

# Report on DIVISIONAL AND COMMUNITY

## Orientation, Update and Information Sharing on Police/Community Relations, 51 Division

May 8, 2006

### Introduction

Scadding Court Community Centre, in partnership with the Toronto Police Services and 38 community based organizations have developed the *Community Education and Access to Police Complaints Demonstration Project (CEAPC)*. The goal of this two-year demonstration project is to ensure that the police complaints system is accessible and available to the specific needs of community members, while at the same time providing opportunities for education, to increase communication and build bridges between diverse communities and police<sup>1</sup>.

### Overview and Summary of the Orientation

The divisional orientations are an important part of the education component of the project. The goal of the orientation is to encourage and facilitate dialogue and communication between communities and police. These orientations provide the opportunity for police officers and community workers working within the same catchment area to come together in a full day workshop to identify and discuss issues in the community. Focusing on solutions, there is an emphasis on action planning and next steps for moving forward collaboratively in making our communities safe and healthy places to live. The boundaries encompassing 51 Division catchment area are:

- West-Yonge St., Dundas Sq., Victoria St., Dundas St. E, Yonge St.
- North-Bloor St. E, Prince Edward Viaduct
- East-Don River, Lakeshore Blvd. E, Don Roadway
- South-Toronto shoreline

The Divisional and Community Orientation, Update and Information Sharing on Police/Community Relations, 51 Division was the second Orientation organized by CEAPC. The key organizers were Scadding Court Community Centre, 51 Division, Regent Park Neighbourhood Initiative, Street Health, and Toronto Community Housing. Nathalie Rockhill from St. Stephen's Community House Conflict Resolution Service facilitated the workshop.

Project partners and other organizations who work within this area were invited to participate in the Orientation. 17 Representatives from 9 community organizations attended including: Central Neighbourhood House, Dixon Hall, Friendship Centre, Kiwanis Boys and Girls Club, Regent Park Community Health Centre, Regent Park Neighbourhood Initiative, Street Health, The 519 Church Street Community Centre, and Toronto Community Housing (Moss Park, Regent Park and St. James Town).

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<sup>1</sup> See Appendix 1 for the CEAPC Project Overview.

Officers who work in various capacities within the community were invited, and the 12 participants were from Community Response Unit, Complaints Unit, Primary Response Unit, and Training Unit areas of 14 Division.

The orientation was planned as a step towards strengthening relations between police and the diverse communities located within 51 Division catchment area. There was an understanding that work has been done in this area, but it needs to be ongoing. The orientation was held at Nelson Mandela Public School, located in Regent Park.

The goals of the orientation were to:

1. To increase awareness and understanding of the Scadding Court Police Demonstration Project.
2. To deepen awareness and understanding of Divisional and Community issues and trends.
3. To enhance awareness and understanding of respective Divisional and Community service providers' roles and responsibilities.
4. To strengthen community-police relations.
5. To corroborate and strategize next steps specific to:
  - ongoing Divisional and community dialogue
  - implementing a process to identify solutions for acknowledged issues
  - establishing a small working group to plan a Community Forum

Acting Superintendent Richard Stubbings from 51 Division and Neil Clarke, Vice Chair of the Regent Park Neighbourhood Initiative began the morning by giving the welcome addresses. Leila Sarangi, Coordinator of CEAPC, gave a brief introduction of the project and then Nathalie Rockhill took over her role as the lead facilitator for the day. Based on a model developed by the Canadian Race Relations Foundation<sup>2</sup>, the Orientation was structured in a format that promoted dialogue between community workers and police officers. The tone was set from the beginning of the workshop with an interactive introductory exercise. The participants were then separated into four small discussion groups with an aim to have an even number of community workers and officer in each group. Each small group was facilitated by one of the Orientation organizers and the larger discussions facilitated by Nathalie.

The morning group discussion focused on identifying the issues. The four questions were:

1. How does the diversity of the people that you work with (e.g. clients, colleagues, supervisors, subordinates, community, police, etc.) affect your work?
2. On what issues relating to police/community relations would you like to see some frank discussions?
3. What are your hopes for this workshop?
4. What are your fears for this workshop?

The small group discussions were recorded onto flip chart paper and then presented to the larger group.

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<sup>2</sup> The model was developed for the Divisional Orientation with 14 Division held September 15, 2005. See [www.scaddingcourt.org](http://www.scaddingcourt.org).

Leila Sarangi, Project Coordinator, then made a 20 minute presentation on the CEAPC Project which provided an overview and update of the development, objectives, service model, activities and evaluation of the project. The morning session ended with a large group discussion on clarifying the terminology with the goal of ensuring that participants knew what was meant when these terms were used. By defining the terms, communication becomes clearer and barriers begin to break down.

Following the lunch/networking break, Nathalie identified three dominant themes from the morning discussions:

1. How to build mutual trust between community and police
2. How to find common ground between police's need to respond to illegal activity and agency need for community care
3. How to build accountability and transparency

Each group was assigned a theme to discuss in terms of: Explanation – what the issue means; Need – why it is necessary; Potential/Practical Solutions – ways of implementing collaboratively; Barriers – what could hinder implementation of solutions.

The workshop ended with a look at next steps, filling out personal commitment and evaluation forms

### **Feedback and Outcomes**

The evaluations from the participants and observations from the organizing committee was positive overall; 90% of the participants reported the Orientation to be very worthwhile or worthwhile. Many stated that the most valuable opportunities the session provided were in the small group discussions. In particular, community workers found some of the most valuable aspects to be:

- “talking with frontline police officers about issues the community faces”
- “talking to the police on an informal basis”
- “the group discussions because I think that the police and community need to continue to hear each others concerns/barriers/solutions”
- “having a strong police presence throughout the day. Enabled me to see things through a different frame”

Police officers found some of the most valuable aspects of the program to be:

- “common ground and possible practical solutions”
- “partnership building with the other agencies and CEAPC”
- “group discussions with other community members that police rarely have contact with”
- “Open talks, round table. Different opinions from everyone. Great (learned a lot)”

66% of participants reported they would welcome further sessions in the following areas: continuing the dialogue, continued agency intervention, how to better access police services, substance use, breaking down misconceptions, implementation and feedback, effectiveness of changes, and to see in six months if communities and police are working together.

Group participants discussed creating a working group to organize another larger forum as a next step. Although most participants were in agreement that this would be a useful process, no one could commit at that time to take the lead in organizing such a committee. Lack of time and resources were cited as reasons for this. Instead, participants used their personal commitment forms to outline what they could begin to do immediately based on what they learned in the session. These commitments included:

- “Be more patient when police have to intervene with community members”
- “Speak to police officers in the street, make contact. Be witness. Create opportunities to build positive relationships”
- “Work harder in the community and get my fellow officer to do the same; explain different points of view Police, Community, Worker, Social Agencies”
- “Make myself available to community agencies, act as liaison officer if requested”
- “Continue to create spaces where dialogue can happen in police and community members”
- “Personally be more involved in the community in regards to community building”
- “Be more willing to engage the police on a more personal level? Yes! Get the agency to look at a workshop in the the divisional training”
- “Advise peers/communicate members re: proactive policing”
- “I can participate in activities that help engage the police and community, i.e., info sessions, workshops, safety walks, CPLC”

## **APPENDIX I**

### **The Scadding Court Community Centre Community Education & Access to Police Complaints Demonstration Project (CEAPC) Overview**

#### **Goal**

*The goal of the Community Education & Access to Police Complaints Demonstration Project (CEAPC) is to ensure that the police complaints system is accessible and available to the specific needs of community members. This will be achieved through the development and delivery of support mechanisms that will assist in making the system more transparent, comprehensive, and accessible to the diverse citizens of the Toronto area. CEAPC will be responsive to and guided by the needs of the community.*

#### **Overview**

Addressing and enhancing race relations within Toronto has been an area of priority for Scadding Court for many years. Various programs have been developed to address concerns voiced by community members, volunteers, and staff that race related intolerances were on the rise and inhibiting the ability of individuals and families to access programming in the neighbourhood. Some concerns about community safety and race relations involved local police authorities.

Since Fall 2002, there has been much media attention dedicated to the relationship between police and diverse ethno-racial communities across Toronto. Residents from racialized communities particularly, it has become known, perceive the members of the Toronto Police Services as racist, discriminatory, and unapproachable. Many have also articulated that the police complaints process is not a viable and realistic option for them because they are intimidated by the system, treated poorly when attempting to access it, and discouraged from filing any type of complaint. There exists a divide between individuals who deny the existence of racial profiling and those who are targets of this practice. It has been our experience that many of our local community members who have encountered situations with the police force feel that the police complaints system is not accessible to them and for this reason do not consider using it. Barriers that have been identified include language accessibility, support through the process, and adequate information.

#### **Our Partners<sup>3</sup>**

In order to address these concerns, Scadding Court has developed an alternative, community-based model of documenting and submitting police complaints. We have created a unique network of partners who will assist us in achieving our goal effectively. This network is made up of multiple advocacy groups, legal clinics, and service provider organizations, who work in our targeted neighbourhoods and have the ability to deliver services in a variety of languages. Our partner agencies staff have completed a three-day training session on the police complaints system by Toronto Police Services, Professional Standards, as well as Ontario Civilian Commission on Police Services (OCCPS). This training also included advocacy groups and lawyers who gave presentations and workshops on de-escalation and documentation skills, as well as the

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<sup>3</sup> Please see attached *CEAPC Network of Partners* for a complete list of partner agencies.

history of police complaints, and how particular marginalized communities experience policing today.

### **Education**

Following this training, the community education component of the project involves developing and disseminating culturally and linguistically sensitive educational tools, such as brochures and workshops on the following topics: the police complaints process; hate crimes; immigrant and newcomer awareness; information for parents whose children are involved with the law; and the Youth Justice Act.

Further joint orientations between police officers and community workers will be organized in our targeted neighbourhoods and the divisions working in these areas. These neighbourhoods and police divisions are:

- Blake/Boulton, 55 Division
- Jane-Finch, 31 Division
- Malvern, 42 Division
- Regent Park, 51 Division
- Scadding Court's 14 and 52 Divisions
- St. James Town, 51 Division

This joint orientation will provide opportunities for officers to hear and learn from local community leaders about the issues and challenges that diverse communities face on a daily basis. We anticipate that the dialogue in these sessions will assist in rebuilding trust between communities and police, thereby increasing community safety.

### **Police Complaints**

The complementary component to the education piece of this project is assisting members of the community to file complaints in a safe, supportive community-based environment. An intake protocol has been developed with Toronto Police Services, Professional Standards. If a community member wishes to file a complaint against an officer, they can approach one of our partner agencies, who will be able to provide education around the process and assist in documenting the complaint. All complaints will be collected through the Project Coordinator at Scadding Court and then forwarded on to Toronto Police Services, Professional Standards. Partner agencies who have the capacity to deliver services in multiple languages will provide interpretation should language be a barrier. The Project Team will provide ongoing support to individuals, assisting them to navigate through the entire process.

### **Report Card**

Throughout this project, we will be compiling statistics on age, ethno-racial, and gender identities. These statistics will be analyzed annually and released in a report that will be made widely available to the public.

We believe that through this project, many goals can be achieved simultaneously: building bridges between the police and community members, educating the police on the needs and issues within communities, providing access to an underutilized system and building common understanding around the roles and responsibilities of both community members and the police in creating and maintaining safe neighbourhoods in the City of Toronto. Scadding Court also believes that a project such as this will realize the Toronto Police Service's goal of ensuring that "the Toronto Police Service continues to promote and foster positive relationships with all citizens in all of the communities in the City of Toronto"<sup>4</sup>, as stated in the Toronto Police Service report entitled Policing a World Within a City, the Race Relations Initiatives of the Toronto Police Service. The 2001 Environmental Scan of the Toronto Police Service states that "The Police Service must work to ensure that members of all communities in Toronto feel they are treated professionally and fairly"<sup>5</sup>, and the agency believes that this project will assist in actualizing this goal by strengthening the relationships and developing an understanding between community and the police.

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<sup>4</sup> Toronto Police Service, Policing a World Within a City, the Race Relations Initiatives of the Toronto Police Service, January 2003, Forward.

<sup>5</sup> Toronto Police Service, Policing a World Within a City, the Race Relations Initiatives of the Toronto Police Service, January 2003, pg. 8

## **Appendix II**

### **Community Education & Access to Police Complaints Demonstration Project (CEAPC)**

#### **List of Partner Agencies**

##### ***Lead Agency***

Scadding Court Community Centre

##### ***Agency Name***

1. African Canadian Social Development Council
2. Alexandra Park Community Centre
3. Alexandra Park Neighbourhood Learning Centre
4. Atkinson Co-Op
5. Canadian Race Relations Foundation
6. Canadian Arab Federation
7. Co-operative Housing Federation of Toronto
8. Community Social Planning Council of Toronto
9. Council of Agencies Serving South Asians
10. Davenport-Perth Neighbourhood Centre
11. Delta Family Resource Centre
12. Eastview Community Neighbourhood Centre
13. Fort York Food Bank
14. Hispanic Development Council
15. Hong Fook Mental Health Association
16. Jamaican Canadian Association
17. Jane/Finch Community Legal Services
18. Jane/Finch Concerned Citizens Organization
19. Justice For Children and Youth
20. Kensington-Bellwoods Community Legal Services
21. Midaynta Association of Somali Serving Agencies
22. New Experiences for Newcomer Women
23. Ontario Council Of Agencies Serving Immigrants
24. Regent Park Focus
25. Regent Park Neighbourhood Initiative
26. Schizophrenia Society of Ontario
27. South Asian Family Support Services
28. South Asian Legal Clinic of Ontario
29. South Asian Women's Centre
30. St. Christopher House
31. St. Stephen's Community House
32. Street Health
33. The 519 Church Street Community Centre
34. Toronto Community Housing
35. Toronto Police Accountability Coalition
36. Toronto Police Service
37. YMCA Youth Intervention and Outreach Services
38. Youth Link Inner City

Appendix III: Invitation

***Scadding Court Community Centre  
Regent Park Neighbourhood Initiative  
Street Health  
Toronto Community Housing  
and  
51 Division, Toronto Police Service***

***Invite You To:***

***Divisional and Community  
Orientation, Update and Information Sharing  
On Police/Community Relations***

***With Guest Facilitator Nathalie Rockhill  
Of St. Stephen's Community House Conflict Resolution Service***

***May 8, 2006 from 8:30am – 4:30pm  
Nelson Mandela Public School  
440 Skuter Street***

The Orientation, Update and Information Sharing on Police/Community Relations is an issues-based, solution focused workshop. This is an opportunity for police officers and community workers in 51 Division's catchment area to engage in dialogue regarding respective roles and responsibilities in the community, identify issues and trends as they relate to police and communities, and strategize for collaborative solutions.

We request the participation of your organization in this session. Please confirm your attendance by registering with **Jane Kali** at **(416) 921-8668 x269** no later than **Friday April 28, 2006**.

***Space is limited so please register early.***



## Appendix V

### **GOALS AND OBJECTIVES**

1. To increase awareness and understanding of the Scadding Court Police Demonstration Project.
2. To deepen awareness and understanding of Divisional and Community issues and trends.
3. To enhance awareness and understanding of respective Divisional and Community service providers' roles and responsibilities.
4. To strengthen community-police relations.
5. To corroborate and strategize next steps specific to:
  - ongoing Divisional and community dialogue
  - implementing a process to identify solutions for acknowledged issues
  - establishing a small working group to plan a Community Forum

## Appendix VI

### WORKSHOP NOTES: ORIENTATION, UPDATE AND INFORMATION SHARING ON POLICE/COMMUNITY RELATIONS

**Monday, May 09, 2005  
Nelson Mandela Public School**

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#### ➤ **In Attendance**

1. **Leila Sarangi, Scadding Court Community Centre, CEAPC**
2. **Acting Superintendent Jeff Stubbings, 51 Division**
3. **Jane Kali, Street Health**
4. **Jeff Morgan, TCHC**
5. **Gurmeet Singh, TCHC**
6. **Steve Young, TCHC**
7. **Michelle Davison, TCHC**
8. **Donnie Lee Thompson, Street Health**
9. **Maurice Adongo, Street Health**
10. **Frank Cockburn, Street Health**
11. **Jane Mountain, Street Health (notetaker)**
12. **Calvin Henschell, Regent Park Community Health Centre**
13. **Anselm Ikiebey, Friendship Centre**
14. **Joe Stapleton, Kiwanis Boys & Girls Club**
15. **Mandy Swinamer, RPNI**
16. **Louise Carouthers, Dixon Hall**
17. **Howard Shulman, 519 Community Centre**
18. **Kristine Brubacher, 51 Division**
19. **Neil Madill, 51 Division**
20. **Frank Bergen, 51 Division**
21. **Rick Clayton, 51 Division**
22. **Chris Gordon, 51 Division**
23. **Steve Callaghan, 51 Division**
24. **Heather Nichols, 51 Division**
25. **Brandon Price, 51 Division**
26. **Bart Hendriks, 51 Division**
27. **Alex Ionta, 51 Division**
28. **Dave Hogan, 51 Division**
29. **Vicki Saunders, CHN**
30. **Toby Mullally, CNH**

#### ➤ **Welcome & Greetings**

- **Rick Stubbings, Acting Superintendent, 51 Division**

#### ➤ **Introductions**

- **Leila Sarangi, Scadding Court Community Centre**
- **Neil Clarke, Vice Chair, Regent Park Neighbourhood Initiative**

- **Goals & Objectives of day:**
      - To increase awareness & understanding of the Scadding Court Police Demonstration Project
      - To deepen awareness & understanding of Divisional and Community issues & trends
      - To enhance awareness & understanding of respective Divisional & Community Service Providers' roles & responsibilities
      - To strengthen community-police relations
      - To corroborate & strategize next steps specific to:
        - Ongoing divisional & community dialogue
        - Implementing a process to identify solutions for acknowledged issues
        - Establishing a small working group to plan a Community Forum
- **Facilitator, Nathalie Rockhill, St. Stephen's Community Centre, Conflict Resolution Service**
  - Ice breaking exercise
  - Ground Rules
- **Break – 10 minutes**
- **Small Group Discussion**
  - **Defining the Issues - 3 questions:**
    1. How does the diversity of the people that you work with affect your work?
    2. On what issues relating to police/community relations would you like to see some frank discussion
    3. What are your hopes/fears for this workshop?

## **Defining the Issues**

### **1. How does the diversity of the people that you work with affect your work?**

- ◆ Dealing with people's perceptions (different perceptions)
- ◆ Education: diverse knowledge and cultural differences, human rights issues between countries
- ◆ Histories: different policing in different countries
- ◆ Needs: poverty, housing, health, education, communication (language), addictions, mental health issues
- ◆ Difficulty of achieving common ground of understanding, mutual understanding
- ◆ Diverse service delivery helps to address diverse needs
- ◆ Cultural understanding helps in dealing with clients

- ◆ No common goals in agency
- ◆ Staff represent the diverse population
- ◆ Diversity means respecting the individual
- ◆ Learning opportunities/education
- ◆ Perception of police
- ◆ Perception of race/class
- ◆ Quality control
- ◆ Life experience assists in policing
- ◆ Have to be able to talk to community
- ◆ Have to be able to be mentored
- ◆ Affects policies and procedures
- ◆ Check yourself for bias
- ◆ Have community involved, participate in policing/safety
- ◆ Makes it challenging to understand the differences and to find commonality
- ◆ It can enhance because you are exposed to different life styles, thoughts, views
- ◆ Diversity of professions gives different approaches to dealing with problems
- ◆ From law enforcement perspective – they need to learn about all aspects – it effects hiring policy, diversity....
- ◆ Treat others like you would want to be treated
- ◆ 25% of last police hiring are visible minorities
- ◆ Change in attitude
- ◆ Serve community better with understanding of backgrounds and culture
- ◆ Exposes us to the real world
- ◆ Different cultures collide with the police – different perspectives
- ◆ Cultural differences – open mind
- ◆ Some voices get heard, others do not – be flexible and creative with language
- ◆ Certain voices need to be validated
- ◆ Working with community has made me more caring
- ◆ Cultural differences not important - just look at things from a legal standpoint
- ◆ Positive experience – chance to learn – both ways
- ◆ Respect is paramount

## **2. On what issues relating to police/community relations would you like to see some frank discussion?**

- ◆ Advocate on behalf of the homeless – dealing with police violence
- ◆ Barriers dealing with the police and advocating for homeless people – assaults and violence
- ◆ How do we address lack of trust
- ◆ Police will not tolerate illegal activities versus community agencies trying to deal with health matters – we need to respect each other's roles
- ◆ Police trying to deal with crime
- ◆ Concern raised regarding treatment of homeless people and youth – beatings, inappropriate language, use of excessive force
- ◆ People in community – perceptions, what you see may not be as you believe – important to know all the facts

- ◆ Current poor relationship between clients and police – no comfort level
- ◆ More effort should be placed on arresting dealers, not just the users
- ◆ Drug squad mandate is to target dealers
- ◆ Justifiable use of force can look bad – but depending on circumstances, in most instances, force can be justified
- ◆ The dynamics of ongoing challenges - more officers needed to show a presence
- ◆ Street kids need help – they are not all bad – if you give them a chance, they are kind and often victims of dealers, police etc..
- ◆ Vulnerability of street people – we should try to look at issues/challenges/concerns from their perspective
- ◆ We each have a role
- ◆ Dialogue between the police and substance users
- ◆ Dialogue between police and agencies
- ◆ Dialogue – and involvement with agencies regarding police protocol
- ◆ Trust and relationship issues
- ◆ Youth and police/security
- ◆ Roles of policing – expectations and perceptions
- ◆ Community reflective in police service
- ◆ Family and accountability
- ◆ Access to services
- ◆ Community accountability
- ◆ How to mitigate power imbalances
- ◆ Role of justice system
- ◆ Better process for dealing with substance abuse issues

### **3. What are your hopes/fears for this workshop?**

- ◆ We don't seem to be approaching this with an acknowledgement of needed change. Yes we have our jobs to do, but we are going too far – police criminalizing those that are sick, mental illnesses and/or addictions
- ◆ Police should get to know the community better
- ◆ Better relationships between community/agencies/police
- ◆ Nothing will come of this
- ◆ Accountable to keep actions going
- ◆ Continue momentum with dialogue
- ◆ Have a better understanding of each other
- ◆ All on same page
- ◆ Long process
- ◆ Community policing back
- ◆ Change of leadership (government etc)
- ◆ Good for police/community relations/forums

➤ Leila Sarangi - Community Education & Access Project

- Goal of project is to help individuals better understand and access the police complaints system while providing opportunities for education and dialogue with police
- Strategy is to:
  - Educate community about the roles of police
  - Educate community about police complaints process
  - Provide support to persons wishing to file a complaint
  - Conduct educational workshops on legal rights
  - Provide joint divisional orientations for street level officers
- Target neighbourhoods are the following police divisions: 55, 31, 42, 51, 14, & 52
- Project partners are 38 in total and include Toronto police service, TCHC, legal clinics, advocacy groups, service providing agencies
- Partner agency training includes 24 intake workers representing 17 agencies and 16 languages trained in police complaints system, documenting complaints, anti-racism, conflict resolution
- Outreach materials are disseminated through culturally and linguistically sensitive brochures, bookmarks, posters, print material, TTC campaign
- Legal Rights workshops are given:
  - to educate on the Youth Criminal Justice Act
  - for parents whose kids are involved in the justice system
  - to educate newcomers on how to deal with police
  - to educate around hate crimes
  - to educate around the police complaints process
- Divisional Orientations to build bridges between police and communities through:
  - Increased dialogue between police officers and communities
  - Working together to address issues of common concern
- Project Evaluation report covered period from April 1/05 to October 1/05. The project took in 9.7% of complaints – is statistically significant. Hallmark of the project is responsiveness and sensitivity to diversity. Substantive inroads made in the areas of education, facilitating trust, and relationship building.

➤ Language barriers to discussion

- Use of term 'crackhead' by police & community members

- Lunch Break – 12:30 to 1:30
- Small Group Discussion
  - Discussion of 3 identified issues (below):
    1. How to build mutual trust between police and community
    2. How to find common ground between police's need to respond to illegal activities and agency's need for community care
    3. How to build accountability and transparency
- ◆ Issue– who needs what? Potential/Practical Solutions – ways of implementing collaboratively; Barriers – what could hinder implementation of solutions
- ◆ Barriers:
  - Personal bias – value systems instilled as we were raised
  - Age/experience – on both sides
  - Society stigma
  - Legal system, court process
  - Lack of communication
  - Inability to communicate effectively
  - Power and influence of those street folks hang with
  - Negative opinion/mind set of some influencing decisions/actions of others adding to poor relations
  - Lack of police presence
  - Police unaware of what agencies are out there and where to refer
  - Geographical boundaries extended
  - Police culture often at odds with agency culture (vise versa)
  - 51 division is a changing community
  - Some elements of issue a larger societal issue (i.e. court system)
  - Fear that youth feel in police presence
  - Agency victims are often police suspects – everyone has a story but the police still need to do their job
  - Transient community
  - Poverty is criminalized
  - Lack of resources
  - Rigid value system does not encourage interaction
- ◆ Solutions:
  - Complaints process in place
  - Don't paint everyone with the same brush
  - Build partnerships
  - Ensure youth are involved and agencies
  - Connection with community
  - Diversity is a huge factor in building relations with this community
  - Need to respect where each person is coming from

- Provide communication on roles and responsibilities i.e. community protocol
- Be mindful of tone
- Educate regarding authority
- Clear identification of problem
- Ensure mutual professional interaction
- Community based model
- Trust is earned not gained
- Look at why the community is not calling the police – what is preventing the public from utilizing the police as a resource to deal with crime/safety concerns
- Divisional training (every five weeks) – have agencies attend
- Agencies/police develop rapport and better understanding of each other – possible agency rep and police liaison
- Agencies invite police to events
- Arrest with respect
- More police presence at agencies
- More community forums
- Agency create police protocol
- Back pocket reference cards for police to give folks who need services
- Tour the station
- Establish trust
- Demystify role of police work
- More proactive approach to policing – more foot patrol
- In the best interests of both groups – have a health dialogue (include youth!)
- Accountability begins at home, on an individual basis
- Opportunity for informal police interaction with community
- More transparent police complaints system – over seen by a civilian body – must reinstate confidence in the police complaints system
- A more human approach from the police
- Consider other relevant circumstances when investigating a person
- More active participation from the police in the community i.e. basketball
- Accessible role models
- Open lines of communication – community and police have on-going dialogue and interaction: social community involvement
- More open door police work – police participate in a non-enforcement role
- First contact - mutual respect between community and police
- Regular open frank discussion between police and community to gain a better understanding
- Remove fear of the police
- Two way education, knowledge and understanding
- Youth must be included in dialogue

- **Where do we go from here?**
  - **Personal commitment Form**
- **Feedback & Evaluation**