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CACP 2004

Annual Review

Canadian Association of Chiefs of Police



"...Leading progressive change in policing"

INSIDE...



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The Vision: to make Canada's roads the safest in the world.

The Goal Save 5,000 lives by 2010
Your Help will save lives

- Always be alert at intersections
- Don't drink and drive – ever
- Always fasten seat belts and child car-seats properly
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2010 www.ccrsa.ca

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Canada



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TECHNOLOGY AND COUNTER-TERRORISM CONFERENCE



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LEAD IS A GO!



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THINK GLOBALLY, POLICE LOCALLY!



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2004 CACP SPONSORED AWARDS

2004 Annual Review



ACP

On The Cover

I. Chief Constable Paul Shrive and Constables Darren Conlon and Sathie Mahil, Port Moody Police Department, on Canada Day at a swearing in ceremony for new Canadians. **II.** Calgary Police Chief Jack Beaton carries Mike Skelton off Air Canada's Dreams Take Flight jet. **III.** Chief Jack Ewatski, Winnipeg Police Service reading with children at van Wellingham School during "I Love to Read Month". **IV.** Chief Beazley and Superintendent Vern Fraser of the Halifax Regional Police Service at a Partners In Policing event. **V.** Chief Barry King and members of the Brockville Police, RCMP, Yukon Board of Education, Upper Canada District School Board, Grenville Christian College, and Safe Community Coalition of Brockville and District with students from Whitehorse, Yukon at a "Partners for a Safer and Healthier Community" event in Brockville.

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2004 Annual Review



ACP

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It is with pride that I present to you the Canadian Association of Chiefs of Police (CACP) 2004 Annual Review. We are distributing 15,000 copies of 15 regional editions of our Review to citizens, advertisers, police services, public institutions and our partners in public safety.

The CACP membership includes police leaders from Municipal, Provincial, First Nations, and Federal police agencies as well as Associate membership from the Corporate and Government sectors. The CACP mission of "leading progressive change in policing" is carried out through our many Committees with mandates that cover a wide variety of public safety issues.

In 2004, we undertook several significant initiatives. We collaborated with the Canadian Association of Police Boards (CAPB), the Federation of Canadian Municipalities (FCM), the Canadian Professional Police Association (CPPA), police agencies and government to pursue an integrated policy framework that clearly defines governments' roles and responsibilities around policing. This is an essential first step toward a more effective delivery of police services and the development of sustainable, safer, and healthier communities. We increased our focus on cultural diversity with two learning forums on "Policing with Cultural Competency" and the introduction of the Canadian Law Enforcement Aboriginal Diversity Network (LEAD). We also worked with our partners, including the Bank of Canada, the Canadian Bankers Association, Youth Justice, Transport Canada and the National Safety Council to recognize and share the incredible efforts of police officers across the country in deterring counterfeiting, apprehending offenders, working with youth, and supporting national traffic safety initiatives.

I encourage you to read about these and other initiatives in this Review and to work with the police in your communities to continue to help us build a healthier, safer Canada. I especially want to thank the many business people who support our work by advertising in the Annual Review. Your support and contributions are very much appreciated.

A handwritten signature in black ink that reads "Edgar A. MacLeod". The signature is written in a cursive, flowing style.

Edgar MacLeod,
President,
Canadian Association of Chiefs of Police

EXECUTIVE PROFILES



CHIEF EDGAR A. MacLEOD, O.O.M.
*Cape Breton Regional Police Service,
 President*

Born and raised in Glace Bay, N.S., Chief Edgar MacLeod began his policing career in 1973 following his graduation from the Atlantic Police Academy in Charlottetown, PEI. For the first three years, Chief MacLeod served with both the Charlottetown and Shelburne Police Departments. In 1977 he returned to Cape

Breton to join the Sydney Police Department. He earned the rank of Sergeant in Sydney before accepting the position as Chief of Police with the Town of New Waterford in 1993. In 1995, Chief MacLeod was appointed the first Chief of Police for the Cape Breton Regional Police Service, the position he currently holds.

He graduated with a Bachelor of Arts from the University College of Cape Breton, earning the Alteen Trophy for scholastic and leadership excellence. He has since completed the Executive Development Course as well as other courses at the Canadian Police College.

Chief MacLeod has a strong community background. He has chaired and served on a wide variety of community agencies including Sydney Minor Baseball, Youth Alternative Measures, Howard House, Nova Scotia Heart Foundation and many others. He also chaired the 1998 Campaign for the United Way. Chief MacLeod is an ardent supporter and believer in Community Policing; his police service has been in the forefront of support for this concept.

Chief MacLeod's professional accomplishments include:

- *Past President of the Nova Scotia Chiefs of Police*
- *Served as Director for the Canadian Association of Chiefs of Police*
- *Elected President of the CACP in August of 2003*
- *Chair of the CACP's Crime Prevention/Community Policing Committee*
- *Chair of the National Joint Committee of Senior Justice Officials (Atlantic Region 2002-2003)*
- *Invited to address the First Nations Chiefs of Police Association as CACP President, at their Annual General Meeting in May 2004*
- *Invited to address the Southeast Europe Chiefs of Police Association as CACP President in June 2004*

In October 1999, Chief MacLeod was selected by his peers within the Atlantic Provinces to be the first recipient of the "Michael C.

MacDonald Memorial Award," for demonstrating excellence in matters of family, community and career.

Chief MacLeod was profiled in "Blue Line Magazine," Canada's National Law Enforcement Magazine, in March 2000. The article outlined his leadership abilities and accomplishments.

On April 4, 2003, Chief MacLeod was the recipient of the "Order of Merit of the Police Forces." This award was created in 2000 as a means of recognizing conspicuous merit and exceptional service by men and women of the Canadian Police Forces. The award was presented by Her Excellency, The Right Honourable Adrienne Clarkson, Governor General of Canada at an investiture held at Rideau Hall in Ottawa.



**COMMISSIONER
 GWEN BONIFACE, C.O.M.**

*Ontario Provincial Police,
 Past President*

Gwen M. Boniface began her policing career with the Ontario Provincial Police (OPP) in 1977. In 1998, she was named Commissioner and now leads more than 7,000 OPP uniform and civilian members serving Ontario. She is responsible for policing services to diverse communities throughout

the province, including front-line delivery, administrative support services and highly specialized and multi-jurisdictional investigations.

Commissioner Boniface earned a Bachelor of Arts degree from York University and a Bachelor of Laws degree at Osgoode Hall Law School. She was called to the Bar in Ontario in 1990 and is a member of the Law Society of Upper Canada. She has served on the Law Commission of Canada.

Commissioner Boniface was invested into the Order of Ontario in 2001 for her work with First Nations communities and holds the Order of Merit of the Police Forces, the Order of St. John and is a recipient of the Humber College Alumnus of Distinction Award.

Commissioner Boniface is, by invitation, a member of the First Nations Chiefs of Police. She is the first woman to have held the position of President of the Canadian Association of Chiefs of Police and the first Canadian police officer to be elected Vice Chair of the Division of State and Provincial Police of the International Association of Chiefs of Police. Commissioner Boniface is currently serving as the General Chair of the IACP Division of State and Provincial Police.



CHIEF VINCE BEVAN, O.O.M.

Ottawa Police Service, Vice President

Vince Bevan began his career in policing in July 1973. Prior to moving to Ottawa in 1998, Chief Bevan was a member of the Niagara Regional Police Service. During his career he has had the opportunity to work in a variety of assignments including Uniform Patrol, Motorcycle Patrol, Special Projects, Training as the Officer in Charge and

Criminal Investigations. He was also a member of the Emergency Task Force for five years.

Chief Bevan is a well-known leader in the police community. In 2003, he was appointed an Officer of the Order of Merit of the Police Forces by Her Excellency the Governor General of Canada.

Chief Bevan holds a Bachelors Degree with Distinction from Brock University, in Business and Politics. He is a graduate of numerous courses at both the Ontario Police College and the Canadian Police College, and holds certificates in Police Management Studies, Advanced Police Studies and General Police Studies.

Chief Bevan is a member of a number of national and provincial committees and advisory boards including: Centre of Forensic Sciences Advisory Board; Ontario Association of Chiefs of Police Organized Crime Committee; Major Case Management Steering Committee; Steering Committee on Program Development, Canadian Police College; Chair, Advisory Committee, Canadian Police Research Centre; Comité National Mixte.

He is also very active in the community and sits as a member on several committees and boards, including: Success by 6, Council of Partners; Board of Directors, David Smith Centre; Ottawa United Way/Centraide, 2004 Campaign Cabinet.

Chief Bevan is an active member of several provincial, national and international associations. He and his wife Linda have been married for more than 28 years. They have been blessed with three wonderful children.



CHIEF JACK EWATSKI

*Winnipeg Police Service,
Vice President*

Chief Ewatski began his policing career with the City of Winnipeg in 1973. He has worked in all branches of the service, spending the majority of his career working in the area of criminal investigation. He was appointed to his current position in November 1998.

He is a graduate of several courses at the Canadian Police College, the Federal Bureau of Investigation's National Academy and National Executive Institute. He holds certificates from the University of Virginia as well as Harvard University.

He is a Vice President of the Canadian Association of Chiefs of Police and a member of the International Association of Chiefs of Police and the Major Cities Chiefs Organization. Chief Ewatski sits on many Boards and Committees including the Canadian Police College Advisory Board. He has developed expertise in the area of emergency response and management and has lectured extensively in Canada and Europe on this subject.

He has been involved in sports as a coach and as an official, having spent seven years as an on-field official with the Canadian Football League. As a hobby Chief Ewatski, a licensed pilot, flies small aircraft.

Chief Ewatski is leading the 1,500 members of the Winnipeg Police Service with a community policing philosophy and a commitment to excellence in service delivery.



CHIEF FRANK BEAZLEY, O.O.M.

*Halifax Regional Police Service,
Vice President*

Frank A. Beazley was appointed to the position of Chief of Police for Halifax Regional Police on July 1, 2003, after serving a nine-month term as Acting Chief. During his tenure as Acting Chief, Halifax Regional Police realized several significant accomplishments, including the successful negotiation of a 12-year

Collective Agreement with its members who are represented by the Municipal Association of Police Personnel; the undertaking of the Policing Study with the Royal Canadian Mounted Police Halifax Detachment to achieve a more efficient and effective police service for the citizens of the Halifax Regional Municipality; and the preparation involved in hosting the 98th Annual Canadian Association of Chiefs of Police Conference in August 2003.

Chief Beazley joined the Halifax Police Department in 1970 and has worked in many divisions and sections during his policing career. As a Staff Sergeant and Inspector, Chief Beazley was the Officer in Charge of the Human Resources and Training Division of the Halifax Police Department for six years. He also held the positions of Superintendent and Deputy Chief of Operational Support with Halifax Regional Police.

Chief Beazley has received the distinction of Officer of the Order of Merit of the Police Forces (O.O.M.) and is a recipient of the Police Exemplary Service Medal and Queen's Golden Jubilee Medal. As an active member of the Nova Scotia Chiefs of Police Association and the

Canadian Association of Chiefs of Police (CACP), he serves as CACP Vice President for Atlantic Canada and is a member of the Organized Crime Committee and the Prevention of Crime in Industry Committee of the CACP. He also serves on the Executive Committees of Criminal Intelligence Nova Scotia and Criminal Intelligence Service Canada, and the Regional and National Coordinating Committees on Organized Crime. He is a member of the Genealogical Association of Nova Scotia, the Mainland South Heritage Society and the Charitable Irish Society of Halifax.

Chief Beazley is a graduate of the Queen's University Executive Program and has taken courses at the Canadian Police College, Dalhousie University and Saint Mary's University, concentrating in Law and Human Resources.



ASSISTANT DIRECTOR GENERAL STEVEN CHABOT

Sûreté du Québec, Vice President

Assistant Director General Steven Chabot was born in Lachute, Québec, and began his career in policing in 1977. As a police officer he has worked as a patrolman, investigator, first-level manager in the realm of patrols and investigations, and then as a senior manager in the same fields.

Two key dimensions characterize his career.

First, he has worked extensively in positions devoted essentially to the achievement of the Sûreté du Québec's mission, i.e. patrols and investigations. Second, he has worked extensively in strategic positions focusing on administrative, operational and policy issues. The responsibilities assumed pose challenges both from the standpoint of police work, and operational and administrative management in key units to which are assigned portions of the organization's mandate. Until now, he has met these challenges in a major police force. In July 2003 he was promoted to his current rank of Assistant Director General, criminal investigations. In his role he covers four key responsibilities:

- *In collaboration with the Director General and Commanding officers, he co-manages the Sûreté du Québec and advises the Québec government, in particular the Minister of Public Security, the Conseil exécutif and the Office of the Premier, on all questions pertaining to public security in Québec;*
- *Manages the criminal investigations sector in accordance with the government's mandates, priorities and objectives and the organization's strategic policy directions (1,125 police officers and civilian employees, a \$30-million direct budget and a \$100-million indirect budget);*
- *Assumes in the organization the necessary functional authority with respect to criminal investigations;*

Takes the place of the Director General in his absence and ensures that the organization is properly represented in respect of criminal investigations in dealings with government, social and other organizations and agencies.

Assistant Director General Chabot is fluent both in French and English. He holds a Master's degree in public administration (École nationale d'administration publique) and a Certificate in human resources management (UQUAM, Québec University in Montréal). In addition, he is a graduate of numerous courses at the École nationale de police du Québec, Hautes Études Commerciales (Montréal University), University of Québec in Montréal, Service de la Direction des Ressources Humaines de la Sûreté du Québec as well as with the RCMP Manitoba.



CHIEF BARRY KING, O.O.M.

*Brockville Police Service,
Secretary-Treasurer*

Chief King's 43-year policing career includes 17 years as a Chief of Police in the cities of Brockville and Sault Ste. Marie; 18 years with Peel Regional Police (Detective to Superintendent) and front line operational police service with the Ontario Provincial Police and the Canadian Forces Military Police.

Chief King is Chair of the Canadian Centre on Substance Abuse, Canada's National Addictions Agency and serves as Co-Chair of the St. Lawrence College Police Foundations and Law & Security Advisory Board. Various other affiliations include Chair of Fore-Youth Brockville and the Ontario Association of Chiefs of Police representative on the Ontario Police Proceeds of Crime Committee.

Chief King Co-Chairs the Safe Community Coalition of Brockville and District which was directly responsible for Brockville being accredited by the World Health Organization in 2001 as the first "Designated Safe Community" in Ontario; second in Canada and fourth in North America.

Chief King serves as Secretary-Treasurer of the Canadian Association of Chiefs of Police and served for 12 years as Chair of the CACP Drug Abuse Committee. He is Co-Founder and former Co-Chair of Canada's Health, Education and Enforcement in Partnership (HEP).

In 2003, Chief Barry King was appointed as Officer in the Order of Merit of the Police Forces by Her Excellency the Governor General and was also awarded the Queen's Golden Jubilee Medal.

He is a recipient of the Ontario Medal for Police Bravery and the Addiction Research Foundation (Ontario) Community Achievement Award for Outstanding Leadership in the Development of Youth Drug and Alcohol Educational Programs. In addition, he has received

Canadian and Ontario Association of Chiefs of Police Service Awards for Outstanding Contribution to the Advancement of Law Enforcement. Chief King was decorated with the "Order of the Grand Master" by the Ambassador of the Republic of Belarus, for his leadership in assisting Chaussy, Belarus, to establish a Safe Community Partnership and for his assistance in mentoring their police and fire services. He is also a recipient of the YMCA-YWCA 2001 Canada Peace Medal and Ontario's Crime Control Commission 2002 Award of Excellence.

Chief King is an honours graduate of the 128th session of the F.B.I. National Academy, the FBI LEEDA Executive Program; the Canadian and Ontario Police Colleges and Humber College of Applied Art. He attended North-Western & Wilfrid Laurier Universities and the Queen's University Community Policing Management Program. He was also awarded the St. Lawrence College Board of Governors Honorary Diploma in 2002.

Chief King has three children, Michael, Deborah and Kevin, and six grandchildren. His youngest son Kevin is a First Class Constable with the Guelph Police Service, a fourth generation police officer in the family.



DAVID H. HILL, C.M., Q.C.

CACP General Counsel

David was born in Ottawa, and following his education at Queen's University (B.A., 1962; L.L.B., 1965) and Osgoode Hall, 1967, he was admitted to the Bar of Ontario in March 1967. He is a member of the Order of Canada. He was appointed Queen's Counsel in 1982 and is the recipient of a number of other honours, such as the Gordon F. Henderson Award of the County of

Carleton Law Association, 1998; the Loeb Health Research Institute Medal, 1999; the 125th Anniversary of the Confederation of Canada Medal (1992); Canada Volunteer Award Certificate of Merit (1991); Honorary Life Member, Canadian Cancer Society (1987); and Honorary Member, Teachers' Federation of Carleton (1993). He also holds a number of law enforcement honours such as Honorary Life Member, CACP (1992), Honorary Life Member, Ottawa Police Association (1992), Honorary Life Member, Senior Officers' Mess, Ottawa Police (1990).

David was a student of law with the firm of Gowling, MacTavish, Osborne and Henderson (1965-66); law clerk to the Honourable G.A. Gale, Chief Justice of Ontario (1967-68); Assistant for the Bar Admission Course of Law Society of Upper Canada, Toronto (1967-68); Associate, Gowling, MacTavish, Osborne and Henderson (1968-71); Instructor, Bar Admission Course of the Law Society of Upper Canada; Ottawa (1975-81); and is a Founding Partner and Co-Chair of Perley-Robertson, Hill and McDougall LLP (1971-present).

David holds memberships in numerous associations, including the Canadian Bar Association (National Council 1976-80); Law Society of Upper Canada; County of Carleton Law Association; Judges' Law Clerks Association (Secretary 1968-72); Ottawa-Carleton Home Builders Association and Canadian College of Health Services Executives. He has held volunteer positions in a large number of organizations in the education and health fields and lectures at the local, national and international level on legal and health matters, with particular emphasis in the area of cancer and smoking.

David's law enforcement activities are significant. He chaired the Ottawa Police Services Board (1987-92); and was an Associate Member of the Canadian Association of Chiefs of Police (1987-92); was a member of the Ontario Association of Police Boards (1986-92); an Associate Member of the International Association of Chiefs of Police (1989-92); and a member of the Canadian Association of Police Boards (1989-92).

The CACP Executive Committee at its meeting of February 25-26, 1996, appointed the firm of Perley-Robertson, Hill & McDougall as General Counsel to the CACP. David Hill is one of the two principals of the firm who provide legal and related services to the CACP.



LYNDA A. BORDELEAU

CACP General Counsel

Lynda is a partner with the law firm of Perley-Robertson, Hill & McDougall, practicing in the areas of administrative and labour/employment law. Lynda has developed a specialized practice area in police regulatory matters.

Lynda graduated from Carleton University in Ottawa, with a Bachelor of Arts with distinction in 1987. She completed a Bachelor of Laws, Cum Laude, at the University of Ottawa in 1990 and was called to the bar in February of 1992 by the Law Society of Upper Canada.

Upon her call to the bar, Lynda joined a private practice law firm and in July of 1994 she joined the law firm of Perley-Robertson, Hill & McDougall LLB. Lynda is actively involved in providing legal advice to police services across Ontario and is a member of the Ontario Association of Chiefs of Police and its Police Legal Advisors Committee, and of the Ontario Association of Police Services Boards.

Apart from her active practice, Lynda has a close personal involvement with the policing community with her husband, Charles, who is a Superintendent with the Ottawa Police Service and her father, Lester Thompson, former Chief of the Gloucester Police Service and life member of the CACP.

The firm of Perley-Robertson, Hill, and McDougall LLB was appointed as General Counsel to the CACP by the CACP Executive Committee at its meeting of February 25-26, 1996 and Lynda is the second principal of the firm who provides legal and related services to the CACP.

PROVINCIAL DIRECTORS



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CHIEF TERRY COLEMAN
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Port Moody Police Department



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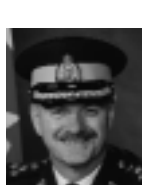
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Royal Canadian Mounted Police



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Brandon Police Service

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Provincial and Federal Directors

CACP VICE-PRESIDENT'S ASSIGNMENTS & COMMITTEE CHAIRS, CO-CHAIRS AND VICE-CHAIRS 2004 -2005

CACP Executive Committee Assignments

Gwen Boniface	Law Amendments
Frank Beazley	Crime Prevention and Community Policing
	Prevention of Crime in Industry
	Drug Abuse
Steven Chabot	Electronic Crime
	Organized Crime
	Traffic
	Police Information and Statistics
Jack Ewatski	National Police Services
	Human Resources
	Policing with Aboriginal Peoples
Vince Bevan	Informatics

The CACP thanks all Board and Committee chairs for their commitment and support in the 2003/2004 year and wishes them continued success in all of their endeavours.



CACP Committee Chairs at the 2004 CACP Annual Conference

Law Amendments

Vince Westwick, Co-Chair
Frank Ryder, Co-Chair

Crime Prevention and Community Policing

Ben Andersen, Co-Chair
Dorothy Franklin, Co-Chair

Prevention of Crime in Industry

Rod Piukkala, Chair
Serge Meloche, Vice-Chair

Drug Abuse

Chris McNeil, Chair
Raf Souccar, Vice Chair

Electronic Crime

Earl Moulton, Chair

Organized Crime

Rick Deering, Chair
Vacant, Vice-Chair

Traffic

Darell LaFosse, Chair

Police Information and Statistics

Calvin Johnston, Chair
John Turner, Vice-Chair

National Police Services

Vernon White, Chair
John Carson, Vice-Chair

Human Resources

Jay Hope, Chair
Ken Cenzura, Vice-Chair

Policing with Aboriginal Peoples

Chair currently vacant

Informatics

John MacKillican, Chair
Jim Chu, Vice-Chair



2003/2004 CACP Board at the Annual Conference in Vancouver, B.C. From left to right, front row: Chief Wes Luloff, Nishnawbe-Aski Police Service, Chief Butch Cogswell, Saint John Police Force, Chief Frank Beazley, Halifax Regional Police Service, Chief Barry King, Brockville Police Service. Second row: Commissioner Gwen Boniface, Ontario Provincial Police, Chief Edgar MacLeod, Cape Breton Regional Police Service, Chief Edward Huzulak, Bathurst City Police, C/Supt. Darrell Madill, RCMP, Assistant Commissioner Tim Killam, RCMP, Chief Vince Bevan, Ottawa Police Service. Back row: Chief Richard Deering, Royal Newfoundland Constabulary, Chief Paul Shrive, Port Moody Police Department, Chief Larry Gravill, Waterloo Regional Police Service, Chief Jack Ewatski, Winnipeg Police Service, Deputy Commr. Gerry Braun, RCMP, Chief Cal Johnston, Regina Police Service, Chief Jack Beaton, Calgary Police Service.

NATIONAL OFFICE STAFF



**Peter Cuthbert,
Executive Director**

Peter took over the responsibility of leading, managing and coordinating the CACP's operations as Interim Executive Director in April 2001. In May 2003, Peter retired from the Ottawa Police Service and was named Executive Director. His thirty years of experience in policing with the Nepean, Ottawa-Carleton and Ottawa Police Services has given him an in depth perspective on the needs and goals of the police executive community. Reporting directly to the CACP's Board of Directors, Peter has been influential in modernizing and expanding the CACP's operations.



**Magda Mitilineos,
Office Administrator**

Magda has been with the CACP for five and a half years and has helped shape the modern face of the organization. Through her previous work at the Canadian Ethnocultural Council, Magda has extensive experience in managing the unique financial and business needs of a non-profit organization. As Office Administrator, she is responsible for maintaining the everyday needs of the office including staffing and financial planning, as well as the organization of Board of Directors meetings. Magda has also taken over responsibility for the CACP's day to day and conference finances.



**Luc Delorme,
Executive Support Officer**

In April 2004, 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 25 year service. He has served in Manitoba, Depot/ Saskatchewan, CPIC, Canadian Police College, National Staffing Policy Directorate and as the Training Manager in Ottawa.



**Laurie Farrell,
Website Administrator**

An employee of the CACP since 1987, Laurie has held various positions within the organization and has extensive first-hand knowledge of the CACP and it's recent history. Laurie has taken over responsibility for the administration of the CACP website. Her duties include, web design, posting of documents and reports, as well as the dissemination of broadcast emails which allow the CACP to effectively meet its communication goals.



**Liz Robertson,
Project Coordinator**

In February 2003, Liz joined the CACP to support the new business and publishing initiatives of the organization. Her responsibilities include providing support to the Annual Review Project, Order of Merit, and a variety of projects and conferences such as the Police and Operational Challenges in Managing Human Resources Conference recently held in Vancouver.



**Anika Evans,
Receptionist**

Anika joined the CACP office staff in October 2003. Her bilingualism and experience in office support has quickly made her a valuable member of the team. She is responsible for the everyday operations of the CACP office including reception, administration, publication orders and executive support.

**Laura Gomez,
Membership & Project Assistant**

Laura is a recent graduate of the University of Ottawa who has worked with the CACP during the summer months and on a part-time basis during the school year since May 2001. Her responsibilities include updating the membership database, processing membership payments, compiling reports and maintaining CACP committee lists. Laura also provides support to CACP staff, various ongoing projects such as the Police Memorial Project and the annual conference.

REPORT OF CHIEF EDGAR A. MACLEOD, PRESIDENT TO THE ANNUAL GENERAL MEETING OF THE CANADIAN ASSOCIATION OF CHIEFS OF POLICE

AUGUST 2004

Members of the Canadian Association of Chiefs of Police:

As I complete the first year of my tenure as President, I am privileged to report on the achievements of our Association in the past year. There are three areas on which I shall focus.

- *First, I will report to you on the CACP's activities and events of the past year. These have contributed to taking the CACP in the direction set a year ago when you elected me as President. I will use examples drawn from the very active and fruitful work of our Committees, in which many of you are involved.*
- *Second, I will report on our outreach and bridge-building, designed to broaden and deepen the scope of the CACP's influence. I am personally committed to establishing relationships with other associations that share some of our objectives. We will use those relationships to propel key issues to the attention of decision-makers.*
- *Third, I will summarize our work in taking, to government, the key issues of concern to our Association. This includes the subject of governance, on which I am concentrating my attention during my tenure as CACP President.*

1. Activities and Events

Let me touch briefly on some of the highlights of this past year.

- *The Executive and Board of Directors met regularly throughout the year, both in Ottawa and on the edges of other CACP events. The Board met last August in Halifax, the Executive met in September, followed by Board meetings in November, February, April and now here in Vancouver.*
- *In addition, I held a 2-day facilitated session in Toronto in February, called the President's Council on Strategic Direction, in order to receive advice on the direction ahead. Thirty-one members of the Executive, the Board of Directors, staff and Committee Chairs came together. We had full and lively discussions with a view to re-focusing our strategic direction for the coming years.*

A number of themes emerged:

1. *most Committees want to see cross-Committee fertilization,*
2. *"integration" is a value we accept, and want to reflect in all CACP operations,*
3. *the national scope of the CACP is a priority, not only in respect of Quebec and the francophone community, but also Aboriginal and multi-cultural communities, and*
4. *most important, the CACP is committed to serving as an impartial and expert "trusted and deliberate voice for public safety in Canada".*

These decisions will mean some shifts of focus for us. We made a commitment to use partnerships better. We want to be less reactive and to improve our ability to address issues on a factual basis. We want to be informed more fully by the knowledge of our committees.

Finally, a list of specific strategic initiatives was proposed for the immediate term, for mid-term implementation (subject to capacity and momentum), and in the longer term (if we can develop sufficiently as an Association). The output of the President's Council on Strategic Direction will guide us in the coming years, and will contribute to making the CACP increasingly relevant and credible to our stakeholders.

- *Our operational Committees continued to meet throughout the year to advance the CACP's work on many fronts. Often the Committees convened quickly to develop a CACP response to a significant issue, such as a court ruling, or the tabling of legislation.*
- *Last August you heard the findings of the three teams that participated in the International Best Practices Research Project, called "Global Themes in Criminal Justice". This project was initiated and championed under the leadership of former CACP President Commissioner Gwen Boniface and Chief Larry Gravill early in 2002. This past fall the report of the Project was completed and submitted to the Board of Directors. The lessons learned from the Project are informing the broader program and agenda of the CACP.*
- *There have been three special CACP conferences of special note.*
- 1. *One was the November conference held in Montreal, called "Police and Enforcement Partnerships: Making Information Sharing Happen". This conference was an initiative of the CACP Informatics Committee. The conference explored how we might overcome the barriers to effective information sharing among police and law enforcement agencies. This is a key issue of our time, when we are feeling our way through "integrated policing" and coming to terms with what it may mean.*

2. *The second was the Fifth Annual Conference, sponsored by the British Columbia Ministry of Management Services, entitled "Security and Privacy: Friends, Foes or Partners?" held in February. As CACP President I offered a police perspective on the implications of privacy and security. We have had an excellent response to this address. Press coverage has made it clear that our profession is actively involved in this key dilemma of balancing competing interests.*
 3. *The third was the Annual Conference on Technology and Counter-Terrorism, held in Ottawa in April. It was called "Strategies for Public Safety Transformation: Technology and Counter-Terrorism: Prevention – Protection – Pursuit". The Minister of Public Safety and Emergency Preparedness and her officials attended. You may have read the press coverage on the remarks of Richard A. Clarke, former White House security advisor to US President George W. Bush. His book "Against All Enemies: Inside America's War on Terror" was released shortly before the Conference, and provided another fascinating dimension to the conference.*
- *Again this year the CACP joined with the Canadian Association of Police Boards and the Canadian Professional Police Association. The Third Annual Joint Meeting, held on April 17, 2004 in Ottawa, took the form of three panel discussions, each on a theme selected and led by one of the Associations. This year's themes were*
 1. *Police Governance: What is the Best Model (CAPB lead),*
 2. *Community Safety, Health and Well-being (CACP lead), and*
 3. *A Police Officer's Bill of Rights (CPPA lead).*

The three Associations agreed to continue to work together on these issues, and to speak to government with one voice whenever possible.

- *The CACP Executive Forum Series dates from 2001. We have continued the Series, because it supports the CACP objective of promoting excellence in policing.*

To date, there have been Forums on five themes. The two most recent sessions were:

- *"Managing Risk in a High Risk Organization" (held in Banff, November 2-5, 2003) and*
- *"Policing with Cultural Competency" (PEI June 2-5, 2005, Whistler, October 31-November 3, 2004).*
- *Finally, another national initiative is the Law Enforcement Aboriginal and Diversity (LEAD) Network. The Honourable Jean Augustine announced funding for the Network at the CACP Annual Conference in Halifax last year. This initiative has moved ahead rapidly since then, with support from the Royal Canadian Mounted Police and the CACP Policing with Aboriginal Peoples Committee. I encourage you to check out the website www.lead.ald.ca.*

The first phase of the LEAD Network has been accomplished, and we are moving into the next phase.

The CACP has posted an announcement seeking candidates to work on this project on a full-time basis and we expect to be able to announce progress in the months ahead.

a) Outreach and Building Bridges

My commitment to the CACP last year was to seek opportunities to build bridges and establish partnerships wherever feasible and beneficial to our Association.

b) Police associations are the first place for the CACP to start.

I am pleased to be able to tell you that I have had fruitful meetings with the Chiefs of British Columbia, Quebec and Ontario.

BC Chiefs were most interested in discussing integrated policing and the theme of governance in this context. We have followed up on their concerns about CACP fund-raising. Most significantly, we talked about improving communication between the CACP and the BC Association of Chiefs of Police.

The CACP Board of Directors has in the past signalled its interest in strengthening ties with our colleagues in Quebec. This means not only welcoming Quebec chiefs into the CACP, but also collaborating at the Association level.

In May I had the pleasure of meeting with Jean-Pierre Gariépy, Service de Protection des Citoyens de Laval, who is President of the Association des directeurs de police du Québec, along with Normand Proulx, Directeur-Général and Stephen Chabot, Directeur-Général Adjoint of the Sûreté du Québec, Serge Meloche of CN Police, and Joël Cheruet, Police Gatineau Métro (retired). We had a fruitful discussion about increasing membership in the CACP amongst Quebec police chiefs, and about strengthening links between our Associations.

I also met with the First Nations Chiefs of Police Association in May, and took to them the CACP commitment to building a strong relationship with their Association and individual members who may wish to join the CACP.

I am confident that our mutual relationship with the FNCPA will be strengthened in the coming years. The new President of the FNCPA, Chief Brian Rupert, expressed his commitment to serving on the CACP Board of Directors, and the past President, Chief Wes Luloff, is continuing to serve on a number of the CACP operational committees. We welcome this active involvement.

In June I met with the Ontario Association of Chiefs of Police, whose strength is such an asset to the CACP, and whose voice is responsible for carrying many significant issues forward on behalf of police leaders. I was pleased to be able to assure them that the Ontario perspective is well reflected within the CACP!

b) Other national associations are another area of outreach and bridge-building.

Many of our Committees have long-standing working relationships with other national organizations. Building on this work, we have made a commitment to reach out to other national associations with whom our shared interests may not be obvious. This reflects our overall aim of speaking as an authoritative and informed voice on issues of public safety.

- *One example is the CACP work, spearheaded by the Crime Prevention Committee, in building a Coalition on Community Safety, Health and Well-being. The CACP is building on a resolution passed two years ago, to bring together numerous voices around the broad theme of greater community involvement in crime prevention, and less reliance on police.*

The CACP is bringing important allies into this Coalition, and is in the process of seeking funding from the National Crime Prevention Strategy to pursue this work. To date, the Federation of Canadian Municipalities has committed its support, as have the Canadian Association of Police Boards and the Canadian Professional Police Association.

Once resources are in place, the CACP will broaden the Coalition to include other social-mandate associations and will move into the specific planned activities that will support the Coalition's objectives. The Canadian Council on Social Development, and Family Service Canada, are two such organizations that have expressed interest.

3. Taking CACP priority concerns to government

Police remain at the top of the list of those professions about whom Canadians feel a "great deal" of confidence, at 82% (Statistics Canada, as reported in *The Globe and Mail*, Wednesday, July 7, 2004).

The CACP takes this public trust seriously. I am pleased to report that in the past year we have continued our tradition of speaking credibly for our public and our profession.

Following last year's Annual Conference, the CACP was proactive in taking forward to key federal Ministers our resolutions on issues and concerns that have been identified by our Members. These resolutions formed the agenda for further discussions with federal Ministers, Parliamentary Secretaries, and officials.

We have also responded to government on an issues-driven basis in the past twelve months. Our Committees have provided us with rapid analysis, allowing us to make informed and thoughtful public comment in the aftermath of government policy decisions, such as the new gun control package, and court decisions and coroners' reports that may have an impact on our profession and our use of certain operating procedures or equipment.

Amongst those strategic and longer-term issues to bring to the attention of the federal government, and to governments at all levels, is that of "governance".

This is an issue that I have taken on as the main focus of my mandate as CACP President. It is an issue that touches us all, regardless of what community we serve, or what uniform we wear. We can illustrate this issue by using national security as a case study.

We are living in a time when local crime and safety concerns are closely linked to threats of a global magnitude. The organized drug trade and smuggling are examples. So too is terrorism. These global threats have a real impact in our communities. Many of you who serve as municipal chiefs can identify with this issue.

In all regions of the country, police are moving towards "integrated policing". At its simplest level, integrated policing involves an integration of information systems, asset use and training. This is to support more effective gathering and use of intelligence and more effective ongoing criminal investigations and crime prevention.

We all agree that this must happen and we can point to some impressive successes at the operational level.

The reality is that police are among the local first responders who attend incidents within their jurisdictions. Municipal police services are responsible for citizen safety at the local level. The personal safety of our citizens is compromised by the threats of organized crime and terrorism, both of which lie within the national policing mandate.

The CACP, the Canadian Association of Police Boards and the Canadian Professional Police Association have agreed that we will encourage federal and provincial governments to discuss what integrated policing means. It is our hope that we can reconcile the national agenda – which calls for a seamless and integrated response to organized crime and national security threats – with the agenda of our local communities' policing needs.

The CACP will be convening a small round table in late September to explore this issue and possible next steps. I look forward to the involvement of those CACP members most concerned about this issue, so that our Association can participate fully in the public policy discussion around policing in the 21st century.

In closing, I want to thank the Executive, the Board of Directors, and the membership for your work in supporting the CACP in this past year. Let me reiterate my commitment to the CACP and the work of our Association in the coming year.

I also want to acknowledge with gratitude the exceptional work of our Executive Director and the staff of the National Office. Their team is small and their efforts are often not visible to our Members. But the successes of our Association are the result of their efficiency, competence and commitment.

***Chief Edgar A. MacLeod,
President***

ASSET BUILDING CHAMPIONS - CANADA

How YOU can Give Children and Youth What They Need in Order to Succeed

"The New A B C 's for Canadian Youth"

Excerpted from a presentation by Keith Pattinson, Boys and Girls Club of BC, Superintendent Ward Clapham, RCMP Richmond BC, and Chief Barry King, Brockville Police Service, Co-Chair, Safe Community Coalition of Brockville and District, Chair, Canadian Centre on Substance Abuse, Secretary Treasurer, CACP & Lead Team, Every Kid in Our Communities, Brockville, Leeds & Grenville. Article written by Ruth Montgomery, Editor, Canadian Police Chief Magazine.

The vision of asset building is to build and support safe and healthy communities so that:

- All children are born safe & healthy
- All children are cared for and safe
- All children are ready for school
- All children and youth are successful at school
- All children and youth practice safe & healthy behaviours
- All youth make a successful transition to adulthood

Asset Building Canada was developed based on the work of Search Institute, an independent nonprofit organization whose mission is to provide leadership, knowledge, and resources to promote healthy children, youth, and communities. The Institute developed a framework of 40 Developmental Assets™, which are building blocks that can help all kids to grow up healthy, caring, and responsible.

Studies reveal strong and consistent relationships between the number of assets present in young people's lives and the degree to which they develop in positive and healthful ways. The greater the numbers of 40 Developmental Assets™ experienced by young people, the more positive and successful their development is likely to be. The fewer the number of assets present, the greater the possibility that youth will engage in risky behaviours such as drug use, unsafe sex, and violence.

The key principles of asset building are:

- All children and youth need assets.
- Relationships are key.
- Everyone can build assets.
- Building assets is an ongoing process.

- Asset building requires consistent messages
- Duplication and repetition are good and important.

The 40 Developmental Assets

The 40 Developmental Assets™ are divided into external and internal assets. External assets are grouped into four categories:

SUPPORT

1. Family support
2. Positive family communication
3. Other adult relationships
4. Caring neighborhood
5. Caring school climate
6. Parent involvement in schooling

EMPOWERMENT

7. Community values youth
8. Youth as resources

*Youth are only 20% of our population
but they are 100% of our future!*

Youth at a game with RCMP during the "Onside Project" for Youth



9. *Service to others*
10. *Safety*

BOUNDARIES AND EXPECTATIONS

11. *Family boundaries*
12. *School boundaries*
13. *Neighborhood boundaries*
14. *Adult role models*
15. *Positive peer influence*
16. *High expectations*

CONSTRUCTIVE USE OF TIME

17. *Creative activities*
18. *Youth programs*
19. *Religious community*
20. *Time at home*

THE INTERNAL ASSETS ARE:

COMMITMENT TO LEARNING

21. *Achievement motivation*
22. *School engagement*
23. *Homework*
24. *Bonding to school*
25. *Reading for pleasure*

POSITIVE VALUES

26. *Caring*
27. *Equality and social justice*
28. *Integrity*
29. *Honesty*
30. *Responsibility*
31. *Restraint*

SOCIAL COMPETENCIES

32. *Planning and decision making*
33. *Interpersonal competence*
34. *Cultural competence*
35. *Resistance skills*
36. *Peaceful conflict resolution*

POSITIVE IDENTITY

37. *Personal power*
38. *Self-esteem*
39. *Sense of purpose*
40. *Positive view of personal future*



Police Week 2004 (Brockville, ON) A Partnership of Brockville Police Service, RCMP, schools in Eastern Ontario, and the Grenville Christian College Preparatory Schools in Asset Development for Youth as "Very Effective People"

Informal comparisons of gaps in assets in the lives of American and Canadian young people participating in student profile surveys show little difference in the number of assets reported.

The Gap in Assets Among USA & Canadian Youth

The Search Institute™ research clearly demonstrates the enormous value and positive impact supporting our young people will have on building their strengths and capabilities and on being productive members of our communities.

THE POWER OF ASSETS TO PROTECT THE POWER OF ASSETS TO PROMOTE

Taking Action: Showing Young People You Care Asset Builders will find it helpful to focus on:

- *Young people's strengths instead of problems*
- *Everyone's work instead of professional's work*
- *Young people as resources instead of young people absorbing resources*
- *All young people instead of troubled young people*

The police and the community can work together to show young people that they care by building sustained relationships with youth, rebuilding connections and commitments in their neighbourhoods, getting involved in youth serving programs, influencing organizations and networks, and sharing the vision of a safe and healthy community with safe and healthy children.

A number of organizations have become actively involved in Asset Building since the first "Champions Conference" held in Richmond, BC in January 2004. They include:

- *RCMP, Richmond & Mackenzie, British Columbia*
- *Brockville Police Service*
- *Big Brothers & Big Sisters of Abbotsford*

- Safe Community Coalition of Brockville & District
- Vancouver School District Leadership Students
- Richmond Youth Services Agency
- Awawasis First Nations Agency of Northern Manitoba
- Canadian Armed Forces Army/Navy/Air Cadet programs
- Delta Council of Elders & Delta Police Dept., Bowen Island RCMP
- Boys & Girls Clubs of BC
- Community Education/Youth Network of Southwest Newfoundland
- A coalition of over 20 Community Agencies in Edmonton convened a series of Asset Building Workshops in October 2004 which attracted nearly 500 participants.
- The Justice Institute of British Columbia, CAVA, (the Canadian Association of Victims Assistance workers), Carson Graham Secondary School in North Vancouver, The YMCA of Canada, Maple Ridge School District and Block Parents of British Columbia and the Delta Police Department are developing "Kids on the Block" approach which will help neighbourhoods engage more effectively in using Developmental Assets as the basis of interaction between young people and adults.
- "Every Kid in Our Communities" (EKIOC) of Brockville, Leeds & Grenville, a coalition of 29 agencies including Brockville Police Service, the Safe Community Coalition of Brockville and District, YMCA, Family & Childrens Services, Leeds, Grenville and Lanark Health Unit, Upper Canada District School Board, the United Way of Leeds-Grenville and many others who are now in their second year of operation. They have full time co-ordination, and have made more than 85 Asset Building presentations locally, provincially and nationally supported by funding from the National Crime prevention Centre.
- Over 1400 delegates from throughout the world attended the 8th Annual Search Institute Conference in St. Paul Minn. in November. Over thirty Canadian delegates gathered with asset builders from Ireland, England, Norway, South America, South Africa and Australia. Among other things, we learned that Developmental Assets are now being translated into over 17 different Languages, becoming the new ABC's for kids.
- The Search Institute is working to link USA and Canadian police representatives committed to asset development so that best practices can be shared for the benefit of all.
- A presentation to the CACP (Canadian Association of Chiefs of Police) national conference in Vancouver in August generated interest from a number of police services across the country. In October presentations were made to the national Safe Community Foundation conference in Perth, Ontario. In

December in Vancouver the 1st National CAVA (Canadian Association for Victims Assistance) extended their 3 day conference by one full day and partnered with the Justice Institute of BC to have Asset Building Champions - Canada advocates make a presentation and host a panel discussion on how victims assistance programs & Safe Community Organizations can become partners in asset building to all youth from birth to young adulthood.



YOU can become involved with asset building for youth in your community today. It is NOT a new program, rather a philosophy to be ingrained in our approach to kids. Further information is available at:

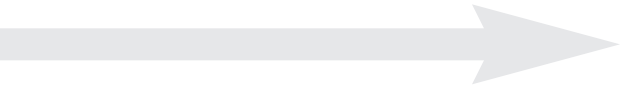
1. Search Institute www.search-institute.org
2. Thrive! The Canadian Centre for Positive Youth Development www.thrivecanada.com
3. Boys and Girls Clubs of BC www.bgcbc.ca
4. National Crime Prevention Strategy www.prevention.gc.ca
5. Asset Building Champions- Canada www.assetchampions.com

For Developmental Asset Training, contact Keith Pattinson & Friends at kpattinson@dccnet.com Information about Developmental Assets™ Reprinted with Permission from The Asset Approach: 40 Elements of Healthy Development. Copyright©2002 by Search Institute, Minneapolis, MN; www.search-institute.org. All rights reserved.



15 MAD (Music, Arts & Drama) students from Whitehorse, Yukon joined Brockville Police, RCMP, Yukon Board of Education, Upper Canada District School Board, Grenville Christian College and Safe Community Coalition of Brockville and District in an ASSET DEVELOPMENT initiative in Brockville called "Partners for a Safer and Healthier Community". Students wrote, rehearsed and performed skits and a play on safe and healthy lifestyles, asset development, resisting peer pressure, bullying prevention, substance abuse avoidance, and injury prevention for 2500 secondary students from Brockville, Cornwall, Ottawa, and Akwesasne during the spring of 2004.

NOBODY SAYS



“Hi Keith or Hi Mary Anymore”

By *Keith Pattinson*

I grew up in the then small town of Kamloops in British Columbia's Interior. It was here I learned one of life's most important lessons, not from my parents or teachers, but from a neighbour who understood the values instilled in me by my parents, and took the time to remind me of them.

I recall I was ten years old and in Grade 4 at the Lloyd George School. My teacher's name was Mrs. Nixon. But on this particular Thursday morning in May, it was fishing, not school that was high on my priorities. I'd been reading *Field and Stream Magazine* and the *Kamloops Sentinel* and came to conclude the reason for my failure to be published and honoured as a world class fisherman rested almost certainly around the reality that my fishing expeditions were restricted to weekends, rather than during the week when fishing pressure on the nearby Thompson River was markedly lower.

I'd made the decision to skip school for the first time. It was not an easy decision to make as my parents had made it clear they valued education but I'd concluded once they saw my published photo with a record Kamloops trout, all would be forgiven.

As was customary, my parents left for work early and I lingered until my sister finally left for school. Then came my move to the basement where I pocketed a line & hook wrapped discretely around a piece of wood, slipped some bait in the other pocket and headed North for the Thompson River and the awaiting trophy fish.

I had travelled only two houses away from home when I was greeted by an elderly neighbour who I knew as a pensioner and someone who'd always said "Hi Keith" as I wandered by. His name was Mr. Lloyd and he happened to be raking leaves as I headed to the fishing grounds.

After his customary "Hi Keith, How are you doing?" greeting, he followed up with "Are You Lost?" I managed to recover lamely with "No, just checking out a new paper route," to which he replied "Well, have a good day in school."

That encounter shook my confidence slightly but the fish continued to have more appeal than Mrs. Nixon and I carried past

another neighbour a couple of houses further along who was leaning over the fence pruning her roses. I knew Mrs. Simpson, an 80 year old widow, well. I used to spend time cutting her lawn in the summer and shovelling snow from her walks in winter.

My dad thought I had some kind of benevolent streak in me but the truth was she made the best hot chocolate and cookies in all of Kamloops and we'd sit for hours around her old wood stove while she told me of her travels around the world.

She looked up as I went by and inquired whether I'd be able to come and cut her lawn today after school today. I remember impishly responding that I'd be there for sure... maybe even be a bit early. To which she responded "That's good Keith... You've always been so honest and trustworthy."

Amazing... End of fishing trip!

No school attendance officer... no teachers... no lecture... just a neighbour who knew enough about me and my family and who took the time to get me back on track. And I didn't skip school again, because every time I even thought about it her words came back to haunt me. "You've always been so honest and trustworthy."

As I travel across Canada I'm saddened to see that neighbours don't seem to say "Hi Keith" or "Hi Mary" anymore. In fact many times they don't even know who Keith and Mary are, and parents and young people are losing this important network of caring adults who so effectively shared in the raising of healthy, happy and responsible young people.

It's important we find safe ways of reducing the number of strangers in our kids lives and of intentionally connecting them with appropriate role models.

Keith Pattinson is a father and grandfather who lives in Delta B.C. and travels throughout Canada delivering the asset message. He's been acknowledged by hundreds of audiences as a master storyteller and by one participant who summed up her evaluation with... "I laughed... I cried... I learned."

*As I travel across
Canada I'm
saddened to see
that neighbours
don't seem to say
“Hi Keith” or “Hi
Mary” anymore.*

"...But They're Not Heroes, In Their Eyes"

This last line in the chorus of *In Their Eyes* speaks volumes about men and women Police Officers and Firefighters. "As I watched the events of September 11th unfold live on television, I was in shock and total disbelief. The images of the courage and resolve that I witnessed by both police and firefighters on that day will always stick with me," said Rick Taylor. On the evening of September 19, 2001, he wrote the words and music to *In Their Eyes*, a country ballad. The song is a tribute to the men and women who put their lives on the line every day to serve their communities.

As a 14 year Veteran of the Vancouver Police Department, Rick had been to a number of funerals for fallen officers both in Canada and the United States. "The one thing common at all of these memorials, was that there was never a song that specifically recognized police and firefighters for who they are and how often they pay the ultimate price for doing their jobs." Rick goes on to say "*In Their Eyes* speaks to the heroism that is displayed every day by police and firefighters while in the line of duty, but reflects how unaware they are when seeing themselves as heroes."

On September 11, 2002, Rick was honored to sing his song at the one-year memorial of 9/11 that was held at Canada Place, Vancouver, BC. There were numerous dignitaries present that evening including the Premier of BC, mayors of numerous municipalities, police and fire chiefs, delegates from the United States, as well as a couple thousand citizens on hand to pay their respects that evening.

After the memorial, Rick walked through the crowd and was inundated with thanks and requests from people for a chance to purchase the CD. However, the song had not been recorded at that time. "I received so many comments from people about the song giving them closure to a very troubling time. I really could not believe how much the song seemed to touch people."

The song recently garnered the interest of two local music producers David Wills and Ron Cote of D & R Productions. At the beginning of March, Rick met with David and Ron, and began the planning process for releasing the song as a tribute single.

At the beginning of April, Rick went into Bakerstreet Studios in North Vancouver, and recorded the single. Nationally renowned session musicians played on the CD over the two-day recording project. Angela Kelman, the lead singer of "Farmers Daughters" fame, came into the studio and sang background vocals on the song. "I was literally blown away by the talented musicians and singers who performed on the song," says Rick. "It was an amazing experience to watch the song transform and become real."

The song was sent to Nashville for finishing touches, to be mastered by John Mayfield, who has worked with the likes of country stars Sara Evans, Martina McBride and Willie Nelson to name a few. "The final product has definitely met and exceeded all my expectations."

The CD was officially released on June 03, 2004. A press release was held to support the CD at the Vancouver Police Department Headquarters. The story has been featured on television and in numerous media publications in Canada and the United States. Rick has received full support from Chief Constable Jamie Graham of the Vancouver Police Department, Deputy Commissioner Bev Busson for the RCMP, and Chief Ray Holdgate of Vancouver Fire and Rescue Services. Rick also has received the support of the Vancouver Police Union and the International Association of Fire Fighters Local 18.

In August of this year, Rick performed the National Anthem at the Calgary Police Rodeo in Airdrie, Alberta. Rick also lent his talents to a charitable fundraiser for the Vancouver Police Foundation by playing guitar and singing at the event. On September 26th, Rick was asked to perform *In Their Eyes* at the British Columbia Police and Peace Officers Memorial held in Victoria, BC. Rick performed to approximately 1500 officers and civilians at the memorial. Rick has also been asked to perform at the Conservation Officer's Memorial to be held in Penticton in July, 2005. The song has also found its way into the local school system and was recently played by students at a Remembrance Day Ceremony in November of this year.

The creation of the web site to promote the release has allowed the project to be shared all over the world. The song has received air play as far away as the Netherlands and the website has received over 2000 visits.

All of the profits from the sale of the CD go to police and fire charitable causes. For more information or to purchase the CD, please visit Rick's web page at www.ricktaylor.ca. Rick can be contacted via email at: Rick@ricktaylor.ca or you can write to:

RICK TAYLOR, P.O. BOX 1017, STN. ALBION, BC V2W 1W1

Rick is in his 14th year with the Vancouver Police Department. He has worked in a number of operational areas including patrol, mountain bike patrol, crowd control unit, drugs, and on a secondment to the Organized Crime Agency for 3 1/2 years in the Surveillance Section. He has recently returned to patrol and has been successful in the Sergeants Promotional Competition. He is currently on the promotional list awaiting promotion.

"Absolutely outstanding. You bring honour and respect to our profession through your words. Current times leave the public sometimes questioning who we are and what we do. Your words and the spirit of the song are needed to remind all of the truth. Please keep up the good work!"

Sgt Paul Ballard, Vancouver Police Department



In Their Eyes Album Cover



Cst. Rick Taylor, Vancouver Police Department and his children, Dallas (7) and Reed (3)

YOUTH COMBATING INTOLERANCE: BRIDGING THE GAP TO YOUTH

Police officers understand that there is a dire need to facilitate education about diversity and the surrounding issues such as hate, intolerance, racism, sexism and homophobia. The question Csts. Paul Brooks and Peter Gill asked themselves was how they could accomplish that in a way that would help young people understand the impacts of intolerance and help them build foundations to facilitate future change.

Several high profile violent events involving youth, including the Reena Virk murder in Victoria BC and Taber School incident in Alberta, highlighted the urgent need to do something – but what? Drawing on community policing principles learned during their time with the Victoria Police Department, Csts. Brookes and Gill decided to create a partnership between police, educators and students. Its purpose would be to encourage collaborative efforts to effectively deal with intolerance in all of its forms.

The inspiration for the Youth Combating Intolerance Camp came from a 1999 multi-culturalism conference Cst. Paul Brookes was requested to attend as a chaperone by his wife Kiersten, a teacher at Colquitz Junior Secondary School in Victoria BC. The interest and the commitment of students and staff touched him deeply. He realized the need to continue multi-culturalism education was great. He also recognized that here was an opportunity for him to meld this learning experience and his interest in diversity education. And so was born the idea for a Youth Combating Intolerance Camp.

As one of the first members of the newly created Victoria Police Department Diversity Unit, Cst. Brookes took on the challenge of planning and hosting the first Youth Combating Intolerance Camp. This included scouting and securing locations, planning transportation, housing and meals, securing sponsors, staff and volunteers, developing the learning program and planning supporting activities. He thanks the teachers for working with him on this worthwhile project, and gives special recognition to Coast Capital Savings for their financial contributions to the camp. Cst. Brookes' primary objective of working with local school districts to bring together youths from the area with educators and police in a natural, neutral setting to examine challenges and explore methods to increase awareness and understanding of intolerance, and develop strategies for prevention and response was becoming a reality.

The inaugural camp was held October 1-4, 2003 at Camp Columbia on Thetis Island. 68 youth (grades 8-12) from four schools and 4 police officers, 7 teachers and one volunteer attended. All present agreed that this was an invaluable experience. The camp demonstrated something police had already recognized - that youth influence each other in a greater way than adults do.

At the camp, youths were split into five "family" groups. The first exercise involved the youth and police officers in team building exercises. The purpose was to have the youth interact with each other to build confidence, cooperation and trust with each other. Classroom exercises focused on



Cst. Paul Brookes presents information on Youth Combating Intolerance camps at the CACP Policing with Cultural Competency Forum.



Breakout sessions



Youth Combatting Intolerance Camp leaders.



Building Teamwork by "Waltzing the Log"



Breaking down barriers with "The Tangle"

learning the terminologies and issues surrounding intolerance followed. Then speakers who could put a face to the issues addressed participants.

The speakers included:

- *Suman Virk*, the mother of *Reena Virk*, who told the story of how her teenage daughter had been swarmed and murdered by youth who were of a similar age as those attending the camp. This had a profound effect on everyone present, exemplified by the myriad emotions displayed by the participants and Mrs. Virk.
- *Suzanne Batten* shared her life experiences as a "First Nations street kid", who empowered herself to get her education and is currently a doctoral candidate in counselling psychology.
- *Dr. Peter Gary* related his experience as a holocaust survivor. He exemplified the resiliency of the human spirit to overcome hate in its most sinister manifestations. The youth were spellbound by his presentation, and were visibly touched by his compassion and his fortitude to educate future generations against intolerance in all its forms.
- *Cst. Paul Brookes* made a presentation on "Hate and the Internet", highlighting the use of mis-information used by various groups to recruit youth and spread their message.
- *Cst. Peter Gill* made a presentation on hate crimes and the law and related a personal story of a hate crime perpetrated against him recently while conducting his duties as a police officer. Also, in attendance was *Cst. Laura Eastwood* who, through her own initiative attended the camp to discuss an incident that had occurred just a few days before involving a group of Skin Heads. She related the profound effect it had on her and the dangers of such groups who prey on young impressionable youth to perpetuate their beliefs.
- In a panel discussion camp participants who were immigrants or refugees to Canada related their experiences of why they came to Canada and what happened once they arrived. The audience gained important insights into the challenges of coming to Canada as an immigrant or refugee.
- *Murray Harris* and *Duane Lecky* spoke about homophobia. They spoke about the difficulties that have occurred in their lives as a result of their lifestyle and the problems they encountered after adopting 2 children.
- *Judy Tethong* related her experience of working with the Tibetan people in Southeast Asia and her lifelong quest to put the issues of the Tibetan people into the world's spotlight.

To demonstrate their understanding of the material they had been exposed to, students were asked to produce and present a final skit reflecting what they had learned. The skits were a camp highlight that many noted will be a cherished memory for them. At the end of the four day camp, participants were reunited with others from their school to develop action plans to take back and carry out in their school and community.

Chief Constable Paul Battershill, the Chief of the Victoria Police Department recognized the value of the initiative and quickly not only approved Victoria Police Department involvement in the 2004 Youth Combating Intolerance Camp, but also arranged for funding for the 2004 camp. Additional funders included Canadian Heritage and Coast Capital Savings. The planning committee grew to include two other members of the Victoria Police Department, Cst. Peter Gill and Cst. Andre Almeida, Cst. Michael Gee, Saanich Police Department, and Cst. Gord Mills of the West Shore RCMP.

The very successful 2004 camp was held October 13-16 and consisted of 77 youth from 5 school districts and the Intercultural Association (Grades 8-12), 5 police officers, 1 reserve constable, 7 teachers, and 1 leader from the Intercultural Association of Victoria. The schools that participated in 2004 were: Stelly's Secondary, Claremont Secondary, Spectrum Secondary, Colquitz Middle School and Esquimalt Secondary. Students involved in the 2003 camp expressed interest in assisting in this camp and future camps.

Cst. Brookes notes that the camps have had a profound effect on him personally. He sees them as an opportunity to

facilitate change and involve today's youth in building a safer, healthier society of tomorrow. He says "as police officers, we understand that we need to take a leadership role rather than a reactionary role in relating to the incidents concerning intolerance in our society. It is apparent that the youth of today are being exposed to adult issues at a much earlier age and there is a need to explain and help them to make sense of the world, and to increase their awareness about the injustices people in our society have endured. Youth are susceptible to mis-information from sources including the media, internet and hate groups, and need to learn to develop and use tools to determine what is true and what isn't. I'm glad to be a part of that education and development process."

He goes on to say "many youth have negative attitudes regarding police. Negative interactions with the police when drinking in public, at house parties, when stopped for traffic violations, or when checked on the street tend to solidify those attitudes. The camps provide an important opportunity to show the diversity and humanity of the police organization by placing the youth and the police in a non-threatening and non-judgemental environment, where communication and understanding is the goal."

It is the sincere hope of Csts Brookes and Gill that exposing students to people who have personally experienced intolerance, be it as a holocaust survivor or a refugee/immigrant, or as someone who has experienced hate crimes, homophobia, or bullying, will put a face to the issues for each of them, and that this experience will influence the way they respond to incidents of intolerance in the future.



Youth Combating Intolerance Camp participants and leaders.

OTTAWA POLICE SERVICE MEDIA & VIOLENT BEHAVIOUR IN YOUTH AND CHILDREN PROJECT

By Cst. Debbie Miller, Ottawa Police Service

Imagine your thirteen or fourteen year old child approaching you as you are trying to prepare supper or a business proposal that is due the next day and requesting permission to spend their allowance on a new video game, namely, "Grand Theft Auto III". Distracted by the stressors of the day, you respond without careful consideration by saying yes.

A few days later, you find yourself with some free time to spare. You walk by the family room and observe your child playing this new video game. As you watch your child play for a bit you notice that there is a considerable amount of violence in this game, and the violence appears to be having a stimulant effect on your child. Your concern is palpable! Your curiosity is sparked and you attempt to further educate yourself about this game. By watching your child play you observe that the player can have the characters have sex with a prostitute and then get his/her money back by using weapons such as fists, baseball bats or a golf club to beat the prostitute to a blood filled death. Worse yet, - these actions can be felt through the PlayStation controller. Are you horrified?

Of course you are – and so are millions of other parents and caregivers who find themselves in this very position! Not only are parents learning about the video games, music and movies that are geared for their kids, they are learning about how their kids are being bullied and or threatened in school. Some victims are being bullied to the point that they become physically and emotionally ill when the word school is mentioned. Just when parents think they have heard the last of it, they then learn that the \$2500.00 computer that they bought their child to assist them in completing their assignments is being used to try and lure them from their homes. Is there a link?

Discussions about the impact of violence in the media have raged for more than 30 years. Concerns related to the negative impact of media violence resulted in the American Academy of Pediatrics issuing the following statement in 1997:

"The level of violence to which [children] are exposed through the media has reached such horrific proportions, health professionals, parents, legislators and educators agree that something has to be done."^[1]

On balance, the empirical research appears to suggest that there is a link between exposure to violent media (television, video games, music videos, internet etc.) and increased aggression, but the precise nature of the causal relationships is still the subject of much controversy. Regardless of the complexities of the issue, and the differing views that appear in academic literature, surveys suggest that the public in general sees a link between exposure to media violence and increase in violent crimes. These findings, coupled with other statistics available through the literature, present police services with much needed information to assist them in developing strategies to address the impacts of violence as portrayed in the media.

An example of such impacts is a phenomena referred to as, "copycat crimes". There have been several crimes in Canada that may have

links to entertainment media. An example of such a crime was noted in Montreal Quebec. Police blamed The Crow, a movie starring Brandon Lee, for a spate of arsons in two area towns. In Joliette, a pair of teens dressed to reflect the characters in the movie were arrested and charged with arson after six vehicles were torched in a 12-hour period. "We see a link with the Crow," St.-Hubert Det. Sgt. Yvon Lacasse said. "Since it came out, there seem to have been fires everywhere."^[2] In another example, in September 2003 Vancouver police began investigating the possibility of Grand Theft Auto's influence in an escalation of attacks on police in the city.^[3] Copycat crimes and our youth being at risk is a concern for police and community members on whole.

Presently, many police services are pioneering innovative strategies to address youth crime. Many units have been mandated, over recent years, to develop and implement early detection/intervention approaches that reflect community based and problem oriented policing philosophies. However, police services should not assume responsibility of addressing such issues in isolation of other community stakeholders who also share in the delivery of prevention/intervention services to their community.

In August 2002, The Canadian Association of Chiefs of Police (CACP) and the Ottawa Police Service recognized an opportunity to establish a collaborative review of the current literature and related services regarding the impacts of media violence on youth. Chief Vince Bevan of the Ottawa Police Service, tasked Cst. Debbie Miller to conduct the review and to prepare a submission identifying a strategic direction and the role of the police in reducing the negative impacts related to media violence.

Research identified the Media Awareness Network as a leader in delivering awareness and education related to media violence. The Media Awareness Network (Mnet) is a non-profit Canadian organization whose mission is to support media education and its widest possible integration into Canadian schools, homes and communities. Mnet's aim is to help people, particularly children and youth, develop an informed and critical understanding of the nature of the media, the techniques used in creating media products, and the media's role and influence within society.^[4]

The Media Awareness Network collaborates closely with the Canadian Pediatric Society, the Canadian Teachers Federation and a variety of school boards in both designing and delivering curriculum and other resources related to media education. Its' website www.media-awareness.ca/www.eeducation-medias.ca, provides resources in both English and French languages.

The CACP is firm in its commitment to address the impacts related to media violence and encourages all police agencies across Canada to collaborate with their community members and stakeholders in developing and implementing public education and awareness on the impacts of media violence.

[1] The American Academy of Pediatrics

[2] Toronto Sun, November 17, 1994

[3] Violent video game probed for link to assaults on police, Vancouver Province, September 12, 2003

[4] The Media Awareness Network Mission Statement

FAMILIES AND SCHOOLS TOGETHER

By Jennifer McCarthy, Family Service Canada

Chopping carrots and playing puppets with five year olds doesn't sound like police work, but for eight weeks it was just another part of walking the beat for Constable Yvette St. Germaine. She's just one of several police officers across the country who are participating in an innovative family support and early prevention program for children at risk of drug abuse, criminal behaviour and school failure. It is called Families & Schools Together, or F&ST (pronounced "fast" by everyone involved).

"I work in uniformed patrol," explains Cst. St. Germaine. "Another officer who works in community services did the program the first time, and he thought it would be better for a uniformed officer to do F&ST because afterwards I'll still be working in the community... and the chance of me running into the families again is highly likely."

F&ST was developed in the United States in 1988, and brought to Canada by Family Service Canada in 1996. Since then it has flourished in more than 30 communities and 120 schools across the country. "F&ST is a community program. School officials identify children who may be having behavioural or academic problems in the classroom, and then invite their entire family to participate in F&ST," says Judi Varga-Toth, National Programs Manager at Family Service Canada. "But it's not just the school. Each local F&ST program involves a team of community partners, who plan and run the eight weekly meetings of the core program, and then help out with the 22-month follow-up called F&STWORKS."

These community partners include teachers, school principals, mental health workers, addictions specialists, social workers, parents who are already F&ST "graduates," and representatives from the local police force. "Both local RCMP detachments and the city police forces have been supportive of F&ST in their communities," says Ms. Varga-Toth. "Regina, Penticton BC, Carbonear in Newfoundland, and Port Colbourne, Ontario all come to mind as strong examples of community/school/police collaborations."

Cst. St. Germaine works for the Niagara Regional Police out of Port Colbourne. "Because I work here, I thought it would be a good idea to get to know some of the community members in a different way than I normally see them doing uniformed patrol," she says. "I get to know them on a more personal level." The F&ST program certainly helped with that. Each after-school meeting lasts about two and a half hours, and brings together about 15 families for a family meal, games, crafts, a parent support group, and 15 minutes of special play – a private playtime between each parent and their child in the program.

According to Family Service Canada, the vast majority of parents and teachers involved in F&ST report decreases in the targeted child's behavioural and academic problems, and improvements in their

self-esteem and ability to cope with stress and anxiety. These are all factors that protect children against falling into drug use or criminal behaviour later on in life, and keep parents involved in the program.

"They notice a big change in their children's school behaviour," says Patsy Taylor, the graduate parent partner for the Port Colbourne team. "That, the support of the parent group, and getting to know, on a first name basis, people in their community they wouldn't otherwise have known. That's why parents stay with the program."

For example, having a police officer on the team was really appreciated by the Port Colbourne families, says Ms. Taylor. "At first they were just a name, but as soon as they came in their uniforms, it was like 'Whoa! That's who that is!'" she says. "It was really good, and the parents realized that the police are just people too."

"I think the families' perception of the police was changed a lot," says Cst. St. Germaine. "I see some of these parents and families now, and they'll come up to me and we'll talk. I believe I wouldn't have gotten to know them if it wasn't for the program. It's really helped me at work, and it's helpful for them as well."

Officers on the Regina Police Services echo Cst. St. Germaine's enthusiasm. Corporal John Walker has participated in four F&ST sessions aimed at five to eight year olds, and one for those nine to twelve. "F&ST really broke down some of the barriers between the kids and their families and members of the police department. Their opinion of the police department changed. It let them see a police officer in a different light," he says. "It also encouraged me to make some of the family activities part of my own life. It opened my eyes with regard to how to better communicate with my kids and my family."

"F&ST fits very nicely with our policing philosophy of community partnerships and collaborating with communities to solve problems," says Inspector Troy Hagen, who oversees the Regina Police Service's involvement in the F&ST program. "The feedback we've received from the families has been positive, and the program is also rewarding for the officers involved."

Cst. Kim Zehr recalls that "being a part of the F&ST program while serving as a School Resource Officer for the Regina Police Service allowed the students of my Elementary schools to not only see me as a Police Officer in their community but a friend stomping her feet and making it 'rain' just like them. I feel that participating in this program, shoulder to shoulder with the students and their family's aides in them seeing the individual behind the uniform."

She goes on to say "I was fortunate enough to dedicate myself to three schools for the nine weeks of the Middle Years Program as the Youth Group Leader. It was amazing to watch the students improve

their communication skills with one another and carry that on into their one on one time with their parents and later with their siblings.

The excitement in the schools on 'F&ST Nights' was incredible. I recall numerous occasions where students approached me throughout my day stating "You're coming to F&ST tonight... right Cst. Kim?" It wasn't long before I found myself just as caught up in the excitement and anticipating the evening."

Cst. St. Germaine has found the program's benefits reached beyond her typical work day. She has even made the F&ST concept of "special play" an integral part of her relationship with her four-year-old daughter. "I had always played with my child, but since F&ST I thought, I'm going to take some time right after dinner and we're going to do something special. So she knows that right after supper, we are going to play together and then have bath time and then bedtime,"

Cst. St. Germaine explains. "And she really enjoys it. Sometimes I find it hard to get into what's going on with Barbie, but she really enjoys our time together."

"It's the realness of the F&ST program that makes it successful," says Cpl. Walker. "It's a simple concept: getting families more involved within the family unit, showing them how they can interact with one another and how they can have fun doing some of the simple things, and, as a parent, how to listen to your kids when they have concerns."

Given the benefits to themselves and their communities, Cpl. Walker, Cst. Zehr and Cst. St. Germaine all say that given the chance they would love to do the program all over again.

Further information on F&ST is available online at www.family-servicecanada.org/fst/index_e.html or by contacting your local police service.

2004 NATIONAL POLICE AWARD FOR TRAFFIC SAFETY: GUARANTEED ARRIVAL PROGRAM

The 2004 National Award for Traffic Safety was awarded to S/Sgt. Steve Morse and Detective John Johnston of the Toronto Police Traffic Services Unit for their work to reduce police vehicle collisions.

The 7300 members of the Toronto Police Service serve a population of approximately 2.6 million people. In a year their 1500 vehicle fleet logs approximately 33 million kilometers. In addition to preventative patrols, targeted enforcement, prisoner movement, by-law enforcement and administrative operations, members respond to in excess of 925,000 calls for service annually. Getting to calls quickly and safely can be challenging.

In 2002, the Toronto Police Service noted a disturbing increase in the number of police vehicle collisions. Even more disconcerting was the finding that almost 18% of police vehicle collisions resulted in physical injury to police officers and citizens. A study of police vehicle collisions identified other concerns:

- *Loss of public trust in the Service's ability to perform without undue risk to the community,*
- *Reduction of member availability through injury,*
- *Excessive replacement and repair costs of vehicles,*
- *Increased legal action and review costs, and*
- *Loss of supervisors and constables on the road due to Service collision investigations.*

The Service developed a collision reduction program to address these concerns. When Constable

Laura Ellis, a passenger in a police vehicle responding to an emergency call for service, was killed in a collision Detective Johnston and S/Sgt. Morse, both working in the Traffic Safety Unit, and responsible for investigating police vehicle collisions, recognized they needed to do more to increase officer safety through awareness and education. They developed a thought provoking, hard hitting presentation titled "Guaranteed Arrival", to help officers responding to calls arrive promptly and safely at their destinations without compromising the safety of the community.

Detective Johnston and S/Sgt Morse use their investigative experiences to help participants examine the emotional toll collisions can have on police officers and community members. They go on to integrate factual, scientific and legal information and challenge police officers to review their own actions when driving, regardless of the level of the degree of urgency.

In 2003, the first full year of delivery of the "Guaranteed Arrival" program, there was a decrease in the number of police vehicle collisions personal injury resulting from the collisions. Based on this success and the dedication of Toronto's Traffic Services Unit to continue to deliver this program, it is anticipated that this trend will continue.

By mid 2004, the presentation had been delivered to over 2600 members. A video version of the presentation has also been developed. Other police agencies in Ontario have adapted the presentation for their use.



Supt. Steve Grant, Toronto Police Service accepts the 2004 National Police Award for Traffic Safety from Assistant Commissioner Darrell LaFosse, RCMP, Chair of the CACP Traffic Committee, on behalf of S/Sgt. Steve Morse and Detective John Johnston of the Toronto Police Traffic Services Unit

CANADIAN GROUND SEARCH AND RESCUE ISSUES

Could Harmonized Standards be the Answer?

By John Chaffey

Search and Rescue (SAR) in Canada has been a fluid and largely undefined activity for many years. Police officers will remember a past when a person was reported missing in what was probably not a criminal context, that they would try to trace their movements from where they were last seen (if you knew it) to the place where they were intending to go. For larger searches, some volunteers were conscripted, or more likely, flooded the scene looking to help. Over time, effective techniques for searching were developed, and worked their way into police practice. Also over time, the SAR volunteer community coalesced and began to organize.

SAR management has evolved in divergent ways across Canadian policing agencies. Some avoid the use of volunteers at all; others depend heavily on the SAR volunteer agency in their area. The reason for this divergence is that Canadian political leaders have agreed to divide the activity called "Search and Rescue" into three parts: Air SAR, Marine SAR, and Ground SAR. At the federal level, this division mirrors the way in which the Departments of National Defence and Fisheries and Oceans (Canadian Coast Guard) have evolved. DND is well organized to respond to downed aircraft, and the Canadian Coast Guard will respond to marine emergencies in certain parts of the country. In this context, the activity called "Ground SAR" is universally accepted as a provincial responsibility in the context of federal/provincial relations. Thus, unfortunately, funding and management support for GSAR can vary across the country.

When the federal-level National Search and Rescue Secretariat was formed in 1986, numerous attempts were made to define the term "Search and Rescue", primarily by federal officials, but no agreement was ever reached on a definition.

An extensive analysis was prepared by the Department of Justice to attempt to understand the legal identity of SAR. Their review stated that the term "Search and Rescue" is named in some very specific statutes, referring to federal air and coordination responsibilities, but otherwise, SAR was usually included under broader categories, such as Public Safety, and open to interpretation. Thus, SAR had no legal definition, either. The significant consequence of this for police services is that court review of an incident will judge the incident on its own

merits, not on any existing Search and Rescue legislation - unless one of the specific statutes is involved. In other words, the action in response to a person reported missing will remain at the discretion of the agency of jurisdiction, and their actions will be judged by the reasonableness and quality of the response.

This does not mean that the activity known as Ground SAR is without identity. This is the purview of police agencies primarily, and carries with it certain recognized standards of response and behaviour. Unfortunately, the formality of GSAR standards is in flux, and executive authorities are only beginning to consolidate their views of "acceptable" standards. Needless to say, if these views were accepted universally, a standard would exist, and a court would have a basis for judging the actions of the response. However, there are individuals and organizations in North America who profess to instruct to an excellent standard, but there is no way of comparison, and the most convincing legal representative in a court battle would carry sway.

There have been several actions in the recent past, and others in progress, that are meant to clarify this situation. In September, 2002, every Canadian province and territory as well as three major policing agencies signed an agreement to follow a common set of guidelines in the definition and future development of their GSAR standards. This is as close as the provinces could collectively agree on common standards. These guidelines, however, are relatively detailed, despite their reliance on inter-provincial consensus, as would be expected in an activity that has provided experience to dedicated people across the country for many years. In provinces such as Nova Scotia, Ontario, and Quebec, there are existing

Their review stated that the term "Search and Rescue" is named in some very specific statutes, referring to federal air and coordination responsibilities, but otherwise, SAR was usually included under broader categories, such as Public Safety, and open to interpretation.

The New Zealand Police are currently dealing with this issue through a comprehensive assessment of “dangers” and “protections” that apply specifically to their volunteers. There is a large cadre of GSAR volunteers in New Zealand.

standards; other provinces are building their own. All provincial and territorial standards, however, will meet the common national guidelines. These guidelines make allowance for traditional skills and practices, such as might be employed in the far North, or skills learned from books and practice.

The use of volunteers by police agencies remains a vexing question. On one hand, some police managers see risk in “delegating” their SAR authority to a group of civilians, some of whom are unknown to the managers. On the other hand, if it can be shown that this group is highly trained and disciplined, some managers worry that their response to the incident could be judged as culpably inadequate. One Quebec police chief was judged negligent in a similar situation involving a decision about use of his own members. Needless to say, if a volunteer resource was trained and disciplined “to acceptable standards”, and available to the police, the question of their use would be easier to answer, and the saving in time, lives, and resources could be substantial.

Another issue that is currently discouraging police managers from the use of GSAR volunteers (among others, no doubt), is the duty of care implied in the Canada Labour Code and the “employment” of volunteers. A large part of the concern revolves around interpretations of the terms such as “place of employment”, “danger”, “preventive measures”, and especially “protected”, but also includes the provision of sanitary facilities, and other aspects usually related to a fixed workplace.

The New Zealand Police are currently dealing with this issue through a comprehensive assessment of “dangers” and “protections” that apply specifically to their volunteers. There is a large cadre of GSAR volunteers in New Zealand.

Again, it would take a coordination action such as this to set out “standards” that would be universally acceptable to police agencies, legally reviewed, and acknowledged by as many authoritative agencies as possible, as providing “adequate” protective safety for GSAR volunteers. This would then become the yardstick by which to measure appropriate care, protection and related issues.

It is the nature of GSAR that the “workplace” will be relatively hazardous. Protective clothing is available for wilderness areas, and the well organized SARS volunteers are appropriately equipped for work in these areas. They can manage base camps with facilities and they have studied techniques for the most effective GSAR operations. Many police managers will know of such groups. Others may not, seeing instead a group of well-meaning civilians with no training, but plenty of enthusiasm, will require police resources to manage their activities. The established volunteer groups receive training in crime scene identification and behaviour, evidence

searching, as well as other criminal incident related topics. However, it is still fair to say that there is a mix of training and capabilities across Canada. It is with a combination of standards, training, and certification that will solve many issues regarding GSAR response, both legal and financial.

Many GSAR teams train as groups or individuals to the standards of the U.S. – based National Search and Rescue Association (NASAR). NASAR has a system of training and certification that is almost universally respected. There are some Canadian-certified trainers, and NASAR can arrange to send trainers to Canada. Another U.S. – based organization, the Emergency Response Institute (ERI), developed these standards together with NASAR, and have their own set of publications and customized training. There is a Canadian branch of ERI, who have advised the RCMP, the OPP, and other police organizations. Their instruction conforms to the Canadian GSAR Standards Guidelines referred above. Some provinces, such as Quebec, recognize both sets of standards (in this case, Nova Scotia Ground SAR Association standards are also recognized by the Sûreté.) There are no doubt other groups and individuals who have quality teachers and instruction, but there is no way to objectively assess their standards and compare it with others.

Canada needs to exert a national effort to define GSAR standards, at least to a level where the issue of employer responsibility is satisfied. This is probably the “Basic” level defined in the guidelines. Your encouragement of a national look at this issue would serve you as both police officers and budget managers, as well as provide protection for some outstanding legal vulnerabilities. A national look at this issue will benefit Canadian police and the communities they serve.

For further information on this issue, or for contacts within Canada’s Search and Rescue community, please feel free to contact:

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2004/2005 CACP COMMITTEE PROFILES



COMMITTEE CHAIRS AT THE 2004 CACP ANNUAL CONFERENCE

From left to right: D/Commr. A. Vaughn Collins, Ontario Provincial Police, C/Supt. Jay Hope, Ontario Provincial Police, Deputy Chief Chris McNeil, Halifax Regional Police Service, Vince Westwick, Legal Counsel, Ottawa Police Service, Bruce Brown, Director, London Police Service, Pierre Sangollo, Correctional Services Canada, Chief Ben Andersen, Oak Bay Police Department, C/Supt. Frank Ryder, Ontario Provincial Police, Dorothy Franklin, Director General, Infrastructure Canada, Crown Secretariat, Chief Cal Johnston, Regina Police Service, John Dalzell, Vice President, Canadian National Railway, A/Commr. Peter Martin, RCMP, and A/Commr. Darrell LaFosse, RCMP.

CRIME PREVENTION/COMMUNITY POLICING COMMITTEE



Crime Prevention/Community Policing Committee members develop strategies for action.

Co-Chairs:

Ben Andersen, Oak Bay Police Department
Dorothy Franklin, Infrastructure Canada, Crown Secretariat

Members:

Ward Clapham, RCMP
Gary Crowell, Halton Regional Police Service
John Janusz, Service de police de Gatineau
Wes Luloff, Nishnawbe-Aski Police Department
Michael Mann, Waterloo Regional Police Service
Sue O'Sullivan, Ottawa Police Service
Daniel Randall, Service de police de la ville de Montreal
Richard St. Denis, International Centre for Prevention of Crime
Roger St. Martin, RCMP
Paul Smith, Charlottetown Police Department
Bill Sweeney, RCMP

MANDATE:

"The CACP Crime Prevention Committee is committed to providing leadership in promoting a comprehensive, inclusive approach addressing the root causes of crime and social disorder. The CACP supports positive social change to ensure the quality of life for our cities."

CRIME PREVENTION COMMITTEE OBJECTIVES & BELIEFS:

- Quality police service must enhance the safety and development of healthy communities;
- Advocating innovative community driven solutions that focus on the root causes of crime and other social problems;
- Advocating integrated solutions from a wide spectrum of both government and non-government agencies;
- Community responses to safe and healthy communities should be consistent with a National Strategy based on a Canadian shared vision on community wellness;
- Police Leadership should focus on "facilitating" and "enabling" people to engage in community capacity building on all levels.

STRATEGIC PRIORITIES/OBJECTIVES:

- "Community Safety, Health and Well-Being": serves as both the present and future foundation for the committees work.

MAJOR INITIATIVES & ACTIVITIES 2004/2005:

- Plan four meetings of the Committee;
- Implementation of current work plan;

- *Building A Shared Vision; to obtain buy-in from key partners into a shared vision on community safety and well-being;*
 - *Communications and Education; to educate identified audiences on Crime Prevention through Social Development and the role of police;*
 - *Training; to develop and implement training for recruits, current front-line officers and police executives on Crime Prevention through Social Development and the role of police;*
 - *Leading on specific issues of interest; For the CACP-CP Committee to show leadership and act as agents of change on issues of national importance to the police community;*
 - *Work with the National Crime Prevention Strategy; To support NCPC in the implementation of its Strategic Plan priorities and the Public Safety and Emergency Preparedness Canada in its development of a renewed Police Vision for Canada.*
- *Development of work plan update 2005-2007.*

Barry McKnight, Fredericton Police Department
Dave MacKay, Calgary Police Service
Fraser McVie, Correctional Service Canada
James Miller, Ontario Provincial Police
Rod Piukkala, Durham Regional Police Service
David Wilson, Cape Breton Regional Police Service
Menno Zacharias, Winnipeg Police Service
Hal Zorn, Regina Police Service

MISSION:

"The CACP Drug Abuse Committee mission is to promote safer and healthier communities through proactive leadership by addressing and influencing prevention, enforcement and treatment of substance abuse."

DRUG ABUSE COMMITTEE VALUES:

Integrity: The Drug Abuse Committee believes in adherence to the highest ethical standards to ensure that decisions and positions shall be based on knowledge, research, best practices, legislation and identified community needs

Collaboration: The Drug Abuse Committee believes that the expertise and perspectives of partners and strategic alliances enhances the effectiveness of the Committee and will lead to successful outcomes.

Innovation: The Drug Abuse Committee believes in encouraging, enabling and exploring creative responses consistent with safer and healthier communities, through a unified, reasoned and coordinated voice.

Inclusion: The Drug Abuse Committee believes in a balanced approach to the issues to be examined, the partners with whom we will collaborate, and the strategies to be employed.

Excellence: The Drug Abuse Committee believes in excellence in all that we do through professional standards, best practices, internal and external communications, needs assessment and evaluation.

DRUG ABUSE COMMITTEE



Drug Committee members meeting at the 2004 CACP Conference

Chair:

Chris McNeil, Halifax Regional Police Service

Vice-Chair:

Raf Souccar, RCMP Drugs and Organized Crime

Members:

Bill Blair, Toronto Police Service

Steven Chabot, Sûreté du Québec

Garry Clement, Cobourg Police Service

Michael Crichton, Canada Customs and Revenue Agency

Jean-Guy Gagnon, Service de police de la ville de Montreal

Doug Lepard, Vancouver Police Department

COMMITTEE PRIORITIES 2004/2005:

1. Public and Community Safety

- *Clandestine drug labs*
- *Marijuana grow operations*
- *Pharmaceuticals – prescription drug diversion*

2. Legislation Reform

- *Cannabis reform legislation*
- *Grow ops*
- *Drug impaired driving – drug recognition experts*
- *Marijuana for medical purposes*

3. Demand Reduction

- *Balanced approach*
- *Drug awareness*
- *Education and prevention*

4. High Risk Policing

- *Under cover operator standards*
- *Health and safety*
- *Drug testing of police*

5. Collaboration

- *Health Education Partnership (HEP) – provincial and local strategies*
- *Drug strategy national framework*
- *CACP Committees*
- *Sharing Best Practices*
- *Drug Abuse Committee membership*

6. Communications

- *Strategy for Drug Abuse Committee*
- *Impact of Drugs*

Bessie Pang, Society for the Policing of Cyberspace

Ruth Sutton, Bank of Montreal

Alec Taylor, Microsoft Canada

Tony Warr, Toronto Police Service

Technical Advisor:

Arni Stinnissen, OPP

MANDATE:

To establish a leadership role in the development of an administrative policy and standards for technology-based investigations, including the promotion of inter-agency cooperation in the detection and investigation of internet-based crime, the establishment of training standards and the identification of effective cooperation strategies to combat E-Crime at a local, provincial, national and international level and to facilitate public education on information security.

STRATEGIC PRIORITIES:

- *Develop Committee membership, priorities & objectives and a business plan;*
- *Determine and establish linkages with National/International Committees that provide value-added contributions to the Electronic Crime Committee mandate;*
- *Create a definitive strategic plan on how best to fulfill its mandate due to the multifaceted area of e-Crime;*
- *Develop an e-Crime Strategic Plan, a Foundation for Performance Measurement to properly guide the committee.*

MAJOR INITIATIVES & ACTIVITIES 2004/2005:

- *Remain proactive on "Theft of Data" and "Preservation of Data";*
- *Continue discussions on National Strategy on Child Exploitation;*
- *Continue discussions on Certification.*

ELECTRONIC CRIME COMMITTEE



Supt. Dave Korol, Edmonton Police Service and Detective S/Sgt. Arni Stinnissen, OPP at the summer 2004 e-Crime Committee meeting.

Chair:

Earl Moulton, RCMP

Members:

David Korol, Edmonton Police Service

Peter McAuley, RCMP

Paul McGrath, Canadian Bankers Association

HUMAN RESOURCES COMMITTEE

Chair:

Jay Hope, Ontario Provincial Police

Vice-Chair:

Ken Cenzura, Toronto Police Service

Members:

Richard Bruce, Brandon Police Service

Les Chipperfield, Atlantic Police Academy

Terry Coleman, Moose Jaw Police Service



The Human Resource Committee at their summer 2004 meeting.

Dorothy Cooper, Department of National Defence

Derek Egan, Saanich Police Department

Keith Forde, Toronto Police Service

Rudy Gheysen, Ontario Police College

Sharron Gould, Winnipeg Police Service

Steve Graham, RCMP

Jim Hornby, Calgary Police Service

Francis Landry, Service de police de la ville de Montreal

Rod Manson, Canadian Pacific Police

Paul Tinsley, Abbotsford Police Department (rtd)

Mike Trump, Police Academy, JIBC

Steve Watt, Police Academy, Justice Institute of BC

MISSION:

The mission is to encourage and facilitate the coordinated exchange of ideas, procedures and specific information for the

professional leadership and management of all human resource components within police agencies.

The ultimate goal of this committee is to lead progressive change in policing, which is the mission of the CACP.

STRATEGIC PRIORITIES:

- *HRDC Public Police Sectoral Review;*
- *CACP Ethical Framework. Phase 2;*
- *Interactions with the Mentally Ill;*
- *Violence in the Workplace;*
- *National Use of Force Framework.*

ROUND TABLE DISCUSSIONS:

- *Recruitment and Selection of new and lateral hires;*
- *Collective Agreement negotiations with Associations;*
- *Succession Management;*
- *Racial Profiling;*
- *Pension Issues;*
- *Promotional Processes;*
- *Executive Development;*
- *Shift Schedules;*
- *Post-Secondary Education.*

MAJOR INITIATIVES & ACTIVITIES 2004/2005:

- *H.R. Conference 2005, Vancouver (Operational Challenges in Managing Human Resources)*

INFORMATICS COMMITTEE

Chair:

John MacKillican, RCMP

Vice Chair:

Jim Chu, Vancouver Police Department

Members:

John Arnold, Canadian Police Research Centre

Paul Battershill, Victoria Police Department

Tony Battista, Department of National Defence

Vince Bevan, Ottawa Police Service

Mike Buisson, RCMP

Tony Burbidge, Halifax Regional Police Service

Gordon Carlisle, Fredericton Police Service

John Carson, Ontario Provincial Police

Guy Coté, Sûreté du Québec

Keith Duggan, Edmonton Police Service

John L'Abbe, RCMP (Rtd)

John Janusz, Service de police de la Gatineau

Clive Weighill, Regina Police Service

systems to meet long term requirements for interoperability. A resolution has been put forward to address radio frequency issues by Search and Rescue operations.

LAW AMENDMENTS COMMITTEE



Chief Edgar MacLeod, Supt. CACP President, and Law Amendments Committee Members, Superintendent Tom Grue, Edmonton Police Service, Deputy Chief Constable Clayton Pecknold, Central Saanich Police Department, and Deputy Chief Murray Stooke, Calgary Police Service at a press conference at the 2004 CACP Conference.

MANDATE:

The Informatics Committee identifies issues of concern on information management and information technology to the Canadian Chiefs of Police and coordinates action with other CACP committees and stakeholders. This includes:

- *Promoting and/or seeking the Association's involvement in promoting information technology opportunities/solutions which serve police requirements and advance police practices amongst members, within the law enforcement community and, where necessary, throughout the criminal justice system;*
- *Monitoring emerging technologies and their implications for policing practices and determining how they can be applied to improving the quality and effectiveness of policing.*

MAJOR INITIATIVES & ACTIVITIES 2004/2005:

- *IT Warehouse: The Best Practices repository showcasing technology projects within law enforcement agencies across the country is now on line. As a tool to share innovations and successes, agencies are encouraged to peruse and populate the repository;*
- *Annual MS Technology Award: Microsoft Canada have offered to partner with the CACP to introduce an annual technology award to recognize the dedication of an individual and the positive outcomes from the innovative use of technology within the law enforcement community. A resolution has been put forward to support the award;*
- *CPSIN Data Standards: Assess the current compliance with standards and determine barriers to implementation;*
- *IQT/N-III: A resolution was presented to the membership to solidify support for a single national integration tool;*
- *Radio: The RCMP is pursuing a pilot project in the Windsor Ontario area to investigate the ability of emerging radio*

Co-chairs:

Vince Westwick, Ottawa Police Service

Frank Ryder, Ontario Provincial Police

Members:

Jack Beaton, Calgary Police Service

Richard Bégin, Sûreté du Québec

Francis Brabant, Sûreté du Québec

Bruce Brown, London Police Service

David Douglas, Organized Crime Agency of BC

Thomas Grue, Edmonton Police Service

Doug MacCheyne, Toronto Police Service

Geoffrey O'Brien, CSIS

Clayton Pecknold, Central Saanich Police Service

Pierre-Paul Pichette, Service de police de la ville de Montreal

Al Sauve, Edmonton Police Service

Gord Schumacher, Winnipeg Police Service

Organizations, Competition Act, Court Orders, Firearms, Identity Theft, Vehicle Re-winning, Fees for Court Orders, Sexual Orientation to form part of 'Identifiable Groups' in CCC, Indecent Act and court interventions, MANN decision.

MANDATE:

The mandate of the Law Amendments Committee is to improve the laws which affect policing, exploring both legislative and non-legislative options for change.

STRATEGIC PRIORITIES:

- *Committee profiling;*
- *Secondments;*
- *Increased Committee involvement in parliamentary presentations.*

MAJOR INITIATIVES 2004/2005:

- *Law Amendments Committee (LAC) continues to develop approaches which address a range of options rather than simply asking the government to change the Criminal Code of Canada;*
- *LAC remains the body within CACP responsible for reviewing and recommending to the Executive cases for intervention before the Supreme Court of Canada;*
- *The Committee is seeking to enhance direct member involvement in Parliamentary presentations and legislative consultations. LAC has been involved in numerous presentations and consultations over the last two years;*
- *The Committee continues to facilitate the Sub-Committee of technical experts focusing on Lawful Access to Intercept Communications;*
- *There has been increased Committee participation in major projects undertaken by the CACP;*
- *The Committee members continue to enhance the profile of the LAC within CACP;*
- *On going development, Bills Briefs & Other Business, a system to track legal issues and to develop and distribute the CACP position together with background resource documentation in contemporary issues of importance to CACP members;*
- *The LAC has recently commenced working with the Federal, Provincial and Territorial Heads of Prosecution on issues related to Miscarriage of Justice, Mega Trails and Disclosure. This is a very positive development;*
- *Other activities of interest are: Capital Market Fraud, Organized Crime in Security Market, Criminal Liability of*

NATIONAL POLICE SERVICE COMMITTEE



NPS Committee members at work.

Chair:

Vern White, RCMP

Vice-Chair:

John Carson, Ontario Provincial Police

Members:

Mike Buisson, RCMP

Derek Egan, Saanich Police Department

Serge Gascon, Service de police de la ville de Montreal

Jamie Graham, Vancouver Police Department

Thomas Kaye, Owen Sound Police Services

Gerry Lynch, RCMP

Edgar MacLeod, Cape Breton Regional Police Service

Harold Peel, RCMP (Rtd)

Ray Prime, Centre of Forensic Sciences

Everett Summerfield, RCMP

MANDATE/OBJECTIVES:

The CACP National Police Services Committee provides leadership and information on all operational police support services available in Canada [hereinafter referred to as "Services"] including data,

information, identification and learning services, and science and technology, with the goal of:

- *Cataloguing and providing a list of available services to the law enforcement community;*
- *Familiarizing the Canadian law enforcement community with available services;*
- *Promoting, where appropriate, the standardization of data, procedures and techniques;*
- *Promoting the development of new and innovative approaches and techniques, and;*
- *Improving the quality and effectiveness of services.*

STRATEGIC PRIORITIES:

- *The Committee has committed to developing recommendations on items within its mandate, and to relay relevant information to other CACP committees or jurisdictions;*
- *The Committee will explore mechanisms to coordinate their work with that of other committees so that outcomes are shared, and ideas and issues benefit from broader representation and discussion;*
- *The issue of whether standards in operational police support services are necessary and what is currently in place will be investigated, and recommendations for further research or action will be made.*

MAJOR INITIATIVES & ACTIVITIES 2004/2005:

- *Establish a Committee membership complement in six regions, with equitable representation from municipal, provincial, territorial and federal police services. New members will be recruited for the Pacific, and Prairies and NorthWest regions.*

ORGANIZED CRIME COMMITTEE

Chair:

Rick Deering, Royal Newfoundland Constabulary

Vice-chair:

Vacant

Members:

Jack Beaton, Calgary Police Service

Vaughan Collins, Ontario Provincial Police (Rtd)

Sandra Conlin, Criminal Intelligence Service Canada

Mark Connolly, Canada Customs and Revenue Agency

David Douglas, Organized Crime Agency of BC

Jack Ewatski, Winnipeg Police Service

Florent Gagne, Sûreté du Québec

Tom Grue, Edmonton Police Service

Jack Hooper, Canadian Security and Intelligence Service

Julie Keravel, Correctional Services Canada

Garry Leoppy, RCMP

Ken Robertson, Hamilton Police Service (Rtd)

Marc St. Laurent, Service de police de la ville de Montreal

MANDATE:

- *Governed by the imperative of public safety, security and quality of life impacting all citizens of Canada and their communities, the CACP Organized Crime Committee undertakes to lead and strengthen cooperation and coordination amongst law enforcement agencies in the fight against organized crime;*
- *The Committee proposes to invite, evaluate and promote innovative law enforcement initiatives against organized crime through leadership in both national and international levels, through public communications, awareness and education and through advocacy with regard to policy and legislation;*
- *Through strategic decisions guided by information and intelligence from the greater law enforcement community and beyond, the Committee will promote policy development and action against organized crime;*
- *The CACP Organized Crime Committee determines to forge partnerships and model action plans to guide a unified law enforcement response to the threat of organized crime in Canada.*

STRATEGIC PRIORITIES/OBJECTIVES:

- *Develop a "National Tactical Organized Crime Enforcement Strategy";*
- *Work with the LAC to develop an Organized Crime prospectus regarding disclosure;*
- *Develop a communications strategy;*
- *Work on resolving information sharing issues that impede organized crime investigations.*

MAJOR INITIATIVES & ACTIVITIES 2004/2005:

- Participate in round table discussions before the Standing Committee on Justice and Human Rights regarding organized crime;
- Pursue initiatives directed at the various levels of government intended to facilitate a more equitable and strategic disposition of proceeds of crime;
- Research and review all tactical enforcement models for organized crime investigations;
- Develop an inventory of existing organized crime strategies (i.e. CISC and RCMP).

John Kopiniak, Chatham Kent Police (rtd)
Roland MacDonald, Mastercard Canada Inc.
Kenzie MacLeod, ATCO Group
Patrick McKernann, Imperial Oil Limited
Gene McLean, Telus Communications Inc.
Gerry Moody, Canadian Pacific Railway Police Service
Guy Norman, Magma Consulting
Steven Reesor, Toronto Police Service
Degra Steele, Solicitor General of Canada
Dennis Shepp, Shepp Johnman

PREVENTION OF CRIME IN INDUSTRY COMMITTEE

Chair:

Rod Piukkala, Durham Regional Police Service

Vice Chair:

Serge Meloche, CN Police

Members:

Frank Beazley, Halifax Regional Police Service
Gilles Bellemare, Sears Canada Inc.
Bill Cameron, Insurance Crime Prevention Bureau
Yves Duguay, Air Canada
James Edwards, Celestica Inc.
Brian Evans, Evans Consulting Group
Paul Facciol, Metaca Corporation
Paul German, RCMP
Larry Gravill, Waterloo Regional Police Service
Richard Hanson, Calgary Police Service
Larry Hill, Ottawa Police Service
Tom Hill, Canada Post Corporation
Robert Kells, NEXEN Inc.
Ben Jenkins, Jenkins and Associates
Henry Jensen, RCMP (rtd)
Tony Jewells, Canada Post Corporation
Gordon Kennedy, Bank of Montreal

MANDATE:

The overall purpose of the Prevention of Crime in Industry Committee is to exercise executive leadership by developing partnerships between the Police, Corporations and Industries aimed at improving law enforcement and promoting crime prevention in industry and commerce for the benefit of all society.

STRATEGIC PRIORITIES:

- Provide a forum for discussion between police executive and private security professional on the best ways and means to prevent and combat crime, especially that which impacts the economic sectors of our society.

MAJOR INITIATIVES & ACTIVITIES 2004/2005:

- Violence in the workplace – Continue to work on establishing a framework for greater awareness and collaboration between police and the private sector to address this troublesome trend;
- New trends in criminal activity- Act as a catalyst for the gathering and dissemination of information on emerging criminal trends that impact Canadian businesses;
- Identity theft- scope out the magnitude of this problem and engage other key stakeholders in developing ways to combat this ever-increasing problem;
- Private sector/public sector policing- follow-up on the series of recommendations that have been tabled recently on the challenges facing public/private policing and their shared responsibility for public security & safety;
- E-commerce- Increase awareness within local law enforcement on this emerging type of criminal activity and its impact upon businesses and the public.
- Offer crime trends seminars that focus on the current trends in white collar and commercial fraud.

Working groups have been formed within the PCIC to address each of the above-mentioned topics. As was the case in previous years, our intentions are to solicit the cooperation and involvement of other standing CACP committees in those instances where synergy makes a lot of sense.

POLICING WITH ABORIGINAL PEOPLES COMMITTEE

Members:

Terry Bell, RCMP

Rocky Cleveland, Toronto Police Service

Conrad Delaronde, Halifax Regional Police Service

Veronica Dewar, Pauktuutit Inuit Women's Association

Dwight Dorey, Congress of Aboriginal Peoples

Freda Ens, Vancouver Police and Native Liaison Society

Jack Ewatski, Winnipeg Police Service

Cliff Falkenham, RCMP

Wes Luloff, Nishnawbe-Aski Police Service

Ken MacLean, Truro Police Service

Fraser McVie, Correctional Services Canada

Russ Mirasty, RCMP

Mike O'Brien, Assembly of First Nations

Erin Robinson, Aboriginal Policing Directorate

Jeff Steers, Ontario Provincial Police

Glen Trivett, Ontario Provincial Police

MANDATE:

With reference to the mission, objectives and beliefs of CACP, the aim of the Policing for Aboriginal Peoples Committee is to advise and research on matters relating to the provision of policing services to Aboriginal peoples and communities.

STRATEGIC PRIORITIES/OBJECTIVES 2004/2005:

- *Develop an Aboriginal Missing Persons Protocol (Reporting/Consultations/Access/Advocacy);*
- *Promote a Missing Persons Bureau for each police service;*
- *Collection and organization of data and the design and delivery of awareness programs for both police and community;*

- *Develop Cultural Awareness Training;*
- *Examine the viability of accessing information and storing it in a productive manner on an appropriate database.*

MAJOR INITIATIVES & ACTIVITIES 2004/2005:

- *Continue to focus efforts on the development and implementation of educational and community-based initiatives critical to the success of the strategic objectives;*
- *Continue to promote Committee's Missing Persons Manual and Handbook.*

POLICE INFORMATION AND STATISTICS COMMITTEE

Chair:

Calvin Johnston, Regina Police Service

Vice Chair:

John Turner, Canadian Centre for Justice Statistics

Members:

Julian Fantino, Toronto Police Service

Larry Gravill, Waterloo Regional Police Service

Armand Labarge, York Regional Police Service

Terry McLaren, Peterborough Lakefield Community Police Service

Dale Burn, Calgary Police Service

Chris McNeil, Halifax Regional Police Service

Sue O'Sullivan, Ottawa Police Service

Geoff Varley, Victoria Police Department

Guy Richard, Service de police de la ville de Montreal

Keith Duggan, Edmonton Police Service

Joan Fisher, Department of the Solicitor General of Canada

Paul Fugere, Sûreté du Québec

Steve Schnitzer, Vancouver Police Department

Ab Singleton, Royal Newfoundland Constabulary

Chuck Walker, RCMP

Bill Reid, St. John Police Force

Corinne Scott, Winnipeg Police Service
 Nora Skelding, Ontario Provincial Police

VISION:

Quality data for quality policing

MISSION:

POLIS supports progressive change in policing in partnership with the Canadian Centre for Justice Statistics (CCJS) and other partners, through the development and communication of meaningful public safety information.

MANDATE/OBJECTIVES:

- Represent the police community in ensuring that emerging police issues, priorities and concerns are addressed by CCJS surveys and products;
- Facilitate the development of partnerships among governments and criminal justice agencies to further the integration of justice information systems;
- Collaborate with CCJS and police organizations in the development of standard police performance indicators;
- Promote improved police management and decision making by identifying, developing and communicating best practices in the collection, analysis and application of statistical information;
- Ensure that, in the development of new and ongoing surveys of crime and police resources, data can be provided by the police community in a standardized and cost-effective manner, minimizing respondent burden and costs;
- Promote innovation in information systems, collection techniques, standard setting and other matters that improve the production and utility of quality police information;
- Review CCJS reports before public release to ensure that appropriate context surrounding issues and trends is included to explain differences in local and regional comparisons, as well as to explain changes in trends in various crimes, crime reporting, police resources and costs.

MAJOR INITIATIVES & ACTIVITIES 2004/2005:

- Geo-coding; work with CCJS to determine an approach for the feasibility of collecting geo-coded crime statistics;
- Unreported / Un-investigated Crime - to mitigate and understand levels of unreported and under-counted crime, including the number of investigations being 'parked' (reported to police, but not investigated due to workload or other issues);

- Organized Crime data collection;
- Bias-free Policing / Reporting of Race/Ethnicity;
- Crime and Canada's aging population;
- High-tech Crime (broader scope than cyber-crime, to include crimes like money laundering);
- Promote accurate cross-jurisdictional comparisons;
- Cross-border Crime.

TRAFFIC COMMITTEE

Chair:

Darrell Lafosse, RCMP

Members:

Al Boyd, Vancouver Police Department

John Carson, Ontario Provincial Police

Richard Deering, Royal Newfoundland Constabulary

Norm Gaumont, RCMP

Stephen Grant, Toronto Police Service

Larry Hill, Ottawa Police Service

Brian Jonah, Transport Canada

Ray Marchand, Canada Safety Council

Stanley McNeil, RCMP

Serge Meloche, Canadian National Police

Gerry Moody, Canadian Pacific Railway Police

Robert Poeti, Sûreté du Québec

VISION:

Making Canada's Roads the Safest in the World

MISSION STATEMENT:

- Provide a national coordinating role for traffic safety issues;
- Promote cooperation, communication & coordination among the police community and national partners;
- Promote sharing among police in research, training and policy standards;
- Develop, strengthen and maintain national partnerships;
- Maximize the resources of police and partners towards safer roads;
- Support community based service delivery by providing timely risk management information and best practices warehousing.

The CACP Traffic Committee will:

- *Align the Traffic Committee activities with the goals of Canada's Road Safety Vision 2010*

STRATEGIC MISSION:

"The CACP Traffic Committee accepts responsibility for providing leadership in policing to improve public safety on our highways"

MAJOR INITIATIVES & ACTIVITIES 2004/2005:

- *Implement Road Safety Vision 2010;*
- *Continue to work closely with Transport Canada, the Canada Safety Council and the Canadian Council of Motor Transport Administrators;*
- *Continue to represent the CACP on various external groups including the General Policy Advisory Council on the Transportation of Dangerous Goods, the National Public Safety Organization, Direction 2006 Rail Safety Committee, the Strategies to Reduce*

Impaired Driving Committee, the National Occupant Restraint Committee and the Traffic Injury Research Foundation;

- *Promote the National Police Award for Traffic Safety and its associated Best Practices database;*
- *Promote the Transport Canada Director General's Road Safety Lifetime Achievement Award;*
- *CACP Traffic Safety Program Sub-Committee responsible for coordinating Operation Impact and Canada Road Safety Week;*
- *Development of a Law Enforcement Safe Stops study to capture data on fatal/injury collisions involving police vehicles involved in traffic stops;*
- *Promote the development of National Course Training Standards for Level III and Level IV Collision Re-constructionists;*
- *Develop a template for police agencies to use to develop a safety bulletin for police officers responding to collisions involving vehicles powered by alternative fuels.*

Vancouver Hosts 99th Annual CACP Conference:

"Promoting Excellence – Strategic Concepts for the Police Executive"

By *Lisa Fasan*

Canadian police chiefs gathered in the beautiful city of Vancouver from Aug. 21 to 25 for the 99th annual CACP conference. Conference organizers packed the agenda with informative seminars for delegates, timely information and many opportunities for networking – including a variety of fun activities for both companions and youths.

The conference was officially kicked off on Sunday afternoon, when all attendees gathered together for the official Opening Ceremonies at the Pan Pacific Hotel. Highlights included a stirring performance by the Vancouver Police Pipe Band and official welcomes from CACP President Edgar MacLeod, the Honorable Rich Coleman, Solicitor General of B.C., and Host Chief Jamie Graham of the Vancouver Police Department. Commissioner Gwen Boniface and Chief Vince Bevan led the memorial service honouring police and peace officers killed in the line of duty. Greetings were also extended by representatives of the RCMP, the Canadian Forces, the International Association of Chiefs of Police and the United States Embassy. The keynote address, delivered by the

Honorable Roy Cullen, MP Etobicoke North and Parliamentary Secretary, Ministry of Public Safety Emergency Preparedness Canada (PSEPC), concluded the Opening Ceremonies.

The first plenary session on Monday, Aug. 23 was hosted by Dr. Martin Collis. Collis, recognized for his work in the promotion of health and workplace wellness, treated attendees to an engaging, informative talk about how to "MELLOW" out. Collis uses the word "MELLOW" to illustrate six core values essential to wellness: Magic of the mind, Exercise, Laughter, Love, Optimal nutrition and Wonder. "If you're going to serve others, you have to look after yourself first," Collis noted. "Wellness, stress relief and balance are key factors – tomorrow's results ultimately start today."

Dr. Tony Williams led the next plenary session. Williams, a specialist in the maintenance of competence in health professions, also teaches in the Masters of Leadership program at Royal Roads University in Victoria, B.C. He spoke to delegates about "The Leadership within and the Leadership of Systems". Williams encouraged law enforcement

leaders to develop “systems thinkers” throughout their organizations. To develop complex mental frameworks of what organizations look like, he said, look for patterns and ask what structures influence those patterns. Find out what assumptions underlie a system. Then, look for the data that reinforces those assumptions, Williams explained.

On Monday afternoon, delegates heard presentations from the CACP National Office. Danielle Lacasse, Director Organized Crime Policy & Coordination at PSEPC, provided an update on the implementation of recommendations from the National Coordinating Committee on Organized Crime (NCC) report on Marijuana Grow Operations. Significant progress has been made so far, said Lacasse, whose department has started work on a model by-law, engaged a variety of stakeholders and begun designing a framework for national data collection.

Next up were representatives from the Canadian Police Research Centre, who discussed the development of an e-learning and e-working network for the Canadian policing community, called the Canadian Police Knowledge Network (CPKN). Chief Edgar MacLeod said, “Training issues are vital. We can’t afford to pull people off the street for training – the CPKN can help us address this by offering e-learning courses that can be delivered anytime, anywhere.”

Paul McGrath, Director of Security for the Canadian Bankers Association, explained how Canadian laws pertaining to identity theft pre-date modern technology and need to be updated. “Identity theft is a crime that is always evolving,” said McGrath. “Officers need the ability through legislation to make arrests and file charges.”

Jean LeCours and Lauren Kinney from Transport Canada discussed Marine Transportation Security and how the government is working to streamline procedures with the U.S. to protect and defend our coast and territorial waters. Transport Canada, said LeCours, needs the ability to inquire and obtain information related to criminal association and organized crime when screening potential employees.

Monday wrapped up with the Chiefs Appreciation Night, held in beautiful Stanley Park at the HMCS Discovery. Attendees shared an excellent dinner and capped off the night by dancing to live music.

Tuesday’s first plenary session was hosted by Paul Patterson, Director of Public Affairs and Marketing for the Vancouver Police Department. Patterson spent the first 20 years of his career as a journalist, and broke down one of his news stories frame by frame for conference delegates. The key thing to remember, he said, is that you can get your message out by influencing the establishing shot of the news piece and providing pictures and footage to the journalist. “Pictures have to match the words. If you supply the pictures, you supply the words.”

Next, Dr. Terry Anderson spoke about how to coach a leadership and learning organization. He stressed the need for strategic plans in law enforcement organizations, but also said it’s important to forecast what might occur and develop a contingency plan to deal with it. “Typically, people implement what they help to create,” said Anderson. “That’s why Continuous Improvement Teams have a huge impact on the way problems are solved. They close the gap between management and employees.”

A briefing on lawful access legislation was presented by the CACP Law Amendments Committee. The group explained how current Canadian legislation surrounding lawful intercepts is extremely outdated and does not take new technology (Internet, satellites, globalization, etc.) into account. There should be no “intercept safe



Host Chief Constable Jamie Graham, Vancouver Police Department, welcomes delegates to the conference.



Chief Edgar MacLeod, CACP President, Platinum Sponsor Versaterm representative, Mr. Warren Loomis, and Chief Constable Jamie Graham, Vancouver Police Department.



Chief Edgar MacLeod, CACP President, Platinum Sponsor Justice Institute of British Columbia representative, Mr. Steve Watt, Director, Police Academy and Chief Constable Jamie Graham, Vancouver Police Department.



Entertainers at the Opening Reception



International Association of Chiefs of Police,
Vice President Ronald Mercier addresses delegates



Numerous volunteers made sure delegates and guests were well looked after.

havens" in Canada, and any further delay in updating this legislation is a threat to public safety in this country, delegates heard.

A/Commr. Peter Martin of the RCMP and DCC Jim Chu of the Vancouver Police Department talked about the National Integrated Interagency Information (N-III) vision: that boundaries shouldn't be barriers to information sharing. In conjunction with LEIP (Law Enforcement Information Portal), N-III allows officers to search various law enforcement databases across the country.

Dr. Bill Beahen and Chief Edgar MacLeod took the platform next to discuss LEAD – the Law Enforcement Aboriginal and Diversity Network. The LEAD Network is accessible to police officers and community members, and contains information on hate crimes, bias, etc. The goal of the network is to foster understanding and respect for diversity. Forty-five Canadian police services are members of LEAD, including all metropolitan forces.

Chief Barry King, Keith Pattinson and Supt. Ward Clapham gave delegates a lesson in Asset Building – the new ABC's for our Youth. The "assets" associated with this concept can't be bought; rather, they need to be built. Things like family support, positive communication and relationships with other caring adults top a list of 40 identified developmental assets for youth. The more assets a child has, the more likely they are to resist patterns of alcohol and drug abuse, early sexual activity and crime.

Tuesday's program concluded with a delegate and exhibitor reception on the trade show floor. Exhibitors showcased their wares to law enforcement personnel in one of the best-attended conference trade shows yet.

On Wednesday morning, professional speaker Peter Legge counselled delegates to "find your passion and live your passion". His motivating forum, titled 'Attitude + Communication + Dreams = Success', centred around the concept that we are all architects of our own fortune.

The plenary sessions concluded with John Talbot, who spoke about good governance and dealing with boards. He asked attendees to do a personal assessment of their boards and asked specific questions designed to make them think about improving the effectiveness of their boards.

The Ottawa Police Service, host department for the 100th Annual CACP Conference, provided a luncheon for delegates on Wednesday. Members of the conference planning committee provided information about next year's agenda as well as tourism in Ottawa.

The CACP Annual General Meeting followed in the afternoon, with a total of 14 resolutions adopted by the association.

The final evening of the conference saw attendees celebrating at the Gala Reception and Awards Banquet, held in the Fairmont Waterfront Hotel. The sold out formal affair included a sumptuous dinner that was served during the presentation of the Canadian Bankers Awards (Sgt. Gregory Kodak, Sgt. Kenneth Reimer, Det/Cst. James French); Youth Justice Awards (Cpl. Brian Foote, Sgt. David Jacob Harty, Cst. Dean Roy, Lethbridge Regional Police Community Resources Unit, Cst. Dameon Okposio, Cst. Dave Dixon); CACP Traffic Awards (Sgt. Norm Shaw, Cst. Greg Srogen, Cst. Bruce Reinbold, S/Sgt. Steve Morse and Det. John Johnston); and the Bank of Canada Awards (Det. Carmine Palermo, Det/Cst. Harjit Sangha, Cst. Thomas Hancock). Following dinner, attendees danced the night away to music from the RCMP band Steele Heart.

Don't miss the 100th Annual CACP Conference in Ottawa, August 21-24, 2005!

ARE MENTAL HEALTH CRISIS INTERVENTION TEAMS RIGHT FOR YOUR COMMUNITY?

By Dr. Dorothy Cotton



Dr. Dorothy Cotton,
Psychologist, Correctional
Services Canada and
Queens University

It won't come as a surprise to anyone reading this article to know that the number and frequency of police interactions with people with mental illnesses is on the rise, and has been on the rise for the last few decades. On the surface, the increase makes some sense. As the large institutions of days of yore have been shut down, there are simply more people with serious mental illnesses living in the community. But in addition, society

as a whole continues to have a high level of discomfort with mentally ill people—and when the society has a problem with something, it's the police who hear about.

The "attention-grabber" situations—the ones you hear about in the press—are the tragic ones in which a person with a mental illness ends up dying in a police encounter. There were 13 such instances in Canada between 1992-2002. While this is not a huge number, it is worth noting that it is grossly out of proportion to the number of people with mental illness. But not surprisingly, this number reflects only a tiny proportion of the number of police encounters with mentally ill people. Most calls are minor and most involve little or no violence, and in fact little or no criminal activity. Police get called in most cases simply because there is no one else to call. Sometimes these involve a clear-cut mental health crisis or an apprehension under the Mental Health Act—but often there are other reasons for the call:

- *Nuisance calls in which the public is concerned about the behaviour of a person—who may not have actually done anything wrong or illegal but is making people a little uncomfortable*
- *Situations in which the mentally ill person has been the victim of crime*
- *Incidents in which a call comes in for another reason—a crime in progress perhaps—and it turns out that the person involved is mentally ill*
- *Incidents in which the mentally ill person might be taken into custody for his own protection*

- *Social contacts: those situations in which mentally ill people with little in the way of social or community support come to rely on the police or the 911 line as "friends"*

Needless to say, these calls take up a lot of time. Estimates in the literature suggest that 7-15% of police calls involve people with mental illnesses. Data from the London (Ontario) Police Service suggest that in 2001, for example, somewhere between 2.4 and 5.8% of the total police budget was spent doing what is essentially the work of mental health professionals. This adds up to a several million dollars for this service alone.

Given the extent of the problem, it is therefore a little surprising to find that as recently as 2002, only about 10% of Canadian police services had any kind of protocol in place for handling encounters with mentally ill people. Some police leaders have argued that encounters with mentally ill people are really no different from any other types of incident and the usual rules apply. While there is an element of truth in that statement, it is akin to arguing that basic police procedure is the same regardless of whether you are investigating fraud or a murder and that no specific procedures are necessary for either of these investigations.

But unlike murder or fraud investigations, police services do not have a long history of working with the mentally ill; programs and protocols are just beginning to emerge.

So where do you start? One place that many people have chosen to look is toward Memphis, Tennessee and the work of Major Sam Cochran of the Memphis Police, and his sidekick psychologist Dr. Randolph Dupont. These are the names you hear associated with the Memphis CIT or Crisis Intervention Team, undoubtedly the most well known mental illness response team in the world.

WHAT EXACTLY IS THIS TEAM? IN THEIR OWN WORDS:

"The Crisis Intervention Team (CIT) is a community-based program structured as a first crisis response model. CIT provides a law enforcement specialist response to mental illnesses and/or suicide crisis issues/calls. CIT has provided not only a safe response, but also a more sensible approach to crisis services. CIT promotes appropriate training for law enforcement,

community partnerships, and goals that advocate services and treatment within the mental health system rather than the limitations of the criminal justice systems.”

In other words, it is a model in which specific identified police officers have received extensive training, and have established extensive community networks, so that responses to mental health crises and other incidents involving people with mental illnesses can be handled in a safe, effective, sensitive, efficient and appropriate manner. The CIT team and Major Cochran in particular have been the recipients of a wide variety of national (US) and international awards for their ground-breaking work. This program has been around since 1988 and the data about its effectiveness are indeed impressive. Part is obvious—the people who use the service like it. But there is also the “hard data” side. Since the advent of the CIT team, the Memphis Police have observed a decrease in total time spend, a reduction in injuries to police officers and a host of other money savings.

There are a number of key concepts embedded in the CIT program: crisis response, specialist training, partnerships, safety, effectiveness, advocacy. These are essential to the CIT program. But the CIT-type model is not the only option. Depending on the size and composition of a given community, it may or may not be the right model. There are several models worth consideration, including of course the CIT model:

- *Crisis intervention team (CIT) –in which specially trained officers respond to problematic situations. These officers are assigned to other duties (such as traffic patrol) from which they may be pulled as needed (the “Memphis Model”). A modification of this model is used in the much smaller jurisdiction of Chatham Kent (Ontario) in its HELP Team.*
- *Comprehensive advanced response model—in which all police officers receive training related to working with individuals with mental illness. Thus there are no singular experts but all members have an increased level of knowledge and understanding and are expected to be able to handle most situations. This was one of the goals, for example, of the Advanced Patrol training model advocated within the initiatives of the Toronto Police Service dealing with mentally ill, emotionally disturbed persons.. It may also be the only option for very small or remote services or detachments in which the number of calls does not warrant a specialized response and in which mental health services are unavailable or too far away for timely crisis response.*
- *Mental health professionals co-response model, in which case mental health professionals from another agency with whom the police have some kind of working agreement respond to a police call at the request of the police, generally after the police have responded and assessed the situation (although some agencies co-respond immediately). Le Service de Police de la Ville de Montreal has had good success with this model and is currently expanding it.*

- *Mobile crisis team co-response models— models in which the police and the mental health workers are co-employed, sometimes by having mental health workers employed by or seconded to police departments –as is the case in the Car 67 model in Vancouver—and sometimes by having police officers seconded to community mental health agencies—as in the COAST model in Hamilton.*
- *Telephone consultation models—probably most effective in remote and rural areas where mental health resources are not readily available or distance precludes a timely response by mental health workers. Police have a 1 800 or other number to a mental health unit or hospital psychiatry floor which is staffed 24/7 and whom they may call whenever there is an incident, to get advice and direction. This method has been employed in remote areas of British Columbia for example.*
- *The “cross your fingers” method—in which mental health staff and police officers simply rely on the system to work and hope someone will be around/agreeable when a problem comes up. It works amazing well at times and in some places! But –and that’s the hitch—it is a bit unreliable (to say nothing of not very defensible if things go amuck) .*

While inclusion of the last “cross your fingers” model might be considered a little sarcastic in the current context, it does highlight the fact that in many smaller jurisdictions or in areas that for some reason might have fewer interactions with mentally ill individuals, there is just not going to be the need or the resources to support a specific response team—or even a specific response person, except as an add-on to other duties. But regardless of the size of the service or jurisdiction, and regardless of the specific model chosen to address the need, there are a few components that all these models incorporate, and indeed which any police service must address in developing a comprehensive response.

In spite of the superficial structural and organizational differences between these models, they share a number of common elements. It is these common denominators that serve as the foundation of any police/mental health protocol. These key components include:

1. *an identified and specific contact with someone in the mental health system. The Consensus Report in the US, which has addressed this issue in great detail, sagely observed that “The single most significant common denominator shared among communities that have successfully improved the criminal justice and mental health system’s response to people with mental illness is that each started with some degree of cooperation between at least two key stakeholders—one from the criminal justice system and the other from the mental health system.” If a key person in your service is not on a first name basis with a key member of the mental health system, then that is the place to start. Both sides need to be able to pick up the phone any time and talk to a person on the “other side” to resolve both policy issues and specific incidents. In very small jurisdictions, this may be the essence of your program. It is essential!*

2. *a way of addressing education and training needs: do you have any idea what people in your service know and don't know? How many have ever had any education or training? The first step is sorting out the need and the second step is providing the education and learning opportunities. There are models out there as many police services have carried out training. There are manuals such as those used by the Calgary Police—and the new publication from the OACP. There is an on line information source—PIMIIC—through the JIBC. The subject of education is complex. Obviously, officers need to have an understanding of what mental illness is and how to interact with an a mentally ill individual. But education about the system and the laws is equally important. While most officers have a reasonable grasp of those portions of the mental health act that specifically address police powers, it is equally important for them to understand the constraints on the behaviour of the mental health workers.*
 3. *knowledge of the options available when a person with a mental illness is apprehended. Most police services despair of the outcomes when a mentally ill person is taken to the emergency room. What are the other options? If there are none, what can you create or develop?*
 4. *a table to sit around: even if you seem to have a system in place, what works today and what works in one situation won't work tomorrow. Many services report that the single most useful part of their response protocol is the coordinating or organizing community which typically includes members of the mental health system; individuals or agencies representing the "consumers" themselves; folks from the emergency room; maybe the crown attorney; a judge; crisis lines and services; all police services in the region (some mental health agencies deal with a huge number of different police services and it sure makes cooperation more likely if all are singing from the same hymn book)..and anyone else who seems relevant. The key is to get these people in the same room at the same time—on a regular basis.*
 5. *frontline response protocols: some general direction to the frontline officers about appropriate disposition of cases. While officer discretion is a wonderful concept, too much variability undermines your credibility with the mental health system. There needs to be some concrete way of making determinations about who gets arrested, who gets taken to the emergency ward. There are rating scales available for officers to assist in making these decisions, and often a phone call to the identified mental health contact (see #1 above) can provide direction. Every incident is of course different and needs to be treated differently but guidelines are a good start. Is it your belief that all mentally ill people should first be taken to the emergency ward "just in case" or only if there is specific and immediate indication of suicidal or homicidal intent? Do you subscribe to the belief that you should never charge a mentally ill person unless there are no other options—or do you espouse that they should be treated just like everyone else except in extreme circumstances? There are no right or wrong answers—but unless you want every officer taking a different approach (and thus completely destroying any credibility you have with the mental health system) you might want some general guidelines.*
 6. *a way of recording and keeping data: Ok, this is no one's favorite topic. But how will you know if you are doing a good job if you do not keep track?*
 7. *education in reverse: you need to be proactive in educating the mental health community about your role, what you can and cannot do, what constraints you work under. The average mental health worker has no conception at all of how the criminal justice system works and how they might work with you. There is a lot of attention given to education the police about mental illness—but the need is equally great for mental health workers to learn about YOUR system. You'd be surprised (or maybe not!) about how little people in the mental health system know about your expectations, job constraints, priorities etc.*
 8. *less than lethal options: there is no way around it. Sometimes, the wheels come off and things do not unfold as you'd like. When all else fails, it is desirable to have an option other than a lethal weapon.*
 9. *a way of modeling "attitude:" this is perhaps a little more touchy-feely than the other items on this list, but as long as anyone in a position of leadership turns a blind eye to those who refer to people with mental illnesses as nutbars, fruitcakes, crazies, loony-tunes, and the like, the issue will never be taken seriously. Stigma is the single biggest issue facing people with mental illnesses.*
 10. *Other: you probably know what goes in here—and I don't. It includes those jurisdiction-specific and service-specific needs. Maybe your area is particularly overpopulated by a certain subgroup of individuals with mental illnesses or has other unique service needs.*
- So what are YOUR service options? It may be that you develop a full fledged CIT type team with all the trimmings—or it may be that you wander down the street and have an occasional chat with the local community mental health agency. The details may vary but the outcome will be the same: better use of officer time, increased safety for officers and the public, good PR, better service, more humane treatment, and a community that looks after its needier members. If you think you can't afford such a service, think about what it is costing you now to NOT manage these calls. Add up the time your officers are spending sitting in the ER. Look at the number of repeats callers you have who have mental health problems. Look at the injury and absenteeism rate of officers involved in these calls, the term toll on officers involved in suicides and shootings. Ask anyone who has been the subject of an inquest how much that costs. Look at the increasing number of complaints which originate from friends and families of individuals with mental illnesses or from these individuals themselves. How can you afford NOT to?

CANADIAN NATIONAL COMMITTEE FOR POLICE/MENTAL HEALTH LIAISON

3RD ANNUAL POLICE MENTAL HEALTH CONFERENCE

COAST (Crisis Outreach and Support Team) and the Hamilton Police Service hosted the 3rd Annual Psychiatrists in Blue conference October 17-18 in Hamilton, Ontario. The annual Psychiatrists in Blue conference is an activity of the Canadian National Committee for Police/Mental Health Liaison, a subcommittee of the CACP Human Resource Committee. Its primary goal is to ensure that individuals who suffer from mental illnesses are not “criminalized” inappropriately but rather are directed toward the system which is most appropriate for them in their circumstances. A secondary goal of this committee is to ensure that both the police and mental health resources dedicated to this type of work are used efficiently and effectively.

The conference was open to all interested police officers and mental health professionals who work in this area and to anyone involved in the interface between individuals with mental illnesses and the criminal justice system. The conference co-chairs were Dr. Dorothy Cotton (Psychologist, Correctional Services Canada and Queen’s University) and Chief Terry Coleman (Moose Jaw Police Service)

This year’s theme was “Things that Work”. It featured the Memphis (Tenn) Police Department’s Crisis Intervention Team (CIT)- generally known simply as “the Memphis Model.” The Crisis Intervention Team is a specialized program that unites law enforcement officers, family members, providers and consumers for common goals within community partnerships. Its multi-disciplinary approach to mental illness issues emphasizes specific objectives including:

- Safety (Immediate Response)
- Pre-jail Diversion
- Understanding
- Education

Major Sam Cochran, the program coordinator, and Dr. Randolph Dupont, a clinical psychologist and professor at the University of Memphis gave the low-down on what really does contribute to an effective program, and the issues that constitute success.

In addition, the conference featured a wide range of Canadian talent. In an area of practice that is growing in leaps and bounds, COAST provided a perspective of what has worked, and how, over their years of experience. The COAST Model is significantly different from the CIT model, and so provided another alternative for police services and mental health agencies considering their options in this area. Chief Constable Jamie Graham of the Vancouver Police shared experiences from BC, the only province whose Association of Chiefs of Police has a mental health committee, which Chief Graham has served on for many years. From the Atlantic side, Supt. Sean Ryan of the Royal Newfoundland Constabulary presented information on Newfoundland’s recent Luther Report and

Its primary goal is to ensure that individuals who suffer from mental illnesses are not “criminalized” inappropriately but rather are directed toward the system which is most appropriate for them in their circumstances.

its recommendations for addressing mental health problems more effectively. The Honorable Edward F. Ormston of the Toronto Mental Health Court, the founding judge of the Mental Health Court, shared his perspectives on the ever-changing front lines. Participants also received first line advice and input from the Chatham-Kent Police HELP Team and a mental health lawyer, and heard about programs from Winnipeg and Vancouver Island.

New developments included the presentation of the first Award for Excellence, presented to COAST and the Hamilton Police Service; and the creation of a second listserver specifically for members who want to exchange information about data collection and outcome measurements.

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.

Kevin Mitnick reinforced the importance of creating awareness and continual vigilance in maintaining organizational security. He suggested that the greatest points of an organization's vulnerability are employees rather than systems, and demonstrated how easily information can be accessed through "socially engineered" contacts where persons tap into employees to gain information, and through them, access to data and systems. He encouraged all employers and employees to be alert for the following red flags that could indicate a social engineering attack on your organization.

- *The caller won't provide contact information*
- *The request made is out of the ordinary*
- *The request is urgent and rushed*
- *The caller uses too much flattery*
- *The caller intimidates you by indicating he or she is operating with authority from management*
- *The caller offers to help with a problem that is unknown to you and your staff*



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

- *The caller claims the request has been approved by management*

Building resistance is key. It is important to demonstrate personal vulnerability to all employees and train them to focus carefully on the nature of requests, evaluate requests, and verify the identity of the author of the request. All employees need to be clear about when to share information and when to protect it. Mr. Mitnick noted that employees may need special training to be able to adequately respond to requests.

Kevin Mitnick's Tips for Resistance and Early Identification of Social Engineering Attacks:

1. *Have and follow good security policies and procedures – e.g. data classification and handling, clean desk policy*
2. *Provide security awareness training*
3. *Inventory information assets. Know what you have and protect it*
4. *Conduct social engineering penetration testing, including periodic "dumpster diving" (Ensure that you advise employees that you test)*
5. *Take steps to limit information leakage*
6. *Incorporate social engineering into your incident response plan by ensuring it addresses technical and human issues*
7. *Maintain constant vigilance to mitigate threats*

Road Safety Vision 2010:

Canada's Ambitious National Road Safety Plan

By Insp. Stan McNeil, RCMP

Police officers working in traffic services have repeatedly heard the expression road safety is a shared responsibility. Governmental and non-governmental organizations, and in particular police services, carry out numerous initiatives in support of this "shared responsibility." And what a responsibility it is. Although road travel is considerably safer today than it was 25 years ago, almost 2,800 road users were killed and more than 222,000 injured in traffic collisions during 2003, the latest year for which complete information is available.

To put these figures into perspective, more than five times as many people were killed in traffic crashes during 2003 than were murdered in Canada during the same period. Or to put it another way, for every 100 violent crimes reported to police in 2003, 75 road users were killed or injured in traffic collisions. Clearly road safety – or perhaps more appropriately stated, lapses of safety on our roadways – affects a large segment of our population.

THE SAFEST ROADS IN THE WORLD

Concern about slowed progress in road safety during the early 1990s and a desire to use a more focused approach to intervention efforts, prompted a cross-section of road safety advocates, including the enforcement community, to participate in a national forum on the subject in the fall of 1994. The principal outcome of this forum was the creation, in 1996, of Canada's first national road safety plan, called Road Safety Vision 2001.

Canada's vision is to have the safest roads in the world. Four strategies were deemed intrinsic to the success of this national plan. They are to:

1. Raise public awareness of road safety issues
2. Improve communication, cooperation and collaboration among road safety agencies
3. Enhance enforcement measures
4. Improve national road safety data quality and collection

All Ministers of Transportation and Highway Safety endorsed this inaugural national road safety plan in 1996. Initiatives carried out during the six-year tenure of Road Safety Vision 2001 did result in considerable improvement. Despite gradual annual increases in the numbers of both vehicles and drivers on our roadways, fatalities decreased by 10% and serious injuries by 16%.

However, the progress that took place in Canada during this period also occurred among the perennially top-ranked nations in the world, such as Great Britain, Sweden and the Netherlands. As a result, despite having safer roads to travel on, Canadians still have to achieve greater reductions in fatalities and serious injuries before we can claim to have the safest roads in the world.



The Vision: to make Canada's roads the safest in the world.

The Goal Save 5,000 lives by 2010
Your Help will save lives

- Always be alert at intersections
- Don't drink and drive – ever
- Always fasten seat belts and child car seats properly
- Always obey speed limits

Canada Road Safety

Contributing to Road Safety Vision targets by reducing fatalities all year long

2010 www.corrta.ca

Enforcing the law is essential to saving thousands of innocent lives.



CACP ACCP



Royal Canadian Mounted Police

Gendarmerie royale du Canada

Canada

www.cacp.ca

www.rcmp-grc.gc.ca

www.lc.gc.ca

Safety advocates who had helped make progress with the initial plan agreed to develop a more robust successor plan. Called Road Safety Vision (RSV) 2010, the renewed national road safety plan retains the key elements of the original vision. But the new plan differs from its predecessor in that it includes a quantitative national target as well as several sub-targets that focus on the main road safety problem areas.

The national target calls for 30% decreases in the number of traffic fatalities and serious injuries by 2010. Sub-targets call for 20% to 40% decreases in fatalities and serious injuries in key areas such as non-use of seat belts, drinking and driving, young drivers, speeding, vulnerable road users, intersection safety, commercial vehicle safety and rural road safety.

A number of task forces comprising both governmental and non-governmental representatives, including members of police services, have assumed responsibility for monitoring progress and developing strategies to achieve these sub-targets. Annual progress is being measured against average numbers of fatalities and serious injuries during the 1996-2001 baseline period. At present, detailed data from 2002 is the latest available to measure progress.

More than 900,000 kilometres of roadways, a harsh climate and one of the lowest population densities in the world mean that vehicular traffic in Canada will continue to grow each year. In an enormous country such as Canada, the cooperative efforts of all road safety advocates will be needed in order to achieve the targets cited.

WORKING TOGETHER

Many successful national programs rely heavily on the participation of the enforcement community in the development of strategies and in education and enforcement efforts. This especially holds true for RSV 2010. For Canada to achieve the established targets and sub targets of RSV 2010, it is important for the police community to align their traffic activities with those of the greater road safety community. The Canadian Association of Chiefs of Police (CACP) Traffic Committee encourages all police services in Canada to do just that. It promotes cooperation, communication and coordination among the police community and national partners in hopes of maximizing resources towards safer roads. One of the best ways to promote this philosophy is to lead by example. The CACP Traffic Committee is not solely comprised of police officers. It also consists of representatives from other areas of the traffic safety sector. Many of the CACP Traffic Committee members are also members of the Canadian Council of Motor Transport Administrators (CCMTA) and thereby participate in the development of strategies to reduce the carnage on our roadways. Some examples include:

1. *Strategies developed by the National Occupant Restraint Program (NORP) Task Force, since its inception in 1989, have resulted in a 16% increase in restraint use across Canada and a 27% decrease in the number of unbelted fatally injured occupants.*
2. *Initiatives developed by the Strategy to Reduce Impaired Driving (STRID) Task Force, since it became operational in 1990, have resulted in a 22% decrease in the number of deceased drivers who had been drinking or were impaired.*
3. *Selected Traffic Enforcement Programs (STEP) have reduced the incidence of speeding and running red lights or stop signs at intersections.*

For many years, the enforcement community has also been proactive in leading the development and implementation of initiatives

across Canada that have improved awareness of key road safety issues among the general public and contributed to safer road travel.

The CACP Traffic Committee promotes awareness of road safety issues and RSV 2010 through the activities of their Traffic Safety Sub-Committee. The two main initiatives of the sub-committee are Canada Road Safety Week which encompasses each Victoria Day weekend and Operation Impact which is held each Thanksgiving weekend. Both of these road safety campaigns target impaired driving, occupant restraints, unsafe speeds and intersection safety. These are the four leading contributing factors in fatal and serious collisions in Canada.

The CACP Traffic Committee demonstrated its leadership in the road safety community by working with the World Health Organization to promote "Road Safety Is No Accident" which was the theme for World Health Day 2004. Distributing 2004 World Health Day information and media packages to all Canadian police services and to the Committee's partners brought high visibility to the issue of road safety on April 7th.

Transport Canada, the Ontario Provincial Police, the Sûreté du Québec and the RCMP were instrumental in leading the Alberta traffic services pilot study and the principal outcomes. As a direct result of this study, the Commissioner of the RCMP endorsed RSV 2010 targets and a shift to a problem solving model of service delivery to achieve these targets. For the RCMP this has meant a complete change in their traffic services delivery model to fully autonomous traffic units committed to identifying and addressing contributing factors in fatal and serious collisions. This has also led to the bench marking exercise to establish a baseline for crash data to facilitate monitoring of changes among the targets and sub-targets. This exercise has highlighted the importance of having accurate and readily accessible collision data to effectively deploy traffic resources to address identified problems.

The Alberta traffic services initiative continues to contribute to changes in the way traffic services activities are now carried out by the participating police services. It helped increase knowledge among traffic services members and highlighted the need to change the focus of enforcement efforts.

IT'S WORTH IT

Without a doubt, RSV 2010 is an ambitious plan, but it is also a worthwhile one. Preliminary data for 2003, the second year of the plan, indicate considerable further progress, as road fatalities decreased by approximately 6% compared with the 1996-2001 baseline period.

Achieving the road safety targets identified in this plan will save thousands of lives and prevent many thousands more injuries. It also has the potential to save taxpayers millions of dollars in annual health care costs, social income support costs and insurance costs that result from traffic collisions. Federal, provincial and municipal governments and key non-governmental organizations, including police services, are working together to develop regulations and strategies to achieve the objectives of Road Safety Vision 2010 and to make road travel as safe as possible for Canadians.

However, the active participation and full support of traffic services, through enforcement and education, are critical to the success of these strategies.

To learn more about Road Safety Vision 2010, visit www.tc.gc.ca/road-safety/vision/2002/menu.htm.

POLICE IN CANADA STRIVE FOR "INTEGRATED POLICING"

WHAT IS IT?

by Dorothy Franklin, Associate Member, CACP

We are living in a time when our personal safety, and the security of our communities, is threatened by new risks of a global nature. Every Canadian who reads a newspaper, listens to the radio, watches television or tracks world events on the internet is aware that September 11, 2001 shook our illusions and changed our perceptions of risk.

The insidious face of terrorism targets societies that are based on democratic principles, liberal values, and tolerance for diversity. Organized crime is growing in every dimension, despite the significant resources and sophisticated technology dedicated to controlling this threat. No one should be complacent about public safety today.

Experts have pointed to the ease with which criminals and terrorists operate across political boundaries. Jurisdictional start and end points are no impediment to criminals. But jurisdictional realities pose challenges for all of those responsible for law enforcement and the prevention of crime. This includes not only police, but also and particularly governments who are responsible for policing policy and oversight of police.

Police are first responders to incidents that may arise, and they are principal players in the prevention of crime. Canada's police are expressing a strong will to address the challenges of modern policing through what is called "integrated policing".

In order to beat criminals at their own game, police and public safety experts also must be able to operate—and cooperate—across political boundaries. An integrated response to modern global threats is considered necessary if criminals are to be brought to justice and if criminal and terrorism acts are to be prevented from occurring.

"Integrated policing" is the new watchword. This term is cropping up regularly in high-level discussions among police and policy makers, in key strategic documents of Canada's police services, and in publications about policing in Canada and elsewhere. But what exactly does this term mean?

Chief Paul Shrive, Port Moody Police Department, Chief Vince Bevan, Ottawa Police Service, Directeur Générale Adjoint Steven Chabot, Sûreté du Québec, Chief Frank Beazley, Halifax Regional Police Service, and Ms. Dorothy Franklin, Director General, Infrastructure Canada Crown Secretariat, at the Integration Meeting.



Canada's national police force, the Royal Canadian Mounted Police, has written and spoken more about "integrated policing" than has any other police organization in this country. The RCMP calls "integrated policing" a "defining philosophy that guides our efforts"^[1], and "a concept [that] implicitly extends into multilateral law enforcement"^[2]. But while the Force acknowledges that this is a term that is "somewhat vaguely defined"^[3], it also provides a working definition of integrated policing as "police agencies working together at the ascending tactical, operational and strategic levels"^[4]. At various times the RCMP has included "integrated policing" as one of its strategic priorities^[5]. In his 2005 Directional Statement, the Commissioner challenges RCMP members to "find creative ways to drive integration"^[6].

This is a frequently-voiced and strong statement of commitment to "integrated policing".

But, even as police express the desire to move towards this goal, the vision of integrated policing is not entirely clear. Is one organization's vision shared by others? What might a model of integrated policing look like? Do the shape, size and configuration of existing police services lend themselves to integration with others? And what will integration mean in practical terms to police, their governing bodies, and citizens? Who, in a crisis, is in charge? And who is ultimately responsible for decisions that are taken and accountable for the successes and mistakes? These are critical issues that require discussion leading to agreement and clarification.

Let's examine the definition of integrated policing put forward by the RCMP: "police agencies working together at the ascending tactical, operational and strategic levels". Using this definition as a starting point, one can consider whether this is the term that applies in each case where "integrated policing" is cited.

[1] "Report on Plans and Priorities 2004-2005, Royal Canadian Mounted Police, Commissioner's Message.

[2] "Integrated Policing and Law Enforcement: Why and Why Now?" Canadian Police Chief Magazine, Winter 2004, page 15.

[3] "Integrated Policing and Law Enforcement: Why and Why Now?" Canadian Police Chief Magazine, Winter 2004, page 17.

[4] "Why Integrated Policing?" Gazette, published by RCMP, Vol. 66, No. 1, 2004, page 12.

[5] "RCMP Integrated Policing", document 2 updated as of November 29, 2004 and appearing on the RCMP website at www.rcmp-grc.gc.ca/priorities/integrated_e.htm.

[6] RCMP Direction 2005 (brochure).

Who is the subject of the intended integration? There is some inconsistency in how the term “integrated policing” is used. Does it refer to police who are better organizing themselves across agencies, or does it extend into the broader community? If integration “involves government and non-government organizations, public policing authorities, as well as private security companies, corporations and individual members of the community”^[7], as stated by the RCMP, then issues of privacy, security of personal information, transparency of operations and accountability for actions make this vision much more complex than if only police are involved.

Does integrated policing at the tactical and operational levels differ from good interagency cooperation, coordination and collaboration? If integrated policing is something different, then we need to understand how. Or is it simply a fancy term for what citizens believe the police are already doing in their pursuit of criminals and those who are believed to pose threats?

Integrated policing aims to include the sharing of threat assessments and intelligence. The average citizen understands this to be necessary to a planned, organized and orchestrated response.

Integrated policing addresses the interoperability of systems, a concept desirable in theory but complicated in the face of conventional political and logistical approaches. For example, there are significant issues around policies and procedures that need to be addressed, so that both police and citizens are protected in the process of information collection, use and dissemination. Those police leaders who are attempting to integrate information systems recognize that these issues cannot be driven by good will alone. Governments have a role in defining the scope and limitations of information sharing, on behalf of citizens.

Even at the operational level, some would suggest that accountability is not sufficiently clear. The integrated approach to the visit of the President of the United States to Canada at the end of November 2004 is a justifiable source of pride for those who played a part in the preparations. Interagency collaboration led to seamless planning and smooth operations. However, public complaints about police actions against demonstrators, for example, would be subject to a patch-work of procedures. How a complaint is handled will depend upon the police service of the officer involved, and the standards in place within that service. This suggests that “integration” may not have gone far enough. Are Canadians satisfied that this represents transparency and good governance?

The definition also encourages one to imagine how far integration might go. This is a discussion that must take place.

What does integrated policing at the strategic level really mean? If integration involves a sharing of resources and accountability for a common objective, then agreed-upon principles and a framework are required.

Who is responsible for determining what the priorities are at the strategic level? Local crime and safety concerns are legitimate and cannot be overlooked, though they may not seem as important as national security. Canada’s municipalities have made the point that they must be full players in discussing national security priorities, given the important role of local first-responders to incidents of criminal or terrorism origin.

What are the implications of integration at the strategic level? Will integration at this level require changes to existing organizational and governance structures^[8], and make it more obvious where accountability ultimately rests? At the strategic level, can integration be achieved to the required degree in a multi-agency, multi-government environment such as Canada? Do the new organizational structures, governance and systems, to which the RCMP refers^[9], involve a move to one organizational entity, a single reporting line, and an ultimate authority where accountability resides?

The Canadian Association of Chiefs of Police has spearheaded discussions in the past year with the Canadian Association of Police Boards and the Federation of Canadian Municipalities to explore integrated policing. These national associations share a concern about the lack of clarity around integrated policing.

Without a policy framework to guide integrated policing at tactical, operational and strategic levels, accountability is not clear. This is not good for police governance or for public safety. And so they are pressing for a public policy discussion among all levels of government in Canada on what integrated policing means for police, police governance bodies, governments and citizens.

Initial discussions among these three associations with federal representatives, hosted by the CACP in September, demonstrated the need for deeper exploration of the issues around integrated policing. This pivotal meeting led to a presentation by Chief Edgar MacLeod, CACP President to the Federal-Provincial-Territorial ADM Committee on Policing Issues on December 1, 2004 in Ottawa. Chief MacLeod was supported by a small delegation consisting of CACP members Chief Frank Beazley, Chief Constable Paul Shrive and Assistant Commissioner Tim Killam, as well as Herb Kreling of the Canadian Association of Police Boards and Berry Vrbancic of the Federation of Canadian Municipalities.

The presentation stimulated rich discussion and the opportunity for government officials to interact with the delegation. The outcome was positive, and promising. The federal and provincial-territorial governments agreed on the need for definition of the “integrated policing” concept, and the CACP, CAPB and FCM look forward to further work, more substantive discussions, and greater clarity to guide design, creation and implementation of an integrated policing model in Canada.



François Handfield, RCMP, Howard Bebbington, Sr. Council, Criminal Law Policy Section, Dept. of Justice, and Mr. David Griffin, Executive Director, Canadian Professional Police Association discussing issues at the Integration Meeting.

[7] RCMP Plans and Priorities for 2003-2004.

[8] “Why Integrated Policing?” Gazette, published by RCMP, Vol. 66, No. 1, 2004, page 13.

[9] “Integrated Policing and Law Enforcement: Why and Why Now?” Canadian Police Chief Magazine, Winter 2004, page 16.

LEAD IS A GO!

Dr. Bill Beahen, LEAD Program Director, CACP

In August of 2003 at the Canadian Chiefs of Police annual conference in Halifax the Honourable Jean Augustine, Minister of State (Multiculturalism) (Status of Women) announced her agency's support for a new initiative being launched by CACP. The Law Enforcement Aboriginal and Diversity (LEAD) network was founded, its objective to raise the bar on how Canadian police services consult with and service our Aboriginal and ethnocultural communities. Later in the conference, newly elected President of the CACP, Chief Edgar MacLeod, declared in his acceptance speech that he regarded LEAD as a priority of his mandate and as an important step in the evolution of police integration.

But what were the origins of this heralded initiative and what is the significance to the communities comprising our great nation? For several years Aboriginal and diversity officers from the Winnipeg and Calgary Police Services had advocated the formation of such a network. Their proposal began to gain momentum in Ottawa in February 2003 when Multiculturalism in partnership with the Royal Canadian Mounted Police hosted a symposium entitled "Policing in a Multicultural Society". About 200 delegates attended, almost equally divided between representatives of Aboriginal and ethnocultural communities and police officers from many services in Canada most of whom were responsible for Aboriginal and diversity policing.

Discussion at this forum was earnest and informed. All acknowledged that the face of Canada was changing with elevated growth rates in Aboriginal communities and increasing immigration from non-European countries. There was consensus too that police services were not keeping abreast with these changes and that unless this issue was addressed it would adversely affect the role of police in our society.

Building on this awareness another larger conference was held in Winnipeg in June 2003 hosted by the Winnipeg Police Service and the RCMP in Manitoba and strongly supported by the Honourable Jean Augustine and her Multicultural portfolio. This time there were 600 delegates, again equally divided between police officers and representatives of Aboriginal and ethnocultural communities. Out of the many workshops, discussions and presentations came a common realization that however desirable and effective these



LEAD Steering and Networking Group

periodic conferences and symposiums were at bringing together police services and the communities they serve the efforts were too sporadic to sustain long term effectiveness.

RCMP Deputy Commissioner Steve Duncan in summing up the highlights of the conference in his concluding address reflected the mood of the participants when he called for the a more permanent body which would work to dismantle the obstacles to culturally competent policing. Capturing the opportunity of consensus and commitment, aboriginal and diversity officers from several police services created a framework for the network which would later become known as LEAD.

The day after the conference ended this plan was presented to Commissioner Gwen Boniface of the Ontario Provincial Police, then President of the CACP, and several police chiefs who characterized themselves as representing an "ad hoc committee on Aboriginal and diversity issues" for the CACP. This committee promised that if the necessary resources could be found then CACP would carry this initiative to fruition. Those resources were forthcoming principally in the form of funding from Multiculturalism but also, and perhaps most importantly, commitments from many police services to have officers concerned with these issues devote a significant part of their time to build this network for which, then Constable now Sergeant Diane Hendry of the Halton Regional Police Service coined the acronym LEAD.

Following the announcements by Multiculturalism and the CACP at the conference in Halifax in August 2003 a great deal of work went into building the network, creating a steering committee and a working group, constructing a website "LEAD/ALDA.ca", conducting baseline research and devising a five year business plan for LEAD which would bring sustainability to this important work.

At the urging of President MacLeod over forty agencies representing virtually all major police services in Canada joined the network and with the good work of Chief Wes Luloff of the Nishnawbe-Aski Police Service many Aboriginal police services joined in supporting LEAD.

Hard work preparing the five year business plan in conjunction with our Multiculturalism supporters resulted in its acceptance by the new Minister of State (Multiculturalism) the Honourable Raymond Chan, on December 1, 2004. The network group is now funded in such a way that sustainability is within reach if LEAD proves its value to the participating police services, other levels of government, and most importantly to the communities we serve, over the next three years, brings other stakeholders to the table.

What will LEAD do for the Aboriginal and ethnocultural communities? You will see training plans devised and put into place which will allow our frontline officers to deal with our rapidly changing communities in a much more culturally competent manner. Changes to human resource practices will facilitate the recruitment, retention and promotion of those men and women

from our Aboriginal and diverse communities. And perhaps most importantly, community consultation will become our way of doing business so that our communities which once felt alienated from many of our police services will now become valued partners in the problem solving which is the essence of good police work.

From April 30 to May 3, 2006, the Ontario Provincial Police and the Royal Canadian Mounted Police will host a national Aboriginal and diversity conference in Ontario organized with the help of LEAD, CACP and Multiculturalism. We are planning to have at least 800 delegates attend this conference in Toronto. Again the delegates will be equally divided between the communities and the police services. LEAD will have had just over a year of operation and we will anxiously await the opinion of the delegates on our progress and will make adjustments accordingly.

The men and women who make up the LEAD network are energized and passionate about the opportunity presented to them to make a difference in the way our too often marginalized communities are treated by police services. We pledge ourselves to change that situation.

CANADIAN POLICE AGENCIES WORK WITH THE CANADIAN POLICE RESEARCH CENTRE TO LEARN MORE ABOUT TASERS

By Steve Palmer, Canadian Police Research Centre

Police in Canada are committed to effectively serving and protecting the citizens in their communities in a method that capitalizes on the effective use of technology in a manner that minimizes risk of injury to the public and the police. Over the past year, increasing attention and interest, from the public and police organizations, has focused on the use of conducted energy weapons, commonly referred to as Tasers. This tool is still relatively new to law enforcement, however, its usage is on the increase.

In an effort to ensure Tasers are effective and are used appropriately, the Canadian police community, through the Canadian Association of Chiefs of Police, has asked the Canadian Police Research Centre (CPRC) to conduct a comprehensive review of Tasers and their usage. Chief Jim Cessford, Delta Police Department, and Chair of the CPRC notes that the "goal of the study is to work with interested communities and synthesize the broad range of research that has already been done into the Taser". The CPRC's research will involve broad participation from scientific, medical and technological groups, and police, nationally and internationally. The results will be used as a foundation for the development of related police training standards and policy.

The CPRC started working on this initiative in the fall of 2004. A report on their findings and recommendations will be presented to CACP members at the CACP Annual Conference in August 2005.

The CPRC is a national collaborative facility that also works with private industry, universities, and research organizations to develop and review technologies for use by the policing community.

THE KEY IMPACTS OF IMMIGRATION ON CANADA'S POPULATION

By Tom McCormack, *The Centre for Spatial Economics*

What will the Canadian population look like over the next several years? Who will the Canadian police force be interacting with in future? This article, written by Tom McCormack of The Centre for Spatial Economics, looks at current trends in the country's population, and argues that in future, the Canadian police force will be facing a population of newly immigrated people from around the world, who will mostly settle in metropolitan areas.

Our long-term economic and demographic projections are based on the expectation that the United States economy will continue to grow and that Canada will grow in tandem. Our projections suggest the number of jobs in Canada could grow by 2.0 million between 2003 and 2013. But our population cannot keep pace with these expanding labour market requirements. Even if our fertility rate jumped dramatically, the newborn Canadians wouldn't be ready to work for at least two decades. Canada will need to allow immigration to continue at a high rate in the future so we can reach our economic potential.

THE AGE COMPOSITION OF CANADA'S POPULATION

In the absence of immigration, the population of Canada between 2003 and 2013 would increase by only 500,000 persons since the total number of births over the next decade (3.2 million) would almost be matched by the total number of deaths (2.7 million). The population among those aged 48 and over would increase by 2.7 million while the population among those under 48 would decline by 2.2 million. The total population of persons aged 15 to 64 years of age—the pool from which the labour force is drawn—would grow by less than 400,000 people. Only about three-quarters of people between the ages of 15 and 64 participate in the labour market, with the share varying significantly across the age spectrum. As a result, Canada could not reach its job creation potential of 2.0 million between now and 2013 without significant immigration.

Migrants tend to be relatively young people (between the ages of 18 and 35). Despite this youth bias, Canada's net immigration must reach 2.0 million between 2003 and 2013 if there are to be enough people between the ages of 15 and 64 in 2013 to permit us to fulfill our employment potential. If immigration totals 2.0 million between 2003 and 2013, the total population of Canada will increase by 2.7 million. The total population of people aged 48 years and older will increase by 3.1 million while the population of persons younger than 48 will decline by 300,000.

By way of contrast, in the no-net immigration case, the total population will increase by 500,000, the population of persons 48 and older will increase by 2.7 million and the population of persons under 48 will fall by 2.2 million.

Thus the massive net inflow of new immigrants assumed for this period will not reverse the decline in population of persons under the age of 48, it will merely reduce the decline from one of 2.2 million to one of 300,000. In other words, in both population projection scenarios growth is concentrated among those over 48 years of age.

THE SPATIAL DISTRIBUTION OF CANADA'S POPULATION

With immigration totaling 2.0 million between 2003 and 2013, Canada's total population will increase by 2.7 million people. We expect Ontario to account for almost one-half of that population growth (1.3 million), while the population of Quebec will grow by 645,000, of British Columbia by 426,000 and of Alberta by 306,000. There will be little population growth in absolute terms among any of the remaining provinces.

This isn't really a provincial story at all, but a metropolitan area one. Job creation is occurring in a select few of Canada's metropolitan areas, particularly those found in Ontario, Quebec, BC and Alberta. Between 2003 and 2013 we foresee the growth in Canada's population along metropolitan area lines, with the Toronto CMA alone accounting for a gain of 676,000, followed by more than 432,000 in Montreal, more than 304,000 in Vancouver, more than 177,000 in Calgary and almost 152,000 in Ottawa-Gatineau. Together these five metropolitan areas will grow by 1.7 million, thus accounting for 63 per cent of Canada's overall population gain.

THE ETHNIC COMPOSITION OF CANADA'S POPULATION

Canada's population will grow over the next decade mostly as a result of young immigrants, most of them members of various visible minority groups, most of them moving to major metropolitan areas. As a result, the diversity of Canada's population will increase significantly in the metropolitan areas that grow the most.

Nationally the visible minority share will increase from an estimated 14.3 percent in 2003 to 18.6 percent in 2013. On a metropolitan area basis, however, the changes differ significantly. By 2013 the visible

Canada cannot reach its job creation potential of 2.0 million between now and 2013 without significant immigration.

minority share of the total population will reach almost 42 percent in the Vancouver CMA, more than 40 percent in the Toronto CMA, about 25 percent in each of the CMAs of Abbotsford and Calgary, more than 20 percent in each of the CMAs of Ottawa-Gatineau, Windsor and Montreal, and between 15 and 20 percent in the CMAs of Edmonton, Kitchener, Hamilton and Oshawa.

IN CONCLUSION

Our base case projections suggest we need increasing numbers of immigrants in the future if we are to meet our economic potential. By doing so we'll keep our population from aging as much as it otherwise would; we'll see our population growth occurring mostly in those metropolitan areas that are already our most populated, and

we'll see the visible minority shares in those metropolitan areas continue to increase.

The policy implications of all of the above are staggering. The federal government will need to raise the immigration targets in steady amounts over the course of the next decade. Regional and municipal governments in the areas attracting most of the immigrants will need to ramp up programs dedicated to assisting new Canadians in adjusting to a new locale and culture. And employers faced with rapidly disappearing skill sets, especially in those roles occupied by relatively younger workers, will need to recruit aggressively from abroad in order to find the skills they require to remain competitive.

Without such a combined effort on all three fronts, Canada's economic future is seriously threatened.

POLICING WITH CULTURAL COMPETENCY:

Are We Going Far Enough, Deep Enough, Fast Enough?

By Norm Taylor

The theme of this year's CACP Executive Forum Series – Policing with Cultural Competency – generated a growing curiosity and interest among Canadian police leaders. Several such leaders gathered in the spring Dalvay-by-the-Sea, PEI to explore this theme and what it means in the current context. The event succeeded not only in raising new insights for the participants, but also in setting out a challenging agenda for their colleagues across the country. The 3 day event was repeated this fall. According to the first group of delegates, continued exploration to build upon the initial session is precisely what is needed, and the need may be acute.

Delegates to the PEI session included members from the RCMP, The Ontario Provincial Police, the Canadian Forces and several municipal police services. Several of the participating members have direct involvement in the cultural diversity programs of their service, but the session spanned both the strategic and operational aspects of policing, and many of the discussions went well beyond traditional diversity programming issues. CACP President and Cape Breton Regional Chief Edgar MacLeod opened the session with his "Accentuate the Positive" message. According to Chief MacLeod, "In the past twenty years in our country we have made considerable efforts to change the culture of our profession so that it is both more inclusive and more responsive to our communities' needs." And, outlining the aims of the Forum, he added, "We have the opportunity to stand back, learn about and applaud what is working well both here in Canada and in societies around the world. We can openly and honestly acknowledge and address what

is not working well. We can make a shared commitment to moving our profession ahead in a way that is true to the principles of our profession," This opening set the stage for a candid exploration of the challenges that lay ahead.

Provincial Commander Gwen Strachan of the OPP and Assistant Commissioner Steve Graham of the RCMP were participants and presenters representing last year's CACP International Best Practices Research Project. Among other topics, their project team studied diversity in several global settings. Gwen and Steve showcased some highlights from their study, including many which were a solid reinforcement of positive achievements in this country. Still, the team also succeeded in capturing examples of a more widespread and institutionalized form of 'cultural competency' and after setting out what that team called "the challenge for Canada", they had Forum participants asking, "are we going far enough, deep enough, and fast enough in this country to meet the challenges that are already upon us?".

Presenter Tom McCormack, of the Centre for Spatial Economics, provided an extensive analysis of the demographic trends across Canada and in selected communities. He also explained how recent trends in immigration have been vital to the Canadian economy and to our standard of living, and as such, are likely to continue, bringing a wide variety of changes to the national scene. Participants challenged each other to consider how some of the less obvious of these changes might influence the policing agenda. For example, projections indicate a dramatic increase in urbanization of the country over the next 20 years, and urban agencies will no doubt

easily see the challenges in this. But, powerful issues also emerge from the accompanying 'de-ruralization' that will occur. Sustaining viable and adequate police service in increasingly sparse areas will bring a host of issues in staffing, police governance and taxation, and integrated services. Median age and birth rate projections also raise some startling issues, in particular given notable disparities among aboriginal communities, multi-generational Canadians, and new Canadian population groups.

The message came through clearly to participants that our cultural landscape will not only change in terms of broad percentages, but also in far more subtle distinctions and variations in the nature of our increasingly blended communities. After the event, Steve Graham summarized his reflections on the discussions that arose: "The changing face of Canada is driving us all to rethink how we competently respond to our growing diversity, and ensure our organizations are internally welcoming, reflective and knowledgeable in facing this challenge."

With this backdrop well established, subsequent presentations began to delve deeper into the strategic and operational adjustments that may begin to define this cultural competency. Sandra Wilson, Community Services Officer for the Hamilton Police Service, provided a thorough case study of the many ways one agency can continue to build a meaningful partnership with its ever-changing community. Characterizing this full and sustained approach as "a journey", Sandra's material sparked an interesting and ongoing dialogue about the nature of perception, and the importance of engaging people within a long term process of mutual understanding. A similar idea served as the basis for the recent establishment of The LEAD Network (Law Enforcement Aboriginal and Diversity). Dr. William Beahan of the RCMP, a member of the LEAD Steering Committee, outlined how this national initiative, with a growing grassroots network of participating agencies, seeks to extend this 'journey' approach across the country. One tangible product of this initiative is the LEAD website (www.lead-ald.ca) which, when fully deployed, will offer the policing community a best practices forum on diversity, along with valuable resources in such areas as hate and bias crimes, national crime statistics, community and police partnerships, and issues originating from within policing and from the community at large. Bill informed the Forum participants that the mission of LEAD is to "achieve a common professional



Getting the most out of the Policing with Cultural Competency Forum Presenter, Cst. Phillippa Adams, Vancouver Police Department and Dr. Anna Gray, Director, RCMP Analytical Unit



Peter Cuthbert, CACP Executive Director, and Deputy Chief, Larry Hill, Ottawa Police Service



Rick Grant, CTV affiliate ATV, making a presentation to participants at the Policing with Cultural Competency Forum.

Bill informed the Forum participants that the mission of LEAD is to “achieve a common professional approach by all Canadian law enforcement to relationships with Aboriginal and diverse communities”.

To further the goal of achieving effective witness cooperation amid growing diversity in our communities, Dave cited the critical need for investigators to minimize the harm to these communities that can flow from poorly managed police activity.

approach by all Canadian law enforcement to relationships with Aboriginal and diverse communities". Several participants expressed the hope that the discussions and outcomes of this year's Forum series might contribute well to this aim.

In the sometimes hard-edged world of policing, diversity-related programs and workshops may seem to some too abstract or 'soft science' in nature. But, two presenters in particular brought the issues of cultural competency directly to the front-line challenges of policing. Deputy Chief Chris McNeil of the Halifax Regional Police traced that city's historical and more recent cultural dynamics as they shape and affect all of the core functions of policing, including law enforcement, public order, and criminal investigations. The recent Halifax experience with a high profile Human Rights Inquiry, and the resulting internal and external pressures it has brought to bear on police practices, is a powerful example of how a seemingly well-prepared and culturally conscious police agency can still find its diversity programs in need of renewal. Chris outlined some of the lessons learned, and the recommitted efforts that are now underway throughout the service to achieve and sustain an enduring cultural competency and a deeper interaction with the community.

Similarly, Professor Dave Perry of Durham College's Centre for Integrated Justice Studies took the issue of cultural competency directly to the level of major crime investigations. Recently retired from a high profile career as a Detective Sergeant with the Toronto Police Service, Dave used a before and after approach to showcase the differences in street level decision-making that are leading towards both improved investigative results and better community cooperation in that city. To further the goal of achieving effective witness cooperation amid growing diversity in our communities, Dave cited the critical need for investigators to minimize the harm to these communities that can flow from poorly managed police activity. Building cultural expertise directly into the case management model employed by investigators is one such

strategy that Dave cited. Engaging the direct involvement of community leaders in media relations surrounding high profile crime cases is another.

Throughout these presentations and discussions, the role of the media emerged again and again as the third side of a triangle with a profound effect on the relationship between police and the culturally diverse community they serve. Rick Grant, a veteran police reporter with CTV's Atlantic affiliate ATV, led a discussion which provided a candid and open exploration into these dynamics. Rick took the police leaders somewhat 'behind the curtain' to explore newsroom decision-making and how media leaders attempt to balance their societal role and their responsibilities as members of the community. New insights were gained on both sides of the discussion, and for the police leaders involved, the need to effectively, deliberately and sensitively manage information flows to and from the community was a theme that was well reinforced.

As with the Executive Forum sessions in the past, a great deal of value was also derived from the informal discussions that the residential retreat structure made possible. In a relaxed environment, participants and presenters together engaged in reflective discussions and debates over the challenging issues, and many individual and collective action plans emerged among the new alliances that were formed. One participant, Detective Chief Superintendent Frank Ryder of the OPP, summed up the benefits of the session this way: "I strongly recommend police leaders attend the CACP Executive Forum Series. Police agencies face many challenges in the future but perhaps the most significant challenge will be the ever changing face of the communities we serve. Successful police organizations will be judged in the future by their ability to develop organizational cultural competencies that will position them to link strongly and relate to their communities and to provide quality service to all diverse communities within their policing jurisdiction."

The Canadian police community can look forward to gaining cumulative insights, action plans and cooperative alliances from a fully national cross-section of police leaders committed to addressing this profound challenge of Policing with Cultural Competency in Canada.

Norm Taylor:
Norm served as coordinator and facilitator of this year's CACP Executive Forum Series. He is a consultant to the Canadian police community, and also coordinates the Centre for Integrated Justice Studies at Durham College in Oshawa, Ontario.



Norm Taylor, facilitator, at the Policing with Cultural Competency Forum in Whistler, BC

THINK GLOBALLY, POLICE LOCALLY!

By Cst. Phillippa Adams, Diversity Relations Unit, Vancouver Police Department

On October 26, 2004 the BC Police and Diversity Network hosted its 5th annual "Think Globally, Police Locally" Forum. The theme of the forum was ethnic and gender differences. Featured were Lt. General (retired) Romeo Dallaire and Dr. Linda Duxbury. Lt. General Dallaire and Dr. Duxbury provided information, experiences, and suggestions for training regarding the continued interweaving of gender and ethnic differences into the fabric of law enforcement. In addition, community members were given the opportunity to participate, become more informed, engage in dialogue with each other, and learn from these human rights workers and scholars.

The BC Police and Diversity Network (BCPDN) is a local communication pipeline. This pipeline was created in 1998 when a group of concerned and motivated members of the policing community formed the Diversity Network Committee. In 2001 the B.C. Association of Chiefs of Police (BCACP) acknowledged this committee and it became a sub-committee of the BCACP and was renamed the B.C. Police and Diversity Network. Today, the BCPDN consists of front line police representatives from various Municipal Departments, R.C.M.P. detachments, and the Canadian Forces (our international law enforcement partners) within the Lower Mainland and Vancouver Island.

Once per month BCPDN members meet to discuss current initiatives regarding community outreach, relationship building, partnership creation, and shared ownership of community issues between law enforcement organizations and the communities they serve. Sharing resources and experience about diversity subjects that affect law enforcement is effective in leveraging time and eliminating duplication of the diversity training wheel. Members also participate in the planning of yearly forums which are increasing in popularity. Forum attendance increased from 187 in 2003 to close to 400 participants in 2004; the majority of attendees were operational law enforcement officers.

The BCPDN is a cutting edge diversity tool and a local communication pipeline for law enforcement organizations in the Lower Mainland of British Columbia. The "Think Globally Police Locally" forum provides continuing education and a unique opportunity to create an interactive

learning environment under a cohesive umbrella. It is also a superior means for police, military, and civilian participants to share resources about diverse subjects. The forum provides a multidimensional approach to the practical application of research and education. Audience diversification creates an engaging and interactive learning environment.

The BC Police and Diversity Network serves as a model for the rest of Canadian law enforcement. As a result of a recent forum, Sgt. Ron Johannsen of the Winnipeg Police Service, and, Constable (retired) Cam Stewart of the Calgary Police Service saw the potential of such a network on a national scale. The BCPDN model was used to create The Law Enforcement Aboriginal and Diversity Network (LEAD). LEAD is a national committee of police officers and the first national multi-agency diversity network. The Canadian Association of Chiefs of Police has agreed to support LEAD over the next five years and to encourage participation in this national communication pipeline to facilitate global information sharing.



Lt. General Romeo Dallaire (Rtd) and Members of the BC Police and Diversity Network 2004 Forum.
Front Row: Cpl. Dave Fox (Langley RCMP); Sgt. Don Cayer (Vancouver Police Department); Cpl. JoAnn Pearson (Langley RCMP); Cst. Leslie Whittaker (Victoria Police Department); Cst. Gwen Roley (retired Warrant Officer Canadian Forces/current Vancouver Police Department); Sgt. Tracy Liberty (Canadian Forces); Lt. General (retired) Romeo Dallaire (Canadian Forces); Cst. Phillippa Adams (Vancouver Police Department); Brenda McDonald (civilian, Vancouver Police Department); Cpl. Miriam Booth (Surrey RCMP); Capt. Jonathan Diderich (Canadian Forces) Back Row - Cst. Scott Stewart (New Westminster Police Service); Cst. Rochelle McGuinness (North Vancouver RCMP); Inspector Amrik Virk (associate member, Surrey RCMP); Cst. Bruce Ballingall (New Westminster Police Service); Sgt. Laurie Milstead (Burnaby RCMP); Cpl. David Hansen (Richmond RCMP)

ONTARIO ASSOCIATION OF CHIEFS OF POLICE

Over the past decade, Ontario has experienced significant changes in such areas as the funding formula, new adequacy standards and municipal costings that have reduced the number of municipal services in Ontario.

Such legislative and regulatory changes have affected the manner in which the province's police leaders have also changed to meet the law enforcement needs of Canada's largest province.

During 2004, the Ontario Association of Chiefs of Police (OACP) also continued a process of change that has allowed us to better meet the needs of our members and move policing issues onto the agenda of the province's decision-makers and the general public.

A recognized need to work closely with the Canadian Association of Chiefs of Police (CACAP) on issues that impact police leaders both in Ontario and across Canada is an emerging priority for the voice of Ontario's police leaders.

The OACP developed a number of new products and services in 2004 designed to keep our members informed and positioned to be change agents on issues ranging from police budgets to adequacy standards:

- *HQ Magazine – the OACP's corporate magazine was launched at our Annual Conference in June. It seeks to spur critical thinking on important policing issues impacting police services in Ontario.*
- *Revamped OACP website – our newly designed website (www.oacp.on.ca) offers better access and information both to OACP members and interested members of the public.*
- *Eye On Queen's Park – our monthly electronic newsletter follows major public policy issues, the work of the OACP leadership, policy committees and the emergence of new services for our members.*
- *Education and Outreach Program – a refocused member services program offers OACP members seminars, workshops and conferences that meet the identified training and education needs of Ontario's police services. It is anticipated that a closer tie to CACP activity in this area will take on greater prominence for the association in 2005.*

These and other services are part of an effort to maintain the OACP's position as the leading police organization in the province. Perhaps the best example of this occurred when OACP brought together key policing stakeholders at our Vision Conference held in Toronto in October.

Police leaders joined key government officials and representatives from the justice community, other policing groups and community-based organizations for a series of plenary sessions, special addresses and workshops on the future of policing in Ontario.

The conference began a process for identifying the needs for the delivery of effective policing services in the years to come. It also started the development of a blueprint for what policing in Ontario needs to look like in order to meet public expectations for safety and security while determining what it means to be efficient in the delivery of policing services.

Over the course of the conference, participants heard from the Hon. Dalton McGuinty, Premier of Ontario, as well as his Cabinet colleagues, Community Safety and Correctional Services Minister the Hon. Monte Kwinter and the Hon. Michael Bryant, Ontario's Attorney General.

Also speaking at the conference were the Hon. Bob Rae, former Premier of Ontario, and David Baxter, a futurist from Vancouver, B.C. A Chief's panel featuring Chiefs Paul Hamelin (Midland Police Service) and Armand La Barge (York Regional Police Service), Ontario Provincial Police Commissioner Gwen Boniface and Acting Assistant Commissioner Ben Soave of the Royal Canadian Mounted Police illustrated the depth of the different types of police services in Ontario.

Many of the best ideas for what the future of policing may look like came out of the four conference workshops on such critical issues as the business of policing and changing the culture of police services. Many of the ideas that emerged from the workshops will form the basis for a Vision document to be released by the OACP in 2005.

This document will identify the strategic direction and operational benchmarks that will be needed to maintain the high caliber of police services demanded by Ontarians.

One of the OACP's most satisfying accomplishments of 2004 was the fact that, in practical terms, the OACP has become the policing stakeholder of choice for Ontario's decision-makers. This is the result of the association's efforts over the last few years to build its capacity to engage in the policy-making process at a deeper, more effective level.

The past year saw the OACP's Toronto office in operation for a full year under the direction of a Director of Government Relations and Communications. Having a full-time, dedicated presence in Ontario's capital allowed the OACP to engage on a daily basis with political leaders and their staffs, with civil servants and other advocacy groups on policing important issues.

This increased capability augmented the work of the association's Board and committees in a variety of policy areas and produced increasing opportunities for partnerships with government and other police groups, including the CACP.

Two prominent examples of such partnerships were in the area of marijuana grow operations and Internet child pornography.

In March, the OACP and the Ontario Government jointly held the Green Tide Summit, named after the ground-breaking Green Tide report compiled by the Criminal Intelligence Service of Ontario in December 2003 and released by the OACP. The report garnered tremendous media and public attention.

The Green Tide Summit brought together representatives from the hydro, insurance, real estate and other sectors with an interest in the eradication of grow ops. Following the Summit, the Ontario Government introduced amendments to various Acts with respect to enforcement powers, penalties and the management of property forfeited to the Crown from marijuana growing operations.

A working group co-chaired by representatives from the government and the OACP continues to foster partnerships to

counter the proliferation of marijuana grow operations by criminal organizations in Ontario.

A similar partnership initiative was also launched in the area of child pornography and Internet luring. The OACP was asked by the Ontario Government to bring together municipal services and the Ontario Provincial Police to develop a provincial strategy, expected early in 2005, to promote a more effective and cooperative approach by

police to the investigation of these crimes. The strategy will also support efforts at the national level in this area.

Ontario's police leaders know that being in a position to shape Ontario's police services requires continued hard work on the part of the association's leadership, committees and staff. We are confident that the OACP will build on its position as the voice for Ontario's police leaders in 2005.

QUÉBEC ASSOCIATION OF CHIEFS OF POLICE

Yvon Michaud, Directeur général, Quebec Association of Chiefs of Police

The Association des directeurs de police du Québec (ADPQ) is a non-profit organization (NPO) incorporated under Part III of the Companies Act and has existed for more than 75 years.

The ADPQ's mission is to bring together police executives and their partners to help improve the safety of Quebec citizens.

In 2004, this association was involved in approximately 100 matters with its partners including the Ministère de la Sécurité publique and the Ministère des Transports. The primary matters are as follows:

A) INTRODUCTION OF THE POLICE ACT

The Ministère de la Sécurité publique established a committee to specify certain activities that police forces must take on in accordance with the level of service assigned to them by this legislation. The Police Act stipulates that the larger a municipality's population, the higher the level of service that its police force must provide (1 to 6), involving a greater number of activities and resources. In most cases, police forces had to increase their resources to reach the threshold required by the level of service they must deliver in accordance with this legislation.

B) CONSULTATIONS ON BILL 88, PRIVATE SECURITY ACT

The minister of public security released a White Paper on private security at the end of 2003. This legislation had not been reviewed for several decades. The ADPQ tabled a brief in parliamentary committee. Note that the ADPQ stated that security officers could not conduct criminal investigations, which is exclusively a police force responsibility, but that security officers could conduct validation investigations before a person files a complaint, if required. The ADPQ also intervened on behalf of its associate members, stating that inspectors and investigators appointed under other legislation should not be subject to the Private Security Act.

A bill was tabled in the National Assembly in December 2004, and another public consultation on this bill is scheduled for the spring of 2005.

C) ACTIONS CONCERTÉES POUR CONTRER LES ÉCONOMIES SOUTERRAINES (ACCES)

Quebec police forces joined "ACCES", a government of Quebec program designed to combat underground economies. The component

involving police forces targets alcohol, tobacco and gambling machines. The ADPQ coordinated the operational part of the program for municipal police forces on behalf of the Ministère de la Sécurité publique. Police forces systematically inspect licensed establishments and conduct appropriate investigations.

D) NEW FEDERAL LEGISLATION

The ADPQ represented municipal police forces on committees mandated with introducing the Youth Criminal Justice Act and the National Sex Offender Registry Act.

During 2004, the ADPQ as an association underwent a number of modifications:

A) REVISION OF THE ASSOCIATION'S GOVERNANCE

More than three years ago, the Association decided to review its structures and operation using "NPO strategic governance" principals.

The general by-laws were amended in a general assembly to include member categories and the election process. In recent months, we began a consultation process on the structure of the Board of Directors and on the organization of our regions. This revision was required because of the significant reduction in the number of police forces in Quebec following the coming into force of the new Police Act. In fact, out of the approximately one hundred and twenty-five (125) police forces in place in Quebec at the beginning of 2002, there are now less than forty (40). The reduced number or even lack of police forces per region requires us to group several regions together.

B) MODERNIZATION OF THE ASSOCIATION

In mid-January 2004, the Association's premises were flooded after the Prairies River overflowed. The ADPQ left the premises for good and moved to a commercial building in Laval.

We took advantage of this incident to update our equipment and computerize our management and files.

An Internet site is now available to the public, but one part is for members only. More information about the Association is available at the following address: www.adpq.qc.ca.

2004 CACP SPONSORED AWARDS

BANK OF CANADA LAW-ENFORCEMENT AWARD OF EXCELLENCE FOR COUNTERFEIT DETERRENCE



Detective Carmine Palermo, Detective Constable Thomas Hancock, and Detective Constable Harjit Sangha, Toronto Police Fraud Squad

Paul Jenkins, Senior Deputy Governor, Bank of Canada was pleased to present the inaugural Bank of Canada Law-Enforcement Award of Excellence for Counterfeit Deterrence at the 2004 CACP Gala Awards dinner. This award was established to honour law-enforcement professionals who have contributed significantly to the Bank of Canada's, CACP's, and Canadian police agencies' joint efforts in deterring and preventing counterfeiting, and enforcing anti-counterfeiting measures.

Mr. Jenkins highlighted efforts to keep Canadian currency secure, including the launch of the new \$20 bill, the extensive public-awareness and education campaign to help Canadians recognize the security features in the Bank notes and use them to detect fake bills, and working closely with law-enforcement officials to deter potential counterfeiters.

He noted that because of the high quality of submissions, selecting an officer for the Award was not an easy task. In the end, the selection committee chose to honour Detective Carmine Palermo, and Detective Constables Thomas Hancock and Harjit Sangha of the Toronto Police Service (TPS) Fraud Squad for their work on Project Greenback. This ambitious project resulted in the seizure of approximately \$3 million in counterfeit currency, as well as the discovery and dismantling of multiple counterfeit production facilities in the Toronto area.

Other nominees included Nicole Boudreau, of the RCMP Bureau for Counterfeit and Document Examinations in Ottawa, for her longstanding contribution in the Bureau, Corporal Earle Bailey and Sergeant Peter Hadley of the RCMP Windsor Commercial Crime Section, for their role in the investigation and apprehension of a major counterfeit source, Detective Constable Dana Drover of the Halifax Regional Police Service, for his continuing work in the education and prevention of counterfeiting in

the Halifax area, and Sergeant Larry Levasseur of the Winnipeg Police Service for his contribution to counterfeit deterrence.

2004 CANADIAN BANKS' LAW ENFORCEMENT AWARD



Sgt. Gregory Kodak, Vancouver Police Department, Sgt. Kenneth Reimer, Toronto Police Service, and Mr. Warren Law, Canadian Bankers Association

Mr. Warren Law, Senior Vice President, Corporate Operations and General Counsel, Canadian Bankers' Association presented the 32nd annual Canadian Banks' Law Enforcement Award to Sgt. Gregory Kodak of the Vancouver Police Department and Sgt. Kenneth Reimer and Cst. James French of the Toronto Police Service in recognition of their outstanding police performance in combating crimes against the chartered banks of Canada.

There is a long history of the banking industry and the police working together. This partnership has been instrumental in the investigation and the enforcement of criminal activity against the banks and their customers. Each year the Canadian Bankers Association supports the policing community through awards, funding to aid investigative personnel and assist police investigations, and to manage and coordinate numerous investigative working groups to facilitate the exchange of information and knowledge. The CBA and the CACP often collaborate on advocacy efforts on public policy issues. Currently, they are working together for amendments to the Criminal Code to address the growing problem of identity theft in Canada. This partnership has been extremely effective at reducing losses against the banks.

On August 14, 2003, Sgt. Kodak of the Vancouver Police Department showed extreme perseverance and tenacity in the apprehension and arrest of a criminal who had just robbed a bank in downtown Vancouver. The suspect started his crime spree in Edmonton on July 5 while on mandatory parole. He moved on to the Lower Mainland region where he robbed another seven banks in a six week

period. In each case, the disguised suspect would demand money and threaten the tellers by stating he had a gun, or he would actually place a metal box on the counter saying there was a bomb inside.

Sergeant Kodak responded and arrested the suspect within minutes of receiving a report of a robbery at an HSBC branch. The suspect attempted to flee and became extremely aggressive when apprehended. In the ensuing altercation, Sgt. Kodak was incapacitated from a pepper spray assault and suffered a broken hand. Despite this, he managed to hold on to the suspect until assistance arrived. The suspect's criminal record included breaking and entering, assault, robbery and a previous assault of a police officer.

Sergeant Kenneth Reimer and Detective Constable James French of the Toronto Police Service were recognized for their tremendous commitment, exceptional investigative skills and dogged determination. They spearhead Project BAM, a six month intensive and complex investigation of a sophisticated international credit and debit card fraud ring operating across Canada. The suspects utilized disguised card readers, false ATM fronts with pin hole cameras and video recorders to capture debit and credit card information without raising the suspicion of the consumer. Once the data was obtained, the suspects would immediately download the information onto laptop computers and create counterfeit cards. These would then be used to withdraw funds from customer's accounts.

The criminal activity first came to the attention of the officers in the Toronto region and quickly spread to centres throughout the country. The suspects targeted ATMs in Montreal, Calgary, Edmonton, Regina, Windsor, Waterloo, London and the areas surrounding Toronto, including Peel and Durham Regions. The widespread nature of the activity required coordinated multi-agency investigations.

The project concluded in December 2003 with the arrest of forty-six suspects and the filing of 1,679 criminal charges and the seizure of 1,654 counterfeit cards, numerous bank machine skimming devices, cameras, recording devices, computers, re-encoding machines and one hand gun. Total losses associated to this criminal activity exceeded ten million dollars.

2004 NATIONAL POLICE AWARD FOR TRAFFIC SAFETY



Supt. Steve Grant, Toronto Police Service accepts the 2004 National Police Award for Traffic Safety from Assistant Commissioner Darrell Lafosse, RCMP, Chair of the CACP Traffic Committee, on behalf of S/Sgt. Steve Morse and Detective John Johnston of the Toronto Police Traffic Services Unit

The 2004 National Award for Traffic Safety was awarded to S/Sgt. Steve Morse and Detective John Johnston of the Toronto Police Traffic Services Unit for their work to reduce on-duty collisions.

In 2002, the Toronto Police Service conducted an in-depth review into the increase of police vehicle collisions during the previous four years. A Collision Reduction program was created. Following the tragic death of Toronto Police Constable Laura Ellis in February, 2002 as the result of an on-duty motor vehicle collision, Staff Sergeant Steve Morse and Detective John Johnston of Toronto's Traffic Services Section developed an education and safety awareness presentation that is delivered to police officers to increase and promote their guaranteed arrival to calls while on duty. This thought provoking, hard hitting presentation titled "Guaranteed Arrival" integrates emotional, factual, scientific and legal information in an effort to build awareness and prevention. Results clearly demonstrate that in 2003, the first full year of delivery of the "Guaranteed Arrival" program, there was a decrease in the number of police vehicle collisions. Based on this success and the dedication of Toronto's Traffic Services Unit to continue to deliver this program, it is anticipated that this trend will continue.

2004 ROAD SAFETY LIFETIME ACHIEVEMENT AWARD



Derek Sweet, Director General of Road Safety, Transport Canada and Sgt. Norm Shaw, OPP

Derek Sweet, Director General of Road Safety for Transport Canada was pleased to present Sgt. Norm Shaw of the OPP with the 2004 Road Safety Lifetime Achievement Award for his 34 year commitment to furthering traffic safety through public and police education, and through enforcement.

Sgt. Shaw has been a member of the OPP since 1970 and is well known throughout the Region as a subject matter expert in traffic matters. He has been the Central Region Traffic Supervisor since 1996. He has been a breath technician since 1973, was the provincial breathalyzer coordinator 1980-82, and is trained in the use of the intoxalyzer. He has been a technical traffic collision investigator since 1983, a collision reconstructionist since 1991, is a radar instructor, and

is a trained marine and launch operator. He teaches traffic related subjects at the Ontario Police College, the OPP Academy, and supplements the training of officers with in-service training, and has made traffic technology related presentations to government officials.

In 2003, in addition to supervisory duties and coordinating traffic management activities with 14 Ontario regional detachments, Sgt. Shaw also implemented and coordinated TTCI/Reconstruction responses, built partnerships with the Ministries of the Environment and Transportation that focused on enhancing police visibility at traffic stops, developed and implemented a distance learning process for new officers on testifying and presenting evidence, worked with a Crown Prosecutor to regularly monitor traffic related case law and distribute interpretations and changes throughout the Region, and led the Regional RIDE Team that laid almost 15% of impaired driving charges in the Province and laid over 14,500 traffic related provincial statute and criminal traffic related charges in the Region.

Sgt. Shaw continues to contribute significantly to National Traffic Safety Strategy by focusing education, prevention, enforcement and investigation efforts on seatbelts, drinking and driving, and aggressive driving.

CANADIAN NATIONAL YOUTH JUSTICE AWARD



Mr. David Frankel, Sr. General Counsel, Federal Prosecution Service, BC Regional Office and Corporal Brian Foote, RCMP, Sr. General Counsel, Federal Prosecution Service, BC Regional Office.

Corporal Brian Foote is the winner of the fifth annual Minister of Justice Youth Justice Policing Award. David Frankel, Senior General Counsel, Federal Prosecution Service, British Columbia's Regional Office, presented the award to Foote on behalf of Irwin Cotler at the Awards Gala Evening of the Canadian Association of Chiefs of Police (CACP) annual conference. The Award is sponsored by the Department of Justice in collaboration with the CACP and recognizes the efforts of police officers whose work promotes and reflects the goals of the federal government's initiative to renew the youth justice system in Canada.

Article by Mark Feldbauer, Sr. Communications Advisor, Dept of Justice Canada

If you ask Corporal Brian Foote why he decided to create the Mission Family Support Network, he will take a deep breath before launching into the tale of two brothers from Mission, British Columbia. The two boys, ages 10 and 12, had started down the wrong path in their young lives and had begun turning to criminal ways. The boys were often picked up by the police and returned home, but to no avail. The older of the two boys had already been arrested numerous times. Foote realized that the younger brother needed some support and direction before he too entered the criminal justice system. "He was following in his brother's footsteps," he says. In order to help the young boy, Foote saw that he needed to help the whole family, and so the innovative idea of the family support network was born.

In September 2003, the network began as a way of providing counselling and assistance to young people who are at risk of entering into the justice system or who have already started down the criminal path. The focus is also placed on the family and their impact on the youth's choices. "Families play a huge role," Foote explains.

The network is designed to give police officers another avenue to deal with criminal behaviour rather than the traditional justice system. In less serious cases, the police can refer youth to the network, which then works with youth to help them understand the context of their actions and explore issues in their lives that might be leading them towards criminal behaviour. "The idea of the network," says Foote, "is that we can share information." Youth and their families have their cases reviewed by an integrated management team composed of family counselors, drug and alcohol counselors, school district counselors, mental health counselors and Aboriginal counselors. This opens up the lines of communication and allows everyone to see the complete picture of what is happening in an individual case. The team is then able to determine what combination of help would most benefit the youth and their families. "This speeds up the process, big time," Foote says.

The network is geared for youth ages eight to 18 and brings together a number of different community agencies under one service model. Foote says that this eliminates "the number of hoops someone has to go through to get counselling." Since opening its doors last fall, the network has helped 50 youth and their families. By offering a "one-stop-shop" for service delivery it helps the youth and their families navigate the systems and provides the police with one point of entry into a number of different agencies.

Foote was recently recognized nationally for his contribution in helping youth, along with their families, explore why they have come into conflict with the law and how they can change their behaviour. Foote is very pleased with all the progress that the Mission Family Support Network has accomplished so far but acknowledges that there is still more work to be done, "we want to go even further."

Certificates of Distinction were also presented to two officers working individually: Sergeant David Jacob Harty of the Calgary Police Service and Constable Dean Roy of the Durham Regional Police Service.

Honourable Mention Certificates were presented to two officers working individually and to a unit of officers: Constable Dameon Okposio of the Peel Regional Police, Constable Dave Dickson of the Vancouver Police Department and the Community Resources Unit of the Lethbridge Regional Police Service.

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 in terms of ethnicity, culture, income, age, religion, education and individual opportunity, 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 to 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 traveling 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 would like to 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 (Rtd)

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 investigating officer-involved shootings and in custody deaths led him to look more closely at increasing police professionalism. While at the FBI Academy in 1989, he began more formal research into police professionalism and community based policing. He notes that at that time, significant advances had been made in the study of police professionalism around the world, but that not much had been done on this subject in Canada. As he continued his investigations, he also noticed a link between the use of deadly force and race relations. He demonstrated his commitment to improving police professionalism and addressing diversity by developing a "Policing and Diversity" attitudinal training package for the Toronto Police Service.

When he was appointed Deputy Chief in 1995, Deputy Chief Boyd capitalized on an invaluable opportunity to link and promote police professionalism, diversity and community policing on an organization wide scale. His primary focus was on using multi-dimensional partnerships and collaborative problem solving to move a traditionally focused police organization to a more community oriented organization, one that was mindful of police, community and race relations. The need for more current crime and occurrence data to support those initiatives led him to introduce a strategic crime management model that utilizes intelligence data and partnerships to solve problems, to the Toronto Police Service in 1997. For example, the Robbery Reduction Initiative gathered 54 partners from political, media, social, government, and community sectors, to identify and implement strategies to apprehend robbers, suppress opportunity, and deter those thinking about committing robberies. It resulted in a dramatic reduction in bank robberies, from a high of over 400 robberies in 1997 to fewer than 100 bank robberies in 2003. It wasn't always smooth sailing, but the belief in the process brought and kept people together to develop and implement successful action plans.

In 1998, with support from the mayor, Deputy Chief Boyd introduced Community Action Policing (CAP). This initiative focused on reducing crime and disorder in targeted neighbourhoods. Police worked with community agencies to ensure the "right police in the right places at the right time

doing the right things". These cooperative efforts produced significant results for target communities, in some cases reducing sexual assaults by 60% and robberies by 25%. Although this was a relatively new strategy when implemented in Toronto, crime management is now mandated in all Ontario police agencies by the Ontario Policing Standards.

Deputy Chief Boyd applied the same intelligence led problem solving philosophies in his work as the CACP Drug Abuse Committee Chair. He feels fortunate to have followed the previous Committee Chair, Chief Barry King who laid considerable groundwork for a Canadian National Drug Strategy. The Committee recognized that there was considerable work being done on drug related issues in a number of sectors, but that it was being done in isolation, and so began more in depth discussions with the health and education sectors. The Committee partnered with the Canadian Medical Association to found Health, Education and Enforcement in Partnership (HEP) to take a more collaborative, integrated approach to addressing drug related problems in Canada. It was the collective efforts of these partners that resulted in the introduction of a Canadian Drug Strategy in May 2003, supported by \$200 million in government funding.

Since retiring from the Toronto Police Service in April, 2004 Mike Boyd has accepted an appointment as the National Relations Officer for Health, Education and Enforcement in Partnership. His first undertaking is to bring the three levels of government and the health, education and policing sectors together to operationalize the Drug Strategy across Canada. What started as communication between sectors is now focused on using a problem solving approach to implementing strategies that address problems on a national scale. 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 problem solving approach to tackling their drug and addiction problems by building and implementing a HEP network.

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 39 officers from across Canada".

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.



Beverly A. Busson, C.O.M. D/Commr, RCMP E Division

CITATION: THROUGHOUT HER TWENTY NINE YEAR CAREER, D/COMMR 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 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 show 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 of the Order of Merit. She was humbled, at the ceremony to be in the company of so many accomplished people, and listed 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/Commr Busson on being invested as a Commander into the Order of Merit, and best wishes for continued success.



William A. Lenton, C.O.M. A/Commr., RCMP Federal Services (Rtd)

CITATION: THROUGHOUT A DISTINGUISHED CAREER OF 35 YEARS, A/COMMR. 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 A/Commr. 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 Montreal in 1973. He quickly recognized that with only a very little knowledge of Montreal and limited French language skills, bringing investigations to successful conclusion would be dependent on the quality of the working relationships he developed with the Montreal 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/Commr 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 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 Montreal. A/Commr 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/Commr Lenton said. He applied those principles to political and administrative challenges when he became the Commanding Officer 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, administrators, the community, and the local police, to develop and implement changes.

As the National Capital Region CROPS Officer, A/Commr Lenton was challenged to work with all Quebec 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/Commr 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 Dangerous 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 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, he worked on a number of legislative changes at the national and provincial level.

As he prepares for his retirement, A/Commr 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/Commr Lenton, congratulations on being invested as a Commander into the Order of Merit, and best wishes in your retirement.

The CACP extends congratulations and best wishes to all 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 Currie, OPP*
- 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*

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*



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 Dot Cooper, Provost Marshall, Department of National Defence



Directeur John Janusz, Service de Police de Gatineau, Assistant Commissioner Ghyslaine Clement, RCMP, and Directeur Jean-Pierre Gariépy, Directeur de Police Service de Protection des Citoyens de Laval



Deputy Commissioner Bev Busson, RCMP and Chief Superintendent Stu Cameron (Rtd), RCMP



Chief Edgar MacLeod, Cape Breton Regional Police Service, Chief Frank Beazley, Halifax Regional Police Service, and Chief Butch Cogswell, Saint John Police Service (Rtd)



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



Chief Fred Rayner, Edmonton Police Service, and Directeur Joel Cheruet, Police Gatineau Metro (Rtd)



APPROVED RESOLUTIONS: 2004

RESOLUTION #01/2004

MEDIA AND VIOLENT BEHAVIOUR IN YOUTH AND CHILDREN

Submitted by the Crime Prevention Committee

The Canadian Association of Chiefs of Police endorses the efforts and resources as developed by the Media Awareness Network, and encourages police agencies across Canada to collaborate with their communities in developing effective media awareness strategies relating to media violence.

RESOLUTION #02/2004

BIAS-FREE POLICING

Submitted by the Human Resources Committee

The Canadian Association of Chiefs of Police is committed to the preservation of democratic freedoms, human rights and individual dignity, and CACP members will exercise leadership by initiating or strengthening programs and strategies that promote bias-free policing, giving particular attention to public accountability, policy-making, management, supervision, equitable human resource practices, education, community outreach and partnerships.

RESOLUTION #03/2004

INTERPOL RESOLUTION 03-9: GLOBAL STANDARDS TO COMBAT CORRUPTION IN POLICE FORCES/SERVICES

Submitted by the Ethics Subcommittee

The Canadian Association of Chiefs of Police endorses the intent and the objectives of the Global Standards to Combat Corruption in Police Forces/Services developed by the Interpol Group of Experts on Corruption.

RESOLUTION #04/2004

SEARCH AND RESCUE INTERAGENCY NATIONAL FREQUENCY (SARIAN F) SEARCH AND RESCUE WORKING FREQUENCIES

Submitted by the Informatics Committee

The Canadian Association of Chiefs of Police urges the Minister responsible for Industry Canada to set aside an assortment of nationally designated radio frequencies in the VHF FM land radio mobile system to be for the exclusive use of the first responder community involved in SAR operations, and the CACP urges the Minister responsible for Industry Canada to ensure that the designation of this spectrum supports both operational and financial efficiencies for the SAR first responders community.

RESOLUTION #05/2004

DRUG RECOGNITION EXPERTISE

Submitted by the Drug Abuse Committee

The CACP urges the Minister of Justice and Attorney General of Canada, to re-introduce Bill C-32 of the previous Parliament (Third Session, Thirty-seventh Parliament, 52-53 Elizabeth II, 2004), and calls upon the Minister of Public Safety and Emergency

Preparedness Canada to take the lead in coordinating with her provincial and territorial counterparts an integrated model of SFST / DRE training with funding support which also considers private sector funding assistance for all police services in Canada, and calls upon the provincial and territorial governments to enact legislation authorizing a police officer to temporarily suspend the driver's license for 24 hours for a person suspected of driving while drug impaired, and calls upon the Ministers of Health, Justice, PSEPC and their appropriate provincial counterparts to provide additional resources to ensure adequate capacity for Forensic Laboratory testing of drug impaired samples submitted by police officers, and calls upon the Minister of Justice and Attorney General of Canada, to provide necessary training for crown attorneys and the judiciary to address the proposed legislative and evidentiary amendments to the Criminal Code, and calls upon the Ministers of Health / Justice / PSEPC to advance research and development of technology for drug impaired driver testing, and that the CACP support for "Cannabis Reform" is contingent upon technology and training being in place to allow front line officers to appropriately assess the level of impairment by drugs.

RESOLUTION #06/2004

MARIHUANA (CANNABIS) GROW OPERATIONS DESTRUCTION OF SEIZED EQUIPMENT

Submitted by the Drug Abuse Committee

The CACP urges the Minister of Justice and Attorney General to amend the Controlled Drugs and Substances Act (CDSA) to allow for court-ordered, pre-conviction forfeiture of equipment used for the production of marijuana.

RESOLUTION #07/2004

MARIHUANA (CANNABIS) GROW OPERATIONS SCIENTIFIC STUDY ON MGO MOLD SPORES MYCOTOXICOSIS

Submitted by the Drug Abuse Committee

The CACP urges the federal Minister of Health in cooperation with law enforcement to do research and scientific study to seek details on health hazards found in marijuana grows.

RESOLUTION #08/ 2004

PRESCRIPTION DRUG DIVERSION

Submitted by the Drug Abuse Committee

The CACP calls upon the Federal, Provincial and Territorial Ministers of Health to prioritize the implementation of safeguards, in consultation with Canadian Policing and Pharmaceutical representatives, to prevent the further diversion of prescription drugs to the illicit drug trade.

RESOLUTION #09/ 2004

CANNABIS REFORM LEGISLATION

Submitted by the Drug Abuse Committee

The CACP urges the Government of Canada to engage in meaningful consultation with Law Enforcement to design legislation that addresses the legitimate aims of cannabis reform and respects the need to safeguard the public from the illicit drug trade.

RESOLUTION #10/ 2004

IDENTITY THEFT

Submitted by the Prevention of Crime in Industry Committee

The Canadian Association of Chiefs of Police calls upon the Government of Canada through the Minister of Public Safety and Emergency Preparedness Canada and the Minister of Justice and Attorney General to:

1. Clearly define Identity Theft in the Criminal Code and enact a provision making it an offence to possess multiple pieces of identification;
2. Define Personal Identification in the Criminal Code
3. Consider a prohibition on the sale and distribution of novelty identification documents in Canada;
4. Strengthen the integrity and security of identification documents by containing, in each case, a photograph and signature, and
5. Provide greater access to the federal and provincial databanks for the purpose of validating identification documents.

RESOLUTION #11/2004

POLICE GOVERNANCE

Submitted by Chief Frank Beazley, Halifax Regional Police Service

Chief Jim Cessford, Delta Police Department

Chief Cal Johnston, Regina Police Service

Chief Constable Paul Shrive, Port Moody Police Department

Chief Glenn Stannard, Windsor Police Service

The CACP calls upon all orders of government in Canada to join together with police and governance associations in a public policy discussion on policing in the 21st century, with the intention of defining the roles and responsibilities of each order of government and establishing a governance structure to support police agencies and their bodies in operating within Canada's multi-level policing environment.

RESOLUTION #12/2004

TRACKING OF HIGH RISK SEX OFFENDERS

Submitted by the Law Amendments Committee

The Canadian Association of Chiefs of Police urges the National Sex Offender Working Group to consider the establishment of inter-agency processes for the purpose of sharing and reporting information, tracking, monitoring and supervision of sex offenders.

RESOLUTION #13/2004

LAWFUL ACCESS

Submitted by the Law Amendments Committee

The Canadian Association of Chiefs of Police once again urges the Deputy Prime Minister/Minister of Public Safety and Emergency Preparedness as well as the Ministers of Justice and Industry to take immediate action that will attend to the technological and costs challenges facing law enforcement and to enable police agencies to recapture their former capabilities with respect to lawful access and, thereby, significantly enhance public safety.

RESOLUTION #14/2004

RATIFICATION OF THE COUNCIL OF EUROPE CONVENTION ON CYBERCRIME

Submitted by the Electronic Crime Committee

The Canadian Association of Chiefs of Police calls upon the Government of Canada through the Minister Public Safety and Emergency Preparedness Canada, the Minister of Justice and Attorney-General to ratify the Council of Europe Convention on Cybercrime.



Canadian Association of Chiefs of Police

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2004 ANNUAL POLICE AND PEACE OFFICERS' MEMORIAL CEREMONY, OTTAWA