



ARCHIVED - Archiving Content

Archived Content

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

ARCHIVÉE - Contenu archivé

Contenu archivé

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

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

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

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

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

CACCP Bulletin

Canadian Association of Chiefs of Police



Summer 2004

2004 Order
of Merit of
the Police
Forces

The CACP
Ethical
Framework

Overcoming
Barriers to
Interoperability

2004 CACP
Annual
Conference,
Vancouver
Canada



**PRESIDENTS OF THE
CHIEFS ASSOCIATIONS**

*“...Leading progressive
change in policing”*

Building Networks and Profile for CACCP



Meeting with Public Safety and Emergency Preparedness Ministry Officials Anne McLellan, Deputy Prime Minister and Minister, Margaret Bloodworth, Deputy Minister, and Patricia Hassard, Assistant Deputy Minister



Chief MacLeod with Assistant Commissioner William Lenton, C.O.M. at the Order of Merit Investiture Ceremonies, May 10, 2004.



Chief MacLeod, Chief Frank Beazley, and Chief Jim Cessford at the Strategies for Public Safety Transformation: Technology and Counter-Terrorism Conference, April 26-28, 2004



Chief MacLeod meeting with Québec Police Chiefs, Serge Meloche, CN Police, Steven Chabot, Sûreté du Québec, Jean-Pierre Gariépy, Service de Protection des Citoyens de Laval, and Joel Cherut, Police Gatineau Métro (ret) April 20, 2004

Meeting with 1st Nations Police Chiefs, including Claire Lewis, and Chief Brian Rupert April 2004.

INDEX

ACP

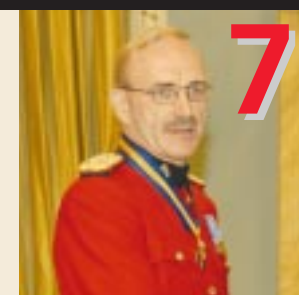
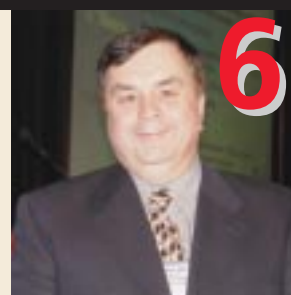
- 2 MESSAGE FROM THE PRESIDENT
- 2 WELCOME SGT. LUC DELORME
- 2 CALENDAR OF EVENTS
- 3 THE CACP ETHICAL FRAMEWORK:
THE CHALLENGE FOR THE FUTURE
- 4 2004 JOINT MEETING
- 4 WELCOME TO NEW MEMBERS
- 5 OVERCOMING BARRIERS
TO INTEROPERABILITY
- 6 CACP CO-SPONSORS STRATEGIES FOR
PUBLIC SAFETY TRANSFORMATION:
TECHNOLOGY AND COUNTER-
TERRORISM CONFERENCE
- 6 THE 2004 CACP ANNUAL CONFERENCE:
PROMOTING EXCELLENCE - STRATEGIC
CONCEPTS FOR THE POLICE EXECUTIVE
- 7 CANADA HONOURS EXCEPTIONAL
SERVICE BY POLICE : 2004 ORDER
OF MERIT

ON THE COVER

CACP President Edgar MacLeod with Wes Luloff, Chief, Nishawabe-Aski Police and Outgoing President of the First Nations Chiefs of Police Association, and Brian Rupert, Chief, Treaty Three Police, and Incoming Chief of the First Nations Chiefs of Police Association.

Canadian Association of Chiefs of Police

Summer 2004



Bulletin Staff

Editor: Ruth Montgomery
Production Coordinator: Liz Robertson
Supported by the CACP National Office:
Laurie Farrell • Laura Gomez
Magda Mitilneos • Anika Evans

CACP Executive:

President: Edgar MacLeod, Chief, Cape Breton Regional Police Service

Vice Presidents:

Vince Bevan, Chief, Ottawa Police Service;
Butch Cogswell, Chief, Saint John Police Force;
Jack Ewatski, Chief, Winnipeg Police Service

Secretary Treasurer:

Barry King, Chief, Brockville Police Service

Past President:

Gwen Boniface, Commissioner, Ontario Provincial Police
Executive Director: Peter Cuthbert

For a full list of CACP Board Members visit www.cacp.ca

The opinions and comments expressed in the CACP 2004 Summer Bulletin are made without prejudice. They are not necessarily the official position of the Canadian Association of Chiefs of Police or its Executive. Reproduction of articles and artwork is strictly prohibited without prior written permission of the CACP.

Return undeliverable canadian addresses to:

Canadian Association of Chiefs of Police

582 Somerset Street West,
Ottawa, Ontario K1R 5K2

Phone: (613) 233-1106

Fax: (613) 233-6960

Email: cacp@cacp.ca

Watch for more information on this
initiative at www.cacp.ca



Publications Mail Agreement No.40065059

Published and designed by:



Art Director: Richard J. Robertson
e-mail: richrob@allstream.net

Assistant Art Director: Heather LaFleur

Layout/Design & Print Production: Ina Silva

NATIONAL OFFICE

420 O'Connor Street, Ottawa, ON K2P 1W4
Tel: (613) 230-0721 • Fax (613) 230-4964 • Toll Free: 1-800-267-1266
For advertising rates and specifications, please call 1-800-267-1266.

ABOUT THE PUBLISHER: The CACP Bulletin is published for the Canadian Association of Chiefs of Police by CBU Publications Ltd. Reproduction, by any means, is strictly prohibited without the prior written consent of the publisher. CBU Publications Ltd. assumes no responsibility for statements of fact or opinion made by any contributor. The publisher does not assume responsibility for the accuracy of advertisers' claims and cannot accept any liability for losses incurred by any person as a result of a default on the part of an advertiser.

MESSAGE FROM THE PRESIDENT



Community safety, health and well being is the top priority for the CACP. Maintaining the status quo in policing poses a risk to achieving this priority. A recent study titled "Impacts on Policing Resources in Canada", conducted by MacInnis and Associates, highlights that change is inevitable, and noted that Canadian Police leaders have a choice – we can stand by and observe change happening or we can proactively influence and manage this change. We must take action. We need all levels of government to collectively examine their changing roles and responsibilities in policing and public safety. We as police leaders need to work with our Governments to develop a strategic policy framework that reflects the interdependent nature of policing.

A new policing public policy framework will enhance further inter-agency cooperation and support existing collaborative efforts. On this note I'm pleased to highlight the progress of the Law Enforcement Aboriginal and Diversity Network (LEAD). LEAD is a partnership between the Multiculturalism Program of Canadian Heritage and the CACP. Its early development has been facilitated by the RCMP and includes representatives from more than 30 Canadian police agencies. The aim of LEAD is to strengthen the values of respect, inclusion, and equality in policing. To this end, LEAD is dedicated to develop and enhance policy and practice based on relevant research. A business plan has been developed and submitted to Government. We are looking forward to using this network to create a more inclusive, proactive policing agenda in Canada.

In closing, I extend a special thank you to Jamie Graham and his 2004 CACP Conference Organizing Team for all of the work they're doing to make the conference an outstanding event. I look forward to seeing all of you in beautiful Vancouver!

Chief Edgar MacLeod
President

WELCOME SGT. LUC DELORME, CACP NATIONAL OFFICE EXECUTIVE SUPPORT OFFICER



Sgt. Luc Delorme

In April, Sgt. Luc Delorme joined the CACP National Office as the executive support officer on a two year secondment. The executive support officer prepares funding proposals and provincial grant applications, drafts letters and policy documents, liaises with CACP Committees and provides general support to the Executive Director.

Luc is a bilingual member of the RCMP with 24 year service. He has served in Manitoba, Depot/ Saskatchewan, CPIC, Canadian Police College, National Staffing Policy Directorate and as the Training Manager in Ottawa.

Luc was born in Sherbrooke Québec and has been married 23 years to Colette Gareau, a physiotherapist from Saskatchewan. They have three children, Jean-François, Nicolas and Marie-Claire, all born in Manitoba.

Welcome Luc. We're looking forward to working with you.

CALENDAR OF EVENTS

CACP Annual Conference,
Vancouver BC
Aug 22-25, 2004

CPC Police Executive Centre
Ethics Workshop
Ottawa, Ontario
Sept 12-14, 2004

Order of Merit of the Police
Forces, Call for 2005
Nominations Deadline
Sept 15, 2004

Canadian Police and Peace
Officers Memorial Service,
Parliament Hill, Ottawa, Ontario
Sept 26, 2004

CPC Police Executive
Risk Management Workshop
Ottawa, Ontario
Oct 3-5, 2004

Canadian National Committee
for Police/Mental Health
Liaison Conference
Hamilton, Ontario
October 17-18, 2004

CACP Executive Forum Series:
Policing with Cultural
Competency, Whistler, BC
Oct 31 – Nov 3, 2004

CPC Police Executive Centre
Strategic Communications
Workshop (French)
Nov 7-9, 2004

IACP 2004 Annual Conference,
Los Angeles, California
Nov 13-17, 2004

CACP Human Resources
Conference, Vancouver, BC
March 20-22, 2005

THE CACP ETHICAL FRAMEWORK: THE CHALLENGE FOR THE FUTURE



Paul N. Tinsley, EDD Deputy Chief Constable,
Abbotsford Police Department, BC Outgoing
Chair, CACP Ethics Subcommittee

“Ethics must be a condition of the world, like logic.”

(Ludwig Wittgenstein, 1889-1951)

In 1998 the Canadian Association of Chiefs of Police (CACP) Executive asked the Human Resources (HR) Committee to work on developing a new and updated code of ethics that would articulate a commonly accepted set of ethical values critical to police leadership in Canada. Moreover, this would afford the CACP an opportunity to build on its reputation as a leader among professional police organizations. As a result, the HR Committee struck an Ethics Subcommittee, chaired by Commander Nancy Caney (OPP, ret.), which brought together police leaders from across Canada. These leaders had a particular interest and expertise in ethics and were committed to the idea of working on such an ambitious project. Now, given that approximately three years have passed since the CACP Ethical Framework was adopted,^[1] it is time to reflect on what has been accomplished, where we are now, and what challenges lie ahead.

First, the Ethics Subcommittee conducted extensive research, which included consulting with a university team to review the literature, investigating best practices within CACP membership and various other agencies, and soliciting feedback from CACP members. One of the especially interesting and relevant pieces of research conducted was a survey that was designed and analyzed by Dr. David Sunahara of the Canadian Police College, Ottawa. This survey was faxed to all CACP members, who were asked to identify and rank the most problematic situations they faced as police executives, including those situations that were the most difficult to manage, along with the most pressing priorities.

The survey results, presented during the 2000 CACP conference, identified four major challenges common to most police executives. The first challenge was maintaining focus, which overlapped with the second challenge of managing conflicting priorities and interests. The third challenge was producing more services with fewer resources, while the fourth challenge was keeping a sense of personal balance. The three most pressing priorities that were identified were ensuring that the public was properly served, maintaining the public trust and ensuring the well being of organizational employees. Based on the research and input from respondents, the Ethics Subcommittee drafted an Ethical Framework that was presented to the Police Leadership Forum held in Banff, Alberta, in May of 2001. Delegates at the conference provided additional ideas and suggestions that were incorporated into the final draft, which was adopted by the CACP Executive at the 2001 annual conference.

The highlights of the Ethical Framework are that it identifies key ethical responsibilities classified according to four major groups (known as the “4 Ps”): the public, professional partners, police staff and organization, and the person (i.e., in terms of personal balance). Not that ethics change depending on group membership, but that the differences between groups may require a perspective that corresponds to the unique character of a particular group. Decisions made in relation to these responsibilities ought to be consistent with ethical values, which are identified in the Framework and include those of caring, courage, equity, integrity, openness, respect, transparency and trustworthiness. In turn, these values are underpinned by an ethical foundation that is defined by justice, rule of law, the moral

imperative (to do what is good, right, and just), human dignity, and democratic principles. Taken together, the “4 Ps”, key responsibilities, ethical values, and ethical foundation provide a “framework” that is intended to assist police leaders in making ethical decisions. To assist in this process, the Ethical Framework poses seven critical questions, which ask if the proposed decision is consistent with legal and ethical principles, if those potentially affected have been identified, if the consequences have been considered, if there is potential for harm, if there is a personal conflict of interest, and if the public trust is best served.

There is no question that the CACP met its original goal—a revised code of ethics for police executives was developed. However, the purposes of a code of ethics are that it informs and transforms police practice, contributes to police professionalism,^[2] and builds public trust. But this begs the question, “Does it?” Is the CACP Ethical Framework part of the daily culture of police leadership, or is it another “PR” initiative that looks good on us? Does the Ethical Framework really underpin our operational decisions (assuming we even know what it is), or does it get in the way of getting things done? Is the Ethical Framework applied to those thorny issues that dog police executives today, or is it considered irrelevant in the real world of organizational and political agendas? The dilemma inherent in ethics is that it does not necessarily work in the decision maker’s best interests (individually or organizationally); rather, it necessarily works in the best interests of others, which in the case of policing is the public good.

Considering the policing issues of today, which now include complex things such as outsourcing, market share, corporate donations and sponsorships, financial pragmatism, conscientious objectors and civil disobedience (internally and externally), loyalty and conflicts of interest (individually and organizationally), and “bias-free” policing, the leadership challenge^[3] for the CACP is to take the Ethical Framework to the next level. The Ethics Subcommittee has outlined a strategic plan (endorsed by the CACP) that outlines a number of key activities. The first step is to determine whether the necessary commitment (financial and otherwise) exists to justify proceeding with the key activities, which include educational initiatives such as publishing a companion document that would flesh out the Ethical Framework. Other educational initiatives would include an ethics orientation package to be mailed to all new CACP members, new ethics training courses that would focus on police leadership issues and the ethical reasoning process, and an ethics centre that would publish a newsletter and act as a clearing house for professional ethics publications, seminars, workshops, etc. Marketing and communication activities could include an expanded website (with links to CACP members, relevant resources, and educational institutions), screen savers, videotapes, and the like.

In conclusion, the Ethics Subcommittee has done its work—maybe too well, because beyond the development of a code of ethics, it has identified leadership issues that the CACP must address in order for the policing profession to meet the challenges of the future.

[1] Annual General Conference (2001), Saskatoon, Saskatchewan.

[2] See P. Tinsley, “Codes of Ethics and the Professions” (2002), Fall, Canadian Police Chief Magazine for a discussion of how policing is defined as a profession and what a code of ethics means to a profession.

[3] See C. MacMillan and P. Tinsley, “Challenges for Ethics in Policing: It’s Time to Walk the Talk” (2002), 64(4), RCMP Gazette for an expanded discussion on challenges for police leadership.

2004 Joint Meeting OF THE CANADIAN ASSOCIATION OF CHIEFS OF POLICE (CACP), CANADIAN ASSOCIATION OF POLICE BOARDS (CAPB) AND CANADIAN PROFESSIONAL POLICE ASSOCIATION (CPPA)

Excerpted from a Meeting Summary prepared by Dorothy Franklin

Chief Edgar MacLeod, President of CACP, Mr. Ed Keyes, President of CAPB, and Mr. Tony Cannavino, President of CPPA welcomed participants to the third joint meeting of their Associations on April 17, 2004 in Ottawa. Each Association hosted a tri-agency panel discussion :

- Panel 1** Police Governance: What's the Best Model?
- Panel 2** Crime Prevention Through Social Development
- Panel 3** The Police Officers' Bill of Rights

Conclusions:

1. The three Associations expressed the desire to be full and active participants in a process, to be led or facilitated by government, that examines police governance at the highest level.
2. Roles, mandates and responsibilities of each level of government must be clarified and confirmed to develop an integrated policing model that can meet public safety needs.
3. There is a need to change the focus from crime prevention programs to crime prevention strategies, to build crime prevention objectives into the expectations of other service providers besides police, and to establish which social issues (e.g. poverty, mental health) should be addressed as priorities in light of their role in crime.
4. All three Associations support the Coalition for Crime Prevention through Social Development.
5. The police mandate in crime prevention must be retained; however, the public also has an important role in this area, and



Panel 2: Dorothy Franklin, Ben Andersen, Lynne Kennedy, Dale Kinnear



Panel 3: Trevor McCagherty, David Griffin, Tony Cannavino, Jack Ewatski, Herb Kreling

it is essential that strategies are developed to move communities from complacency to active involvement.

6. Participants expressed a strong appetite for knowing what is effective, and a certain frustration in not knowing how or where to access this information.
7. Each clause of the proposed Bill of Rights warrants analysis and explanation in a fact sheet. This will serve to clarify the problem that each clause is designed to address, and will highlight variability in the treatment of police officers across the country.
8. All present recognized that perception is reality, and were troubled that rank and file police officers would perceive themselves as having fewer rights than other Canadians.
9. The three organizations agreed to work together on this issue and tasked their staff to examine it further. They also asked the CPPA to identify good practices around each of the issues in the proposed Bill of Rights.

The CACP, CAPB and CPPA will continue to work together on all of the identified issues, and above all, want to speak with one voice in taking key messages to the public, police, and all levels of government.

WELCOME TO NEW MEMBERS

We are pleased to welcome the following new members to the CACP:

ACTIVE MEMBERS

D/Chief Danny Aikman – Cornwall Community Police Service
Mr. James Hudson, Chief Admin. Officer – Vancouver Police Department
D/Chief Richard Laperriere – Timmins Police Service
Supt. William Moore – Halifax Regional Police
D/Chief Robert Napier – Kingston Police Service
Chief Daniel Parkinson – Cornwall Community Police Service
Supt. Roger St.Martin – RCMP
C/Supt. Wayne Watson – RCMP

ASSOCIATE MEMBERS

Mr. Richard Colpitts – Dir. Security & Investigation, Scotiabank
Mr. Donald Head, Sr. D/Commr. – Correctional Service of Canada

Mr. Warren Loomis – President, Versaterm
Ms. Lucie McClung, Commissioner – Correctional Service of Canada
Mr. Bill Pierce – Director of Investigations & Security, CIBC
Mr. Cliff Walker – CEO, The Commissionaires

LIFE MEMBERS

A/Commr. Dwight Bishop (Rtd), RCMP
C/Supt. Carson Fougere (Rtd), OPP
D/Chief Sam McReelis (Rtd) – Port Hope Police Service
Mr. Ron Meyer, CEO (Rtd), Versaterm
Dir. Gen. Adj. Paul Quirion (Rtd)- Sûreté du Québec
A/Comm Freeman Sheppard (Rtd), RCMP
Chief Bob Wasylshen (Rtd) – Edmonton Police Service

OVERCOMING BARRIERS TO INTEROPERABILITY

Derived from a presentation made by Chief Vince Bevan at the Public Safety Transformations: Technology and Counter Terrorism Conference, April 2004

If you have not yet heard the term interoperability in your workplace discussions about technology, you may be missing a key opportunity to improve your agency's access to vital operational information. Interoperability is now the way of doing business in many sectors beyond law enforcement such as government, banks and businesses. Interoperability refers to systems that provide trusted, timely and accurate information over a secure network.

Information sharing is just one aspect of interoperability. Within law enforcement, the key is also to build a foundation that provides a climate and infrastructure that fosters cooperation, coordination and communication.

While the public may think that policing services already share information at this level, our experience and results prove differently. Until interoperability is achieved, law enforcement will continue to fight an uphill battle, with organized crime pitted against disorganized policing.

Since 1999, Canada has established the Integrated Justice Information (IJI) Secretariat and Steering Committee, the Data Standards Secretariat (DSS) and, more recently, the National Criminal Justice Index Committee. The collective objective of these bodies is to improve public safety and increase confidence in the criminal justice system. The DSS published a beta version of the CPSIN Data Dictionary in April 2002, which is the foundation for a powerful, integrated national network linking various sources of information.

At the CACP 2002 Annual General Meeting, members adopted two important resolutions that steer our police services toward achieving interoperability. The first resolution recognized CPSIN as the national standard, and advocated the implementation of CPSIN data standards in the information systems of all partner law enforcement and criminal justice agencies. The second resolution called upon members to pursue interagency agreements for the sharing of operational information.

Common data standards form a basis to achieve information sharing. Standards can relate to data, connectivity, control, security, user interfaces, hardware/software architecture and data communication. Adherence to technology standards minimizes the need to replace existing technology in order to join interoperability partnerships. (Any organization that is in the market for a new system should insist that the vendor provides a product that is compliant). Although technology standards lower the cost and difficulty of implementing technology-based aspects of interoperability (e.g. wireless communications; information sharing), implementing information sharing may still be costly. But doing nothing can prove to be even costlier.

And how do we achieve this goal? A number of steps are involved. Police agencies must be prepared to:

- *Define the meaning and goals of interoperability;*
- *Review relevant legislation and identify perceived barriers to interoperability (e.g. access and privacy laws);*
- *Develop a governance structure and policy framework;*

- *Identify business processes that can benefit from interoperability;*
- *Enhance business protocols to promote a collaborative culture;*
- *Develop technology standards;*
- *Establish funding.*

Implementing interoperability requires commitment and cooperation among all partners, along with significant resources and significant cultural change.

Benefits

The primary benefit is increased operational effectiveness, particularly from an investigative point of view, in that data is now available at an officer's fingertips. In most cases agencies can participate by leveraging the technology currently in place. These information-sharing partnerships generally do not require an upgrade of the existing record management systems in order to connect.

Success stories

In 2001, in an effort to make information sharing a reality, the London Police Service spearheaded implementation of the Law Enforcement Information Portal (LEIP). It was initially aimed at sharing records among three Ontario police services (London, Ottawa and Windsor) that use Versaterm's Versadex system. A Memorandum of Understanding between the partners governs sharing of information captured in general occurrence reports, as well as data regarding persons, tickets and street checks. The Toronto Police Service has since joined LEIP and other agencies including the Ontario OPTIC consortium and the RCMP are looking to interface their systems. Information-sharing has begun to flourish and soon the Ontario LEIP system will be interfaced with a similar partnership in the Lower Mainland of B.C.

Another success story is the partnership between the Ottawa and Gatineau Police Services, which allows mutual access to RMS. In many cases, suspects live and operate across the Ottawa River and have been able to exploit jurisdictional weaknesses resulting from inter-provincial boundaries. Today, information is readily available between the two agencies regarding suspect location, vehicles and associates. This has proven very useful in our fight against gangs and organized crime; all at the low cost of about \$1,500 a year.

Changes in the world over the past decade have transformed the way in which we deliver policing services. In order to better understand our work and the challenges we face, it is vital to access a wide range of information. One of the most important issues facing police services today is the need to share information. We need to put all available information in the hands of first responders as they respond to incidents so they can make informed decisions. The time for discussion and study has passed. Let's get it done.

CACP CO-SPONSORS STRATEGIES FOR PUBLIC SAFETY TRANSFORMATION :

TECHNOLOGY AND COUNTER-TERRORISM CONFERENCE

The CACP was pleased to co-host the third annual conference on Public Safety Transformation with REBOOT Communications April 26-28 in Ottawa, Ontario. The conference, focused on technology and counter terrorism, provided an international forum for networking and collaboration for over 300 police and public safety policy makers and practitioners, and technology sector specialists from Canada, the USA, Europe, Asia and Australia. Issues examined included integrated policing, sharing of law enforcement information domestically and internationally, counter terrorism applications of biometrics, cyber security, and the impact of technology on future intelligence operations and forensics investigations. The more than 30 presentations over two days included keynote addresses by Richard A. Clarke, former security advisor to President Bush, and Kevin Mitnick, the world's most famous former hacker.



Peter Cuthbert, Executive Director, CACP,
Edgar MacLeod, Chief, Cape Breton Regional Police,
Jim Cessford, Chief, Delta Police Service.

THE 2004 CACP ANNUAL CONFERENCE: PROMOTING EXCELLENCE – STRATEGIC CONCEPTS FOR THE POLICE EXECUTIVE



The CACP 2004 Organizing Committee is looking forward to welcoming you this summer to Vancouver, the city again voted one of the top cities in the world to live! We are proud of our city and are dedicated to ensuring that you and your families enjoy your time with us. We've got great speakers, hospitality, host hotels, and social events lined up for you.

This conference features leading edge ideas and comprehensive presentations from industry experts on topics ranging from workplace wellness, personal and professional performance, to executive communications and coaching. Presentations will include:

- Dr. Martin Collis, "Executive Wellness"
- Dr. Tony Williams, "Systems Thinking"
- Mr. Paul Petterson, "Strategic Communications"
- Dr. Terry Anderson, "Executive Coaching"
- Mr. Peter Legge, "Police Executives under Pressure"
- Mr. John Talbot, "Working with Police Boards"

NATIONAL OFFICE PRESENTATIONS

- NCC Report on Marijuana Grow Ops

- The New CPRC & Canadian Police Knowledge Network
- Identity Theft
- Marine Transportation Security
- Lawful Access
- Information Sharing Amongst Law Enforcement Agencies
- Law Enforcement Aboriginal & Diversity Project
- Asset Development for Youth

We want everyone to enjoy their time here – to explore our city, to renew past acquaintances, and to make new friends. We do hope you will join us. If there is anything we can do to assist you in making your arrangements, please do not hesitate to contact us.

Visit our website at www.cacpconference.ca to register now.

For further information, please contact the 2004 Conference Coordinator: Sergeant Joanne McCormick at email: cacp2004@vpd.ca or telephone 604.717.3093.

CANADA HONOURS EXCEPTIONAL SERVICE BY POLICE :

2004 ORDER OF MERIT

On May 10, 2004 Her Excellency, the Right Honourable Adrienne Clarkson C.C., C.M.M., C.D., Governor General and Commander in Chief of Canada, welcomed recipients, their families, colleagues, and friends to the third investiture ceremony of the Order of Merit of the Police Forces at Rideau Hall.

She noted that the considerable changes in immigration, globalization, technology and aging workforce are driving Canada's diversity, and went on to say that police officers have and will continue to be key in Canada's ability to accept and leverage different backgrounds and cultures. She challenged police officers to demonstrate good leadership by capitalizing on diversity to strengthen their organizations, their communities, and their country, and make them more competitive and more attractive places to live and work. She commended police for staying patient and positive in the face of challenge and diversity and encouraged them to reach out to youth, especially immigrant youth who are trying to find their place in a new country. She highlighted how great it is for a new immigrant youth's first point of contact with a police officer to be over French fries in a high school cafeteria instead of in an enforcement situation.

The Governor General remarked that in travelling across Canada, she is constantly impressed with the confidence people have in police, the vital role of police in community building, and how police protect and enhance public interests in a proactive way. She concluded by congratulating the Order of Merit recipients and by saying how pleased she was to honour police officers' lives and careers of distinction, police officers who have captured the essence of the new reality in policing.

Commissioner Zaccardelli of the RCMP, and Principal Commander of the Order acknowledged and thanked the new Members of the Order for going above and beyond the call of duty in times of peace and times of crisis. He also recognized and thanked their families for their contributions, noting that the good work done and efforts made could not have had the same outcomes without significant family support. He also recognized the "hard work and dedication of the CACP in developing the Order, and the regional and national advisory committees in identifying

recipients". He closed by saying "I am proud that these outstanding members of Canada's law enforcement family are being recognized in this manner today. I thank you for your selfless efforts and sacrifices. I am privileged to serve alongside you and offer my sincere congratulations in receiving this Order of Merit."

We congratulate and specially recognize the three members inducted as Commanders of the Order of Merit.



Michael J. Boyd, C.O.M.

Deputy Chief, Toronto Police Service (Ret)

Citation: Michael J. Boyd exemplifies the highest qualities of citizenship and service to Canada by leading the policing community in developing intelligence-led policing initiatives and combating organized crime.

Deputy Chief Boyd recounts how his 10 years in the Toronto Police Homicide Squad with their expanded mandate to investigate officer-involved shootings and death related to police custody led him to see the link between race relations and the importance of competence and professionalism in policing. While at the FBI Academy in 1989, he studied Community Policing and Ethics in Policing, and explored opportunities to enhance police professionalism. He notes that at that time, significant advances had been made in the study of police use of deadly force around the world, but that not much had been done on this subject in Canada. As his career continued he developed new investigative techniques and an innovative major case management computer program known as Casefile™. He also led the design and delivery of the "Policing and

Diversity" course and integrated attitudinal training such as ethics with other policing skills-based training programs.

In 1995 he was appointed Deputy Chief from the rank of Staff Sergeant and capitalized on the invaluable opportunity to link and promote police professionalism, diversity and community policing on an organization wide scale. He focused on developing multi-sectoral partnerships and using processes of collaborative problem solving to improve the quality of life in Toronto. He contributed in leading the shift from a largely traditional policing organization to a more community-oriented, proactive policing organization where partnerships and collaborative efforts resulted in improved relationships and increased trust between the police and the community.

In 1996 he led the development and implementation of the Toronto Police Service's intelligence-led policing program called "Strategic Crime Management", which utilized timely collation and analysis of crime and other relevant data as the foundation for collaborative multi-sectoral problem solving. One of the earliest examples was the Robbery Reduction Initiative aimed at reducing bank robbery in Toronto. Police joined with fifty four participants representing the political, media, social agencies, government, and community sectors to develop strategies aimed at apprehending persons committing bank robbery, suppressing the opportunity to commit bank robbery, and deterring people thinking about committing bank robbery. It was instrumental in a dramatic reduction in bank robberies, from a high of over 400 robberies in 1996 to fewer than 100 bank robberies in 2003. Deputy Chief Boyd notes the scope of ideas generated by the diverse group far surpassed the limited approach identified by the police in isolation.

In 1998, with support from the mayor and Chief David Boothby, Deputy Chief Boyd introduced Community Action Policing (CAP) where police worked with their communities and city departments to improve the quality of life in targeted neighbourhoods by reducing crime, victimization and disorder. Deputy Chief Boyd used to say, "It's about putting the right number of police officers in the right places at the right times doing the right things". These cooperative efforts produced significant results for target

communities. For example, in one community sexual assaults were reduced by 60% without displacement. Although this was a relatively new strategy when implemented in Toronto, "Crime Management" is now mandated for all Ontario police agencies through the Province of Ontario's Policing Adequacy Standards.

Deputy Chief Boyd applied the same collaborative problem solving philosophies and practices in his work as the Chair of the CACP Drug Abuse Committee. He feels fortunate to have followed Chief Barry King who started the Committee and laid considerable groundwork for a renewed National Drug Strategy for Canada. The Committee recognized the considerable amount of work being done on drug related issues by a number of sectors working in isolation. Despite their best efforts drug problems in Canada continued to escalate. The Drug Abuse Committee started work on a more balanced and collaborative approach in a partnership with the health and education sectors through a network called HEP. As Co-Chair of HEP, Deputy Chief Boyd believes this partnership influenced the announcement made in May 2003 by the federal government to lead and fund a renewed National Drug Strategy for Canada.

This model has proven so successful, that Deputy Chief Boyd has been asked by the Canadian Centre on Substance Abuse to work with the Inter-American Drug Abuse Control Commission to help Caribbean nations take a collaborative problem solving approach to tackling their drug and addiction problems by building and implementing a HEP style network.

Since retiring from the Toronto Police Service in April, 2004 Deputy Chief Boyd, among his other work, has accepted an appointment with the Canadian Centre on Substance Abuse. He is networking with senior government and non-government officials across Canada to develop and support co-ordinated responses to drug problems at the national, provincial and community levels. The focus of his work will be on identifying opportunities for collaboration, and on raising awareness of the need to use credible data and best practice evidence as the basis for a problem-solving approach to diminishing Canada's drug problems.

Deputy Chief Boyd was surprised when he heard his name had been put forward for the Order, and was doubly surprised when he heard two days before the ceremony that he was being invested as a Commander of the Order. He said "I couldn't believe it. There are others who should have been in my position. I am honoured to receive this recognition and am grateful to

be one of the 40 officers from across Canada so honoured."

We thank Deputy Chief Boyd for his service to Canadian policing and the CACP, congratulate him on his appointment to the Order of Merit, and wish him continued success in all of his endeavours.



Beverley A. Busson, C.O.M.
Deputy Commissioner – Pacific Region & Commanding Officer "E" Division, R.C.M.P.

Citation: Throughout her twenty nine year career, Deputy Commissioner Busson has distinguished herself as being the epitome of a police officer and leader; a role model for all. Strong, yet compassionate, she has made a significant contribution to the provision of police services wherever she has served.

When asked why compassion is so important in a police officer, D/Commr Bev Busson speaks with enthusiasm about Canada's proud traditions of police as peace officers - of a country with an underlying culture that expects police to deliver more than law enforcement, a country where police focus on problem solving, on building communities, and on addressing issues of concern and importance to people. "It is police officers who show respect for citizens and for their fellow officers – police officers who have demonstrated compassion that have made policing what it is in Canada today" she says.

She notes that it is equally important to create a caring culture within police organizations, and that leaders must value and demonstrate compassion as they focus on employees. D/Commr Busson observes that "managers and executives often talk about human resources as an asset to their organization. Employees will become a much more valuable asset if leaders demonstrate a commitment to them as humans first, and then as resources. It's when leaders show that they really care about their people that employees become engaged. "The job that gets

done at the end of the day is equal to the least committed person in the group. People need to feel engaged. They need to know you recognize their contributions. This is what produces great results and a great team." That, and showing appreciation and quickly recognizing an employee's accomplishment", adds Sgt. Major Hugh Stewart. "If she catches something on TV or radio, she requests immediate follow up. And that's for everyone, from the technician to the operational member to the administrative staff."

Her staff describe D/Commr Busson as an incredible role model for all police officers. Comments like "She listens. She cares. She visits detachments and asks people how they're doing. She doesn't just ask about equipment needed and problems that require resolution. She does that too, but cares about their personal well being. She talks with staff and people in the community and listens and acts upon what they say. When she hears that an employee is injured, she drops everything. She makes time for personal contact with members and their families. Some officers, as they are promoted become more removed from their employees – not D/Commr Busson – as she has been promoted her personal contact with people has increased" are a testament to the high regard in which she is held. Above all she is praised for caring and always doing the right thing for people.

D/Commr Busson learned the importance of teamwork early in her career. In 1975 she was posted to Salmon Arm, a small BC detachment. She quickly recognized that everyone was there to support everyone else and that everyone working together was needed to support the community. A joint commitment to service fostered a sense of belonging. Rank or position don't place you above or beyond anyone else – each person is needed and interdependent on everyone else to achieve the desired results. Leaders need to recognize, understand and respect that to build and enhance healthy, productive organizations.

D/Commr Busson modestly deflects questions about her accomplishments, and focuses instead on the importance of always doing the best you can and on being the best you can be. Staying true to these principles, she says, has sustained her throughout her career. Now, as Deputy Commissioner, she encourages others, as they make their personal contributions, to do the best that they can. "It's all you can ask anyone to do. Feeling good about doing that dramatically affects the work you produce", she says.

D/Commr Busson relates that she was absolutely overwhelmed to hear she was being invested as a Commander to the Order of Merit. She was humbled, at the ceremony to be in the company of so many accomplished people, and listened with interest to their achievements. She notes with regret that so few people have the opportunity to be recognized for their efforts, and so feels very privileged to have had the opportunity to serve and be recognized with this honour.

Congratulations, D/Commissioner Busson on being invested as Commander into the Order of Merit, and best wishes for continued success.



William A. Lenton, C.O.M.

Assistant Commissioner,
RCMP Federal Services (Ret)

Citation: Throughout a distinguished career of 35 years, Assistant Commissioner Lenton has significantly influenced the investigative techniques, strategies and legislation and has built integrated approaches with the law enforcement community at the national and international levels.

When Assistant Commissioner Lenton began his career with the RCMP as a patrol officer in Richmond BC in 1969, leading national and international integrated efforts could not have been further from his mind. He enjoyed patrol work, however, after pursuing language training he was transferred to Counterfeit Section in Montréal in 1973. He quickly recognized that with only a very little knowledge of Montréal and limited French language skills, bringing investigations to successful conclusion would be dependent on the quality of the working relationships he developed with the Montréal police, and on his ability to draw out, link, and capitalize on the knowledge and strengths that each individual brought to the investigation. This collaborative approach became a foundation for many of his future endeavours.

Integrated policing was in its infancy in the 1970s and early 1980's. Joint forces operations usually involved only local and regional police agencies. A/Comm. Lenton recalls fondly his involvement in a 500 kilo cocaine seizure in 1989, the first seizure from a direct Columbia to Canada illicit flight. Intelligence received and developed in Toronto was served to support intensive cooperative efforts between Canadian, American and Columbian officials that led to the tracking of the shipment to a remote location in New Brunswick, and a final takedown in Montréal. A/Comm Lenton praises the work of the teams involved and says "it was phenomenal to see the power of working together".

Gaining the perspectives of others and understanding their realities is crucial to the success of integrated activities. "It's not always easy, and often requires a lot of work to put aside differences and focus on objectives set," A/Comm Lenton said. He applied those principles to political and administrative challenges when he became the Officer Commanding of Moncton Sub-Division in New Brunswick in 1994, where the provincial government was exploring amalgamations and the RCMP were introducing district policing. Talking to people, listening, getting their perspectives, and understanding their reality was critical to addressing concerns of the community and RCMP members, and set the foundations for relationships and trust that enabled the RCMP to work effectively with local politicians, administrations, the community and the local police to develop and implement changes.

As the National Capital Region CROPS Officer A/Comm Lenton was challenged to work with all Québec and Ontario provincial and municipal services operating in the Region to create a shared vision of integration. Although there were many challenges, everyone agreed that the only way to eradicate organized crime in the area was to work collaboratively. With the help of many this became the common focal point and the hallmark of success of integrated policing in the Region.

In 1999, A/Comm Lenton led the intelligence working group of the RCMP's Alignment Task Force, which identified the need to integrate intelligence and investigations, and more closely link street level and international capabilities and capacity. This served as the foundation for the RCMP "Ops Model". He is proud that these efforts have led to more effective and efficient use of resources, and have enabled the RCMP to be more accountable. A/Comm Lenton sees alignment and integration of intelligence and investigation of criminal organizations, rather than specific crime

types, on a national and international scale, as the cornerstone to future success.

As a member of the IACP Narcotic and Dangers Drugs Committee, A/Comm Lenton has worked with US and Canadian authorities to help US law enforcement officials develop understanding about Canadian legislation related to precursor chemicals and proposed cannabis legislation. He was also directly involved in the debates surrounding changes to Canadian legislation relating to both topics and was also instrumental in the development and introduction of police immunity legislation, now embodied in Section 25.1 of the Criminal Code. As the Co-Chair of the CACP Law Amendments Committee, worked on a number of legislative changes at the national and provincial level.

As he prepares for retirement, A/Comm Lenton looks back with pleasure at his work in the RCMP. He moves into the next phase of his life knowing he has gained infinite respect for others and their reality, and that it was that understanding that permitted him to leverage the strengths of all participants to create more effective responses. He describes being invested as a Commander of the Order of Merit as a great honour that he never anticipated. He shares this honour with all people he worked with, and credits the many people along the way who created challenges and placements for him, and above all his family, who contributed so significantly and supported him in his work.

A/Comm Lenton, congratulations on being invested as a Commander into the Order of Merit, and best wishes in your retirement.

The CACP congratulates and extends best wishes to all police officers inducted into the Order of Merit:

Officers of the Order of Merit

Chief Ean Algar, Halton Regional Police Service

*Chief Frank Beazley,
Halifax Regional Police Service*

*Chief Clarence E. "Butch" Cogswell,
Saint John Police Force*

Deputy Commissioner William Howard, RCMP

*Directeur Jean-Pierre Gariépy,
Service de Protection des Citoyens de Laval*

Deputy Commissioner, Pierre Lange, RCMP

*Assistant Commissioner, Dwight W. McCallum,
RCMP*

*Constable Grant Robert Obst,
Saskatoon Police Service*

ORDER OF MERIT OF THE POLICE FORCES

Members of the Order of Merit

Sergeant Marc Alain, Brandon Police Service
Sergeant David Ashbaugh, RCMP
Mr. Robert Baltin, Peel Regional Police Service
Staff Sergeant Ritchie Barlow, RCMP
Inspector Gordon Barnett, RCMP
Constable Melvin Beaver, RCMP
Chief Superintendent Stuart Cameron, RCMP
Detective Chief Superintendent David Crane, Ontario Provincial Police
Superintendent Charles Cronkhite, RCMP
Constable Howard Dunbar, Westville Policing Service
Inspector Robert Dymock, St. Thomas Police Service
Chief Raymond Fitzpatrick, Brantford Police Service
Sergeant Leon Flannigan, Brandon Police Service
Assistant Commissioner Gary Forbes, RCMP
Chief Rodney Freeman, Orangeville Police Service
Deputy Chief Richard Hanson, Calgary Police Service
Chief Thomas Kaye, Owen Sound Police Service
Constable John Kennedy, RCMP
Chief Superintendent Christopher Lewis, Ontario Provincial Police
Chief Superintendent Ernest Malone, RCMP
Corporal Bryon Massie, RCMP
Constable Philip McKerry, RCMP
Staff Sergeant Raymond Munro, RCMP
Assistant Commissioner Richard Proulx, RCMP
Chief Fred Rayner, Edmonton Police Service
Staff Sergeant Llewellyn Robinson, RCMP
Assistant Commissioner John Spice, RCMP
Chief Superintendent Everett Summerfield, RCMP

Call for Nominations

Members of the police services in Canada and members of the public are invited to submit the names of nominees for admission to the Order of Merit of the Police Forces.

The Order of Merit of the Police Forces was established in October 2000 to recognize their commitment to Canada and to honour a career of exceptional service or distinctive merit displayed by the men and women of Canadian Police Services. The Order of Merit is open to all ranks and employees serving as members of a police service at the time of appointment.

Nominations must be submitted to the Canadian Association of Chiefs of Police at 582 Somerset Street West, Ottawa, ON K1R 5K2 by September 15 each year.

For more information and nomination forms, please visit the Canadian Association of Chiefs of Police web site at www.cacp.ca.

MEMBERSHIP BENEFITS

Becoming a member will give you access to a law enforcement network representing national, provincial and municipal police services from across Canada. As a member you will receive an invitation to attend the Association's Annual Conference, which is held in a different Canadian city each year. You will become part of a collective voice with representation addressing law enforcement concerns before legislative bodies in Canada. You will receive complimentary subscriptions to the Canadian Police Chief Magazine, and CACP's Annual Directory and Buyers Guide, Annual Review and Bulletins. As well, you will be kept up to date with CACP activities via Broadcast emails and given access to restricted sections of our website.



Canadian Association of Chiefs of Police

582 Somerset Street West, Ottawa, ON K1R 5K2

Tel: (613) 233-1106 – Fax: (613) 233-6960 – Email: cacp@cacp.ca

The Canadian Association of Chiefs of Police (CACP) is a national association of police executives and partner organizations. We are dedicated to the support and promotion of efficient law enforcement and the protection and security of the people of Canada.

The CACP is inviting applications for new Members. You can play an important role in fulfilling CACP's goal of "leading progressive change in policing"

You can apply to join the Canadian Association of Chiefs of Police under the following membership categories:

Active \$375 + GST • Associate \$375 + GST • Associate Corporate \$500 + GST



Directeur John Janusz, Service de Police de Gatineau and Directeur Jean-Pierre Gariépy, Directeur de Police Service de Protection des Citoyens de Laval

Assistant Commissioner Gary Forbes, RCMP and Corporal Bryon Massie, RCMP



Chief Rodney Freeman, Orangeville Police Service and Chief Barry King, Brockville Police Service



Deputy Chief Rick Hanson, Calgary Police Service and Colonel Dorothy Cooper, Provost Marshall, Department of National Defence



Chief Superintendent Stu Cameron, RCMP and Chief Fred Rayner, Edmonton Police Service