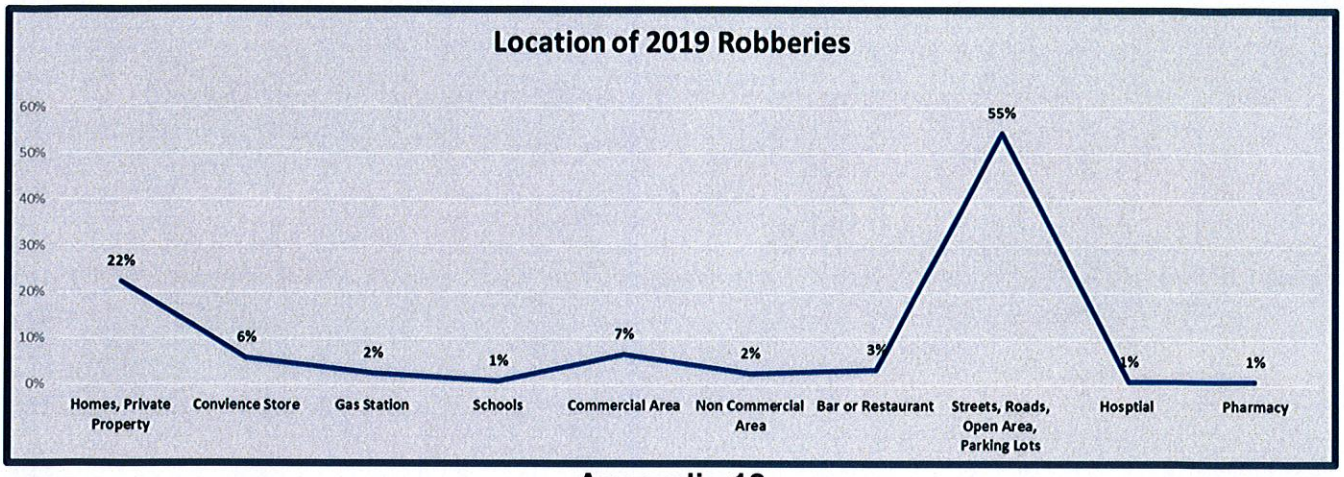


Appendix 11

Robbery Logistics:

Appendix 12 "Location of Robberies"

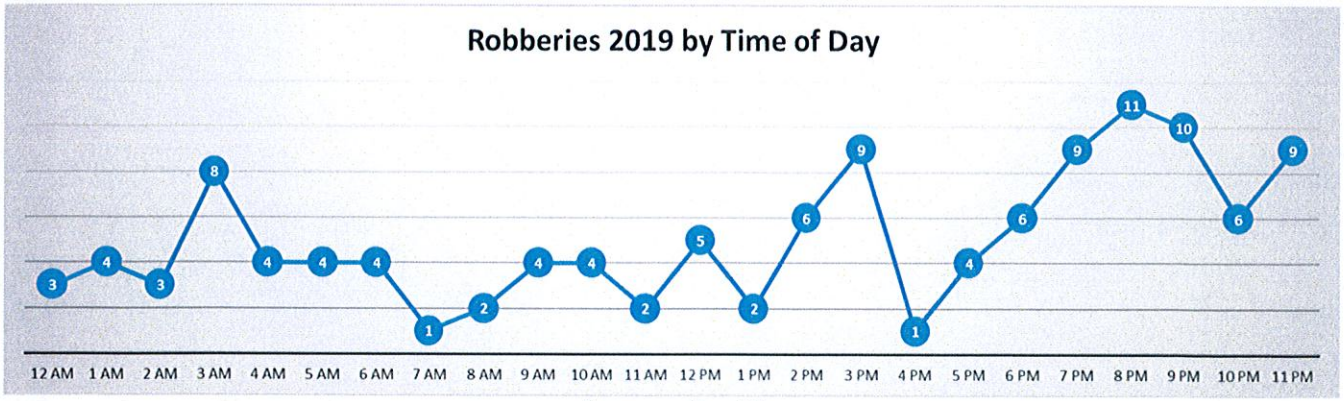
- 55% occur in open areas
- 22% occur in homes or on private property
- 19% occur in commercial locations
- 4% occur in public institutions



Appendix 12

Appendix 13 "Robberies 2019 by time of day"

- 38% (46 incidents) occurred during the dayshift
- 62% (75 incidents) occurred during the night shift



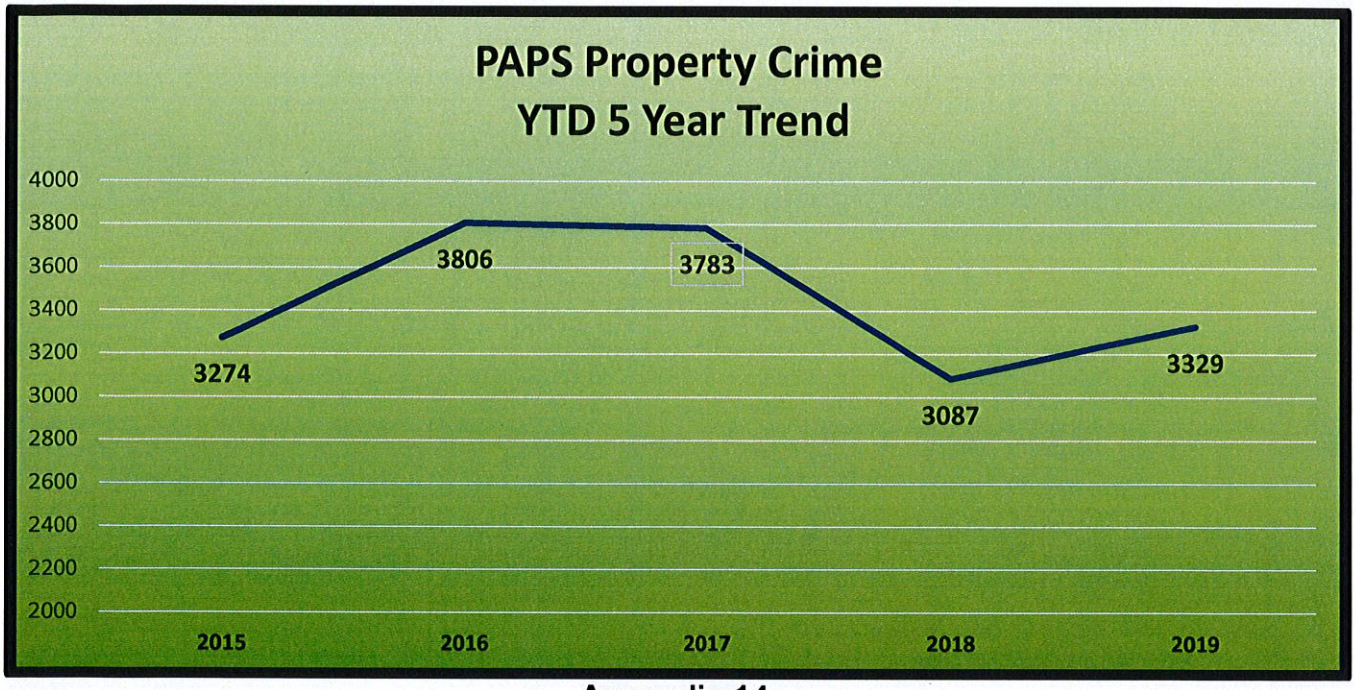
Appendix 13

It is noted that **42%** (51 of 121) or 2019 robberies have been concluded with charges; when compared to 2018 numbers where we observed only **36%** (34 or the 94 reported in 2018) of the files were solved.

Crimes Against Property;

The YTD **Crime Against Property** statistics reflect a 7.8% increase when compared to 2018 numbers. This increase was driven by a number of factors including an increase to break and enter complaints and theft under complaints. The PAPS observed a property crime upwards trend early in 2019 and deployed a break and enter task force which curbed the upwards trend by August of 2019. As a result of this taskforce we have also observed a significant increase to possession of stolen property incidents which affected the final statistical results.

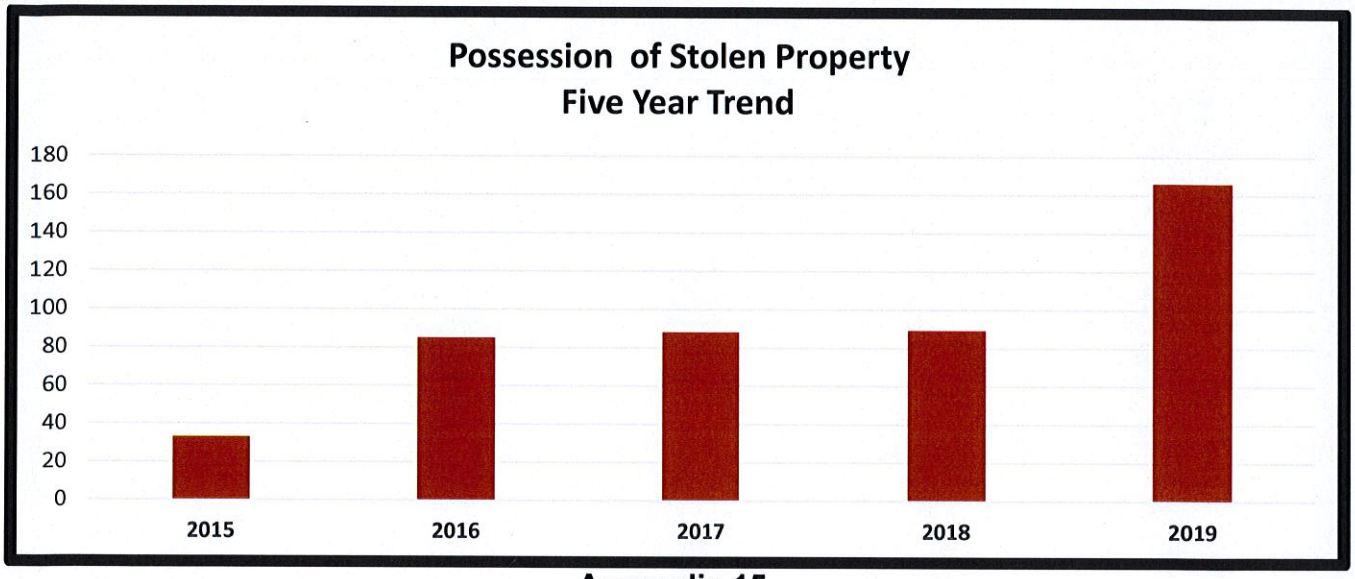
Appendix 14 shows that 2019 is 7.8% higher than 2018 numbers; 2019 is also 3.8% lower than the 5-year average of 3455.8 incidents annually.



Appendix 14

Possession of Stolen Property:

Possession of stolen property charges are typically proactive conclusions to police files that required investigative efforts or heads-up policing. **Appendix 15** provides a visual that shows that the 2019 numbers (**166**) for possession of stolen property charges are **86.5%** higher than 2018 numbers (**89**); 2019 numbers was also 80% higher than the 5-year average (**92**).



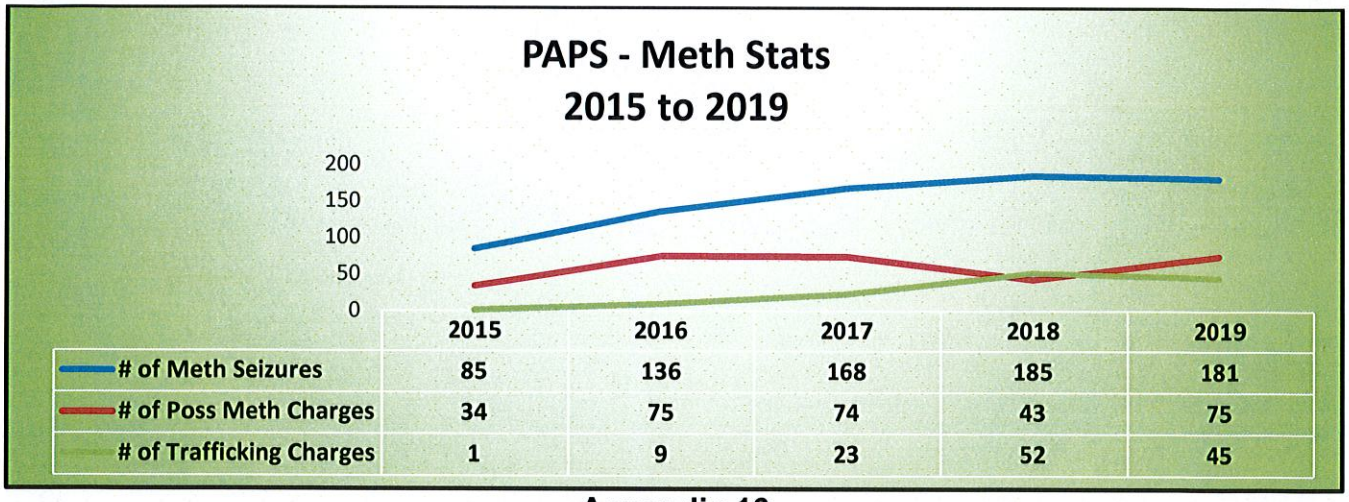
Appendix 15

Controlled Drugs and Substances:

Included within the PAPS "Incident Summary Report" are the UCR occurrence report statistics; this refers to the individual files generated for each incident. These numbers do not always reflect the total case type of specific charges, for example one file may have multiple accused or multiple changes of the same case type.

The PAPS Incident Summary Report (**Attachment 1**) shows that our service observed a **24.68%** increase in the ***Total Controlled Drugs and Substances*** offences. This is a substantive increase as drug investigations are complex and requires a lot of resource time on task.

The increase in crime in Prince Albert can be attributed a substantive increase with incident involving methamphetamine, **Appendix 16** provides a visual that shows a steady increase since 2015 in meth seizures and charges.



	2015	2016	2017	2018	2019
# of Meth Seizures	85	136	168	185	181
# of Poss Meth Charges	34	75	74	43	75
# of Trafficking Charges	1	9	23	52	45

Appendix 16

In addition to a consistent increase in methamphetamine seizures, possession, and trafficking charges; we have also observed larger quantities of meth involved in investigations when officers come into contact with the drug.

In 2019 we have seized a larger quantity of meth in less seizures:

- In 2019 (**181**) we saw **2.2%** less seizures than experienced in 2018 (**185**)
- Our members seized **212%** more meth than seized last year.
    - 2018 saw **1348.54 grams** of meth seized
    - 2019 saw **2867.52 grams** of meth seized

Traffic Enforcement;

Traffic tickets for 2019 are 18.7% higher than 2018 numbers. The total number of Traffic tickets issues by the PAPS for 2019 is 9232; the 2018-year end totals were 7773.

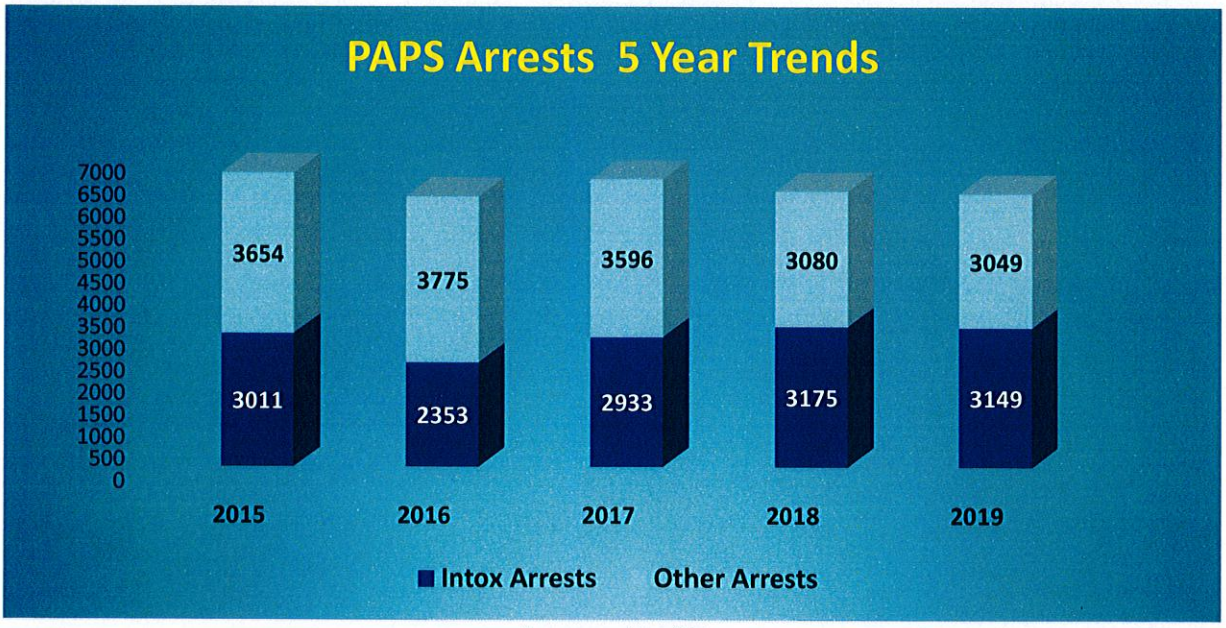
Within the 2019 totals:

- 6132 were issues by CTSS members
- 3100 were issued by regular members
- Accidents reported to the PAPS are 16% lower than 2018 numbers
- Impaired Driving is down 18.6%
- All criminal traffic violations (including impaired driving) are down 13.27%

Arrests;

The YTD totals for arrests include both arrests due to public intoxication in addition to criminal arrests. YTD we have observed a 0.91% decrease when compared to 2018 numbers. Captured within this number we have observed an 1.01% decrease in our YTD Intox arrests followed by a 0.82% decrease in criminal arrests when compared to 2018 numbers.

Appendix 17 provides a visual representation of PAPS arrests over the past 5-years, the totals have been consistent.



Appendix 17

ATTACHMENT:

1. P.A.P.S Incident Offence Report

Written by: D/C Stonechild **Signature:** _____

Approved by: Jon Bergen Chief of Police ☒ **Signature:** _____

PRINCE ALBERT POLICE SERVICE
CRIME STATISTICS

Incident Offence Report

Crime Against Person	Dec 18	Dec 19	YTD 2018	YTD 2019	YTD%Chg
Homicides	0	0	2	6	200%
Attempted Murder	0	0	2	6	200%
Sexual Violations	11	10	105	123	17.14%
Assaults	49	66	758	797	5.15%
Kidnapping/Hostage Taking/Abduction	0	1	16	16	0%
Robbery	4	5	97	121	24.74%
Criminal Harassment	1	0	6	15	150%
Utter Threats	5	7	110	141	28.18%
Other Crime Against Person	1	2	19	17	-10.53%
Total Crime Against Person	**71**	**91**	**1115**	**1242**	**11.39%**
Crime Against Property	**Dec 18**	**Dec 19**	**YTD 2018**	**YTD 2019**	**YTD%Chg**
Arson	0	3	23	30	30.43%
Break and Enter - Residential	25	21	278	301	8.27%
Break and Enter - Residential(Outbuilding)	22	12	187	233	24.6%
Break and Enter - Non Residential	13	6	128	120	-6.25%
Break and Enter - Steal Firearm	1	0	11	5	-54.55%
Theft Over $5000	1	1	25	15	-40%
Other Theft Under $5000	51	63	772	859	11.27%
Theft Of Motor Vehicle	24	22	337	328	-2.67%
Possession Of Stolen Property	11	7	89	166	86.52%
Fraud	15	18	237	289	21.94%
Mischief/Willful Damage	58	70	1000	983	-1.7%
Total Crime Against Property	**221**	**223**	**3087**	**3329**	**7.84%**
Other Criminal Code	**Dec 18**	**Dec 19**	**YTD 2018**	**YTD 2019**	**YTD%Chg**
Prostitution	0	0	0	0	N/A
Weapon Charges	4	18	157	231	47.13%
Other Criminal Code	198	132	2701	2510	-7.07%

Crime Against Person	Dec 18	Dec 19	YTD 2018	YTD 2019	YTD%Chg
Total Other Criminal Code	**202**	**150**	**2858**	**2741**	**-4.09%**
Controlled Drugs and Substances	**Dec 18**	**Dec 19**	**YTD 2018**	**YTD 2019**	**YTD%Chg**
Possess Drugs	4	8	93	118	26.88%
Traffic Drugs	2	8	64	74	15.63%
Other Drug Related Charges	0	0	1	1	0%
Cannabis Act	0	0	0	4	N/A
Total Controlled Drugs And Substances	**6**	**16**	**158**	**197**	**24.68%**
Other Federal Statute Violations	**Dec 18**	**Dec 19**	**YTD 2018**	**YTD 2019**	**YTD%Chg**
Total Other Federal Statute Violations	**6**	**4**	**167**	**126**	**-24.55%**
Provincial Statute Violations	**Dec 18**	**Dec 19**	**YTD 2018**	**YTD 2019**	**YTD%Chg**
Total Provincial Statute Violations	**0**	**0**	**5**	**11**	**120%**
Traffic Violations	**Dec 18**	**Dec 19**	**YTD 2018**	**YTD 2019**	**YTD%Chg**
Impaired Driving/Refusal	10	11	155	127	-18.06%
Other Traffic Violations	68	98	862	755	-12.41%
Total Traffic Violations	**78**	**109**	**1017**	**882**	**-13.27%**
Information Offences	**Dec 18**	**Dec 19**	**YTD 2018**	**YTD 2019**	**YTD%Chg**
Information Offences	228	194	3275	3064	-6.44%
Information Offences(Internal)	35	47	508	678	33.46%
Total Information Offences	**263**	**241**	**3783**	**3742**	**-1.08%**
All Incident Offence Total	**847**	**834**	**12190**	**12270**	**0.66%**

NOTE: Statistics on record as of 2020-01-03 taken from Prince Albert Records Management System. Crime statistics are constantly being updated due to new information being received, changes in reporting procedures, and ongoing investigations.

PRINCE ALBERT POLICE SERVICE
CRIME STATISTICS

Tickets Report

N/A

Ticket Violations	Dec 18	Dec 19	YTD 2018	YTD 2019	YTD%Chg
Alcohol Violations	36	32	546	478	-12.45%
Traffic Violations	83	124	2348	2130	-9.28%

Ticket Violations	Dec 18	Dec 19	YTD 2018	YTD 2019	YTD%Chg
Bylaw Violations	14	4	232	207	-10.78%
Vehicle Inspection	7	0	143	95	-33.57%
CTSS City Violations	N/A	363	N/A	6132	N/A
All Tickets Total	**188**	**552**	**3856**	**9534**	**147.25%**

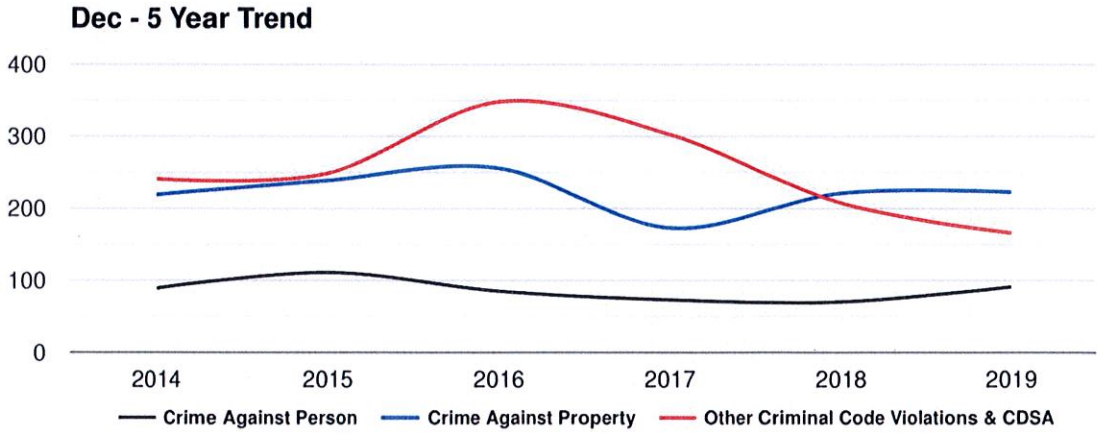
Arrest Report

Arrest Information	Dec 18	Dec 19	YTD 2018	YTD 2019	YTD%Chg
All Intox Arrest Total	288	269	3175	3149	-0.82%
All Other Arrest Total	228	218	3080	3049	-1.01%
All Arrest Total	**516**	**487**	**6255**	**6198**	**-0.91%**

Calls For Service Report

Calls For Service	Dec 18	Dec 19	YTD 2018	YTD 2019	YTD%Chg
Domestic Calls	217	217	2614	2442	-6.58%
By-law Calls	178	181	3785	2950	-22.06%
Neighbourhood Strengthening	168	136	1477	2052	38.93%
Complaints	2733	3021	37962	38555	1.56%
All Calls For Service Total	**2901**	**3157**	**39439**	**40607**	**2.96%**

5 Year Trend



YEAR	2014	2015	2016	2017	2018	2019
Crime Against Person	89	111	85	73	70	91
Crime Against Property	219	239	256	173	221	223
Other Crime Code Violations & CDSA	241	249	348	303	208	166

NOTE: Statistics on record as of 2020-01-03 taken from Prince Albert Records Management System. Crime statistics are constantly being updated due to new information being received, changes in reporting procedures, and ongoing investigations.

PRINCE ALBERT POLICE SERVICE

TITLE: December Bylaw Unit Activity Report

DATE: January 6, 2020

TO: Chief of Police ☒ **Board of Police Commissioners** ☐

PUBLIC: ☒ **INCAMERA:** ☐

RECOMMENDATION(S):

That the Board receives this report as information, and further;

That the Board forwards this information to City Council for their information

TOPIC & PURPOSE:

Section 14 of the Board Policy requires monthly statistical reporting. City council has also requested a monthly summary for their review. The information provided to the Board in this report is intended to be shared with Council.

REPORT:

Animal Control

Animal control calls made up 12.18% of all Bylaw activity for the month of December. There were twenty-four (24) animal related calls for service. Breakdown for some of these calls were as follows: fourteen (14) dogs being at large, of that three (3) impound at the SPCA. There were no cat at large calls. One (1) fine issued.

The Animal Control Service Agreement between the Prince Albert Board of Police Commissioners and the Prince Albert Society for the Prevention of Cruelty to Animals Inc. has been signed for 2020, a continuation from 2019. This agreement is of value to our department as it allows the community safety officers to focus their endeavours on proactive enforcement. The relationship between the CSO's and the SPCA is very good. The CSO's do receive calls from SPCA requesting assistance when dealing with dog at large.

Property

There were forty-nine (49) property related complaints. The following is a breakdown of these complaints:

1 – *Minimum Maintenance, Housing Inspections*
27 – *Unsightly Property*
17 – *Garbage*
4 – *Property Found*

Traffic

Our trained CSO officers issued bylaw tickets while still maintaining their regular duties. The following is a breakdown of the tickets issued:

Eighteen (18) Summary Offence Tickets issued for various offences under the Waste Management Bylaw, the Property Amenity Bylaw, the Trespassing Act, the Noise Bylaw, the Environmental Management Protection Act and the Alcohol and Gaming Regulation Act.

MVA's and Theft/Mischief

As of January 2019, Community Safety Officers have commenced taking MVA's, theft and mischief calls that are not in progress. The following are the calls attended in the month of December:

5 – *MVA's*
7 – *Theft & Mischief*

Other

Little Red River Park, Nordale and Hazeldale Area were patrolled proactively as part of weekly assignments. The downtown core is covered daily with Bylaw foot patrols.

In the month of December, there were 197 calls. Thirty-two (32) calls self-generated by bylaw staff. Neighborhood Strengthening and parking were the majority of the self-generated calls.

There were forty-nine (49) parking violations issued. These violations would include fire lane, handicap parking, unregistered vehicle parked on street and parked over 48 hrs.

In January 2016, the City of Prince Albert commenced the process of seizing vehicles for outstanding parking violations. In December 2019, Bylaw/Traffic/CTSS seized five (5) vehicles for unpaid parking violations. Since January 2019, one hundred and fifteen (115) have been seized for unpaid parking violations.

The following is a breakdown of vehicles towed for unpaid parking violations from 2017 to 2019:

2017 - 192 vehicles towed. There were many local addresses in 2017.

2018 - 104 vehicles towed.

2019 - 115 vehicles towed.

To date, there are only 2 local addresses for unpaid parking violations on the system. The balance, approximately 90, are from out of town and require the ALPR to notify the CSO/CTSS/Traffic.

The following is a breakdown of vehicles towed for various reasons from 2017 to 2019:

2017 – 174 vehicles towed.

2018 - 184 vehicles towed.

2019 - 121 vehicles towed.

In the month of December, the Automated License Plate Reader (ALPR) located six (6) infractions: unpaid parking violations and unregistered.

Document service, which commenced in March, has now become another focus for the Bylaw Enforcement Unit. There were twenty-six (26) documents served in December. This number is not included in the calls for service that bylaw attended.

In January 2016, city council approved an amendment to the Property Amenities Bylaw adding language in regards to boarded buildings. December 2019, there are seventeen (17) outstanding compliance orders for boarded homes.

The Prince Albert bylaw calls made up 93.92% of the total calls for the month of December.

Staff

Staffing level in December was at authorized strength (1 Manager, 4 Community Safety Officers).

PUBLIC NOTICE:

Public Notice pursuant to the Public Notice Bylaw No. 24 of 2015 is not required.

PRESENTATION: **VERBAL** ☒ **AUDIO/VISUAL** ☐ **NONE** ☐

ATTACHMENTS:

December Bylaw Statistics

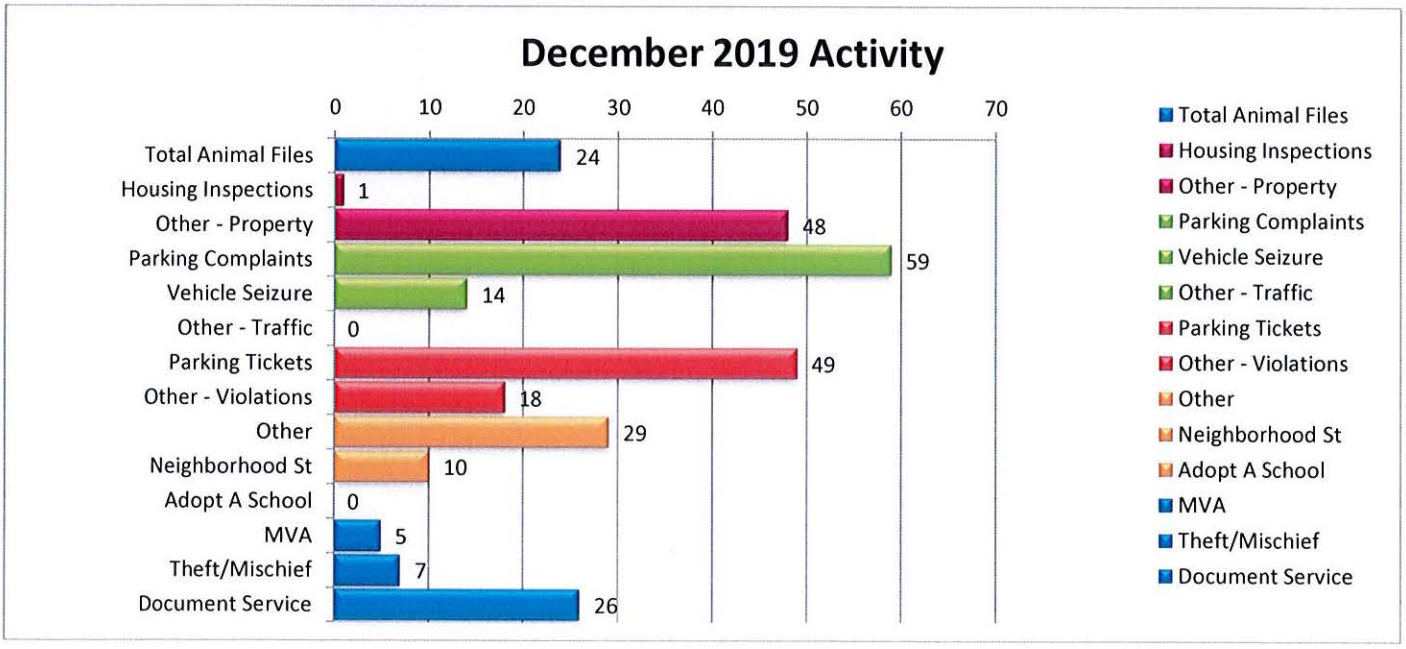
Written by: Suzanne Stubbs, Bylaw Manager **Signature:** _____

Approved by: Jonathan Bergen, Chief of Police ☒ **Signature:** _____

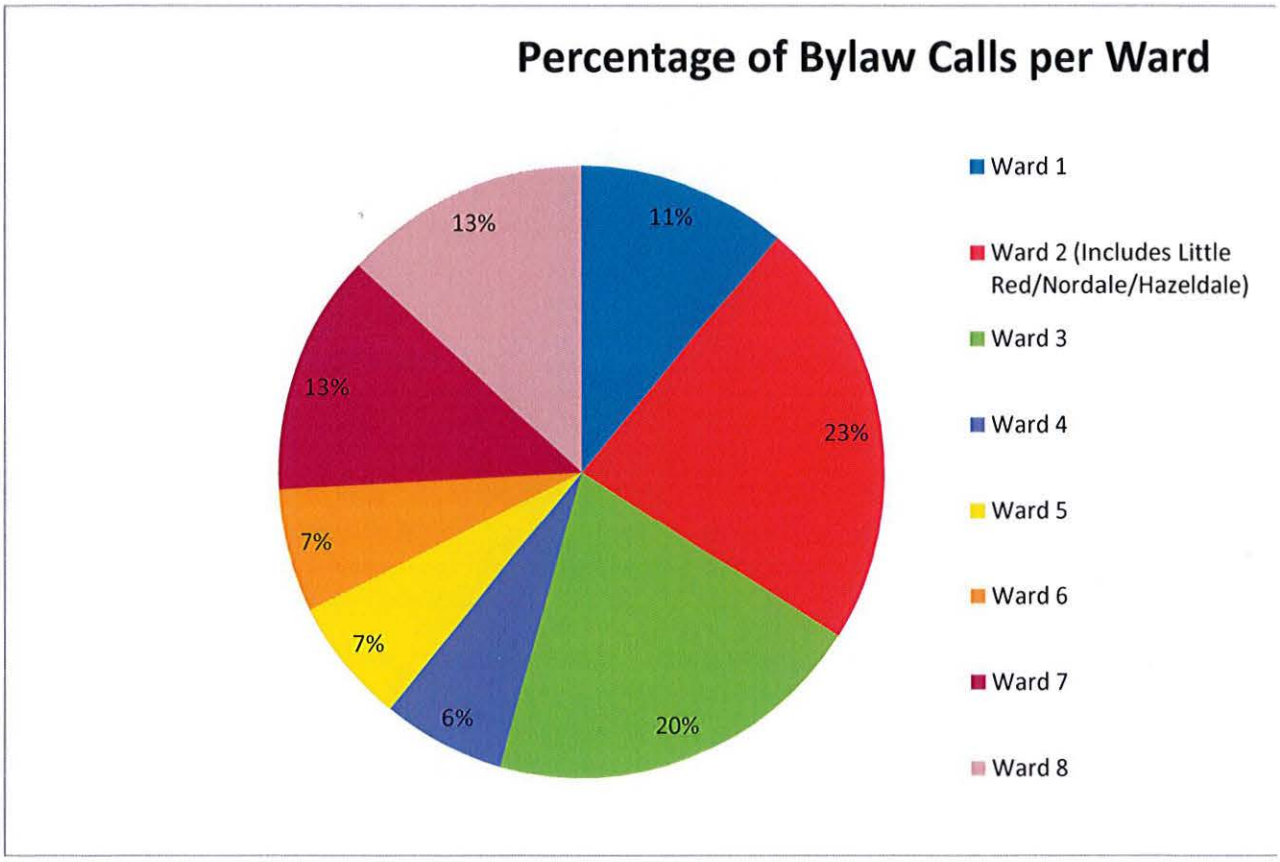
MUNICIPAL BYLAW ENFORCEMENT UNIT

December 2019

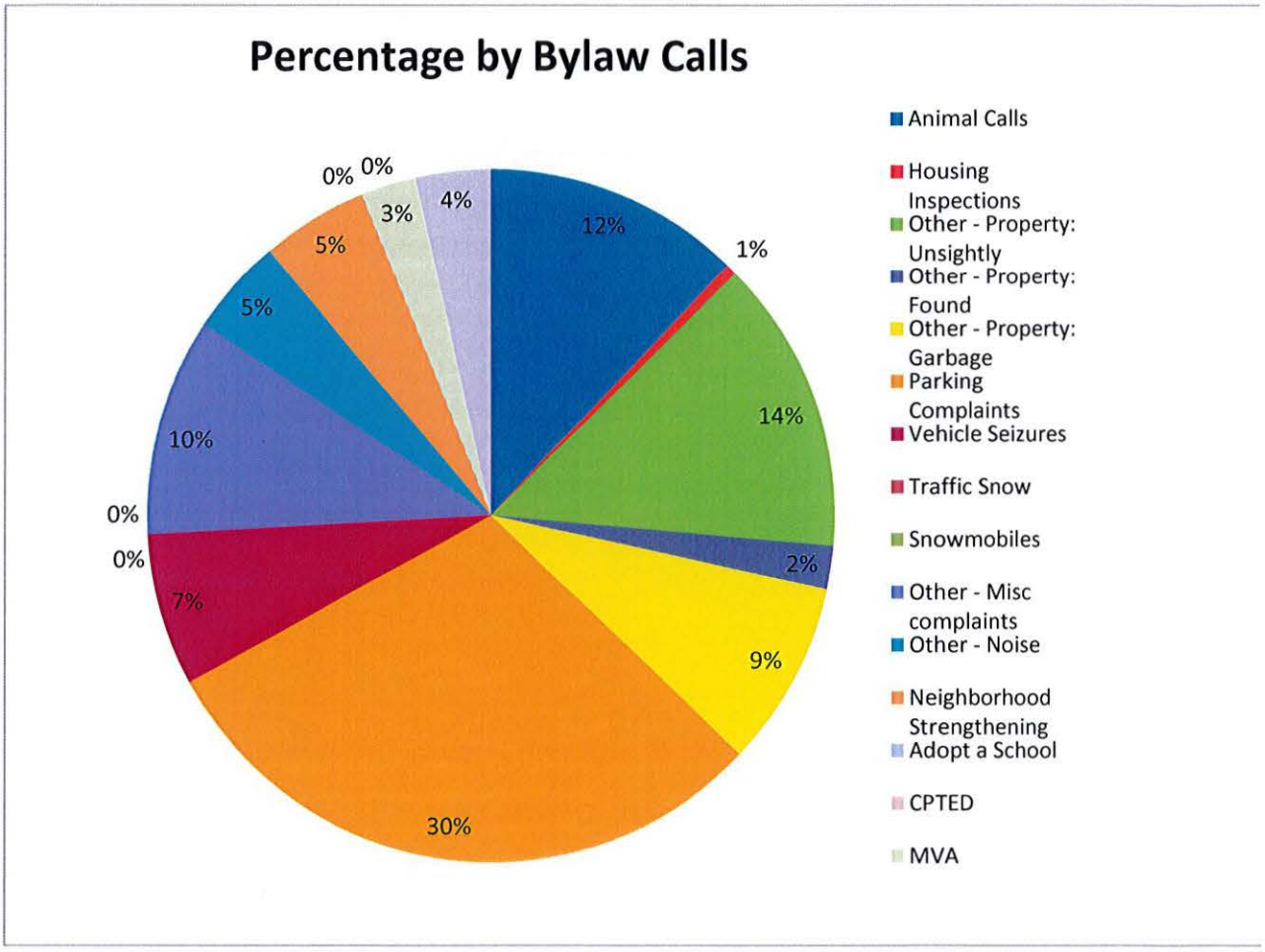
	Dec-18	Dec-19	YTD % Chg	YTD 2018	YTD 2019	YTD % Chg
ANIMAL CONTROL						
Total Animal Files	5	24	380.00%	1236	382	-69.09%
PROPERTY						
Housing Inspections	1	1	0.00%	23	10	-56.52%
Other - Property	55	48	-12.73%	960	1128	17.50%
TRAFFIC						
Parking Complaints	65	59	-9.23%	693	694	0.14%
Vehicle Seizure	21	14	-33.33%	288	236	-18.06%
Other - Traffic	5	0	-100.00%	46	22	-52.17%
VIOLATIONS						
Parking Tickets	144	49	-65.97%	946	446	-52.85%
Other - Violations	24	18	-25.00%	612	256	-58.17%
OTHER BYLAW						
Other	24	29	20.83%	381	545	43.04%
Neighborhood St.	17	10	-41.18%	117	272	132.48%
Adopt A School	0	0	0.00%	1	10	900.00%
MVA	0	5	500.00%	0	84	8400.00%
Theft/Mischief	0	7	700.00%	0	95	9500.00%
Document Service (# not added to calls for service)						
Document Service	0	26	2600.00%	0	272	4100.00%



Ward 1	11.17%
Ward 2 (Includes Little Red/Nordale/Hazeldale)	22.84%
Ward 3	20.30%
Ward 4	6.60%
Ward 5	6.60%
Ward 6	6.60%
Ward 7	12.69%
Ward 8	13.20%



Animal Calls	12.18%
Housing Inspections	0.51%
Other - Property: Unsightly	13.71%
Other - Property: Found	2.03%
Other - Property: Garbage	8.63%
Parking Complaints	29.95%
Vehicle Seizures	7.11%
Traffic Snow	0.00%
Snowmobiles	0.00%
Other - Misc complaints	10.15%
Other - Noise	4.57%
Neighborhood Strengthening	5.08%
Adopt a School	0.00%
CPTED	0.00%
MVA	2.54%
Theft/Mischief/Trespassing	3.54%



PRINCE ALBERT POLICE SERVICE

TITLE: Vacant/Boarded Homes

DATE: January 6, 2020

TO: Board of Police Commissioners

PUBLIC: ☒ **INCAMERA:** ☐

RECOMMENDATION:

1) That the Board receive the report as information and file.

2) That the Board forward the report to City Council for the public agenda.

TOPIC & PURPOSE:

The report is to be provided monthly to bring updates to the Board of Police Commissioners and City Council on the vacant and boarded homes in Prince Albert, as defined in The Property Amenity Bylaw.

BACKGROUND:

The Bylaw Manager is responsible for compliance and enforcement of the bylaw related to boarded and nuisance buildings in the City of Prince Albert. Bylaw No.18 of 2016 The Property Amenity Bylaw of Prince Albert defines a boarded home as:

> "Boarded" means, in the case of a door or a window frame or casing, a frame or casing that is covered and/or secured, whether by temporary or permanent measures, by plywood or other materials instead of a door or a window"

Bylaw compliance includes the issuance of notice with three options to order and remedy the contravention. The three options provided in letter of compliance are as follows:

Option 1 – Remove all boarding and restore any damaged doors and/or windows and occupy the structure;

Option 2 – Remove all boarding, restore any damaged doors and/or windows, and assign a person(s) or entity with the authority to monitor and ensure the property is maintained in an undamaged viable state. The Bylaw Division shall be provided with contact information identifying the individual or entity tasked with the said property oversight;

Option 3 – Attend City Hall and obtain a building permit for demolition of the structure and comply with all conditions and requirements mandated to comply with the requirements of a demolition permit and applicable legislation, Acts and or Bylaw. This order will remain valid until the demolition has been completed to the satisfaction of the City of Prince Albert Building Division.

Failure to comply with the order of notice to remedy is followed by prosecution.

REPORT:

To date, there are 17 homes boarded either due to being vacant, broken window or result of a fire. Following is status on the property:

- 800 Blk 17th Street West – owner appealing decision of Provincial Court, have not received date for appeal from Queen's Bench Court.
- 1000 Blk 18th Street West – file forwarded for prosecution.
- 700 Blk 12th Street West – demo permit purchased, compliance set for April 2020.
- 700 Blk 10th Street NW – file forwarded for prosecution.
- 1900 Blk 14th Street West – demo permit purchased, waiting for Sask Energy to disconnect.
- 1400 Blk 16th Street West – file forwarded for prosecution.
- 600 Blk 28th Street East – compliance letter sent, compliance set for end of January 2020.
- 1000 Blk 17th Street West – Queen's Bench court ordered demolition, demo permit end of February 2020.
- 1600 Blk 15th Street West – file forwarded for prosecution.

- 900 Blk 18th Street West – file forwarded for prosecution.
- 1000 Blk 4th Street East – compliance letter sent, working with adjuster.
- 2600 Blk 4th Avenue East – compliance letter sent, working with insurance company.
- 500 Blk 18th Street West – compliance letter sent, compliance set for end of January 2020.
- 200 Blk 27th Street East – compliance letter sent, compliance set for end of January 2020.
- 1100 Blk 15th Street West – compliance letter sent, compliance set for end of January 2020.
- 1100 Blk 18th Street West – compliance letter sent, compliance set for end of February 2020.
- Unit Blk 23rd Street East – compliance letter sent, owner appeal letter, awaiting date for Property Maintenance Appeal Board.

There are an additional 28 outstanding files for issues under the Property Amenity or Property Maintenance Bylaw.

PRESENTATION: **VERBAL** ☒ **AUDIO/VISUAL** ☐ **NONE** ☐

Written By: Suzanne Stubbs, Bylaw Manager **Signature:** _____

Approved by: Jonathan Bergen Chief of Police ☑ **Signature:** _____

PRINCE ALBERT POLICE SERVICE

TITLE: Information Technology (IT) Support Section and Staffing Model

DATE: January 3, 2020

TO: Chief of Police ☐ Board of Police Commissioners ☒

PUBLIC: ☒ INCAMERA: ☐

RECOMMENDATION:

That the Board approves the Information Technology Staffing Restructuring Model as contained in this Report, which includes the following recommendations:

1. **That the Board approve the addition of one (1) PC Support position in the Board of Police Commissioners Out of Scope Salary Grid at the current rate of Range 19P, Step 1 ($59,606) to Step 5 ($72,449).**

2. **That the Board approves an increase in the civilian authorized strength of one (1) out of scope position for the approved new PC Support position. This results in an increase from 24 to 25 civilian members.**

3. **That the Board reclassifies the current Office Manager position to a reclassifed "Office and IT Project Manager" position to include the additional responsibilities of IT supervision and IT Project Management.**

4. **That the Salary Grid for the reclassified position of "Office and IT Project Manager" be indexed in the Board of Police Commissioners Out of Scope Salary Grid at Range 10P.**

5. **That the incumbent in the Office and IT Project Manager position be indexed at Range 10P, Step 5 at the annual salary of $113,390 (current rates) retroactive January 1, 2020.**

6. **That the Board approve the implementation of a rotational on-call weekly IT allowance of $350.00 dollars to ensure one IT position is available for 24-hour emergency call out.**

7. **That the Board approves the unused IT budgeted salary funds estimated at ($31,651) be used for IT contracted services and projects with outside partners or venders.**

TOPIC & PURPOSE:

To inform and receive approval from the Board to proceed with the new recommended staffing model for the Information Technology section including the addition of a PC Support Position.

All recommended changes and the additional position if approved would be funded within existing 2020 approved budget from salary savings that were created from the November 2019 IT Management position reduction.

BACKGROUND:

The earlier staffing model for the Prince Albert Police Service Information Technology section has maintained three (3) positions. The positions included an IT Manager, a Network Support Officer and a Systems Programmer.

The demands of the organization have been more than the IT section could adequately support leaving many critical projects incomplete with regular interruptions in daily operations.

The previous IT Manager position was regularly needed to provide basic IT support to maintain operations and was less available to management duties and other projects. A review of the section has been ongoing to determine a better support model that will meet the demands of the organization.

PAPS IT staff currently participate in a weekly on call rotation. The on call is to provide 24-hour support with the weekly rotation starting each Thursday at 17:00 hrs to following Thursday at 17:00 hrs. PAPS IT ensures that one staff member is available to receive after hour calls for technical and IT support issues at all times. Staff provide the on-call service weekdays, weekends, and holidays and are not currently compensated for the rotational on call commitment of availability.

In 2019, Police Administration and the IT Manager explored an external contract and Maintenance Service Plan (MSP) to support the IT needs of the police service. The plan would enhance support in a number of key areas including network security with the ultimate goal to bring PAPS Information Technology to the industry standard by ensuring that we are implementing best practices. The goal of the MSP is to ensure a pro-active IT Structure is maintained where failures are predicted and prevented through proper maintenance.

The Prince Albert Police IT Section supports the following infrastructure, workstations and devices:

- *Dedicated Workstations* *90*
- *Personal Mobiles* *64*
- *Workstations with Multiple Users* *25*
- *Mobile Data Plans* *94*
- *Users with Dedicated Notebooks* *10*
- *Notebooks with Multiple Users* *5*
- *External Users - PA Police* *20*
- *External Users - Third Party* *10*
- *Total No. of Physical Servers* *5*
- *Total No. of Virtual Servers* *29*
- *Total Locations* *4 (to be reduced to 2 by end of March)*
- *Total No. of VPN's* *13*
- *Total No. of Firewalls* *7*
- *Total No. of Switches* *8*
- *Total No. of Access Points* *4*
- *Total No. of NAS / SAN / DAS Storage* *4*
- *Average Trouble Tickets (estimated)* *15 - 20 per day*

The regularly required maintenance and support for daily operations under the current resources model have not allowed adequate time to complete other IT related operational projects and capital projects.

The following IT related approved Capital Projects are ongoing with carry forward projects that continue to be managed by IT staff in order of priority:

2018

- E-Ticketing $28,500
- Network Security $25,000
- Virtual Server $27,554
- In Car Camera $11,163
- MDT Rotation $22,772

2019

- Computer Allocation $26,000
- Microsoft $100,000
- Konica Printers $16,000
- MDT Rotation $19,600
- In Car Camera $15,600

2020

- E-Storage (substation) $10,000
- Computer Allocation $18,000
- Voice Print Server $32,700
- MDT Rotation $30,000
- In Car Camera $22,000
- Virtual Server $14,500
- Firewall/Security Software $63,787

The Board upon a review of the IT related challenges had initiated a temporary restructure within the management of the IT section with the elimination of the IT Manager position in November of 2019.

The assignment of IT management duties were temporarily re-directed to the existing Office Manager who had a staffing responsibility reduction in November 2019 related to the transition of dispatch services.

This manager has taken on the responsibility of staff management and project oversight with contract support from the IT staff and management of the Provincial Emergency Communications Centre (PECC).

The staffing recommendations and restructure are brought from observations made in the ongoing assessment of duties, expectations, outstanding projects and an organization wide IT based risk assessment.

PROPOSED APPROACH AND RATIONALE:

The recommended staffing model is to permanently assign the IT and Project Management duties under the existing positon of the Office Manager to a reclassified management position of Office and IT Project Manager.

The Manager has had a change in responsibilities related to the dispatch contract allowing for the assignment of additional duties. Additionally, adding the entry IT position of PC Support brings the IT Support Section from three (3) total positions to three (3) operational positions under a Manager, which enhances the section to a total of four (4) staff with remaining funds available for external support.

Working within the IT approved 2020 budget, the organization when necessary could continue to obtain the external support to ensure critical projects are completed in a reasonable timeline moving forward.

Implementing a policy guided on-call schedule supported by a rotational allowance would be in line with the City of Prince Albert current policy and practices. The on-call allowance would bring the PAPS IT Support Section in line with the industry standard and enhance recruiting and retention to the positions. Most importantly, the call-out schedule and rotation would ensure 24-hour support is available for any technical emergency. The recommended rate of $350 dollars a week is an annual cost of $18,200. That rate of allowance is consistent with City of Prince Albert and PECC IT staff benefits.

The following recommended positions would be responsible to the list of duties and any other expectations as assigned:

Office and IT Project Manager

- Oversee staff under areas of responsibility
- Assign appropriate duties
- Manage and oversee all IT related Projects
- Maintain all service, software and licensing agreements
- Budget planning
- Change management including short and long term planning

Network Support Officer

- Support backup and recovery processes
- Manage Active Directory and maintain user authentication and access privileges
- Assessing, testing, troubleshooting, documenting, upgrading and developing maintenance procedures for operating systems, communications environments, and applications software.
- Perform regular security monitoring
- Support LANs and WANs
- Troubleshoot problems reported by users
- Make recommendations for future upgrades
- Analyze and isolate issues
- Developing and implementing policies, strategies, service management, and procedures to maximize the efficiency, effectiveness and overall quality of software products and information systems.
- Evaluate and modify system's performance
- Maintain the integrity of the network, server deployment, and security
- Administer servers, desktop computers, printers, routers, switches, firewalls, phones, personal digital assistants, smartphones, software deployment, security updates and patches.
- Retrieve CCTV video from disparate systems
- Identifying and solving any problems that arise with computer networks and systems.
- Participate in on-call 24x7 hour support rotation on weekends and holidays

System Programmer

- Development and maintenance of Internet and Intranet websites and services.
- Ensure compatibility and ease of accessibility of systems.
- Customization of both hardware and software to meet organization demands without compromising the performance of other programs or the system as a whole.
- Statistic retrieval, analysis and presentation of internal Records Management System statistics.
- Database creation and maintenance.
- Design and implement technical solutions for related applications and services.
- Participate and contribute to discussions related to innovation and enhancements to existing and future projects.
- System-wide performance tuning to meet required levels of service
- Running installation jobs and scripts
- Participate in on-call 24x7 hour support rotation on predefined weekends and holidays

PC Support Officer

- Repair and day-to-day installation, deployment, and maintenance of computers and servers.
- Participation in on-call rotation.
- Account and access management.
- Extraction and management of surveillance videos from many disparate systems.
- Receive, process and complete all requests for surveillance video in a timely manner.
- Travel within city limits to pick up or access surveillance systems and archive to media. Process the video requests using quality control processes to ensure accuracy. Archive surveillance video to permanent media.

The recommended changes and staffing model will create a stable, sustainable and agile IT section. The new model will enhance services to the members of the Prince Albert Police Service and create a healthier IT Support Section that can better meet the challenging technical needs of the entire organization.

CONSULTATIONS:

The PECC IT Supervisor has been engaged in providing IT support and oversight during the review, transition and risk assessment. A report has been provided with five (5) recommendations from the independent review that supports the recommended staffing model to enhance our current section.

The following five recommendations are offered from the external risk assessment and will be implemented under the recommended staffing and management model to reduce IT infrastructure risks and enhance IT operations and support:

Recommendation #1 – ***Resource additional Technician, 1st level support.***

Recommendation #2 – ***Enhance relationships with Service and Support Partners.***

Recommendation #3– ***Develop and adopt an IT Change Management Model.***

Recommendation #4 – ***Develop and adopt issue reporting and resolution.***

Recommendation #5 – ***Develop and adopt an IT Project Management Model.***

Other consultations have included the implementation of a Maintenance Service Plan. This option will not being recommended at this time.

COMMUNICATION AND/OR ANNOUNCEMENT PLAN:

Internal communication and updates have been occurring and any further changes to the IT staffing model will be communicated to staff and partners.

FINANCIAL IMPLICATIONS:

The approved 2020 Budget included the IT Manager position in Salary Range 10P - Step 5 at the current annual rate of $113,390 before benefit costs. That position has been abolished as of November 2019 and remains budgeted.

The recommended PC Support Position is in the current Board of Police Commissioners Salary Grid at the Range of 19P, Step 1 ($59,606) to Step 5 ($72,449) before benefit costs.

The existing Office Manager position was budgeted in the 2020 Budget at the rate of $104,248 before benefits.

It has been recommended that the Board reclassifies the current Office Manager position to "Office and IT Project Manager" position to include the additional responsibilities of IT Supervision and IT Project Management.

The Salary Grid for the reclassified position of "Office and IT Project Manager" would be indexed in the Board of Police Commissioners Out of Scope Salary Grid at Range 10P. It is recommended that to maintain the permanent management expectations to include the Information Technology section, that the the incumbent in the Office and IT Project Manager position be indexed at Range 10P, Step 5 at the annual salary of $113,390 (current rates) retroactive January 1, 2020.

The call-out schedule and rotation for IT staff would ensure 24-hour support is available for any technical emergency. The recommended rate of $350 dollars a week is an annual cost of $18,200. That rate of allowance is consistent with City of Prince Albert and PECC IT staff benefits.

The recommended changes enhances the IT support section to include a project manager with three (3) reporting technical staff at a lesser cost. The savings will be applied when necessary to continue to engage contract IT support within budget to complete outdated critical projects and IT maintenance.

The total savings to 2020 salary expenses with the recommended changes are estimated in the following table:

Savings	**salary**	**benefits**	**total**
IT manager eliminated	$ (113,390.00)	$ (22,337.83)	$ (135,727.83)
PC Support Officer Hire (step 1)	59,606.00	11,742.38	71,348.38
Office and IT Project Manager increase	9,142.00	1,800.97	10,942.97
On Call cost	18,200.00	3,585.40	21,785.40
Total Savings	(26,442.00)	(5,209.07)	(31,651.07)
PC Support Officer additional cost at step 5	12,843.00	2,530.07	15,373.07
Total Savings at step 5	$ (13,599.00)	$ (2,679.00)	$ (16,278.00)
Depending on the market, the PC Support Officer may be hired anywhere in the range between Step 1 and Step 5			

OTHER CONSIDERATIONS/IMPLICATIONS:

Other considerations include the review of *The Police Act, 1990*, and the Council approved police service budget.

City Council approved on December 9th, 2019 *"That the 2020 Prince Albert Police Service be funded inclusive of Capital expenditures of $242,800 and a transfer from Reserves of $200,000 for a total amount of $17,183.360."*

The Police Act, 1990

Financial Estimates

33(1) On or before a day set by bylaw, a board shall submit to the council, for the council's approval, the board's estimates of all moneys the board requires for the next fiscal year for the board and police service.

(2) Where the council does not approve the estimates submitted by the board, the council shall immediately cause the estimates to be returned to the board together with the council's reasons for not approving the estimates.

(3) Where the estimates are returned pursuant to subsection (2), the board shall submit revised estimates to the council for the council's approval.

(4) If the council does not approve the revised estimates submitted pursuant to subsection (3), the council shall determine the gross amount of the estimates, and the council's determination is final.

(5) When the council has: (a) approved the estimates; or (b) determined the gross amount of the estimates; the board shall submit a copy of the estimates to the commission.

(6) No board shall, without the prior approval of the council: (a) authorize the expenditure of any moneys in excess of the gross amount of the estimates approved by the council; or

(b) authorize any expenditure of moneys for any matter or purpose not included in the estimates.

In consideration of the Council approved police budget and *The Police Act, 1990.* The recommendation contained in the report does not exceed the approved estimates as per section 33(6) and further; the recommended expenditure is directed to IT related salaries under a different staffing model, otherwise as approved in the 2020 budget presentation as per section 33(6)(b) and in compliance with *The Police Act, 1990.*

STRATEGIC PLAN:

1. Professional Service Delivery

2. Healthy Community – Healthy workplace working towards stable IT infrastructure.

OPTIONS TO RECOMMENDATION:

1. Status Quo – IT Network Support and IT System Programmer is the existing model after the management abolishment. To maintain the current model is not recommended as the IT section has been unable to meet the demands of the service and daily operations with three (3) staff and turnover of staff has been high. The IT infrastructure has caused interruptions in basic operations with regular technology failures. Further to operational impacts, IT capital projects and other expectations of modern technology have not been completed in a timely manner as staff have been responding to operational issues.

2. Maintain current staffing and enter into a contracted Maintenance Service Plan to alleviate the pressures on the current staffing model. This option to the recommendation is more expensive and the outcomes could not be accurately measured until the completion of a project test period.

The options to the recommendation are not supported by police administration, as the final recommendations have been well researched and have been independently reviewed and are fiscally responsible to best meet the current needs of the organization.

PRESENTATION: **VERBAL** ☒ **AUDIO/VISUAL** ☐ **NONE** ☐

ATTACHMENT:

- **PECC - Resource Planning and Support Strategy report**

Written By: Jonathan Bergen, Chief of Police

Approved by: **Chief of Police** ☒ **Signature:**

Prince Albert Police Service Information Technology Section – Resource Planning and Support Strategy review

Author: Murray Gunville, Technical Services Manager.

Provincial Emergency Communications Centre (P-ECC). December 2019

Executive Summary

This report was developed at the request of the Chief of Police of the Prince Albert Police Service (PAPS) through a developing relationship with the P-ECC and CanOps to provide a level of Information Technology (IT) technical support, IT project management expertise and overall IT strategic solution development. The goal of this report is to provide recommendations for PAPS Executive and Management towards building a stable, sustainable and agile IT Section.

The recommendations will focus on two high-level fundamentals; resource planning/development and core IT management strategies. Resource planning and development will look at the development of internal PAPS IT Section resources to deliver the core services needed by the Police Service. The resource model also incorporates methods for augmenting support when complex projects or issues introduce challenges to the existing resource pool. The core IT management strategies will look at the fundamentals of change management, problem and issue resolution, a model for IT project execution and other core features of an IT unit.

A future activity from this report would be the development of an action plan with understood milestones and deliverables. Due to the complexity and need for further discussion and analysis, an action plan is not included as part of this report.

Observation and Analysis

The P-ECC Technical Services Unit and the PAPS IT Section have had a close relationship for the past number of years. This relationship was developed through the mutual benefit of knowledge sharing, resource utilization, procurement strategies and common Public Safety IT fundamentals. The relationship had further developed as part of the recent transition of PAPS Police dispatching services to the P-ECC Operations group. The relationship has taken another step with the recent development of a formal IT support service agreement for the PAPS, provided by the P-ECC/CanOps Technical Services work unit.

PUBLIC - BOC - PAGE A-43

The recommendations and strategies discussed in this report are based on the following sources of information and subsequent analysis:

- Discussions with Executive and Management of PAPS – These discussions were important to determine current issues and challenges with IT service delivery and for looking ahead at operational goals that are dependent on IT services.
- Discussions with PAPS IT Section Staff – Through casual conversation with IT section staff, the goal was to gain an understanding of their day to day challenges and how effective they work as a team.
- Observation of PAPS IT Section Staff – Through the observation and interaction with PAPS IT Section staff, the goal was to gain an understanding of their technical strengths, areas for potential improvement and their overall ability to communicate and work together.

A more lengthy and time consuming observation and analysis exercise may provide additional information. I am confident that the evaluation provided in the short term will provide sufficient information to support the recommendations.

Resource Planning and Development – Recommendations

The current IT Section staff members are competent, capable, dedicated and enthusiastic individuals. They have good core technical skills and have a good understanding of most of the fundamentals of an IT work unit. They perform well as a team and also understand what their role is in individual prime areas of responsibility. Their skill sets are complimentary to one another, with sufficient overlap to allow for a good level of operational redundancy. Though both individuals are recent additions to the organization (both with <1 year service), they form a good start to a successful team.

Through observation and discussion it has been identified that the staff within the unit were working somewhat independent of one another, including the previous manager. The small work unit was not operating with each individual knowing what each other were working on, this included knowledge sharing of critical systems. This issue should be flagged so current section management can develop a plan to resolve.

Recommendation #1 – Resource additional Technician, 1st level support.

a. Develop job description, role and expectations for 1st level Application and Systems support. This individual should be the first point of contact for any break-fix or problem issues reported by users.
b. The addition of this level of resource should alleviate some of the 1st level support issues from the current staff so they can focus on their other duties. Right person for the task and higher level resources focusing on the higher level work.
c. The addition of this resource would provide additional value to the recommendation below, Issue reporting and resolution.

PUBLIC - BOC - PAGE A-44

d. Ideally the individual should have 1-3 years of applicable experience, be a quick learner, work independently if needed and understand technical troubleshooting concepts.
e. An individual with some understanding of both Infrastructure and Software development would be beneficial, but not necessary. General infrastructure support, network and desktop/laptop PC support should be a strength.
f. An additional staff member with a developed, well-rounded knowledge of the environment can also operate as a backup in the event of absence of other members of the team.
g. Due to current workload of the IT Section, it is suggested that this activity be planned for April 2020 or later. Successful on-boarding of a new staff member is time consuming for current staff and may shift focus from the important projects in queue for Jan – March.

The strategy behind this recommendation is that there will be sufficient break-fix work to support an additional IT section staff. If this new individual is focused primarily on the incidents, the other staff can focus on projects or other necessary tasks. Currently the existing staff are focused on the break-fix work, minimizing their ability to perform project work, this creates a backlog of project tasks that is difficult to remediate. This individual can also escalate the issue to senior members of the group if necessary. The ability to provide a tiered level of support within the organization ensures the right resource is attending to the task.

Recommendation #2 – Enhance relationships with Service and Support Partners

a. Develop current staff to provide a comfortable level of technical support and knowledge for all systems. This builds on an idea of self-sufficiency and confidence within the team. This is a gradual development of skills and knowledge, some results can be expected in the short term period, approximately 6 months.
b. Acknowledge that not all support can be provided in-house. Some support is provided by solution partners or vendors. Identify the demarcation points for support, ensure staff and support providers are aware of each other's responsibilities.
c. Establish new or enhance existing relationships with service providers as to provide an additional level of support to the IT Section. Through conversation and discussion, this item is already in progress to a certain degree.

The overall strategy for this recommendation is that there is a level of in-house support that the team should be capable of, with an understanding of when and where the other support partners and vendors come in to augment. Every effort should be made so that IT Section team members are involved and actively participate when vendors do work or provide support. Successful operation of the technical environment is dependent on the knowledge transfer. This activity also provides a level of confidence from a Change Management perspective.

Information Technology Management Strategies

Incorporating a number of fundamental IT Management Strategies into the environment at the PAPS IT Section would be beneficial to the stability and sustainability of the technology environment. These ideals are commonplace in IT work environments, and are adapted to a varying degree based on need

and organizational goals. We are focusing on the strategies that are of benefit to a Public Safety and Policing environment.

It has been observed that some of these concepts have been partially adopted. A comprehensive implementation plan with measureable goals, milestones and a schedule should be developed. The recommendations listed are in no particular order of importance or dependency on each other. These recommendations can be adopted whole or in part independent of one another. For future consideration, tools and processes used within one concept will provide greater synergies when used across other areas. This is particularly important for the ServiceDesk/ HelpDesk tool as it can support many of the fundamentals of Information Technology, regardless of the industry being supported.

Recommendation #3– Develop and adopt an IT Change Management Model

Change Management in the Information Technology world is a broad topic. The Information Technology Information Library (ITIL) defines Change Management as *"the addition, modification of removal of anything that could have an effect on IT services". This includes Changes to the IT infrastructure, software, systems, processes, documents, supplier interfaces, etc.*

Development of a change management model suitable to the operational and technical environment at PAPS is encouraged. Proper use of change management tools and processes will reduce or eliminate the unplanned outages that have been observed within the environment. Operational effectiveness should not be reduced through the adoption of change management processes, it should increase as a result.

Through the adoption of change management policy and processes and the establishment of a change management culture within the IT section, future planned and unplanned outages will be effectively managed.

Recommendation #4 – Develop and adopt issue reporting and resolution

In conjunction with Recommendation #1, developing an issue reporting and resolution model should be considered. An initial step towards this goal has been planned as the implementation of a ServiceDesk/HelpDesk incident reporting system has started. Development on the HelpDesk tool along with expanding to include user self service tools such as password resets, self service troubleshooting tools and documentation should be investigated for future state planning of the support environment. Finally, having a comprehensive support portal where users can interact virtually with the IT Section should be considered.

This task is as much about changing the work culture and developing a set of expectations from the IT Section as it is about additional tools and processes. The initial step forward will provide great benefit with little impact or financial cost. Many of the tools and products that accompany this recommendation are little or no cost. Further discussion, investigation and analysis should be performed.

Recommendation #5 – Develop and adopt an IT Project Management Model

Through conversation with PAPS Executive and the IT Section Management, there are a number of projects planned for the next 18 months and beyond. These projects vary in terms of complexity, resource utilization, overall length and financial commitment. Developing a simple Project Management strategy will enhance the ability for the IT Section to successfully deliver projects on time, on budget and meeting the expectations of the Executive.

Project Management can bring a negative connotation with it, this is especially the case when combined with Information Technology complexity. This does not have to be the case though. There are very simple strategies that can be adopted to better manage the small to medium projects that the PAPS are used to implementing.

Project Management can be a broad topic with many different ways to achieve the same goal. Matching a method to the organization in order to achieve the goal most effectively, is an important step in the process. Further discussion on potential strategies should be considered.

Conclusion

To conclude, the current IT Section at PAPS has the building blocks to be a capable, agile support team. The addition of a new resource targeted at tracking and resolving the break-fix and user issues, combined with the adoption of the IT management strategies will provide a solid foundation to build on.

By considering the few recommendations outlined in this report it is my belief that the team can return to the capacity it held in the recent past. The observations, discussions and analysis provided are only part of the overall picture for IT service delivery for the Police Service. As with most things dealing with technology; you need to adapt and change to stay on top.

PRINCE ALBERT POLICE SERVICE

TITLE: Coroner Recommendations Respecting Death of Ryan Kereluk

DATE: January 2, 2020

TO: Chief of Police ☐ **Board of Police Commissioners** ☒

PUBLIC: ☒ **INCAMERA:** ☐

RECOMMENDATION:

That this report be received as information and filed.

TOPIC & PURPOSE:

To inform the Board of Police Commissioners of the eight (8) recommendations that have been received from the Saskatchewan Coroner Service and the ongoing internal review that is to occur in relation to each of the recommendations.

Background:

Ryan Kereluk had been arrested on May 16th, 2018 and detained in the Prince Albert Police Service cells. On the morning of May 18th, Mr Kereluk was found in medical distress and staff responded with an AED and called for medical assistance. Mr Kereluk was then transport to the Victoria Hospital where he was pronounced deceased at 08:53 hrs.

The cause of death was determined to be accidental cause by methamphetamine toxicity.

PROPOSED APPROACH AND RATIONALE:

A coroner inquest was conducted between December 2nd - 6th, 2019 in relation to the May 18th, 2018 accidental death of Ryan Kereluk while in custody at the Prince Albert Police Service.

The purpose of an inquest is to keep the public informed, determine the identity of the deceased, and the factors and means of the death. The recommendations that come from an inquest are to avoid preventable deaths when possible.

The recommendations that have been received are under an in-depth administrative review and each recommendation will be implemented as soon as practicable within the scope of law. The Saskatchewan Coroners Service will be apprised of our efforts and outcomes related to each recommendation once completed and the related information will be shared for public notification.

The following recommendations are from the Jury Report:

1. **To: Senior Administrators of the Prince Albert Police Service**

   That senior administration staff immediately conduct a comprehensive review of any and all policies that relate to the monitoring of prisoners and update &/or replace these policies as needed to ensure that all such policies are consistent with current practices and technologies.

2. **To: All Staff of the Prince Albert Police Service**

   That senior administration (in conjunction with the supervisor & experts from agencies such as the P.A. Health Region & Parkland Ambulance) shall review & establish basic training requirements for all guards and matrons which would include basic training in areas including but not limited to: (a) Security supervision (b) Basic First Aid/ St. John's Ambulance & (c) How to monitor & assess the health & wellbeing of individuals under the influence of drugs and alcohol.

3. **To: Prince Albert Police**

   To enhance the audio surveillance in all existing detention areas, and have audio recording capability added to detention in areas that do not currently have such capabilities. Example: Cells, bay area and hallways. Consideration should be given to restrict the use of radios/stereos/speakers in these areas

4. **To: Prince Albert Police Staff**

   That senior administration staff appoint a senior officer or senior administrative staff (the "supervisor") to manage and supervise the guards and matrons. The supervisor should ensure that the guards and matrons possess the basic competencies for the position and are sufficiently versed in the applicable policies. The supervisor shall ensure that the guards and matrons have fulfilled all training requirements related to the position and that all training recertification's are current and up to date.

5. **To: Guards/Matrons of PAPS**

   To implement the use of a log book in which guards and matrons will record their prisoner checks.

6. **To: All Police Personnell [sic]**

   In the event of an arrest related to a CDSA offense, police shall ensure that a comprehensive search of the accused is conducted prior to the accused being lodged in cells, to the extent permitted by law.

7. **To: Prince Albert Police Service**

   To ensure the all updated and/or replacement policies ensure that the Supervising Sgt. will maintain overall monitoring responsibilities for the cell block, including personally monitoring the cell block at regular intervals.

8. **To: All staff of the Police Service of Prince Albert**

   To have empathy, compassion and respect to each and every person they come in contact with in the positions they hold. This will be enforced in accordance with the policies of the Prince Albert Police Service.

PRESENTATION: **VERBAL** ☒ **AUDIO/VISUAL** ☐ **NONE** ☐

Written By: **Jonathan Bergen**

Approved by: **Chief of Police** ☒ **Signature:**

PRINCE ALBERT POLICE SERVICE

TITLE: Promotion and Transfer Policy Amendment

DATE: January 13, 2020

TO: Chief of Police ☒ **Board of Police Commissioners** ☐

PUBLIC: ☒ **INCAMERA:** ☐

RECOMMENDATION:

- That the Board approve the promotion policy to be added to the Prince Albert Police Service policy manual

TOPIC & PURPOSE:

This report is to request that the Board approve amendments to the Promotion and Transfer Policy for the Prince Albert Police Service (PAPS). The changes are reflected and captured within **"Part 11, CHAPTER E: Promotion and Transfer, Parts 3-15"**

BACKGROUND:

At the conclusion of a Labor Management meeting on September 18, 2018, the Prince Albert Police Association and Chief Bergen established a committee to evaluate and reassess our current promotion policy. The appointed chair of the committee was Deputy Chief Stonechild and consisted of members from the Prince Albert Police Association selected by President Daryl Hickie. In May 2019, Inspector Mushka assumed the chair position of the committee.

Several committee meetings occurred throughout 2019 in order to reach a consensus for the proposed promotion policy.

The highlighted draft policy attached to this report is the result of the sub-committee's considerations

PROPOSED APPROACH AND RATIONALE:

The current promotion process has a call for applications for the rank of Sergeant and Staff Sergeant. An applicant will submit a written memo to the Chief of Police advising of the interest to enter the promotion process. A Promotion Board is appointed and the following grade distribution determines the successful applicant from the rest.

- Seniority 5 %
- Exam 30%
- Self-Assessment 15 %
- Peer Assessment 25 %
- NCO Assessment 25 %

The promotion committee has consulted with several police agencies across the country. We are confident in the proposed changes to the current promotion practice. The biggest change to our current promotion process would institute an applicant interview. This practice is used by police agencies nationwide in selecting candidates for promotion. The following is the proposed grade distribution for the new promotion policy with a detailed explanation for each step in the process:

- Seniority (10 %) – the committee recognized the importance of experience in attempting to identify supervisors. Seniority will be defined as the amount of years spent at the rank below the one which the applicant is applying for. When applying for the rank of Sergeant, a member must have minimum 6 years completed experience (with a written exemption allowing them to apply 1 year before the required 7 years of completed service). Therefore, the mark allotted will begin at 6 years providing an applicant a score of 0 out of 10. For every six months thereafter, the applicant will receive 0.5 marks, up to a maximum of 10 (which would occur at 16 completed years). The members completed years of service upon when the Chief of Police sends a call for promotion applications, will determine the years of service.
  Members applying for the rank of Staff Sergeant will be given 0.5 marks for every six months completed at the rank of Sergeant.
- Exam (25 %) – The exam will be administered by a member of Administration on the Promotion Board. The passing grade will increase to 70%. A study guide will be provided to all candidates. The study guide will ensure that applicable policy, case law and best practice is captured. However, not all exam questions will be taken from the study guide.

- Written component (15%) – The promotion board will determine the topic and length of document. Consideration will be given to the police service core values, competencies and police service priorities for each rank. A standardized marking rubric determined by the Promotion Board will provide each applicant with clear expectations.
- Peer Assessment (15 %) – Human Resources or their designate will select the peers confidentially and independently of the Promotion Board. The peers must possess a minimum of 4 years experience. Consideration shall be given to select a diverse and proportionate number of peers from a cross section of the police service. A non-promotable or exceptional grade must have written documentation to support the grade of the applicant.
- NCO Assessment (15 %) – All Staff Sergeants will complete an assessment for each applicant applying for promotion to avoid discrepancies. As with the peer assessment, a non-promotable or exceptional grade must have written documentation to support the grade of the applicant. NCO's are accountable to the grade provided.
- Interview (20 %) – The interview will be conducted by the Promotion Board. The topic for the interview shall be communicated to the applicants by the promotion board prior to the interview. The Police Sector Council provides competencies, interview questions and a scoring template that allows the promotion board from any perceived bias or favoritism.

CONSULTATIONS:

The committee as described in the Background text created this draft policy.

COMMUNICATION AND/OR ANNOUNCEMENT PLAN:

Upon approval, the Chief of Police will ensure that local policies and procedures related to the implementation of this policy will be available to all police service personnel and they will be made aware of the policy and its requirements.

POLICY IMPLICATIONS:

Revisions to existing policy, **"Part 11, CHAPTER E: Promotion and Transfer, Parts 3-16"**

FINANCIAL IMPLICATIONS:

None

PRIVACY IMPLICATIONS:

None

OTHER CONSIDERATIONS/IMPLICATIONS:

None

STRATEGIC PLAN:

Priority #3; Professional Service

PRESENTATION: **VERBAL** ☐ **AUDIO/VISUAL** ☐ **NONE** ☒

ATTACHMENTS:

1. Draft PAPS policy, **"Part 11, CHAPTER E: Promotion and Transfer, Parts 3-15"** contain highlighted portions that will be amended in the new policy.

2. Final policy to be implemented into the Prince Albert Police Service policy manual, **"Part 11, CHAPTER E: Promotion and Transfer, Parts 1-16"**

Written By: Insp. Mushka **Signature:** _____

Approved by: **Chief of Police** ☑ **Signature:** _____

3. Board Responsibilities

a. The Promotion Board shall make all recommendations for promotion to positions within the scope of the Association to the Chief of Police.

b. Notwithstanding the recommendations of the Promotion Board, the Chief of Police shall have the final authority to identify the successful candidate in any promotion.

c. The promotion process shall consist of ~~five~~ six components; a written exam, a peer assessment, a ~~promotion~~ NCO assessment, a ~~self~~ written assessment, an interview and seniority.

d. An applicant may submit a grievance relating to observance of the policy, but a grievance based on the results of the process will not be accepted.

8. Exam (Step 1)

a. The date of the annual exam will be posted a minimum of 45 days in advance.

b. Each applicant for promotion must successfully pass the written exam. The exam will be created by the appointed Promotion Board and will consist of true/false, multiple choice and short answer questions. The exam will be drawn from but not limited to questions of law, general knowledge and supervisory ability. References will include the Criminal Code, Policy manuals, Police Commission Operations Manual, Provincial Statutes, Collective Bargaining Agreement and City of Prince Albert By-laws.

c. A promotion study guide will be provided to the applicants but will not necessarily contain all exam questions

d. The exam will require a mark of ~~fifty percent (50%)~~ seventy percent (70%) to pass.

e. Once an applicant passes the promotional exam for that rank they can hold their mark for three consecutive years but they will have the option to re-write annually to improve their mark if they desire.

f. The exam shall make up ~~30 percent (30%)~~ twenty five percent (25%) of the final promotion grade.

9. Peer Assessments (Step ~~2~~ 3)

a. The applicants will participate in a peer assessment process.

b. The Promotion Board shall administer the peer assessment tool, scoring and competency rating process.

c. Peer assessment marks will not be carried from one year to the next.

d. Peer assessment process shall be completed only after the applicants successful completion of the examination.

e. Applicants will have the ability to confidentially exclude up to two peers from involvement in their assessment by submitting their names in writing to the Promotion Board during the application process.

f. Human Resources or their designate will select peers confidentially and independently of the Promotion Board. The peers must possess a minimum of 4 years experience. Consideration shall be given to select a diverse and proportionate number of peers from a cross section of the police service. A non-promotable or exceptional grade must have written documentation to support the grade of the applicant.

g. The peer assessment shall constitute ~~twenty five percent (25%)~~ fifteen percent (15%) of the promotional process.

10. ~~Promotion~~ NCO Assessment (Step 3) 4

a. Applicants will receive a promotability assessment from ~~their Inspector or manager~~ all Staff Sergeants at the time of the competition.

b. ~~Annual promotability assessments will be completed prior to the written exam.~~ Annual assessments shall be completed by each of the applicant's NCO's and may be used as reference to properly assess each applicant.

c. ~~This assessment will include a performance review. The Promotion Board will review~~ previous assessments, personnel file, letters of commendation, and any other written material available in order to properly assess the applicant.

d. A non-promotable or exceptional grade must have written documentation to support the grade of the applicant.

e. The ~~promotability~~ NCO assessment shall constitute ~~twenty five percent (25%)~~ fifteen percent (15%) of the promotional process.

11. ~~Self~~ Written Assessment (Step 4) 2

a. Applicants will be required to submit a written self assessment to the Promotion Board.

b. ~~The categories for self assessment will be provided by the Promotions Board and will include topics such as work ethic, community involvement, police service priorities, self improvement and leadership~~. The promotion board will determine the topics and length of document. Consideration will be given to the police service core values, competencies for each rank as identified by the Police Sector Council, and the police service priorities.

c. The promotion board will provide each applicant with a standardized marking rubric to provide clear expectations.

d. The self assessment shall make up 15 percent (15%) of the final promotion grade.

12. Seniority (Step 5)

~~Each applicant shall receive two marks for every year of service calculated to the nearest completed six month term. Seniority shall mean from the time a member last entered the Prince Albert Police Service. The seniority component shall not exceed five percent (5%) of the final promotion mark~~.

a. For the rank of Sergeant, the scoring of an applicant's seniority will commence at 6 years of service. The mark provided will be 0 out of 10. For every 6 months of completed service, an applicant will receive ½ mark, up to a maximum of 10 marks (16 years of completed service or greater).
b. For the rank of Staff Sergeant, each applicant will receive ½ mark for every 6 months held at the rank of Sergeant, up to a maximum of 10 marks.
c. Each applicant's score will be calculated from the closing date on that years call for applications to participate in the promotion process. Seniority shall mean from the time a member last entered the Prince Albert Police Service.
d. The seniority component shall not exceed ten percent (10%) of the final promotion mark.

13. Promotion Interview (Step 6)

a. The interview will be conducted by the promotion board.
b. Topics for the interview shall be communicated to the applicants prior to the interview by the chair of the promotion board.
c. Consideration to the police service core values, competencies as identified by the Police Sector Council, and the police service priorities may be used as topics for discussion. The promotion board may also consider having the candidates present on a predetermined topic as part of the promotion interview.
d. The promotion interview shall constitute twenty percent (20%) of the promotional process.

~~13~~ 14. Total Assessment of Point Value

The maximum percentage a candidate may accumulate through the promotion process is one hundred (100) percent. The following weight is given to each component:

- Seniority shall be ~~five percent (5)~~ ten percent (10%)
- Peer Assessment shall be ~~twenty five percent (25%)~~ fifteen percent (15%)
- ~~Promotability~~ NCO Assessment shall be ~~twenty five percent (25%)~~ fifteen percent (15%)
- ~~Self~~ Written Assessment shall be 15 percent (15%)
- Annual Exam shall be ~~thirty percent (30%)~~ twenty five percent (25%)
- Interview shall be twenty percent (20%)

~~14~~ 15. Reservation of the Board

In the event that none of the applicants in a particular process accumulates seventy (70) percent or more the Board reserves the right not to make a recommendation that any of the applicants be promoted. In that case, the competition shall be reopened as if the vacancy had just occurred.

~~15~~ 16. All Applicants Advised

If an appointment is made as a result of the promotion process, the Chief of Police shall post the name of the successful candidate.

New - ~~November 2012~~ January 2020

Table of Contents

1. Promotion Policy Purpose
2. Promotion Board
3. Board Responsibilities
4. Posting
5. Vacancy
6. Eligibility
7. Probation
8. Exam (Step 1)
9. Written Assessment (Step 2)
10. Peer Assessments (Step 3)
11. NCO Assessment (Step 4)
12. Seniority (Step 5)
13. Interview (Step 6)
14. Total Assessment of Point Value
15. Reservation of the Board
16. All Applicants Advised

1. Promotion Policy Purpose

Purpose

The promotion policy of the Police Service is intended to assist in identifying personnel who demonstrate the knowledge, skill, and ability required to perform a leadership function. The competency indicators used shall be recognized National standards for policing.

2. Promotion Board

a. The Chief of Police will appoint a Promotion Board annually. It shall consist of at least one commissioned officer and at least two ranking officers. One of the commissioned officers shall be appointed by the Chief to act as chairperson of the Board.

b. The Chief of Police shall invite a representative from the Association to observe the entire promotion process, to ensure that it is transparent and fair to all involved parties.

3. Board Responsibilities

a. The Promotion Board shall make all recommendations for promotion to positions within the scope of the Association to the Chief of Police.

b. Notwithstanding the recommendations of the Promotion Board, the Chief of Police shall have the final authority to identify the successful candidate in any promotion.

c. The promotion process shall consist of six components; a written exam, a peer assessment, a NCO assessment, a written assessment, an interview and seniority.

d. An applicant may submit a grievance relating to observance of the policy, but a grievance based on the results of the process will not be accepted.

4. Posting

a. Each year the Chief of Police shall post the names of the appointed Promotion Board members and ask for applicants to respond with a memo stating their interest in applying for promotion.

b. In a year where it is unlikely that a promotion will occur, the appointed Board may decide not to offer a promotion process, or to offer only components of a process.

c. A written exam shall be offered every year regardless of whether or not the entire process is offered.

d. The results of the promotion process shall be recorded and kept on a list by Administration and will be accessible to all members upon request.

e. Vacancies occurring shall be filled from the results of the promotion process for the next twelve months or until the closing date of the next years promotional process, whichever occurs first.

5. Vacancy

The term "vacancy" is defined in the Collective Bargaining Agreement. All vacancies shall be filled within the time schedule set out in the Collective Bargaining Agreement. The Chief of Police may fill a vacant position without posting it if he/she does so by utilizing the results of the most recent promotion process.

6. Eligibility

a. To be eligible for promotion beyond the rank of Constable, a member must have attained a first class constable status and must possess a minimum of 7 years completed service as a sworn member of the Prince Albert Police Service, prior to January 1st of the year the promotion process occurs.

b. In the event that no applications are received from eligible candidates within the Service, consideration shall be given to altering the eligibility requirements in that particular instance.

c. Notwithstanding 6.a., to be eligible for promotion to any rank as described in the Collective Bargaining Agreement, a member must possess a minimum of one year completed service in the previous rank.

d. The length of service for the purpose of this section shall be calculated from when the member last entered the service of the Prince Albert Police Service to the closing date of the promotion competition posting.

e. Special eligibility consideration shall be given to members who have completed a significant administrative or management function in addition to their normal duties. Members who have conducted research, performed as a service instructor in any use of force options or made any other significant personal contribution to the Service may apply in writing to the promotion committee and have their service eligibility requirement reduced by one year.

f. No member shall be eligible for promotion if they have been subject to disciplinary action within the previous twelve months from the closing date of the promotion competition posting.

g. No member shall be eligible for promotion if they are currently on probation as described in the Police Act, 1990 as a result of discipline.

7. Probation

Periods of probation for any promotion are as defined in the Collective Bargaining Agreement.

8. Exam (Step 1)

a. The date of the annual exam will be posted a minimum of 45 days in advance.

b. Each applicant for promotion must successfully pass the written exam. The exam will be created by the appointed Promotion Board and will consist of true/false, multiple choice and short answer questions. The exam will be drawn from but not limited to questions of law, general knowledge and supervisory ability. References will include the Criminal Code, Policy manuals, Police Commission Operations Manual, Provincial Statutes, Collective Bargaining Agreement and City of Prince Albert By-laws.

c. A promotion study guide will be provided to the applicants but will not necessarily contain all exam questions.

d. The exam will require a mark of seventy percent (70%) to pass.

e. Once an applicant passes the promotional exam for that rank they can hold their mark for three consecutive years but they will have the option to re-write annually to improve their mark if they desire.

f. The exam shall make up twenty five percent (25%) of the final promotion grade.

9. Written Assessment (Step 2)

a. Applicants will be required to submit a written assessment to the promotion board.

b. The promotion board will determine the topics and length of document. Consideration will be given to the police service core values, competencies for each rank as identified by the Police Sector Council, and the police service priorities.

c. The promotion board will provide each applicant with a standardized marking rubric to provide clear expectations.

d. The written assessment shall constitute 15 percent (15%) of the final promotion grade.

10. Peer Assessments (Step 3)

a. The applicants will participate in a peer assessment process.

b. The Promotion Board shall administer the peer assessment tool, scoring and competency rating process.

c. Peer assessment marks will not be carried from one year to the next.

d. Peer assessment process shall be completed only after the applicants successful completion of the examination.

e. Applicants will have the ability to confidentially exclude up to two peers from involvement in their assessment by submitting their names in writing to the Promotion Board during the application process.

f. Human Resources or their designate will select peers confidentially and independently of the Promotion Board. The peers must possess a minimum of 4 years experience. Consideration shall be given to select a diverse and proportionate number of peers from a cross section of the police service. A non-promotable or exceptional grade must have written documentation to support the grade of the applicant.

g. The peer assessment shall constitute fifteen percent (15%) of the promotional process.

11. NCO Assessment (Step 4)

a. Applicants will be receive an assessment from all Staff Sergeants at the time of the competition.

b. Annual assessments shall be completed by each of the applicant's NCO's and may be used as reference to properly assess each applicant.

c. Previous assessments, personnel file, letters of commendation, and any other written material may be used to properly assess each applicant.

d. The NCO assessment shall make up 15 percent (15%) of the final promotion grade.

12. Seniority (Step 5)

a. For the rank of Sergeant, the scoring of an applicant's seniority will commence at 6 years of service. The mark provided will be 0 out of 10. For every 6 months of completed service, an applicant will receive ½ mark, up to a maximum of 10 marks (16 years of completed service or greater).
b. For the rank of Staff Sergeant, each applicant will receive ½ mark for every 6 months held at the rank of Sergeant, up to a maximum of 10 marks.
c. Each applicant's score will be calculated from the closing date on that years call for applications to participate in the promotion process. Seniority shall mean from the time a member last entered the Prince Albert Police Service.
d. The seniority component shall not exceed ten percent (10%) of the final promotion mark.

13. Promotion Interview (Step 6)

a. The interview will be conducted by the promotion board.

b. Topics for the interview shall be communicated to the applicants prior to the interview by the chair of the promotion board.

c. Consideration to the police service core values, competencies as identified by the Police Sector Council , and the police service priorities may be used as topics for discussion. The promotion board may also consider having the candidates present on a predetermined topic as part of the promotion interview.

d. The promotion interview shall constitute twenty percent (20%) of the promotional process.

14. Total Assessment of Point Value

The maximum percentage a candidate may accumulate through the promotion process is one hundred (100) percent. The following weight is given to each component:

- Seniority shall be ten percent (10%)
- Peer Assessment shall be fifteen percent (15%)
- NCO Assessment shall be fifteen percent (15%)
- Written Assessment shall be fifteen percent (15%)
- Annual Exam shall be twenty five percent (25%)
- Interview shall be twenty percent (20%)

15. Reservation of the Board

In the event that none of the applicants in a particular process accumulates seventy (70) percent or more the Board reserves the right not to make a recommendation that any of the applicants be promoted. In that case, the competition shall be reopened as if the vacancy had just occurred.

16. All Applicants Advised

If an appointment is made as a result of the promotion process, the Chief of Police shall post the name of the successful candidate.

New - January 2020

PRINCE ALBERT POLICE SERVICE

TITLE: **2020 Canadian Association of Police Governance Annual Conference**

DATE: **December 16, 2019**

TO: **Chief of Police** ☐ **Board of Police Commissioners** ☒

PUBLIC: ☒ **INCAMERA:** ☐

RECOMMENDATIONS:

1. That each Board member provide confirmation to the Board Secretary by June 1, 2020, if they will be attending the 2020 Canadian Association of Police Governance Annual Conference to be held August 20 - 23, 2020 at the Delta Hotels Victoria Ocean Pointe Resort, Victoria, BC**,** so that registrations, flights and accommodations can be secured.

2. That June 1, 2020 is the final deadline to register for the 2020 CAPG Conference as Board member.

TOPIC & PURPOSE:

The Canadian Association of Police Governance holds an annual conference for its members each year. The CAPG Conference is a leading event in the police governance sector. Now entering its 31st year, the Annual CAPG Conference is held over a three-day period during which delegates are encouraged to network, discuss, engage, and discover the rich community we continue to foster. The 2020 CAPG Conference is taking place August 20-23 at the Delta Hotels Victoria Ocean Pointe Resort in Victoria, BC.

The Theme for the 2020 CAPG Conference is: "Prioritizing Wellness Through Governance".

Please find attached the 2019 CAPG Conference Report for information. The 2019 Theme was: “Community Safety, Community Service, and Community Strength.”

BACKGROUND:

Hotel accommodations will need to be secured for all Board members to ensure rooms are booked.

REPORT:

The Conference Package information for the 2020 Canadian Association of Police Governance Annual Conference has not yet been released by CAPG.

The Board Secretary is requesting that Board members provide confirmation by the deadline of June 1, 2010 if they are wanting to attend the 2020 Conference so that registrations and flights can be secured.

FINANCIAL IMPLICATIONS:

The 2020 Board Budget includes the approved budget for four (4) Board members to attend the 2020 CAPG Conference.

OTHER CONSIDERATIONS/IMPLICATIONS:

There are no public/stakeholder involvement, or communication plan, or official community plan, or policy implications or privacy implications.

PUBLIC NOTICE:

Public Notice pursuant to the Public Notice Bylaw No. 24 of 2015 is not required.

PRESENTATION: **NONE** ☒

ATTACHMENT:

1. 2019 CAPC Conference Report

Written By: **Melodie Boulet, Board Secretary**

CAPG CONFERENCE REPORT

2019

CANADIAN ASSOCIATION OF POLICE GOVERNANCE

DEDICATED TO EXCELLENCE IN POLICE GOVERNANCE

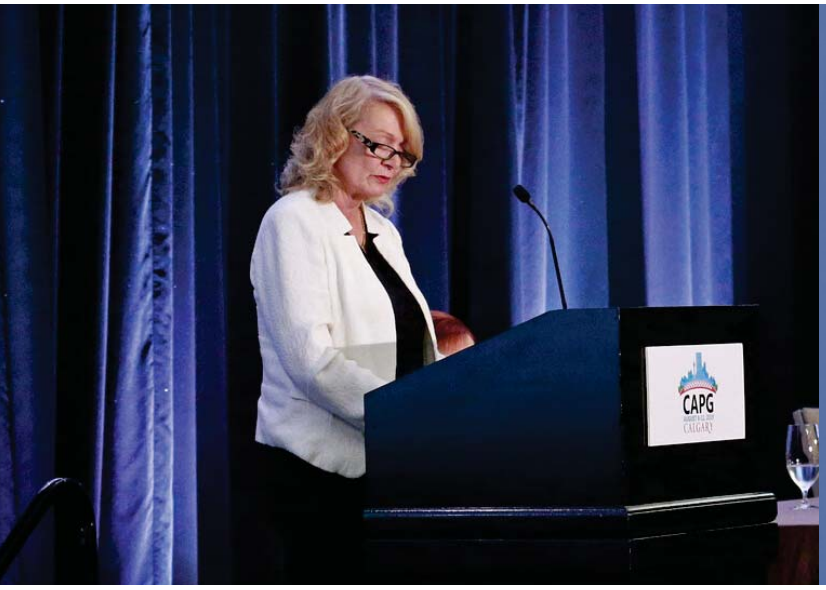
www.capg.ca

AUGUST 9-11
CALGARY, AB

COMMUNITY SAFETY, COMMUNITY SERVICE, COMMUNITY STRENGTH

CONTENT

Opening Keynote	4
Human Rights Issues for Police Governance	8
Police Governance at a Crossroads	10
Gold Standard Strategic Plans: Lessons From a Survey of CAPG Members	13
Roundtable Discussion for Forces Over 400	16
From Hire to Retire - the leader's role in building a healthy organization	19
Police Governance Dashboard	22
Building Community Health, Safety, and Well-Being	25
Pacific Autism Family Network	30
CACP/CPA/CAPG Town Hall	32



KAREN MCCRIMMON

Parliamentary Secretary to the Minister of Public Safety and Emergency Preparedness

OPENING KEYNOTE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

McCrimmon recognized that PTSI is a significant issue.

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

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

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

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

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

COLLABORATIVE ART PROJECT
DONTATION
Created by Conference 2019 Delegates during Youthlink Event

RAJ DHIR

Ontario Human Rights Commission

HUMAN RIGHTS ISSUES FOR POLICE GOVERNANCE

PLENARY SESSION

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

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

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

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

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

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

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

ANDREW GRAHAM

Queen's University

FRED KAUSTINEN

Governedge Inc.

POLICE GOVERNANCE AT A CROSSROADS

JOINT SESSION

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

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

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

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

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

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

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

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

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

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

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

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

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

Graham noted that the Senator clearly intended to speak to police governance issues generally, as they apply to all boards and commissions in the report. He called on boards to question their own governance policies and indicated that no board member should be able to vote without approved board governance training. He also said that boards need to actively review policies and not rely on templates exclusively.

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

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

Kaustinen shared his best practices for board training.

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

What is the police board job?

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

What are the key police governance tasks?

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

How should we train?

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

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

See what's getting done or not

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

Hear wisely:

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

Speak wisely:

- Talk about the board's aspirations for the organization

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

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

DR. TULLIO CAPUTO

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

PLENARY SESSION

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

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

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

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

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

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

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

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

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

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

Some strategies were given as to how to achieve this:

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

Caputo also detailed the demise of Blackberry, what was the premier mobile gadget on the market and the fastest growing company, according to Forbes Magazine, in 2009. Earnings were exploding 84% per year and no one could have foreseen its demise. The company, however, failed to keep up with Apple and Google due to errors in strategy and vision. They failed to anticipate that consumers, and not businesses, would drive the smartphone revolution and that apps would be a major factor. They were blindsided.

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

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

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

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

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

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

Key components:

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

Caputo reviewed 24 plans of the largest

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

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

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

Key takeaways from his research into strategic plans:

- Many looked more like glossy advertisements or marketing tools rather than tools that have been designed to support governance
- Key themes and priorities were not derived from data — often they had an operational strategic focus. Youth crime and speeding aren't strategic issues, for example — they become strategic issues when you start looking at them as a trend
- 70% of the calls for service that police services receive have nothing to do with the criminal code violations yet that's where the money is going — training is on firearms, use of force, etc.
- Communications receives nearly no resources and it's the number one tool in the toolkit — interaction with the public is a key component of policing

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

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

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

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

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

ROUNDTABLE DISCUSSION FOR FORCES OVER 400

BREAKOUT SESSION

BACKGROUND

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

The discussion was facilitated by CAPG board members Alicja Szarkiewicz and Carole McDougall. Suggested topics were listed and the group took a few minutes to add additional items. Once the discussion concluded tables were invited to report their discussion to the group. Nine tables of participants took part in the discussion. Topics included: Human Trafficking, Succession Planning, RCMP Unionization, Hate Crimes, Strategic Outcomes and How to Measure Them, Autonomy from Politicians, Guns and Gangs, Guns and Knives, Tiered Policing.

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

SUMMARY OF TABLE DISCUSSIONS

RCMP Unionization and Tiered Policing

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

Tiered Policing

- Does two tiered policing save money?
- Will boards still have oversight if civilian members are no in the union?
- Important to do a scan of what officers do that takes the most time before committing to a civilian team.

Tiered Policing

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

Proliferation of Weapons

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

Tiered Policing

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

Tiered Policing

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

Autonomy

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

Autonomy

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

GORDON SELINGER, Regina Board of Police Commissioners
Emil Kolb Award Recipient for Excellence in Police Governance, 2019

CHIEF NEIL DUBORD

Delta Police Department

FROM HIRE TO RETIRE

the leader's role in building a healthy organization

PLENARY SESSION

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

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

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

Dubord showed a video displaying a series of news clips discussing police officer mental health while a police officer described hearing of the deaths of his fellow officers by suicide.

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

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

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

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

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

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

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

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

Three out of four people in policing organizations do not believe their organizations are concerned about their health.

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

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

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

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

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

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

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

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

What does a wellness system look like?

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

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

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

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

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

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

How should organizations implement a system?

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

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

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

DR. GORDON MCINTOSH

POLICE GOVERNANCE DASHBOARD

PLENARY SESSION

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

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

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

- Ability to question the chief
- Confidence in information from chief
- Evaluating the chief
- The fine line between governance and operation
- Communication between chief and board
- Finances and budgeting

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

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

2019-2020 Board of Directors

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

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

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

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

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

The major takeaway of the session:

"It's about alignment."

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

BUILDING COMMUNITY HEALTH, SAFETY, AND WELL-BEING

JOINT SESSION

S/SGT FRANK CATTONI

Safe Communities, Opportunities and Resource Centre (SORCe)

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

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

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

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

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

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

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

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

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

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

SORCe has collaborations with United Way, Alpha House, Alberta Health Services, the Canadian Mental Health Association, the Calgary Catholic Immigration Society and the Alberta Government. They launched on September 18, 2018.

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

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

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

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

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

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

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

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

JAN FOX

REACH, Edmonton

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

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

Fox said she worked for Corrections Canada for 30 years.

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

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

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

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

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

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

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

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

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

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

FELIX MUNGER

Canadian Municipal Network on Crime Prevention

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

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

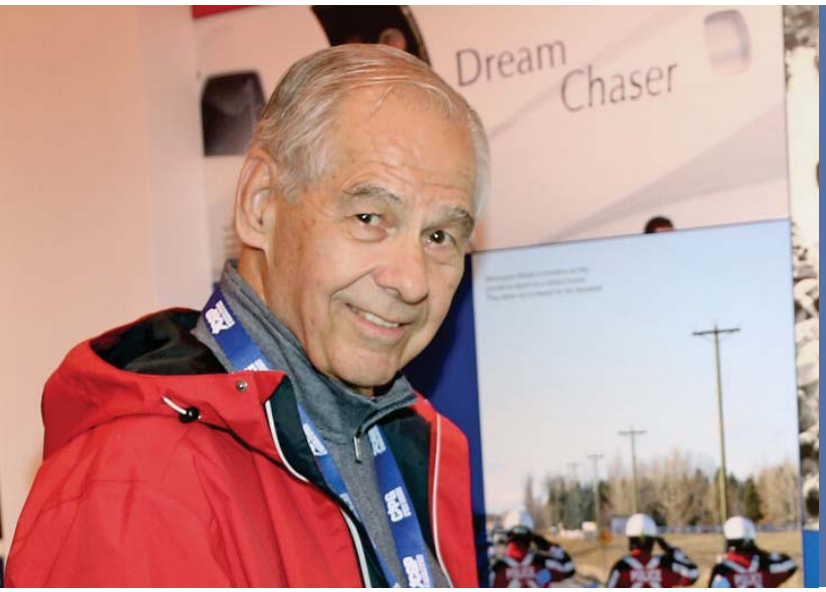
Policing is crowding out other services because of the amount of money it costs. But, 70 - 80% of phone calls to police across Canada are not related to crime.

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

Root causes of delinquency are:
Physical, sexual and emotional abuse
Family breakdown and family violence
Mental illness or drug use by a household member
Incarceration of a parent
Boys with an incarcerated father have a 70% chance of ending up in jail themselves

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

ONE WINNER OF THE TRADITIONAL "WHITE HAT" DRAW
*Presented by the **Calgary Police Commission***



JACK MCGEE
with Linda Stewart

PACIFIC AUTISM FAMILY NETWORK
JOINT SESSION

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

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

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

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

What is Autism?
Autism, or Autism Spectrum Disorder (ASD) is characterised by challenges with:
Speech and non-verbal communication
Social interactions/skills
Repetitive/stereotypic behaviours
Particular strengths and differences

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

challenges.

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

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

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

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

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

Some tips:

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

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

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

CACP/CPA/CAPG TOWN HALL

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

MARK NEUFELD

CACP

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

Often, said Neufeld, the competency profiles in job postings are similar, likely because search firms are engaged to assist with the selection process. Additional context is required in these postings. It's all well and good to say that 'communication' is an executive-level competency, but what kind of communication is really being discussed? Is it communication with the board? Or internally with the team? It's all well and good to say that 'financial acumen' is required, but what are we dealing with? Are we looking for a steady hand or someone to come in and look at service delivery and service levels and make changes to find efficiencies?

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

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

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

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

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

MICKI RUTH

CAPG

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

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

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

TOM STAMATAKIS

CPA

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

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

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

ANTJE MCNEELY

CACP

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

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

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

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

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

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

DARLENE BRANDER

CAPG

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

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

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

Boards can absolutely run competitions on their own without hiring expensive recruitment firms, if they have the want, resources, knowledge, ability and capacity to do so.
Involving the community results in greater buy-in from the public as one of the most important roles in any community is the chief of police.

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

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

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

THANK YOU TO OUR 2019 SPONSORS!

OUR HOST

CHAMPION

COMMISSIONAIRES

KICKOFF BREAKFAST

VICTORIA POLICE

CULTIVATOR

FRIEND

PEER

SASKATOON BOARD OF POLICE COMMISSIONERS

PEWTER

SafeTracks GPS Canada Inc.

GPS Personal Monitoring Solutions

Be proactive today, not reactive tomorrow.

CUSTOM PACKAGE CONFERENCE SUPPORTERS

LRPC
Lethbridge Regional Police Commission

GARDAWORLD

CANADIAN ASSOCIATION OF POLICE GOVERNANCE

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