

Yukon Police Council

Stakeholder Engagement Workshop

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1. BACKGROUND

The Yukon Police Council was created in response to the report *Sharing Common Ground: Review of Yukon's Police Force* (2010). During the Review, citizens expressed the need for ongoing dialogue and a permanent avenue to provide input into policing priorities. To this end, the Government of Yukon appointed the Yukon Police Council with a mandate to “provide advice that the Minister of Justice may consider when establishing policing objectives, priorities and goals” (from the Yukon Police Council’s Terms of Reference). The council is composed of citizens from various backgrounds, all of whom have strong knowledge of the public safety and policing issues in their communities.

As part of their mandate, the Yukon Police Council members saw a need to consult with various Yukon agencies that play a role in public safety, policing, and the justice system. To this end, the council organized a workshop where members of these various agencies could contribute their experience and expertise, and identify areas of concern and potential actions. Cambio worked with the council to design a workshop process that would enable participants to provide this input. A list of all the people and agencies that participated in the workshop can be found in Appendix 1.

2. TOPICS FOR THE DAY

The participants created the list of topics to be discussed during the workshop by identifying their top priorities for discussion at the workshop. Each person wrote their most important topic on a piece of cardstock, and these were collected and grouped with similar topics by the organizers and facilitators.



In total, thirteen different topics were identified for discussion. In some cases, several ideas were clearly related and were grouped together. In other cases, single ideas stood alone and became an individual topic. The following list includes the discussion topics that were developed (in **bold**) along with the complete list of topics provided by participants (in *italics*).

1. Assault Against Women and Children

- *Assault against women and children (all types)*
- *Sexual assault and violence towards women*

2. Victim Response and Services

- *Services for victims of crime – availability/access throughout the Yukon*
- *Victim response*
- *First Nations health and well being*

3. Policies Around Arrest and Charging

- *Policies around arrest/charges – consistent?*

4. Coordinated Service

- *Intentional collaboration*
- *Working collaboratively with partners*
- *Strengthening a coordinated approach*
- *Establish update working protocols (inter-agency response to child abuse)*

5. Mental Health (including addictions and Fetal Alcohol Spectrum Disorder (FASD))

- *Mental health and addictions awareness and response (stigma, collaboration)*
- *Mental health*
- *Mental health issues*

6. Offender Monitoring and Supervision

- *Offender monitoring and supervision (where Probation Officers are not available)*

7. Youth and Policing

- *Youth Criminal Justice Act (YCJA) and policing*
- *RCMP and aboriginal youth relations*
- *Organized crime, drugs and youth*

8. Building Relations Between RCMP and First Nations Communities

- *RCMP community relationships*
- *Planned communication with the public*
- *Relationship building – involve communities*

9. Crime Prevention

- *Crime prevention*

10. Supporting Meaningful Change and Improvement

- *Supporting meaningful change and improvement*

11. Cultural Awareness

- *Cultural awareness and understanding*

12. RCMP Selection and Promotion

- *RCMP (staff) selection and promotion*

13. Marginalized and Vulnerable People

- *Response to marginalized people*
- *Protect vulnerable people (homeless, addictions, mental illness)*
- *Criminal responsibility for chronically addicted community members*
- *Racial profiling*
- *Restorative justice*
- *RCMP members' cultural awareness of the community they serve*



3. DISCUSSION TABLES AND RESULTS

The discussion process employed a modified *World Café* approach. Seven discussion tables were created in the morning and six in the afternoon, with each table taking on a discussion topic. Each participant was invited to choose a table that interested them (while also trying to maintain a balance in numbers at each table). A Yukon Police Council member hosted each table, and was supported by a facilitator to record discussion notes. Participants were asked to discuss three questions about the topic:

1. What is your experience related to this topic?
2. What challenges exist in responding to the issues?
3. What opportunities are there for addressing the issues?

After 30 minutes, participants switched tables to discuss another topic. In-coming participants to each table were given a summary of the first group's discussion, and invited to elaborate and/or contribute their own thoughts. Following another thirty minute discussion, each table group was then asked to identify the three key ideas or recommendations arising from the discussion at that table. The key ideas and recommendations identified by each discussion group are presented here. The complete discussion notes for each topic can be found in Appendix 2. The points below are presented verbatim and in the order of importance given by the discussion groups. The overall group of workshop participants added a few points following the discussion group reports, and these are indicated by the text "*Added*". The number in parentheses after each point indicates how many votes it received in the prioritizing exercise at the end of the workshop (see Section 4 for details).

Assault Against Women & Children¹

1. Improve and target communications about services available and processes for victims (2)
2. Measure improvements through measurable targets and reporting (1)
3. Community policing (0)
 - More than building RCMP relations
 - Police capacity and resources
 - Alternative delivery methods
- *Added*: Improve training (4)
 - language use
 - victim blaming

¹ The first discussion group at this table indicated to the facilitators that the key ideas and recommendations generated by the second group did not accurately represent their perspectives. See the complete discussion notes in Appendix 2 for more detail on the first group's discussion.

- *Added:* Specialized response team and a counselor/social worker (3) Victim Response and Services
1. Develop protocol agreements between RCMP, First Nations, gov't agencies and NGOs; consider need for flexibility and review every two years (1)
 2. Increase public education about existing services (1)
 - Crime Prevention Victim Services Trust Fund (CPVST Fund)
 - Victim Assistance Volunteers at the RCMP
 - Victim Services Unit at Government of Yukon
 - Court Processes
 - Cultural Awareness in the general public
 - Increase male presence and participation
 3. "Internal" education of RCMP, gov't agencies and First Nations (1)
 - dual charging
 - primary aggressor
 4. RCMP training on how to respond to vulnerable populations (e.g. acutely intoxicated people, victims of violence); individual member response is critical (1)

Policies Around Arrests and Charges

1. Communication strategy reflects arrest/detention/charging process, recognizing policies, procedures, and realities on the ground (0)
2. More effective communication/protocols between service providers (incl. RCMP) when responding to clients – e.g. diversion of vulnerable people from RCMP (1)

Coordinated Service

1. Formal Process for working together – policies, protocols, letters of understanding (4)
2. Community orientation key to collaboration (3)
 - Exit interviews
 - Community feedback
 - Cultural awareness training (Northern Institute of Social Justice (NISJ), Council of Yukon First Nations (CYFN))
3. Direction and follow-up from senior leadership to collaborate and check if it is being done (0)

Mental Health

1. More community support so that mental health issues are not criminalized (6)
2. Inter-agency approach (incl. RCMP) when dealing with clients who have mental health challenges; recognize RCMP role as first responders (3)

3. Training for RCMP in mental health and cultural awareness (2)

Offender Monitoring & Supervision

1. Strengthen partnerships between RCMP and communities in monitoring & supervision - justice committees, schools, Health & Social Services (3)
2. Increase the use of monitoring and enforcement options for both adult and youth (0)
3. Engage community broadly in monitoring and support (0)
 - *Added:* Make offender monitoring a priority for the RCMP (2)

Youth and Policing

1. Establish joint protocols and guidelines across the territory (1)
2. Build relationships and communications with RCMP, youth and community (0)
3. Members of Yukon Police Council to meet with youth to get their perspective (0)
 - *Added:* Specific training on Youth Criminal Justice Act (YCJA)

Building RCMP and First Nations Community Relationships (3)

1. Community orientation, mandate, ownership; build relationships and trust (2)
2. Professional networking (1)
 - Sharing resources & Knowledge
 - Increased communication
 - Intentional collaboration
3. Communication (two-way) on best practices
 - Communicate about communications
 - Timely

Supporting and Measuring Meaningful Change and Improvements

1. Continue and build on collaboration and inter-agency partnerships (0)
2. Mechanism used to move forward and prioritize (2)
 - *Added:* Measurable performance indicators - e.g. response time, trust (2)
 - *Added:* Community involvement in performance evaluations (0)

Crime Prevention

1. Engaging communities in identifying safety issues and how they can contribute to change (6)
 - Take responsibility
 - Stigmatize behaviours
 - Solutions and how can participate
2. Tackle addictions and abuse of alcohol; prevent abusive behaviours and crime (2)
3. Community policing (0)
 - Relationship building
 - RCMP engage with community (orientation, training, mandatory interaction with community)

Cultural Awareness

1. Sustaining the new NISJ courses on cultural awareness and trauma (5)
2. Formal orientation process for each community (3)
 - Chiefs and others to orient new members
 - Profiles of new members shared with community
3. Involving youth from all cultures in different programs and opportunities (1)
 - Summer students, community events
- *Added:* Specific training around people with disabilities (1)
 - RCMP that can sign
 - Talk at our level, bend down to speak with person in wheelchair

RCMP Selection and Promotion (1)

1. Establish Yukon–specific hiring process (2)
 - Targets for women and aboriginal people
 - Measure whether met
 - Include previous background in social work
2. Establish a process for community participation in recruitment of all members, not just the Detachment Commander. (1)
3. Have 2 month overlap between incoming and outgoing members for mentorship (1)

Marginalized and Vulnerable People

1. Increase and enhance supports for vulnerable populations (24 hour), to reduce reliance on police but also so police have places to refer to (3)
2. Provide training and develop options (0)

3. Coordinate response, communicate in sections (0)

4. TOP PRIORITIES FOR THE POLICE COUNCIL

Following the completion of group discussions and recommendations, the workshop participants were asked to individually identify the top three priorities that they feel the Police Council should address. Each participant was given three sticky dots and invited to place them on the key ideas and recommendations arising from the discussion groups. Based on this process, the following ideas and recommendations were flagged as top priorities (in order of votes received). There is a natural separation between those recommendations that received three or more votes and those that received less than three votes; the former are presented here as priorities.

1. **Crime Prevention:** Engaging communities in identifying safety issues and how they can contribute to change (6)
 - Take responsibility
 - Stigmatize behaviours
 - Solutions and how can participate
2. **Mental Health:** More community support so that mental health issues are not criminalized (6)
3. **Cultural Awareness:** Sustaining the new courses on cultural awareness and trauma which have been created at the Northern Institute of Social Justice with CYFN, RCMP, Government of Yukon and others (5)
4. **Assault Against Women & Children:** Improve training (Added) (4)
 - language use
 - victim blaming



5. **Coordinated Service:** Formal Process for working together – policies, protocols, letters of understanding (4)

6. **Building RCMP and First Nations Community Relationships (3)**

Marginalized and Vulnerable People: Increase and enhance supports for vulnerable populations (24 hour), to reduce reliance on police but also so police have places to refer to (3)

Offender Monitoring & Supervision: Strengthen partnerships between RCMP and communities in monitoring & supervision - justice committees, schools, Health & Social Services (3)

Mental Health: Inter-agency approach (incl. RCMP) when dealing with clients who have mental health challenges; recognize RCMP role as first responders (3)

Cultural Awareness: Formal orientation process for each community (3)

- Chiefs and others to orient new members
- Profiles of new members shared with community

5. APPENDICES

Appendix 1: List of Participants and Organizations

Participant Name	Organization
Hillary Aitken	Victoria Faulkner Women's Center
Alyssa Beckett	Whitehorse Chamber of Commerce
Corinne Carvill	Community Justice, Justice, Government of Yukon
Angus Cathcart	Tr'ondëk Hwëch'in First Nation
Shauna Clare	Victim Services, Justice, Government of Yukon
Jacqueline Davies	Public Safety and Investigations, Department of Justice, Government of Yukon
Norma Davignon	Department of Justice, Government of Yukon
Jeanie Dendys	Kwanlin Dun First Nation
Nancy Duesener	Children's Assessment and Treatment Services, Yukon Health and Social Services
Lori Duncan	Council of Yukon First Nations
Victoria Fred	Kwanlin Dun First Nation
Jeff Ford	Department of Justice, Government of Yukon
Colleen Geddes	Offender Supervision and Services, Justice, Government of Yukon
Chantal Genier-Tucker	Council Of Yukon First Nations
Charlotte Hrenchuck	Yukon Status of Women Council
Darrell Jermome	Alcohol and Drug Services, Health and Social Services, Government of Yukon
Judi Johnny	Yukon Anti Poverty Coalition
Leila Hurst	Women's Coalition & Kaushees Place
Kyle Keenan	Teslin Tlingit Council
Beryl Mason	Regional Services, Health and Social Services, Government of Yukon
Linda Moen	PSAC Aboriginal People Committee
Heather MacFadgen	Yukon Human Rights Commission
Michael McKeage	Emergency Medical Services, Community Services, Government of Yukon
Miles Morton	Community Justice Coordinator, Champagne and Aishihik First Nation
Claire Mechan	Department of Justice, Government of Yukon
Ron Pond	Canadian Mental Health Association- Yukon Chapter
Ann Maje Raider	Liard Aboriginal Women's Society
Leslie Robert	Second Opinion Society
Gary Rusnak	Youth Justice, Health and Social Services, Government of Yukon
Sandy Schmidt	Alcohol and Drug Services, Health and Social Services, Government of Yukon
Noel Sinclair	Public Prosecution Service of Canada, Yukon Regional Office
Jody Studney	Canadian Mental Health Association- Yukon Chapter
Mark Stevens	Southern Lakes Justice- Carcross Tagish First Nation
May Brodhagen Stewart	Liard First Nation Dena Keh
Chief Carl Sydney	Teslin Tlingit Council
Jan Trim	Victim Assistance Volunteer, RCMP
Thomas Ullyett	Department of Justice, Government of Yukon
Leah White	Offender Supervision and Services, Justice, Government of Yukon

Participant Name

Lareina Twardochleb
Superintendent Paul
McConnell
Inspector Al Lucier
David Gilbert
Sgt. Roger Lockwood
Lisa Anderson
Bill Klassen
David LeBarge
Patricia Daws
Doris McLean
Robert Riches
Michael Riseborough

Organization

Department of Justice, Government of Yukon

RCMP M Division (Yukon)
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RCMP M Division (Yukon)
Yukon Police Council
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Yukon Police Council

Appendix 2: Complete Discussion Notes

The notes from the discussion tables were transcribed by the table facilitator based on their flip chart notes. They are generally organized according to the questions posed to the group: 1) What are your general experiences, thoughts and concerns related to this topic? 2) What challenges exist in addressing the issues? 3) What opportunities are there for addressing the issues? In cases where the group recorded details on their final recommendations, they are provided here. Otherwise, their recommendations are presented under Section 3 with text taken directly from the sticky notes presented by the group representative.

Assault Against Women and Children

Group Experiences, Thoughts & Concerns:

- Territory has one of the highest rates of assault against women
- There are too few resources to deal with the issue (including monetary resources, program resources, and professional resources such as lack of 24 hour crisis line or support services including rape crisis centre, social worker)
 - Issue further exacerbated in communities
- Lack of accountability around the issue (including lack of accountability for perpetrators, communities, and professionals dealing with the issue)
- High level of victim blaming
- Abuse against women is becoming normalized, which is leading to a high level of tolerance of abuse
- High level of distrust of the RCMP
 - Distrust is long standing
 - Leads to fewer crimes being reported
 - Action of 1 or 2 individuals has wide spread effect
 - Takes time to rebuild trust
 - Good news stories get lost
- Dual charging
- There is a lack of understanding of the justice system
 - Leads to fear of retribution
 - Remove children
 - Wider consequences
 - Concern that it is not a “fear” but a reality of retribution
- Lack of awareness by communities and individuals about the services that are available to assist individuals
 - Lack of information sharing between service providers and victims
 - Service providers influencing or making decisions on behalf of victims rather than providing information to victims and letting the victim make an informed decision.

Challenges:

- Too few resources
- Lack of systematic training from the bottom up
- Lack of training in communities
- RCMP culture
- Distrust of the RCMP
- Statistics don't reflect the actual number of incidents
- Vicious circle
- High turnover of RCMP does not help with relationship building
- Dealing with abuse has a significant psychological effect on RCMP who attend, yet RCMP do not have adequate support which means that they are not able to support the victims appropriately.
- Lack of awareness by communities and individuals about the services that are available to assist individuals
 - Lack of information sharing between service providers and victims
 - Service Providers influencing or making decisions on behalf of victims rather than providing information to victims and letting the victim make an informed decision.
- Action unable to be taken if incidents are not reported: can't act if don't know there is a problem.

Opportunities:

- Training in communities
- Increasing community accountability
 - Communities taking a stand rather than just professionals
 - Communities being actively involved in addressing the issue
 - Decrease tolerance and normalisation of abuse
- Identify resources within communities
 - Communities empowered to tackle issue
 - Community members helping community members
- Relationship building with RCMP and Communities
 - Breaking down barriers
 - Building trust
- SRU
- Increasing communication
 - Needs to be in plain English so everyone can understand
- Community training (kits on ice- about to take place)
- Empower victims by fully informing them about opportunities, services, rights and processes
 - Allow victims to make informed decisions rather than professionals and services making decisions for them or influencing their decision
- Increase awareness regarding rights and opportunities
 - Ability to request same gender officer etc.

- Improve information provided so that informed decisions can be made: services available, service providers.
- reporting – measured on annual basis
 - Measurable targets
 - Service provisions
 - Reporting levels.

Victim Response and Services

Challenges:

- Not enough resources- financial/people
- Fear- speaking out about concerns
- Communities each have their individual challenges- what works in Whitehorse may not work as well in other communities
- Communities/individuals need to get unstuck- move away from old thinking
- Fear that there is no confidentiality
- Lack of trust that First Nation people/communities are able to work with victims- yet encouraged to work with offenders- affects funding that is available
- Compassion fatigue, burn out, vicarious trauma
- Working within an adversarial system
- System is set up to have the process driven by the offender- sometimes with little regard for the victim
- Community based responses- restorative responses and processes
- Victims are often afraid to report- as there are other repercussions- such as Family and Children's becoming involved with the family, retaliation from community
- Normalization of violence

Ideas

- Develop response protocols between First Nation governments and RCMP
- Sit at local and national tables
- RCMP take lead in some communities- ie) here is what is working/happening in other communities, and encourage others to pick up the project lead when people leave
- Submit formal responses to the Yukon Police Council- identifying community needs
- Promote victim assistance volunteers, especially within local First Nations- we exist- you can volunteer!!! Recruit men and First Nation people
- Develop materials to hand out to victims- interagency effort
- Need to communicate more clearly and effectively to victims- processes, options, what no contact orders mean etc.

Recommendations

1. **Partner to develop protocols/agreements between RCMP, First Nations, agencies and governments**
 - Consider the need for flexibility within the agreements (i.e. review every 2 years)
2. **Support interagency public education efforts which increase the understanding of:**
 - Existing services, different agency roles- such as RCMP Victim Assistance Volunteers vs YG Victim Services
 - Court processes
 - Cultural awareness for police and general public
 - Target male population as a target of public awareness campaigns

3. **Service Provider education**

- RCMP along with government agencies and First Nations
- Help service providers to understand different services available and roles
- Help understand and use a victim lens and to help people understand RCMP discretion in charging- and how they use primary aggressor assessments- linked to the issue of dual charging

Policies Around Arrest and Charging

Group Experiences, Thoughts & Concerns

- Arrest procedures – does public get to know what factors come into play when arrest occurs? What considerations and tests come into play? What are the rights of citizens?
 - Normal courses of action when administering arrest?
 - Public availability of information very is limited
 - Consistent nation wide?
 - Dual charging/primary aggressor:
 - Concern – lack of understanding about arrest process
 - Victims of violence - general info from RCMP; what to expect
- Business owners want to know what rights they have with respect to disorderly clients
 - RCMP have provided information to Chamber of Commerce
- Policies related to acutely intoxicated
 - Alternatives to detaining
 - Cycle of client interaction

Challenges

- For citizens arrested & charged in small communities, service providers may not be aware.
 - Getting info to service providers in community justice. Clarification – public info once they've gone before Justice of the Peace.
- Availability & transparency of RCMP policy & procedures
 - If information was available it may clear up misinformation
 - Powers & limits?
- RCMP training on how to respond to intoxicated persons
 - RCMP understanding of detox policy. Do they need a better understanding?

Opportunities

- Evidence for responding to vulnerable persons
 - RCMP policies
 - Cheat sheets for businesses
 - Protocols for service providers interacting with RCMP
 - Two way communication on a more regular basis
- Information on arrest process
 - Transparency
 - Public info
 - What process does RCMP go through
 - RCMP training
 - Service provider training
 - Is RCMP best response?
 - Community intervention

Coordinated Service

Group Experiences, Thoughts & Concerns

- Coordinated service is often dependant on the current environment and relationships- often personality driven
- In order to collaborate, people need to know each other, the services other agencies provide etc.
- Relationships are the foundation to coordinated service
- Coordinated service is also dependant on understanding other service providers and the communities being served- cultural awareness training and community orientation are vital
- Orientation is key- takes time for new members to get to know community. Personal contact is important. Need to take the time to get to know each service provider, take the time to get to know what services are available and to build relationships with current service providers. Need the flexibility for police officers to learn from the community
- However, in addition to relationships, formal processes are important, so that it's not all based on personality- need formal processes for collaborating. Formal processes include protocols, letters of understanding and other tools
- First Nations have new and evolving jurisdiction, and are now looking at shared areas of service- such as law enforcement- important to achieve coordinated service
- Need to value the quiet leaders in communities, including elders
- Service providers that "stay" long term need to proactively seek collaboration with those that have changing staff- and vice versa
- Also important to have internal orientation where old members help connect new members to the community
- The more people that work together, the more success for a client
- Important to look together at who best can address this issue- most issues are multifaceted and each agency only has the mandate to deal with a portion- needs to be a collaborative look at the whole issue and then formal process to work together.

Challenges

- Rotation/revolving door of staff- for both police and other agencies
- Legislation re info sharing- especially with mutual clients
- Mandates that limit interaction, funding, agreeing on objectives, time to facilitate development of objectives
- Implementation is challenging, funding to support momentum
- Lost between the cracks- no main contact or not clear whose mandate/or it's the mandate of more than one agency (example used was for the business community- who to talk with- liaison would help here)
- Still gaps in rural communities
- Many First Nations and small communities have very limited capacity. Therefore, process is key

Opportunities

- Collaborative initiatives such as joint case planning on high risk files- and protocols, principles, objectives within those arrangements
- CYFN cultural orientation protocols tool, Northern Institute of Social Justice Course
- CYFN and communities working on the development/continuation of interagency committees in communities
- CYFN working on the development of networks
- Community Justice Coordinators meet once per week, some have protocols
- As simple as a cup of coffee- an invitation when in town- works for ADS Prevention team
- Commanding Officer's First Nation Advisory Committee- a member in each community- a part of their role could be to support the orientation of new police officers by helping connect them to key people in the community.
- YPC members could also play this role.
- Protocols: need to create new or strengthen existing protocols to guide new workers in communities- police and other service workers: in this context protocols were discussed as formal agreements between agencies. Protocols make it clear what the community can expect
- New police officers need someone to introduce them to the community (a liaison). Important to have key contacts to help police
- Protocols & community liaisons would be positive steps toward collaboration
- Liaison/navigator to orient new staff- need to find a way to find and support a local liaison
- Orientation could include service providers, elders, key people in the community, unofficial community leaders
- Exit interviews with members leaving- what would have been helpful to know upon arrival? These interviews could be part of new member orientation as well
- Directory of Services would be helpful to support collaboration- who to call?
- Yearly interagency meetings and meet and greets
- Need "permission" to talk with other agencies- either explicit permission from agency, in some cases releases from clients and in other cases a more general culture within organizations that value and support collaboration
- In some cases, the focus needs to be on ensuring that the service actually exists- can't collaborate if no service
- Territorial standards would be helpful- for example, Territorial standards on First Nations relations
- Examples of Success:
 - Street Crime Reduction team was a very good example of collaborative and coordinated service- members of this team were very interested in collaborating and had the mechanism to ensure collaboration. Key contacts & formal relationships
 - Health and Social Service working with Motor Vehicles on psycho-educational course for impaired drivers
 - Community Justice Coordinators- monthly teleconferences

Mental Health (including Addictions and Fetal Alcohol Spectrum Disorder (FASD))

Experiences, Thoughts & Concerns

- Putting people with mental health issues in jail is a fundamental problem
 - People with mental health issues don't choose to have them; they need our support
- Need more training and better services from RCMP in this area
 - Some bad experiences from organizations around the table
 - "Don't envy the RCMP officers who are responding to calls" involving people with mental health issues, because they don't have proper training
- Many mental health issues are not obvious at the intake stage (e.g. FASD)
 - Challenge for police and Crown prosecutors
 - Not enough trained experts available for quick diagnosis
 - Life trauma (which may be generational, e.g. residential school syndrome) can mimic mental health symptoms
- Second Opinion Society's work begins after clinical diagnosis of mental health issue
 - Holistic approach to health (mental, physical, spiritual, emotional) rather than just focusing on a set of symptoms
 - Many mental health patients have past trauma and crises that contribute to their condition
- First Nations are concerned about lack of mental health support services
 - Do not favour diagnosis before support systems are in place, including an alternative route through the justice system

Challenges

- Lack of specialized facilities at jails and hospital
 - People with mental health issues held in regular facilities with other inmates
- Long wait times for formalized services
 - Often no service providers available on weekends or after-hours
- Currently recognized diagnosis "boxes" can leave gaps that aren't addressed; mental health issues are not limited to psychosis and schizophrenia
 - e.g. residential school trauma
- People with FASD often unable to regulate their own behavior; need RCMP support at first responder stage
- Inequality in services between Whitehorse and other communities
 - CYFN trying to build capacity to assess and address mental health and FASD issues
- RCMP often asked to play roles outside their capacity and training
- RCMP members have short stays in communities; rotate often
- Not every RCMP officer is suited to work in small Yukon communities

- Need to understand challenges and have special training
- The Review Board for people not criminally responsible for their actions addresses a lot of case info that RCMP are not often privy to
 - Hinders RCMP ability to deal better with that person in the future
- People with mental health issues often unable to deal with requirements of justice system (e.g. court dates and times, lawyer appointments)
- Lawyers sometimes encourage people to plead guilty to charges to minimize their sentences and get through justice system faster
 - Results in long-term effects like criminal record and probation
- Some court conditions are unrealistic (e.g. addicts to abstain from drinking/drugs)
 - Hard to change lifestyle all at once, especially when surrounding by other addicts
 - People face breach charges
 - Need a more harm reduction oriented approach
- Some treatment opportunities only arise if charged (e.g. Community Wellness Courts)
 - Those who are not charged may not have access to services
- Family members may not be able to recognize mental health conditions and provide support
- Supports for mental health and FASD clients can be very expensive and labour intensive

Opportunities

- Detox unit is available 24/7
 - LPNs on staff with unit attendants
 - People can just drop in for support and respite
- Child Development Centre has designed and FASD assessment tool with support from local service providers
- Northern Institute of Social Justice (NISJ) has done research on FASD
 - Determine extent of people with FASD involved with justice system
 - Looking to establish diagnostic team
 - NISJ training is currently too generic apply at street-level; needs more focus
- Turn challenge into an opportunity to excel (e.g. Centre of Excellence for FASD research)
- Justice system need to identify with specific clients, not just general remedies that are applied to everyone
- Canadian Mental Health Association (CMHA) established in Yukon in May 2012
 - Help deal with stigma of mental health problems and human rights issues
 - Need to collaborate with RCMP to provide basic tools and techniques when dealing with persons who have mental health issues
- Adult Processing Unit (APU) at the Whitehorse hospital has a nurse on staff and a psychiatrist on contract
 - Must be careful about diagnoses based on very short-term stay

- Need to build community capacity to take over from RCMP in dealing with mental health issues
 - Address missing link between RCMP and next steps for mental health patients
 - Mental Health clients coming out of court system often fall between the cracks, especially in the communities

Offender Monitoring and Supervision

Group Experiences, Thoughts & Concerns

- In small communities providing offender services is challenging, hard to do effectively with no resident probation officer
- Police priority should be curfew checks, condition checks – seems like this is not a priority for the police – but it is for community, and especially those that ‘stand up’ to support
- Without demonstrated support courts may not make community supervision orders
- Hard for families and community members to be the bad guy/the enforcement
- Breaches (administration of justice charges) are important – important to rehabilitation and success for offenders (and family, community)
- Often interest at the time of sentencing but then support disappears, the support group doesn’t stick together – then the offender seen to be disregarding the order, then the community loses confidence in the System
- Find ways to sustain community engagement in supporting offenders
- Breaches go unreported and community looks at police and courts

Challenges

- Getting community to take responsibility for citizens
- Not consistent response from police (sometimes they are out patrolling, it isn’t always easy to phone the police)
- Police transition every few years
- Community supports having the information they need, i.e. sentences imposed that affect KFDN and so they can be aware of those in community
- Protocol development

Opportunities

- For police to connect with community and develop community relations
- Pre-charge interventions as a priority, do preventative policing
- Demonstrate police support for the ‘community support’, acknowledge the community involvement
- Engage with the community, share information and educate each other
- Judiciary need to hear what community saying about community-based sentences and the complexities of enforcement in the community
- For example, KFDN community within larger community – they have a supervision role but aren’t aware sometimes when sentences (that involve their citizens) are imposed
- If community could provide input the sentences would be more realistic for supervision
- Relationship opportunity, partnership between RCMP and community
- Develop indicators /checks and understanding of community supervision order effectiveness
- Look at other tools and at the case, before auto breaching , i.e. Youth Criminal Justice Act (YCJA) alternatives – work in partnership

Recommendations

1. **Strengthen partnerships** – police with communities in monitoring – coordinated and team approach to monitoring /supervision
2. **Education and increased use of the YCJA tools/alternatives**, but also consider options and flexibility with adults – not auto breaching
3. **Community engagement and support** – not just a police issue – involve First Nation services, judiciary, crown, police

Youth and Policing

Challenges

- Turnover rate of member (RCMP)
- A chosen community member in a leadership role working in collaboration with the RCMP
- Concern that other policing priorities can interfere with focus on Youth
- Alternative measures are not always used by police to reduce the amount of actual incarcerations
- Consistent negative run-ins between RCMP and Youth reduce the positive impact RCMP can have on Youth
- Crime Bill changes and the focus on deterrence can negatively impact effectiveness
- Youth perception of RCMP in most communities is very negative, must create a positive relationship (work on cultural norms)
- Historical perception of RCMP is negative , i.e. took children from their homes to residential schools
- Generational expectations of RCMP is negative
- RCMP members build programs based on individual capacity and when they rotate out new members may not have the same capacity to fill those roles, programs end, relationships suffer

Opportunities

- Creation of Youth Unit that has long-term members including RCMP, social workers, teachers, etc
- Need RCMP members to be more involved with Youth
- Campaigns/ programs for awareness, education and commitment are needed
- Sustainability of programs and agencies is important
- Incorporation of specific protocols for any representative from any agency to follow
- Increased communication from all levels and agencies
- Consistent positive interaction with RCMP and Youth may change perception and cultural norms
- Implement protocols with agencies to better understand roles
- RCMP to encourage better protocols/communication/relationships and guidance with communities
- RCMP should become more involved in community programs
- RCMP needs to engage the community more in programs, decisions and education

Recommendations

- 1) **More communication and engagement** with community members and RCMP members
- 2) **Clear protocols for new members** including a full orientation with community members and previous RCMP member (succession planning due to constant turnover)
- 3) **More engagement with youth** and asking for priorities or issues from them, this includes building positive relationships with youth and youth organizations
- 4) **RCMP evaluations for new programs with performance indicators**, i.e. response times (hard indicator), and measuring trust (soft indicator), and for communication/engagement effectiveness.

Building Relations Between RCMP and First Nations Communities

Group Experiences, Thoughts & Concerns

- Room for improvements from a Public Relations (PR) perspective
 - Attending event in communities
 - Increased integration into communities
 - Lack of communication from RCMP to communities
 - Increased relationship building
 - Formal and informal
 - Formal – on a professional basis
 - Informal – on a community integration basis
 - RCMP need to get to know people in communities
 - New members not known by communities
 - Need to build trust
- RCMP need to be more approachable
 - Increase communication
 - Build trust
 - Increase reporting
- Communities and police need to work together
- Communities feel disconnected from the justice system
 - Justice system is like a travelling road show
 - Everyone shows up in community for court – attend court – go home
 - Leaves the community to deal with the fall out
 - No long term continuity
 - Community leadership not involved in supporting individuals attending court
 - Becomes us vs. them
 - Lack of community involvement does not foster confidence in to justice system
 - Building trust takes time; problems did not occur overnight and are not going to be solved over night - give it time
- Peel Principle
 - Communities at heart of community policing
 - Should not be us vs. them
- Misinformation or lack of information = trouble in communities
 - Rumours start
 - Blame assigned
 - Pandora box opened
 - Exacerbates already underlying issues
 - Need clear communication that is transparent and says something rather than talks in circles and timely

Challenges:

- Communities feel disconnected from justice system
- Communities are not involved in enforcing orders etc.
 - Reinforces us v. them mentality
 - Communities not involved in the “community” aspect of community policing
 - Makes RCMP the bad guys
- Information about incidents not provided to communities or not provided in timely manner
- Whitehorse v. Communities
 - Whitehorse seen to be treated differently than communities
- Expectation of a 24 hour service provided by RCMP officers in communities whether they are on duty or not
 - Communities say they want RCMP to integrate into community life but never allow RCMP officers to take off their uniforms – RCMP are always seen to be on duty
- Recognition that there are communities within communities and that you need to work (network) across all communities
- Disconnection between professionals and RCMP in communities
 - Not sharing information
 - Not using resources available

Opportunities:

- Community involvement in enforcing orders
 - Communities helping/ taking on lead role
- Community leadership taking greater role in justice
 - Break down barriers – not RCMP v. community
 - Community taking a stand against behaviour
- Clear communication that is timely
- RCMP more approachable
 - Community orientation
 - Increased integration
- Increased community involvement from leadership
 - Leading by example
 - Enforcing orders
 - Accepting RCMP
- Communication about Communication
 - What can be said/ not said and why
 - Constraints and opportunities
 - Will help to manage expectations of public
- Break down barriers between Whitehorse v. Communities
 - Treated the same no matter where you live
- RCMP are people too – need to communicate this

- Respectfully allow for the uniform to be taken off
 - Be creative about work undertaken during working time
- Communities responsible for community orientation
 - Communities taking active role in building relationships
- Intentional collaboration / multi-agency partnership working among professionals in communities
 - Increase info sharing
 - Opportunities to engage communities in different ways.
 - Sharing resources
- What can the police council do to get communities playing a more active role and taking greater ownership of community policing.

Crime Prevention

Group Experiences, Thoughts & Concerns

- Supports in community (housing, supported living), mental health, addictions have connection with crime prevention (CP)
- Need lower tolerance for behaviour which could lead to crime and stigmatization (early intervention)
- Investment makes economic sense – more early intervention prevention less crime/cost/harms
 - CP predicated on relationships
- RCMP – eyes & ears in community at 2am
 - Non-criminal indicators and behaviours which precede crime
 - Interventions pre-charge.
- Need to take holistic approach –
 - Home origins - Early childhood
- Prevent through relationships
 - RCMP, schools, family
 - High risk youth
- Downtown safety concerns about downtown Whitehorse and disorder (acute intoxication – fear of violence on waterfront, = avoidance)
 - Change feeling - how
- Youth opportunities – get to the youth where they are at, engage with them

Opportunities:

- Community Meetings (seen as necessary approach to taking responsibility for community)
 - Responsibility
 - Impact of crimes
 - Voices of elders
 - Consequences of anti-social behaviour
 - Community values
 - Community engagement
 - Empowerment
- Holistic crime prevention
 - Strategy – need strategy to house different initiatives
 - Family
 - Housing
 - Addictions & abuse of alcohol = assault, Impaired Driving* one of key contributors to crime.
Address addictions and alcohol abuse = crime prevention
- Engaging youth
 - Downtown
 - On their level
 - Community supports

- Behaviours normalized
- Main driver of criminality
- Community
- People driven – individuals
 - After/off duty
- Process driven
 - More defined process with RCMP for different agencies to interact with RCMP.
 - Alcohol and Drug Services (ADS) – what criteria do RCMP use when dropping off person to ADS

Policing actions for crime prevention:

- RCMP detachment level
 - Community involvement
 - Duties – which include community engagement
 - Expectation of each officer
- Community Policing Officer – dedicated resource
 - Helping RCMP engage with community
 - Detachment commander
 - Proactive in school
 - Con – should be expectation of all members
- RCMP – Community interaction
 - Mandated – part of performance
 - See clients from different perspective. Plain clothes as member of community
- Need community orientation of members; RCMP members connected with community = lower crime
- What about crime prevention & security agencies as opposed to RCMP? e.g. Community Safety officers, security firms.
- Enforcing fines for summary convictions (indictable offences – deterrence). Fines rarely enforced and if they were it would be a significant deterrent.

Supporting Meaningful Change and Improvement

Challenges

- Project sustainability
- Changing Staff/Rotation of staff;
- Breaking barriers with the RCMP can be difficult, i.e. security within their own building leads to inaccessibility and barriers;
- Must adhere to medical standards and guidelines
- Rotation of RCMP members can stifle community engagement especially if previous RCMP member and their family were highly involved within the community
- Continuity difficulties with volunteers, staff, and community

Opportunities

- Mentorship is an essential component for the RCMP and community
- RCMP need engagement in the community and the community must openly engage the RCMP
- Involve the community in measuring the effectiveness or implementation of programs
- Ensure program evaluation by RCMP
- RCMP must have focused protocol/measurable
- The RCMP needs to set clear expectations with performance indicators, i.e. response times (hard indicator), and measuring trust (soft indicator)
- RCMP should have a full community orientation when starting their rotation in new location
- All new RCMP programs evaluated to some standards
- RCMP must build sustainable relationships with community
- The community needs to see the difference of RCMP as Member/Professional and RCMP as a community member i.e. if that particular member was very involved in the local kids hockey association, a new member coming in may not have the same interests, this does not make him a lesser RCMP officer, but a different type of community member
- Communities need to own a portion of responsibility, not rely on all changes to be the responsibility of the RCMP- this may also enable relationship building and working in collaboration

Cultural Awareness

Group Experiences, Thoughts & Concerns

- The RCMP have been using “Aboriginal Perceptions” course- which was developed in Yukon, with First Nations, and modified for use around Canada
- Now, through of Sharing Common Ground, the final report of the Review of Yukon’s Police Force, the Northern Institute of Social Justice, First Nations Initiatives at Yukon College, the RCMP, Justice, Health and Social Services and CYFN have been developing a new cultural awareness course. This course combined portions of a number of existing courses, and adds new content as well. Input from First Nations has been incorporated. This course will be piloted in November for RCMP and Health and Social Services staff.
- This course will also include the CYFN Cultural Protocol Tool Kit developed by Yukon First Nations and coordinated by CYFN.
- It is important to note that traditions and values are different by community.
- Racial Profiling was also discussed at the table- and questions as to whether RCMP have training in this area- the RCMP are trained in “non-biased policing” and a non-biased policing policy exists as well.
- Training and cultural awareness can lead to a decrease in stereotyping- and therefore decrease in racial profiling- will also lead to increased understanding of the community.
- Key part of cultural awareness training needs to be an understanding of the effects of residential school on our communities and people (and also the RCMP role in taking children to residential school)
- Also need to understanding of other events that caused social upheaval- such as the Gold Rush, creation of Parks, building of the Alaska Highway etc
- Important that communities take responsibility for working with RCMP to develop orientation programs
- Important to find ways for the community to get to know the *person* who is policing
- Important to have a formalized process for cultural orientation- mandatory Yukon wide training, then mandatory community orientation.
- This knowledge will lead to improved relationships

Opportunities

- CYFN Cultural protocol toolkit- has been developed by First Nations, and will be included in new course
- The new Cultural awareness course at NISJ
- Other organizations can help develop orientation programs (and help with orientation)- such as the First Nation Justice Network, Community Justice Coordinators, people involved in justice in the community
- Chiefs and other key people to take new members around the community, and introduce them to the community and key people. This could be linked with the Detachment Commander selection process.
- Profiles of new and incoming police officers could be shared with and circulated within the community, including to service providers and youth

- When recruiting for Yukon- take in to consideration experience with First Nation communities, cultural awareness and openness to learning from community
- Examples of success:
 - New process where communities are involved in the process of hiring the Detachment Commander. This is positive, keep it going
 - Police attending community events (for example a recent healing event in a community)

Recommendations

- **Formalize and make mandatory the new cultural awareness course**
 - Also support course which improve police officer's understanding of the effects of trauma on individuals and communities
- **Communities and RCMP work together to develop formal, mandatory community orientation plan for each community**
 - This could include the participation of Chiefs and others from the community
 - This could include creating profiles and other ways of introducing new police officers to the community
- **RCMP find ways to meaningfully engage with youth**
 - This might include exploring revitalizing the summer student program

RCMP Selection and Promotion

Experiences, Thoughts and Concerns

- Yukon/NWT/Nunavut are volunteer jurisdictions; cannot compel members to come here, they must apply (still considered “remote area”, “isolated”)
 - Applications are reviewed and screened for suitability, first on paper, then through interviews
 - Personnel files sent to community detachments for final review
 - Minimum 5 year commitment
- Currently more effort to allow recruits opportunity to return to home are
 - Still limited by factors like personal suitability, position availability, and personal choice
- Promotions are done through a written exam
 - Vacancies sometimes filled through lateral movement rather than promotion
 - Criteria for promotion depends on specific position
- RCMP inspector feels there are currently enough positions in Yukon, although not all positions are staffed
 - Vacancies due to illness or parental leave are not filled due to budget restrictions (office on leave is still drawing pay)
- Drugs and organized crime are national priorities with specific funding
 - Yukon has specific drug squad
 - Drug enforcement also part of every officer’s duties
- Different experiences with relationships to RCMP members
 - In one community, one new officer is very engaged, but the Corporal near retirement is less so – community feels like this person “is just dropping in”
 - Personal demeanor and approachability are very key factors in relationship to members
 - Attitude is key – should be one of interaction as much as enforcement

Challenges

- RCMP programs need to be sustainable, survive turnover with individuals
 - Hard to keep good people in one community for a long time without hurting their careers
- Can’t force members to do extra-curricular work; this is dependent on good will of individuals
 - But community relations can be part of assigned duties (e.g. go to potlatch, visit fishcamp)
- Need more training than basic 6 month depo
 - Cultural awareness, community specifics

- Specialized challenges (e.g. domestic violence, addictions)
- Training can be hard to fit onto members' regular duty schedules
- Few organizations ever able to meet their targets for representative workforce (except entry level positions)
- RCMP in the north were traditionally expected to do things outside their mandate (e.g. inoculating sled dogs in Dawson)
 - Should not be used as an excuse to avoid addressing service gaps
- Lack of support programs in communities creates additional work for RCMP members
 - Often dealing with one person multiple times for similar issues (e.g. domestic violence, public intoxication)
 - Repeat offences with band-aid solutions

Opportunities

- Develop a more representative RCMP membership in the communities (women, aboriginal people)
- Community involvement with officer recruitment at early stages will help address needs and priorities
 - No formal process currently in place, although communities generally participate in recruitment of the Detachment Commander; trying to get formal process in place
- Local options available for cultural awareness training (e.g. Legendseekers course on Yukon Land Claims)
- Attitude training should be part of recruitment process
 - Address common stereotypes about aboriginal people, women
 - Become aware of one's personal biases
 - Ability to recognize symptoms of personal burnout (e.g. poor attitude, resentment)
- Members going to small communities should be screened for attitude suitability
 - Willingness to learn local culture
- Plain clothes community engagement
- At least a month overlap between outgoing and incoming members
- Target people with previous social service work experience (e.g. Youth Outreach Workers) for RCMP recruitment and small community work
- Training around alternative justice processes like restorative justice
 - Policing is more than just enforcement
 - Mediation and conflict resolution training

Marginalized and Vulnerable People

Group Experiences, Thoughts & Concerns

- Who are the marginalized and vulnerable people? Acutely intoxicated, homeless, addicted, lack basic fundamentals (safety, shelter, food), those with FASD, trauma (residential school and family), mental illness, etc.
- Children – responding to victimization, system does not mitigate
- Those who fall through the cracks, get labelled and judged, instead of creating awareness
- Don't choose their circumstances
- Don't access services – services aren't comfortable to approach or access, i.e. going into a fancy office
- Police can't be expected to know and be everything – can't do this by themselves, need the support of partners and public
- Need community coordinated approach
- In situations where it is not their mandate, police should not be the 'service'
- How can service providers work better with clients from police who are marginalized and/or vulnerable
- Outreach Van is a good example
- Downtown Vancouver Court – example of coordinated service, accessible, community involvement – no service can be one size fits all
- In Yukon there is no 24 hour crisis line

Challenges

- Educate public and services
- Trust
- Revisit policies (understand that policies are in place for safety etc. but flexibility sometimes)
- Intentional collaboration

Opportunities

- Identify gaps, potential responses
- Cultural orientations, protocols, are happening – coordinate response with one lead
- Look to other jurisdictions for service models
- Continue to engage and talk about appropriate service that meets the needs of unique clients, of each client
- 'service' to be led by the right service
- Develop a POM (prolific offender management program) for this client group
- Form the dedicated group, coordinated managed approach, intensive case management
- Train police on mental health issues, trauma – handling sensitive issues, the police work environment must allow for this learning
- Increase 'street outreach' and mental health outreach
- Enhance supports so police have resources to refer to