



Canadian Association for Civilian Oversight of Law Enforcement
L'association Canadienne de surveillance civile du maintien de l'ordre

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President's Message

On behalf of the Board of Directors of CACOLE, I would like to extend best wishes for a Happy New Year. 2002 has been a busy year for our organization, with changes in the leadership of several of our member agencies, renewed interest in strengthening civilian oversight and an expansion of our partnerships in Canada and abroad.

In addition to regular meetings of the CACOLE Board of Directors, we had several fruitful discussions with representatives of the federal government justice departments on the topic of civilian oversight in general and amendments to the criminal code with respect to organized crime and law enforcement in particular.

We concluded another successful professional development conference in St. John's, Newfoundland in September. Delegates from civilian oversight agencies, police services boards, governments and police services traveled to St. John's, Newfoundland for 3 days of learning, networking and information sharing. The roster of speakers from public and private sector organizations across Canada and from Northern Ireland was superb. We were particularly gratified by the attendance of Senator Serge Joyal as our featured speaker.

The 2003 CACOLE Conference will be held in Banff, Alberta. Professional development sessions will be scheduled from Sunday, October 5th to Tuesday, October 7th. The theme of the conference will be *Civilian Oversight - Balancing Risk, Rights and Responsibilities*. Mark those dates on your calendar and plan on attending. Check the website for updates.

We have selected a topic broad enough to allow spirited discussion on a range of issues such as trends in Canadian oversight, mediation and alternative dispute resolution in complaints processes, globalization and police conduct, accountability & transparency vs. privacy & confidentiality and legal issues in Canadian oversight. We welcome your suggestions - visit www.cacole.ca, click on the Feedback button and let us know. We are also sending out membership notices now - take a moment and fill one out. Be a part of the civilian oversight community supporting CACOLE's work. You'll have the added advantage of networking opportunities and access to policy and legislative decision-makers as well as important information resources.

In closing, it is with great sadness that we announce the passing of Thomas G. Flanagan, SC, member of the Military Police Complaints Commission and former chief of police of the Ottawa Police Service. Mr. Flanagan's wisdom and dedication to policing and civilian oversight will be sorely missed.

Paul Monty

Conference 2002 – Postscript

The 2002 CACOLE Conference was two years in the planning and now it is history! While the development phase was challenging, the outcome was a gratifying success! During the registration and reception in the Fairmont Hotel's beautiful garden - with Signal Hill and the lights of St. John's Harbour in the background - it was a pleasure to welcome so many old friends from conferences past and greet those attending for the first time.

As Host for CACOLE in 2002, along with Dr. Leslie Harris, OC, I must say a word of thanks to the Executive of CACOLE for their guidance and confidence in our organizing team. A successful conference doesn't just happen. In our case, from the moment the hotel was booked two years ago, staff at the Fairmont became a lifeline. Gerry Peach from this office was tireless, pulling together a myriad of administrative details. Bouquets must go to the Board of Directors and the Planning Committee who tirelessly tracked down top-notch speakers including Senator Serge Joyal, John Dickson, Chief Gordon McGregor, Andre Senècal, Superintendent Brian Roberts, Julian Falconer and David Wood to name just a few. We owe a debt of gratitude to all of them and to our volunteer moderators.

During this Conference we also recognized the dedication and contributions of a number of past Board members and supporters. My first CACOLE conference was in Victoria, B.C. where I first met Jean Beeler a past President of CACOLE and one of its founding members. To me it seemed fitting that we were able to say good-bye to Jean here on Canada's other coast. It was a tribute to CACOLE that Charles Gillespie, QC, former Chair of the New Brunswick Police Commission, would travel to St. John's from his home in Moncton, New Brunswick to accept his award.

As we look toward the next conference in Banff, in October 2003, we can take pride in our accomplishments! CACOLE continues to grow and its members are its greatest resource. The conference evaluation feedback we received from this year's delegates was a good indication of the high level of satisfaction with our professional development programs and speakers. Preparations are already underway for 2003 and we hope to see you there.

In closing, on behalf of our Commissioner, Dr. Leslie Harris, our Secretary Gerry Peach and our investigators Bill MacDonald and Bob Cuff, I wish you all the best for 2003! See you in Banff.

Lorraine Roche

ANNOUNCEMENTS

Mr. Dirk Ryneveld has been appointed Police Complaint Commissioner for the province of British Columbia. He will exercise his powers and duties as an Officer of the Legislature.

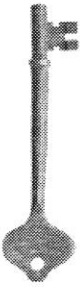
The new BC Police Complaint Commissioner attended Simon Fraser University and received his law degree in 1971 from the University of Saskatchewan. He practiced law in Cranbrook until his appointment as Deputy Regional Crown Counsel for the East Kootenays, Deputy Regional Crown Counsel for Victoria, Director of Major Crime Prosecutions for Vancouver Island. Mr. Ryneveld has also acted as counsel at the BC Court of Appeal and occasionally at the Supreme Court of Canada. He was appointed Queen's Counsel in 1990. In March 1999 he became Senior Prosecuting Trial Attorney with the International Criminal Tribunal for the Former Yugoslavia. Most recently, Mr. Ryneveld was lead counsel in the Kosovo component of the ongoing Slobodan Milosevic trial, which has been described by the media as the most significant war crimes trial since the Nuremberg trials.

CACOLE welcomes Mr. Ryneveld to the civilian oversight community in Canada.

Paul Monty, Police Ethics Commissioner (Quebec), is pleased to announce the appointment of Réjean Gauthier as Deputy Commissioner. Mr. Gauthier earned his Bachelor of Laws degree in 1976 and was called to the Bar of the province of Quebec in 1977. His background includes his work as Litigator and Legal Advisor of Legal Services, Advisor to the Deputy Minister and Intergovernmental and International Affairs Coordinator, He completed his studies for Master of Laws in 1986 while managing Access to Information and Privacy. With the Police Ethics Commissioner he previously held the positions of Litigator, Executive Assistant and Executive Secretary. Congratulations, Réjean.

New Challenges in Guarding the Guardians: Responding To Citizen Complaints Under The New Law Enforcement Justification Regime

by Peter O'Flaherty, Counsel, Royal Newfoundland Constabulary Public Complaints Commission



On December 18, 2001, the government of Canada passed *An Act to amend the Criminal Code (organized crime and law enforcement)* and made consequential amendments to other Acts.

In *R. v. Campbell* [1999] 1 S.C.R. 565 the Supreme Court of Canada upheld the general principle that, absent legislation from Parliament to the contrary, police officers in this country are not permitted to break laws when carrying out their police duties. *Campbell* was a premeditated and planned “reverse sting” operation in which large quantities of hashish had been “sold” to high level members of a drug trafficking organization.

The enactment of the new law undoubtedly signaled a major shift in criminal law policy in Canada. Professor Don Stuart of Queens University, in a Canadian journal article written on Bill C-24, described the legislation dramatically as “...the ultimate example of the present law and order feeding frenzy...”. The effect of the new law has undoubtedly been to widen the powers of the police, but a more balanced reading of the Act leads the writer to the conclusion that these powers are intended to be used primarily to combat organized criminal activity. In fact, it seems reasonable to conclude that, from an operational perspective, sections 25.1 to 25.4 of the *Criminal Code* will primarily be used to allow undercover police officers to break the law in order to penetrate and investigate organized crime operations.

The new legislation in Canada contemplates a general designation process for individual police officers, rather than an operation-specific approach under which separate applications must be made for each case. This is perhaps surprising given that the law is directed primarily at combating organized criminal activity, and investigations in that area would seem, by their nature, to require detailed planning and a substantial commitment of resources and time. There is a requirement for prior specific authorization by a senior officer where loss or serious damage to property is likely to result, but even this restriction in the exercise of the new powers is subject to an “exigent circumstances” exception. Officers that are designated under the Canadian regime do have some limitations placed on the scope of their activities through the legislation; however it is largely left to the individual officers to apply a test of reasonableness and proportionality in the exercise of these extended powers in investigating criminal offences.

Being in a position to respond effectively to complaints of misconduct in this area also serves to ensure that the high public confidence enjoyed by our police services continues, and that the workings of the police forces we monitor remain as open and accountable as possible. At present the federal legislation contains a positive requirement that civilian oversight agencies exist before any police officers can be designated in a particular jurisdiction. The legislation does not however make it mandatory that police forces develop internal policies to govern the activities of police officers in the exercise of these powers. Furthermore, while every civilian oversight body in Canada possesses a power to receive complaints concerning the failure of police officers to comply with policy and procedures, this power is ineffective in the absence of a Code of Conduct.

RECOMMENDATIONS

The following steps should be considered by civilian oversight agencies developing an effective response to public complaints in this area:

- The establishment of a specific code or policy in each jurisdiction which imposes a general duty of good faith on individual police officers as well as more specific obligations on those participating in the use of these extended powers;
- The institution of “integrity testing” should be mandated for this process, similar to the testing performed in respect of the search warrant process in Australia; and,
- Finally, although civilian oversight agencies in Canada may not possess a specific auditing and reporting role under the federal legislation the latter may be accomplished in Canada through the policy making function of the civilian oversight agencies.

Read the entire presentation on www.cacole.ca under Conference 2002

Educating police officers about complaints issues may be outside of the enabling legislation...

Questions have been raised about whether the Office of the Police Complaint Commissioner was operating outside its legislative mandate by being involved in education—specifically, the education of police officers. As a result of this concern, we reviewed a number of educational seminars that the commissioner had organized and sponsored.

We found that although the legislation does not specifically provide for such activities, it does provide the opportunity for the commissioner to have a role in training programs. For instance, the commissioner may make recommendations to the Attorney General about assisting police departments in developing training programs designed to prevent recurrences of any problems revealed by the complaint process.

The commissioner had identified a need for consistency in the standards applied by police forces during investigations into police complaints. When

he determined that the Justice Institute could not provide such training, he initiated development and delivery of several sessions. The cost of providing these seminars over a two-year period—primarily for police departments but also with some representation from government agencies—was about \$10,000. The financial records show that no reimbursement was sought or received from any of the participants.

Education may well provide good value for money by reducing the number of complaints. We suggest that the legislation be clarified regarding educating the police on complaints issues and that, if these activities continue, cost-sharing arrangements should be considered.

An excerpt from a report prepared by the *Office of the Auditor General of British Columbia, A Review of Financial Management Issues in the Office of the Police Complaint Commissioner, July 2002*

Most of us have thought of the statistician's work as that of measuring and predicting . . . but few of us have thought it the statistician's duty to try to bring about changes in the things that he [or she] measures.

— W. Edwards Deming

Partnership Update

The Board of Directors of CACOLE is pursuing partnership opportunities with the Department of the Solicitor General Canada and representatives of the Canadian Association of Police Boards and the Canadian Association of Chiefs of Police, to foster ongoing discussions of topics of mutual interest.

One of the key issues for discussion will be Inter-Provincial Policing – the expansion of shared service arrangements among policing jurisdictions, the use of out-of-province resources for routine and special projects across Canada and implications for local governance, public access to complaints mechanisms, police discipline and civilian oversight.

Ottawa Police Service Chief Vince Bevan noted in his presentation to the 2002 CACOLE Conference that in April 2002, OPP Commissioner Gwen Boniface, then President of the CACP, told the Solicitor General of Canada that inter-provincial

police jurisdiction was the single most important issue facing policing in Canada.

The Uniform Law Conference commissioned a study by Professor P. Stenning of the University of Toronto and has set up a subcommittee on inter-provincial policing. A link to the report on Extra-Jurisdictional Authority of Provincially Appointed Police Officers in Canada and the Uniform Law Commission web site can be found on page 8.

Paul Monty, President of CACOLE, has had several conversations with the ULC and officials from the CACP. A meeting is being planned for early 2003.

Also of note, the Department is establishing a Police Association Advisory Committee, a forum to facilitate cooperation and information exchange among the CACP, CAPB and the Canadian Police Association with federal justice portfolio agencies. Talks are underway to identify roles and responsibilities of stakeholder participants, including CACOLE.

Civilian Oversight of Police: Recent Developments

Civilian oversight in the United States has been dominated by the review of complaints from the public against police. The emergence of oversight can be traced to the development of the civil rights movement after the Second World War. The first civilian oversight body, in the form of the Citizen Review Board in Washington D.C., was established in 1948. A panel reviewed selected complaints referred by the police chief and made recommendations for disposition, relying on internal police investigations. There were, however, setbacks to the development of civilian oversight. Notably, during the 1960s civilian review boards in Philadelphia and New York were dismantled. A movement for civilian oversight of police re-emerged, however, during the 1970s and 1980s. In 1973, the first oversight agency with independent authority to investigate complaints was established in the form of the Berkeley Police Review Commission.

Today, there are more than 100 oversight agencies in the United States, and they can be found in most large cities. Samuel Walker, a professor of criminal justice at the University of Nebraska, identifies broadly three types.

First, there are agencies such as the Minneapolis Civilian Review Authority and the San Francisco Office of Citizen Complaints, which conduct the initial fact-finding investigations of citizen complaints, often with access to internal police documents and records.

These agencies make a recommendation to the police chief about a final disposition. New York City's Civilian Complaint Review Board follows this model. With over 150 staff, about a quarter of whom are investigators, the agency is empowered to receive, investigate, and recommend action to the police commissioner on complaints filed by an alleged victim or witness to an alleged incident of police misconduct. Following each investigation, a three-

member panel reviews the evidence and votes on whether any misconduct has occurred. The New York City police commissioner then makes a final decision about whether and how to discipline the officers involved.

A variant of this model is also used in Los Angeles County, California. A panel of six lawyers with a background in civil rights participates in and helps shape internal affairs investigations triggered either by citizen complaints or internal complaints. No investigation may be closed until the lawyers confirm that it is full, fair, and complete. These lawyers also make a recommendation to the head of the law enforcement agency about whether the charges against an officer should be sustained and, if so, what discipline is appropriate.

The second type of oversight agency includes those like the Office of Citizen Complaints in Kansas City and the San Diego Citizens' Review Board on Police Practices, which do not conduct their own investigations following a complaint but do review the police department's investigation. They may, however, receive complaints directly from the public and recommend dispositions. For example, the San Diego board, with 23 voting members and 23 non-voting prospective members, reviews and evaluates serious complaints brought by the public against the San Diego Police Department and deaths resulting from police action. The board can refer complaints to the grand jury, district attorney, and any other governmental agency authorized to investigate the activities of law enforcement.

Finally, there are those agencies, or "auditor systems," that do not investigate individual complaints but do review, monitor, and audit the police department's process for handling complaints. Their approach to managing misconduct generally involves wide-ranging access to police documents, personnel files, and data. These agencies recommend

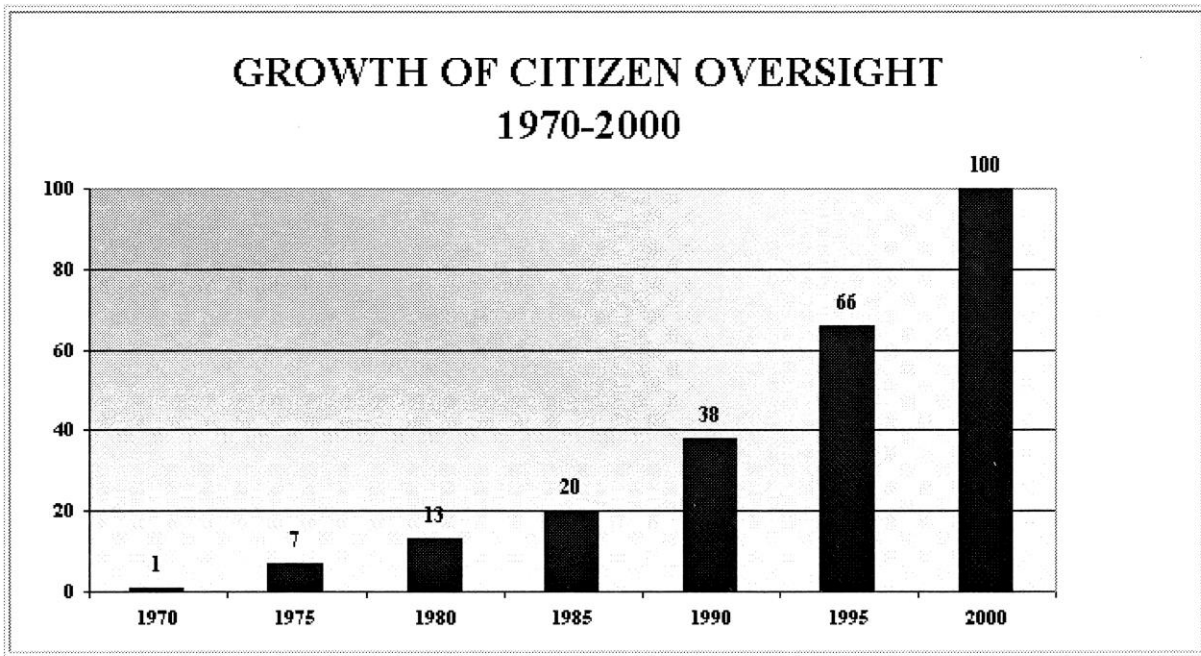
improvements in the investigation of complaints as well as changes to the police department generally. The Portland Police Internal Investigations Auditing Committee and the San Jose Independent Police Auditor take this approach. A variant of this model is the work performed by the special counsel to Los Angeles County who has a broad mandate to investigate and report on the risk of police misconduct within the county sheriff's department. The special counsel can recommend systemic change, including changes in police policies and procedures. Similarly, within the city of Los Angeles, an inspector general is empowered to investigate the Los Angeles Police Department (LAPD) on behalf of the Board of Police Commissioners.

Many oversight agencies and systems are hybrids. For example, the inspector general in Los Angeles also reviews all officer-involved shootings, determining whether a given shooting is consistent with the department's policies on the use of force.

In addition to these examples of civilian oversight, which are concerned with police misconduct, civilians can oversee and influence the police in other ways. In Los Angeles, the Board of Police Commissioners helps to shape the overall policy of the Los Angeles Police Department and appoints the police chief. And across the country, in both large and small departments, regular meetings between police and residents provide a way for civilians to influence local law enforcement priorities.

This information was provided by Merrick Bobb, special counsel to the Los Angeles County Sheriff's Department and director of the Police Assessment Resource Center (PARC); Joel Miller, senior research associate at the Vera Institute of Justice; and Christopher Stone, director of the Vera Institute of Justice. All were participants in an international meeting on civilian oversight of police held in Los Angeles, California, in May 2002.

The following chart from Walker, Police Accountability illustrates growth in the number of oversight agencies:



Citizen oversight of police is universal in the rest of the English-speaking world (Canada, UK, Australia, New Zealand), and growing in other parts of the world.

There has been a steadily rising public demand for police accountability since the 1970's. This is one part of a broader demand for greater accountability of government agencies over that period. As part of this movement, there is growing recognition that police misconduct continues to be a problem and that oversight is a potentially effective alternative to traditional internal police complaint procedures.

Citizen oversight is only one part of a larger system of necessary police accountability measures. The other measures include:

- (1) strong internal accountability mechanisms, such as use of force reporting system;
- (2) an Early Warning (EW) system to identify potential problem officers;
- (3) strong leadership from elected officials, including mayors, city council members, and county board members;
- (4) a vigilant and active community that demands high standards of police conduct.

In other words, an oversight agency by itself cannot transform a troubled police department. It requires the support of these other accountability measures. Official complaint data are not a valid indicator of the performance of an oversight agency. In fact, the number of complaints may go up because an oversight is doing a better job of community outreach and

being more open and accessible than the old complaint procedure it replaced.

Oversight agencies can be evaluated in several different ways. One approach is to examine the range of activities engaged in.

Does it have an active community outreach program? How many public meetings does it conduct? How many people attend? What issues are discussed?

Does it engage in policy review? How often does it make policy recommendations? Are these recommendations adopted by the police department?

An oversight agency should also conduct regular self-evaluation by surveying its customers, both complainants and police officers. For a discussion of these evaluations, see the section above on the Minneapolis CRA.

One of the functions of citizen oversight is to provide a "window" into the police department, to open up the department by providing information that will help citizens hold it accountable.

With this in mind, you should read the annual report of an oversight agency and ask the following questions: What do I learn about the police department? Does this report tell me anything useful about police issues and what the oversight agency is doing about them?

A discussion of what would be required for a thorough evaluation of oversight agencies is in David Brereton, "Evaluating the Performance of External Oversight Agencies," Andrew W. Goldsmith and Colleen Lewis, eds. Civilian Oversight of Policing: Governance, Democracy and Human Rights. Portland: Hart Publishing, 2000.

NACOLE CONFERENCE REPORT

by George V. Wright, Commissioner, Manitoba's Law Enforcement Review Agency



NACOLE is our sister organization in the United States, the link between civilian law-enforcement oversight organizations across America. It has been in operation since May 1995 and provides communication to the oversight community and other interested people through newsletters, conferences, training and dissemination of news and academic articles.

This past November, I had the honour of representing CACOLE at the eighth annual conference of the National Association for Civilian Oversight Of Law Enforcement (NACOLE) in Cambridge, Massachusetts. The conference provided an educational forum for discussions and the exchange of relevant ideas, recognizing that there are many different ways civilian oversight can be conducted – that no one way is the best.

The theme, "***The Value of Civilian Oversight: Dollars and Sense***," was chosen to underscore NACOLE's belief that competent civilian oversight is essential to good government, protecting civil rights, educating citizens and police. It can also drive down civil liability. The event brought together dynamic speakers, innovative ideas, and challenging panels, which generated informed discussions among the 130 delegates. The agenda included exposure to critical law enforcement issues and the opportunity to share ideas. It also provided networking opportunities with leaders in the civilian oversight field, law enforcement personnel and other professionals. Canada, Ireland and England were represented.

The keynote address was delivered by Debra Livingston, a professor of law at Columbia University and a member of New York City's Civilian Review Board. Livingston focused on the "dollars and sense" issues of how to get value from citizen's review. Nuala O'Loan, the police ombudsman from Northern Ireland held luncheon audience spellbound as she discussed the challenges of conducting oversight where political terrorism is part of the landscape. The panel sessions were interesting as well.

"*Nuts and Bolts: Limits on Police Practices*," focused on the ways basic constitutional requirements for common police actions like stops, detentions, frisks and searches of homes can be translated into policies and training for police department. Discussion centred on the idea that basic constitutional law principles need to be understood since they shape and limit the discretion police officers possess in their day-to-day interactions with citizens.

In a session called "*Early Warning Systems and Data Bases*," various computer database applications used to maintain complaint records were described, with users commenting on what has and hasn't worked for their agencies. System vendors were on hand to address user's questions.

Merrick Bobb, director of the Police Assessment Resource Centre in Los Angeles, led a presentation on civil liability and police oversight that focused on learning what civil suits can teach us. He's a leading voice in assessing, monitoring and advancing law enforcement accountability in California. Bobb outlined the steps to analyze civil liability cases to identify and correct policy, training or discipline problems and thus preventing future liability.

A panel that focused on building a base of support through community leaders, the media and elected officials also provided some good food for thought. Topics included strategies to protect against budget cuts, loss of political support, citizen apathy and ways to make effective use of the media.

Various models of civilian oversight, co-operative conflict resolution and discussions of investigative and interviewing techniques were also presented.

Since September 11th, 2001, both Canada and the United States have seen an increase in support for law enforcement. In North American, we place a great value on individual human rights. The need for effective professional civilian oversight has never been greater. The need for mutual respect and true partnerships between police and civilian oversight is more important now than ever.

I expressed my congratulations and appreciation for an excellent conference to President Sue Quinn, conference chairperson (and incoming President) Malvina Montiero and NACOLE's board of directors. On behalf of CACOLE's president, I extended an invitation to all delegates to register for our 2003 conference in Banff. I was also able to ensure the brochures, annual reports and other material CACOLE members provided me with were distributed. The material was well received by conference delegates.

If you would like to read more about NACOLE, their Web site address is www.nacole.org.

Civilian Oversight - Balancing Risk, Rights and Responsibilities

CACOLE's 2003 learning conference will be held at The Banff Centre in Banff, Alberta, Canada, a 2-hour drive from Calgary, Alberta.

Professional Development Sessions are being scheduled for Sunday, October 5 to Tuesday, October 7th, 2003 and will feature distinguished speakers from Canada and the United States.

The format will include individual and panel presentations, syndicate group workshops and plenty of opportunity for question and answer periods and networking. The agenda will focus on topics such as:

- The Canadian Oversight Environment: 2003
- Forecasting Trends and New Developments in the Next Decade
- Standards of Conduct
- Building the Basics – Training Institutions and Police Officer Training
- The Nature and Resolution of Complaints Against Police Officers in selected provinces
- Governance – Professionalism, Partnerships, Relationships, Accountability
- Cross-jurisdictional Policing
- Trends in Legal Regulation of Law Enforcement Occupations
- Global Developments in Civilian Oversight

Mark those dates in your calendar and plan on spending a few days before and after the conference visiting beautiful Alberta and British Columbia. Details will be posted to www.cacole.ca as they become available.

Reading Room

On www.cacole.ca - "New Challenges In Guarding The Guardians": Responding To Citizen Complaints Under the New Law Enforcement Justification Regime. Text of an address delivered by Peter O'Flaherty, Counsel, Royal Newfoundland Constabulary Public Complaints Commission, to the CACOLE 2002 Conference – September 20, 2002

2001 Uniform Law Conference of Canada session in Toronto, Ontario. Discussion Paper on Extra-Jurisdictional Authority of Provincially Appointed Police Officers in Canada by Johnathan H. Bilton & Philip C. Stenning (in PDF format) <http://www.ulcc.ca/en/poam2/extrajur-policing-eng.pdf>

Court of Appeal For Ontario, Docket: C36929 between the Corporation of the Canadian Civil Liberties Association and Ontario Civilian Commission on Police Services and Police Association Of Ontario, Ontario Provincial Police Association And Ontario, Association Of Chiefs Of Police. Heard: February 4, 2002. On Appeal From The Order Of The Divisional Court (Madam Justice Jean L. Macfarland, Mr. Justice Dennis G. Lane And Madam Justice Sandra Chapnik) Dated May 1, 2001, Reported At (2001) 147 O.A.C. 270.

Walker, Alpert, and Kenney, Early Warning Systems: Responding to the Problem Police Officer (Washington, DC, 2001). Available at the NCJRS web site: <http://www.ncjrs.org/pdffiles1/nij/188565.pdf>

The Office of Independent Review ("OIR"), created in 2001, released its first report concerning the Los Angeles Sheriff's Department ("LASD"). The report can be accessed online at, <http://www.laoir.com/report1.pdf>

Samuel Walker, Carol Archbold, and Leigh Herbst, Mediating Citizen Complaints Against Police Officers: A Guide for Police and Community Leaders, recently released by the COPS office. <http://www.usdoj.gov/cops/>

Racial Profiling, Police Assessment Resource Center (PARC). http://www.vera.org/publications/publications_5.asp?publication_id=162

Barbour, Bruce, Improving the Management of Complaints, NSW Ombudsman, Australia, 2002. <http://www.ombo.nsw.gov.au/publications/index.html>

Boise, Idaho Ombudsman Report, <http://www.boiseombudsman.org/Internet%202002MidYearReport.PDF>

Independent Police Auditor of the San Jose, California Police Department, <http://www.ci.sanjose.ca.us/ipa/02Mid-Year.html>

San Jose, California's Office of the Independent Police Auditor recently published The Student's Guide to Police Practices. http://www.nacole.org/YouthBooklet_SanJose_9_02.pdf

The Best Practices Newsletter is published 12 times a year by the Police Assessment Resource Center (PARC). www.parc.info



01/03

Canadian Association for Civilian Oversight of Law Enforcement

Application for Membership

Membership Year, January – December 2003

CACOLE members benefit from being part of a national and international community of professionals, regulators and supporters of police governance and civilian oversight of law enforcement. Membership fees sustain the ongoing administrative operations of CACOLE and, along with conference registrations and donations, support CACOLE's ability to continue meeting its objectives. CACOLE members are leaders in the field of civilian oversight. Join us, won't you? And please take a few minutes to share this document with your colleagues, too.

Title _____ Name: _____

Organization: _____

Mailing Address: _____

Telephone: () _____ Facsimile: () _____

E-Mail address: _____

Web site: _____

Membership applied for: Regular Associate

Individual (\$150.00) Organization (\$300.00)

If Regular Membership, include the Name of the employing organization:

Title and Name of Organization Head: _____

Please complete the application form (one for each member). Send a cheque, bank draft or money order payable in Canadian funds to:

CACOLE Membership 2003
c/o Hyacinthe Miller
CACOLE Executive Director
1337 Forest Street
Innisfil, Ontario. L9S 1Z7