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# CACCP Bulletin

Canadian Association of Chiefs of Police

Fall 2010



*"...Leading progressive  
change in policing"*



## CONGRATULATIONS TO JOËL CHÉRUET CEM

Mr. Robert Lafrenière, Deputy Minister, Ministry of Public Safety of Quebec; Mr. Joël Chéruet, CEM; Mr. Michel C. Doré, Associate Deputy Minister, Ministry of Public Safety of Quebec.

Congratulations to Joël Chéruet, the first Canadian to receive the International Association of Emergency Managers Lifetime CEM designation. Joel is considered a pioneer in the field of emergency measures, and has provided training to a significant number of police, fire fighting, emergency telecommunications and ambulance service institutions across Canada and abroad with the United Nations.

Photo Credit : Steve Héту

## PRESIDENTS OF THE NATIONAL EMERGENCY MEASURES ASSOCIATION MEET WITH PUBLIC SAFETY MINISTER

On May 25th, 2010 the three Presidents of the National Emergency Measures Association, Chief Mike Nolan, Emergency Medical Services Chiefs of Canada, Chief Robert Simonds, Canadian Association of Fire Chiefs, and Chief William Blair, Canadian Association of Chiefs Of Police met with the Minister of Public Safety, Vic Toews to address interoperability and emergency measures and radio infrastructure..



## MEETING OF THE SPECIAL PURPOSE COMMITTEE ON GOVERNANCE

Peter Cuthbert, Executive Director, CACP, Chief Barry MacKnight, Fredericton Police Force, A/Commr Peter German, RCMP, Chief Dale McFee, Prince Albert Police Service, and Trevor McCagherty, CACP Executive Support, met in Alberta June 9-10, 2010.

## NATIONAL FIREARMS STRATEGY PRESENTATION

C/Supt. Marty Cheliak, Director General, Canadian Firearms Program, Ms Holly Righter-White, and Director adjoint Jean-Guy Gagnon, Service de police de la Ville de Montréal made a presentation on the CACP National Firearms Strategy to the Joint Meeting of the CACP, CAPB, and CPA in March 2010.



## MEETING WITH THE SASKATCHEWAN ASSOCIATION OF CHIEFS OF POLICE (SACP)

Chief Blair, President CACP with the Saskatchewan Association of Chiefs of Police (SACP), Chief Troy Hagen, Regina Police Service; Chief Clive Weighill, Saskatoon Police Service, and A/Commr Dale McGowan, RCMP at the ACP Mess Dinner.

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# ACP

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Toronto Chief Bill Blair, President of CACP and Commissioner Bill Elliott, RCMP, Principal Commander of the Order of Merit of the Police Forces at the 2010 Order of Merit Investiture Ceremonies.

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Canadian Association of Chiefs of Police

Fall 2010



### Bulletin Staff

Editor: Ruth Montgomery

#### Supported by the CACP National Office:

Laurie Farrell • Jessica Botsford-Baker  
Magda Mitilineos • Peter Cuthbert

### CACP Executive:

#### President:

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## 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](mailto:cacp@cacp.ca)

Website: [www.cacp.ca](http://www.cacp.ca)



Designed and published by:



Art Director: Richard J. Robertson  
e-mail: [rjr@cbupub.com](mailto:rjr@cbupub.com)

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.

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# PRESIDENT'S MESSAGE



I trust that everyone had an enjoyable summer and has returned to work refreshed and ready to continue tackling the issues and challenges of building stronger, more resilient, and safer communities.

And a busy summer it was, beginning with the G8 and G20 meetings and the Queen's visit to Canada. Once again, police officers from a number of agencies, working with the Canadian Forces and other security and law enforcement partners, demonstrated that working collaboratively yields positive results. I thank them all for a job well done.

I'd also like to thank Chief Mike Boyd and his organizing team and Peter Cuthbert and the National Office team for hosting an excellent national conference. We had high expectations and you fulfilled them! The speakers were thought provoking – I came home with a significant to do list. Everyone I spoke with enjoyed the tradeshow, the social events, and meeting with colleagues from across the country.

We are committed to continuing to work and advocate on behalf of Canadian policing for issues that concern us all – retaining the long gun registry plus key amendments to the Criminal Code, ranging from justification for the detention of an accused in custody where it is necessary for the protection or safety of the public, to increasing penalties for offences related to child pornography. In keeping with our commitment to improve services to our members, updates of House of Commons and Senate activities on policing and public safety related bills are now posted regularly on the CACP website. Let us know if you find this information useful.

We're heading into a busy fall that includes Cross Border Interoperability, Traffic, Private Sector Liaison, and Quality Assurance conferences, and the 4th Canadian Public Safety Interoperability Workshop. I encourage each of you and your staff to take advantage of these important educational and networking opportunities. I look forward to seeing you there!

A handwritten signature in black ink, appearing to read 'W. Blair'.

*Chief William Blair, O.O.M  
President*

## CALENDAR OF EVENTS

**2010 Canada-U.S. Cross Border  
Interoperable Communications Workshop**  
September 13-15, 2010  
Caesars, Windsor, ON

**2010 Traffic Symposium - Innovation in Road Safety:  
Safe Emergency Vehicle Operations**  
October 24-26, 2010  
Crowne Plaza, Niagara Falls, ON

**2010 IACP Conference**  
October 23-27, 2010  
Orlando, Florida

**Private Sector Liaison Committee Conference**  
November 7-9, 2010  
Hilton Lac Leamy, Hull, QC

**Law Enforcement Quality Assurance "Quality Assurance for the Citizen"**  
November 28 - December 1, 2010  
Fairmont Chateau Frontenac, Quebec City, QC

**The Fourth Canadian Public Safety Interoperability Workshop: A CITIG National Forum "From Action to Results"**  
December 5-8, 2010  
The Fairmont Empress, Victoria, BC

**Canada's National Pipeline/ Convoy Conference**  
May 1-4, 2011  
Fairmont Royal York, Toronto, ON

**CACP Annual Conference 2011**  
August 21-24, 2011  
Caesars, Windsor, ON

**HR Committee Conference**  
September 25-27, 2011  
Marriott Ottawa, Ottawa, ON

# NEW MEMBERS

## FEBRUARY TO JULY 2010

**The CACP welcomes all new Active and Associate members and congratulates those who have achieved Life membership.**

### ACTIVE MEMBERS

*C/Supt Michel Aubin, Director General, RCMP*

*C/Cst. Perry Batchelor, Altona Police Service*

*C/Supt. Wade Blake, RCMP*

*Lieut. Col. Douglas Boot,  
Canadian Forces Provost Marshal*

*Chief Harold (Lee) Boyd, Blood Tribe Police Service*

*Insp. Allan Britton, Peel Regional Police*

*Dir. Gen. Thomas Bucher, RCMP*

*Mr. Vince Caleffi,  
Alberta Solicitor General and Public Security*

*C/Supt. Craig Callens, RCMP*

*Acting Dir. Kalliopi Chapman,  
Toronto Police Service*

*Lieut. Martin Charette, Sûreté du Québec*

*Supt. Peter Clark, RCMP*

*D/Chief Bruce Connell, Saint John Police Force*

*Chief Stephen Covey, CN Police Service*

*Chief Glenn Decaire, Hamilton Police Service*

*C/Supt. Brian Deevy, Ontario Provincial Police*

*Insp. Bradley Desmarais,  
Vancouver Police Department*

*Insp. Michael Diack, RCMP*

*Supt. Brad Doucette, Edmonton Police Service*

*Insp. Lee Foreman, Camrose Police Service*

*Insp. Randall Fuhr, Moose Jaw Police Service*

*D/Chief Const. Leonard Goerke,  
Abbotsford Police Department*

*C/Supt. Tracy Hardy, RCMP*

*D/Chief William Janes,  
Royal Newfoundland Constabulary*

*D/Chief Daryl Longworth,  
Woodstock Police Service*

*Insp. Bradley MacDonald,  
Edmonton Police Service*

*S/Supt. Jeff McGuire, Toronto Police Service*

*Supt. Sandra Manderson, New Zealand Embassy*

*Insp. Mark Neufeld, Edmonton Police Service*

*D/Chief Adam Palmer,  
Vancouver Police Department*

*Supt. Ron Plomp, RCMP*

*Insp. Tammy Pozzobon, Calgary Police Service*

*Insp. Greg Preston, Edmonton Police Service*

*Dir. adj. Jacques Robinette,  
Service de police de la Ville de Montréal*

*Supt. René Royer, RCMP*

*Lieut. Col. David Shuster,  
Department of National Defence*

*D/Chief Alban Singleton,  
Royal Newfoundland Constabulary*

*Dir. adj. Réjean Simard,  
Protection des citoyens de la Ville de Laval*

*Supt. John Tod, Ontario Provincial Police*

*Supt. Charles Walker, RCMP*

*Supt. Dave Walsh, RCMP*

*D/Chief Sherry Whiteway,  
Durham Regional Police Service*

### ASSOCIATE MEMBERS

*Mr. Luc Beaudry, Assistant Director, FINTRAC*

*Mr. Pierre Goupil, Chief of Airport Patrol,  
Aéroports de Montréal*

*Mr. Paul Nadeau, Vice-President,  
Ontario Power Generation*

*Mr. Hugh Osler, President,  
Canadian Criminal Justice Association*

*Mr. Michael Saunders,  
Canadian Air Transport Security Authority*

*Mr. Paul Vrbanac,  
Canadian Security Intelligence Service*

*Mr. Harold Wax, Chief Security Officer, Symcor Inc.*

### LIFE MEMBERS

*A/Commr. Ian Atkins (Rtd), RCMP*

*D/Commr. Harper Boucher (Rtd), RCMP / Interpol*

*Chief Joseph Browne (Rtd),  
Royal Newfoundland Constabulary*

*M. Gary Drouin (Rtd), Transport Canada*

*Supt. Thomas Grue (Rtd), Edmonton Police Service*

*Mr. Gordon Kennedy (Rtd),  
Total Security Management Services Inc.*

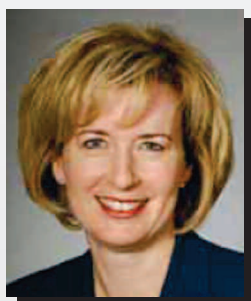
*M. Gilles Martin (Rtd), Sous-ministre associé,  
Ministère de la Sécurité publique*

*Mr. J. Patrick McKernan (Rtd), Manager,  
Corporate Security, Imperial Oil Limited*

*Insp. Charles Rabbat (Rtd),  
Service de police de la Ville de Montréal*

*Mr. Alan Scott (Rtd), Director,  
University of Manitoba*

# RETURNING TO THE BASICS TO LIMIT LIABILITY - INVESTIGATIVE DETENTION -



By Lynda Bordeleau

There are three types of interactions between members of the public and the police: (1) encounters; (2) investigative detentions; and (3) arrests. It is only the latter categories that invoke the Charter and create legal liability for the police.

Liability flowing from detention and arrest of individuals can arise not only within the criminal justice system but also in civil and human rights proceedings. Complainants typically challenge police conduct through (1) their defence to a criminal charge; (2) commencing a public complaint against the police officer; and (3) initiating civil litigation. Apart from the standard triad, police detention and arrest powers are coming under the scrutiny of human rights tribunals across the country. The unique nature of policing is a relatively unknown phenomenon in such tribunals. Greater recognition of police powers and duties by these tribunals is essential to a fair hearing and to minimize liability.

External human rights complaints often involve allegations of racial profiling or a claim that the provision of policing services was discriminatory in nature. Most issues will relate back to investigative detentions and arrests. When faced with a human rights proceeding, police management must return to the basics and educate the tribunals about policing. It is not enough to simply defend against an action based upon the facts in dispute. An effective defence must establish a framework under which the police action can be assessed. Without that framework, the adjudication may be misguided from the outset.

## How do police leaders implement an education strategy? The strategy must start at the ground level:

- **Training:** front line officers must receive up to date training on developing legal areas such as investigative detention;

- **Communication:** front line officers require effective lines of communication with supervisors and/or mentors to apply their training to the “bad feeling” or “hunch” that hits them on patrol; and
- **Documentation:** front line officers need to effectively document the basis for the exercise of discretion and be accountable for the documentation. It is not enough to simply state that one has “articulable cause” without actually articulating the foundation for the principle.

Once the internal process of training and communication is in place, we need to develop officer expertise in police powers, including investigative detention. It will be these experts who can speak to internal processes in the context of the legal framework. What does the law of investigative detention mean in practice? Adjudicators will benefit from evidence concerning both the legal landscape and its practical application in policing.

The law is clear that conjecture or a hunch cannot generally support the legitimate exercise of a police power interfering with individual liberty. A hunch based entirely on intuition gained by experience cannot suffice, no matter how accurate that hunch might prove to be.<sup>1</sup> It is a “front-end” determination or assessment. What information does the officer have at the time to base his or her actions?

The defined standard for a police officer to effect an investigative detention is “reasonable grounds to suspect” that in all the circumstances a person “is connected to a particular crime and that such a detention is necessary”.<sup>2</sup> The accepted standard then is “reasonable suspicion” – a state of belief “grounded in objectively discernible facts” and “clearly a threshold somewhat lower than the reasonable and probable grounds required for lawful arrest”. The standard is imported from the U.S. Terry<sup>3</sup> stop and frisk case.

It is often difficult to decide where to draw the line between an encounter and a detention. The totality of the circumstances must be reviewed. An objective approach would be taken: would a reasonable person have felt free to leave or terminate the encounter? Factors of relevance would include:

1 R. v. Simpson [1993] O. J. No. 308

2 R. v. Mann [2004] S.C. J. No. 49

3 Terry v. Ohio, 392 U.S. 1 (1968)



- The officer's use of language, tone of voice and demeanor;
- The location and time of day;
- The officer's use of a flashlight and emergency lights;
- The patrol car's position and whether it blocked the member of the public's exit; and
- The subjective feelings of the member of the public.

The Honourable Justice Casey Hill set out a "judicial toolkit" for the interpretation of the threshold for reasonable grounds to suspect in his article entitled "Investigative Detention" <sup>4</sup>:

- The totality of the circumstances, the content and reliability of the information acquired by the officer, must be assessed in determining whether reasonable suspicion exists – a constellation of objectively discernible facts together with rational inferences from those facts – with a preference for scrutiny of the whole picture; each fact or indicator ought not to be separated out for isolated assessment where the police are involved in fluid and fast-paced law enforcement, making quick decisions on limited information.
- Avoidance of second-guessing the police and the perspective of hindsight contribute to immunizing the exercise of discretion from critical review.
- Although the standard has both the subjective suspicion of the police officer and, as a control or check, an objective component of reasonable suspicion of one placed in the circumstances of the officer, the subjective and objective aspects of the threshold belief include consideration of the training and experience of the detaining officer.
- There is no sound reason for invalidating an otherwise proper stop because the police used the opportunity afforded by that stop to further some other legitimate interest.

This "judicial toolkit" is a useful framework for adjudicators.

Justice Hill cautioned that an officer's experience and assessment of an ongoing situation must not become a substitute for a court's independent evaluation of the reasonableness of the officer's decision and should not serve as a basis for rubber stamping the officer's conclusion.<sup>5</sup>

With respect to the implications of investigative detention for racial profiling, Justice Hill noted the police reality that on occasion, the issue of race is inextricably bound up in a report to the police of criminal conduct and as such forms a necessarily integral feature of

identifying the person alleged to have been involved or to be involved in criminal activity.<sup>6</sup> There will be occasions where the police receive a report of sufficient reliability describing a person who is, or has recently been, involved in criminal activity. The police response will be to search for someone resembling the broadcast description. Adjudicators in the human rights context need a basis upon which to understand that the law of investigative detention does not require extensive details or an identical match before lawful detention can be effected. The gray area remains those situations wherein the police do not operate from a reported description but happen upon an individual they suspect of involvement in criminality.

In street policing, officers need to make quick decisions and to remain responsive to changing information. Adjudicators need an evidentiary basis for this reality. In these dynamic and fluid environments, a police officer needs to know and be able to apply

*Adjudicators in the human rights context need a basis upon which to understand that the law of investigative detention does not require extensive details or an identical match before lawful detention can be effected. The gray area remains those situations wherein the police do not operate from a reported description but happen upon an individual they suspect of involvement in criminality.*

clear rules almost automatically. This is not the case with investigative detentions and related searches. Reliance must then be had on the understanding and documentation of articulable cause.

Who would be used as external experts? Training officers would provide the best evidentiary foundation to a human rights tribunal proceeding. Adjudicators will require evidence concerning the level of training within an organization and the content of that training. The expert will need to be apprised of developing law and practices and how those changes have been communicated to the front-line. Experts in diversity within the organization would also be of assistance.

Police leaders need to provide external adjudicators with the knowledge of the culture of policing to put police actions within the proper framework. With that educational base, liability may be limited.

<sup>4</sup> (2008) 40 S.C.L.R. (2d) 179

<sup>5</sup> Brown v. Durham (Regional Municipality) Police Force [1998] O.J. No. 4274 at 17

<sup>6</sup> Hill at 193

# Identifying Medically At-Risk Drivers

## The Role of Law Enforcement Officers

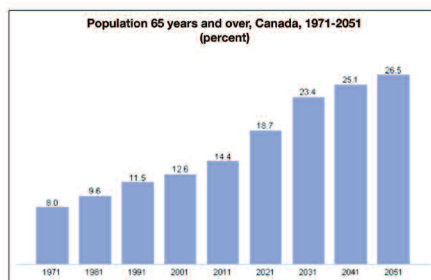
Dr. Bonnie M. Dobbs and Inspector Stanley B. McNeil (RCMP)

### The Role of Illness on Driving Competency

Despite recent improvements, fatalities and injuries due to motor vehicle crashes in Canada remain an important public safety problem. A number of high risk populations have been identified including younger drivers, drivers who speed, and individuals who drive under the influence of alcohol and other drugs. Less often identified, however, are those individuals who drive while they are medically impaired.

There now is a substantial body of literature documenting the relationship between medical conditions and impaired driving performance (Diller et al. 1999; Dobbs 2005; Vaa 2003). Illnesses affecting driving can range from those affecting vision (e.g., diabetic retinopathy, cataracts, macular degeneration), those affecting the musculoskeletal system (e.g., arthritis), to those affecting cognitive abilities (e.g., traumatic brain injury, stroke, dementia).

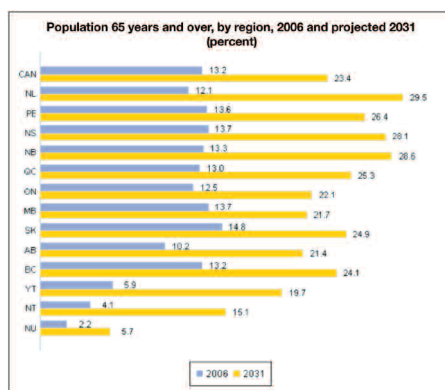
Although medical conditions affecting driving performance can occur at any age, many are age-associated. The relationship between age and illness is important – first, the changes associated with normal aging are unlikely to affect driving performance, except at the extreme upper age ranges. Rather, impairments in driving performance in drivers 65 years of age and older most likely are due to the changes in abilities needed for driving as a result of age-associated medical conditions and the medications used to treat those conditions. Although illnesses that affect driving can occur at any age, those illnesses are more often to occur with age. Research indicates that approximately 45% of the general population have one or more chronic conditions and the percent increases to 88% for those 65 years of age and older (Wolff et al., 2002), with many of those chronic conditions affecting driving performance (Dobbs, 2005). Second, longer life expectancy, combined with the aging of the baby boomers (the group of individuals born between 1946 and 1964), will result in close to doubling of the older population over the next four decades (see Figure 1).



**FIGURE 1: PERCENT OF THE POPULATION 65 YEARS OF AGE AND OVER IN CANADA FROM 1971 WITH PROJECTIONS TO 2051.**

Source: Statistics Canada. Estimates of Population, Canada, the Provinces and Territories (Persons). CANSIM Table no. 051-0001; and Statistics Canada. Population Projections for Canada, Provinces and Territories (2005-2031). CANSIM table no. 052-0004.

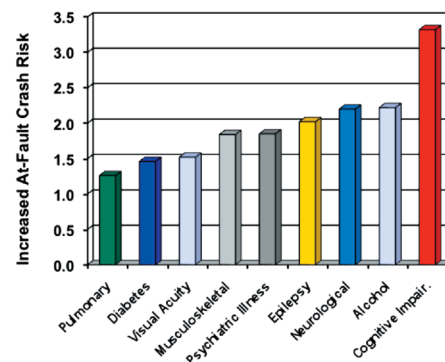
Notably, the aging of the population, beginning in 2011 when the first wave of baby boomers turn 65, is not limited to specific regions in Canada. As can be seen in Figure 2, all provinces and territories will experience significant increases in the proportion of seniors in their populations, with the Atlantic provinces projected to have the highest proportion of seniors, followed by Quebec and Saskatchewan.



**FIGURE 2: PERCENT OF THE CANADIAN POPULATION 65 YEARS OF AGE AND OLDER, BY REGION, 2006 AND PROJECTED TO 2031.**

Source: Statistics Canada. Estimates of Population, Canada, the Provinces and Territories (Persons). CANSIM Table no. 051-0001; and Statistics Canada. Population Projections for Canada, Provinces and Territories (2005-2031). CANSIM Table no. 052-0004.

The demographic changes, along with the increases in chronic health conditions (e.g., heart disease, diabetes) in younger segments of our population, including the baby boomers, will present even greater challenges for road safety over the next several decades. As shown in Figure 3, many medical conditions can affect driving performance. Drivers with visual impairments have a one and a half times greater risk of having an at-fault crash compared to those without visual impairment. Drivers with conditions that affect the musculoskeletal system (e.g., arthritis) have almost double the risk of an at-fault crash. Drivers with declines in cognitive functioning are of particular concern, with those drivers having more than a three-fold increase in risk of an at-fault crash that drivers without cognitive impairment, matched for age, gender, and area driven.

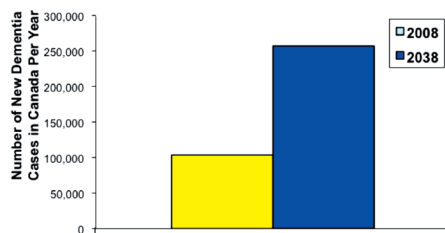


**FIGURE 3: INCREASED RISK OF AN AT-FAULT CRASH ACROSS SELECTED MEDICAL CONDITION CATEGORIES.**

Source: Diller, E., Cook, L., Leonard, D., Reading, J., Dean, J.M., & Vernon, D. (1999). Evaluating drivers licensed with medical conditions in Utah, 1992-1996. U.S.DOT/NHTSA Publication No. DOT HS 809 023. Washington, D.C.

Drivers with cognitive impairment are of concern not only because of the impact of the disease on driving competency but also because of the projected increase in incidence and prevalence of dementia over the next three decades. Recent data from a study commissioned by the Alzheimer Society of

Canada indicate that both the number of new cases (incidence) and total number of cases of dementia (prevalence) will more than double in Canada in the next three decades. As shown in Figure 4, the number of new cases of dementia will increase from 104,000 per year in 2008 to 258,000 cases in 2038. Stated another way, in 2008 in Canada, an individual was diagnosed with dementia every 5 minutes – in 2038, a diagnosis of dementia will be given every 2 minutes. The projections for the overall increase in prevalence of dementia in Canada over the next three decades are similar.



**FIGURE 4: CURRENT AND FUTURE DEMENTIA INCIDENCE IN CANADA, AGES 65+ (2008-2038).**

Source: Smetanin, P., Kobak, P., Briante, C., Stiff, D., Sherman, G., and Ahmad, S. (2009). *Rising tide: The impact of dementia in Canada 2008 to 2038*. Toronto: RiskAnalytica

## The Role of Law Enforcement

The Canadian policing community plays an important role in road safety by not only enforcing laws respecting the operation of vehicles on our roadways, but also by educating the public. For the past decade, the Canadian policing community through the Canadian Association of Chiefs of Police (CACP) Traffic Committee has been working closely with the Canadian Council of Motor Transport Administrators (CCMTA) to assist the road safety community in achieving the objectives of Canada's road safety plan "Road Safety Vision (RSV) 2010". This plan consists of a broad range of initiatives with emphasis on road users, roadways, and motor vehicles. Specific aims of the plan include enhancing law enforcement and raising public awareness of road safety issues. Recent data (2007) from Transport Canada reveal that progress in reducing traffic related fatal and serious injury casualties is being made, with the total number of traffic crash fatalities and serious injuries in Canada 17 percent less than the 1996-2000 baseline (see Table 1).

**TABLE 1: CANADIAN TRAFFIC CASUALTIES (FATALITIES, SERIOUS INJURIES, AND TOTAL CRASH VICTIMS): 1996-2000; 2007; AND ABSOLUTE AND PERCENT CHANGE**

	Traffic Crash Victims (Fatalities)	Traffic Crash Victims (Serious Injury)	Traffic Crash Victims (Total)
1996-2000 Baseline	2,966	16,841	19,807
2007	2,767	13,723	16,490
Change	-199 (-7%)	-3,118 (-19%)	-3,317 (-17%)

Source: CCMTA Road Safety Report Series- Jurisdictional Progress Toward the Targets of Road Safety Vision 2010 (September 2006); Transport Canada - Canadian Motor Vehicle Collision Statistics 2007

However, targeted efforts for high risk populations are needed for progress to continue in reducing traffic related fatalities and injuries. The importance of targeting the high risk medically impaired driver is evident by crash statistics from Statistics Canada. Results from its 2008 report on motor vehicle accident deaths between 1979 and 2004 indicate that even though the annual number of deaths from motor vehicle crashes fell 52% from 5,933 in 1979 to 2,875 in 2004, deaths due to motor vehicle crashes for seniors from 2000 to 2004 was 13.2 per 100,000 population, a rate that was higher than the national rate of 9.0 per 100,000, and second only to the high risk 15 to 24 year old population (Ramage-Morin, 2008).

## The Need for Education and Identification Tools

The policing community can and does play an important role in identifying drivers whose driving has declined to an unsafe level due to a medical condition (or treatment for that condition). However, the policing community has been hampered by the lack of education and identification tools to assist them in identifying this segment of the high risk driver population. Researchers at the Medically At-Risk Driver Centre at the University of Alberta have been collaborating with the policing and traffic safety community over the past year to address this deficiency. Our efforts have focused on: (1) the development of educational materials on the medically at-risk driver, for integration into the basic training curriculum and for ongoing continuing education (e.g., roll call, webinar's,

etc.), and (2) the development of a test and road-side protocol that can assist law enforcement in the identification of drivers who may have cognitive impairment. Finally, in conjunction with our partners, we have identified processes that will need to be made to accommodate recognition of the medically at-risk or medically impaired driver by police officers (e.g., temporary license suspension pending a driver fitness assessment).

## Conclusion

Progress has been made on some aspects of risk taking driving behaviours (e.g., speeding, drinking and driving). Another form of risk taking, driving while medically impaired, has received less attention, but will become more and more prominent in the next 10 to 20 to 30 years. This is due to two factors. The first is the aging of the population and the fact that older drivers are driving more and longer into old age. These are import concerns because of the strong association between age and many impairing medical conditions. The second factor is the increases in chronic medical conditions among younger drivers. Because many of these chronic medical conditions can impair driving competence, challenges to road safety can be expected. Both of these factors need to be recognized and addressed in traffic safety plans. Appropriate education and evaluation tools need to be developed and available to the policing community to enable them to fulfill their role.

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# THE 2010 ORDER OF MERIT OF THE POLICE FORCES

**O**n May 26, 2010, at Rideau Hall, Her Excellency, the Right Honourable Michaëlle Jean, Governor General of Canada and the Chancellor of the Order of Merit, and Principal Commander of the Order, Commissioner William Elliott, RCMP invested 30 Canadian police officers into the Order. The CACP congratulates all of the recipients.

## Commander Level

*Directeur général adjoint Steven Chabot, Sûreté du Québec (Advancement within the Order)*

## Officer Level

*Deputy Commissioner Lawrence Beechey, Ontario Provincial Police*

*Chief Constable Jamie Graham, Victoria Police Department*

*Deputy Commissioner J. V. N. (Vincent) Hawkes, Ontario Provincial Police*

*Deputy Commissioner Christopher Lewis, Ontario Provincial Police (Advancement within the Order)*

*Assistant Commissioner Robert Paulson, Royal Canadian Mounted Police (Advancement within the Order)*

*Inspector Lance Valcour, Ottawa Police Service*

## Member Level

*Chief Keith Atkinson, Brandon Police Service*

*Superintendent Bradley Blair, Ontario Provincial Police*

*Staff Sergeant Murray Brown, Royal Canadian Mounted Police*

*Chief Constable D. James Cessford, Delta Police Service*

*Sergeant Shawn Coady, Vancouver Police Department*

*Deputy Chief Constable John Ducker, Victoria Police Department*

*Staff Superintendent Michael Federico, Toronto Police Service*

*Inspecteur-chef André Fortin, Sûreté du Québec*

*Corporal Christopher Gosselin, Royal Canadian Mounted Police*

*Sergeant Stewart Kellock, Toronto Police Service*

*Assistant Commissioner Wayne Lang, Royal Canadian Mounted Police*

*Ms. Brenda Lawson, Ottawa Police Service*

*Chief Barry MacKnight, Fredericton Police Service*

*Chief Superintendent Fraser MacRae, Royal Canadian Mounted Police*

*Deputy Chief Michael Mann, Waterloo Police Service*

*Superintendent Alfred (Al) Niedtner, Vancouver Police Department*

*Inspecteur André Péroquin, Sûreté du Québec*

*Deputy Chief Allan 'Al' Redford, Calgary Police Service*

*Inspector Dean Robinson, Vancouver Police Department*

*Constable Tom Stamatakis, Victoria Police Department*

*Directeur Marc St-Laurent, Service de police pour le territoire de l'agglomération de Longueuil*

*Deputy Chief Constable Stephen Sweeney, Vancouver Police Department*

*Detective Sergeant James Van Allen, Ontario Provincial Police*



**Director General Adjoint Steven Chabot, C.O.M., Sûreté du Québec and his wife Ginnette Vaillancourt.**



**A/Commr. Wayne Lang, RCMP and Ms. Louise Lavoie, Director of Honours and Recognition, RCMP.**



**D/Chief John Ducker, Victoria Police Department, with his wife, Bridget and daughters Megan and Jayne.**



**CSM Gene Maeda, RCMP, D/Commr Chris Lewis, Ontario Provincial Police, and Cpl Chris Gosselin, RCMP and his son Cody.**



**Insp. Lance Valcour, Ottawa Police Service, with his wife Lise and sons Mathieu, Dominic, and Jean-Francois.**



D/Chief Steve Sweeney, Vancouver Police Department with his wife Shelley, daughter Kylah Gardner Kellins, and granddaughter Marliss Silver-Sweeney.



C/Insp. André Fortin, Sûreté du Québec with his wife Luce, and daughters Annabelle, Victoria and Marie-Laurence.



Chief Jim Cessford, Delta Police Service and his wife Sheila



D/Commr. Vince Hawkes, Ontario Provincial Police, with his wife Joan, mother Claire, and daughters Mary and Christine.

## Det. Michael Shanahan Receives Jack Ackroyd Scholarship

Detective Michael Shanahan of the Toronto Police Service is the most recent recipient of a scholarship from the Jack Ackroyd Scholarship fund of the Canadian Association of Chiefs of Police Research Foundation.

Pictured above with the Late Chief Ackroyd and Detective Shanahan's father Michael Sr. who also served in Toronto as a Special Constable, is then recruit Constable Shanahan at his graduation ceremony.

For further information regarding the Jack Ackroyd Scholarship fund please visit [www.cacp.ca](http://www.cacp.ca) or contact Trevor McCagherty, Manager pro tem, at [backstreet@rogers.com](mailto:backstreet@rogers.com).



# THE QUALITY ASSURANCE LAW ENFORCEMENT COMMITTEE (QALEC) SECOND CONFERENCE ON QUALITY ASSURANCE Québec City, November 28 - December 1, 2010

By the CACP Quality Assurance Committee

In a recent study published by Dr. Wendy Cukier, Associate Dean at Ryerson University, almost 50 percent of police managers surveyed agreed that one of the greatest benefits of quality assurance, risk management and audit processes was to "improve the quality of police service provided to the public", a cornerstone of all of our police services.

The future of quality within law enforcement organizations lies in the way it is managed today. Since services are ultimately intended for citizens, they must be considered and listened to, and valued along the way.

## Here are a few things that can be heard from law enforcement managers and personnel across the country

*"Citizens are at the center of our attention."*

*"Performance is not synonymous nor strictly related to quality; but nonetheless, one does not exclude the other."*

*"Law enforcement agencies are faced with public scrutiny in regards to their performance and to the quality of their work and service delivery processes."*

*"Law enforcement managers and personnel are facing various challenges and are more and more concerned with creating a QA vision and with implementing and measuring QA efforts."*

*"Quality Assurance now reaches every process and contributes to the enhancement of most organizational values."*

*"Quality can be costly, so is non-quality."*

*"Good isn't good enough."*

*"Quality is here to stay."*

## A quick look at the context in today's world of quality assurance in law enforcement agencies

Whether they are called citizens, taxpayers, constituents or community members, they are entitled to superior quality of service from their public institutions, and most certainly from their law enforcement agencies. Quality management has become a strategic concern for most (if not all) "public serving" organizations. Whether public or private, an organization's currency is its reputation. Ensuring quality in every service provided encourages shared respect, organization's currency valued, and their partnership sought after.

The cost of auditing a law enforcement organization and implementing changes can be high, but the cost of not doing so can be much, much higher. Quality Assurance is an investment that should not be deferred.

Law enforcement managers and their collaborators are expected to deliver such quality results.

Quality must be incorporated in result-oriented strategies.

These are but some of the many quality assurance related challenges and issues facing law enforcement managers today.

The upcoming CACP/QALEC 2010 Conference on Law Enforcement Quality Assurance: "Quality assurance intended for the citizen" will be a great benchmarking opportunity for managers, partners and professionals from public and private sectors, experts and researchers, and for those who want to learn more about the latest issues, practical experiences and studies in the field of quality assurance.

Participants will also have a chance to discover the attractions and the charm of one of the most beautiful cities in North America. Québec City celebrated its 400th birthday in 2008, considered the cradle of the French civilization on the continent (Old Québec has been declared a UNESCO world heritage treasure).

Participants will return to their own organizations with improved QA knowledge, tools, and dos and don'ts.

Participants will learn more about:

### ==> QA vision (the why)

- Citizen-oriented vision
- Social and cultural characteristics (internal and external)
- "Tone at the top"
- Priority setting
- Risk-based approach leading to QA
- Competence, knowledge and improvement loops

### ==> QA in action (the how)

- Leadership and mobilization around QA
- QA policy
- Planning
- Communication of QA elements

### ==> QA tools (the where and what)

- Various measurement tools
- Audit
- Self-assessment
- Corrective measures
- Reporting

For further information regarding this event, please visit the CACP website at [www.cacp.ca](http://www.cacp.ca) or call the National Office at 613-233-1106.

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