



**Opening Remarks**  
at  
Private Sector Liaison Committee Conference

***Building private security and  
public policing partnerships***



30 January 2008  
Fairmont Royal York  
Toronto ON

BY

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President  
Canadian Association of Chiefs of Police**

Good morning, distinguished guests, ladies and gentlemen,

It is my great pleasure to welcome you to this important conference, on behalf of the Executive and Board of Directors of the Canadian Association of Chiefs of Police.

This might be seen by some as a controversial step for the CACP—to hold a conference on how to form partnerships between private security and public policing.

Usually, the discussion is on the question “*should there* be partnerships between private security and public policing”.

At the outset, I want to congratulate the CACP’s Private Sector Liaison Committee for addressing this issue and moving the discussion forward in a positive and constructive way.

The Committee’s mandate is very clear and concise:

- First, the Committee aims to be the national conduit that works to strengthen the partnership among the private security sector, governments, and the law enforcement community.

The idea for this conference came from the Committee, whose members work in both public and private sectors. They have demonstrated their typical strong leadership in developing a rich agenda, high-interest speakers, and generous opportunity for discussion among participants. Simply by holding this event, the Committee has delivered on its mandate of strengthening partnerships.

- Second, the Committee commitment is to share information and best practices to better protect the interest of our stakeholders.

What are these practices and who are these stakeholders? Stay tuned, because for the next two days we will be focusing on those two questions, and others.

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Police today are very conscious of the need for partnerships, and so are police associations.

Within the CACP, we have made partnerships a strategic priority—with governments, with other policing associations, with the non-governmental sector, and with the communities we serve.

“Partnership” is a word that appears in all of our reports and planning documents and it forms a key part in the work of most of our operational committees.

No one discourages partnerships. We all encourage this way of thinking. What is the result?

“Partnership” is possibly one of the most over-used and abused terms in our vocabulary today.

In fact, if you were to read the strategic planning documents and vision statements of every organization represented in this room—whether federal, national, provincial, regional, corporate or voluntary—my bet is that you would find the word “partnership” in every single one.

As silos come down between individual agencies of government, and more emphasis is on the various arms working in partnership with one another, it is also more difficult at times to be precise about roles and responsibilities.

The service agency-client relationship is often described as a partnership, which sounds friendly and collaborative but which may omit the essential distinction between the two parties and the relationship they desire.

The different mandates and appropriate relationships of government funding bodies and non-government recipients are sometimes blurred in this partnership euphoria.

We all say we want partners, and we all want to be partners.

In our society we have life partners and business partners, partners in education and recreation. We have partners in crime, and we want partnerships for community safety and security. It sounds so simple.

Like many other quick and popular answers to complex problems, partnerships for community safety and security are complicated and challenging.

They can be risky and can take us out of our comfort zones. They can be fruitful and rewarding. It all depends...

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Today and tomorrow we can examine the conditions for successful partnerships as we work our way through the objectives that have been set by the organizers of this conference.

Our focus will be on what has worked, and why.

We will dissect partnerships that have been formed for specific reasons, such as technology and systems interoperability. We'll look at partnerships created to

manage major events of human or natural origin, and those that have been formed as insurance, in case they are needed.

We will examine the practical, and consider the theoretical.

We'll look at partnerships between public and private sectors throughout the recent past.

Because experts have been open and generous in sharing information with us, we will be able to draw especially on the corporate world experience and the lessons learned from failed partnerships and those that have flourished.

This information, and our analysis of both sound and poor practices, will allow us to tackle the future-looking questions and emerging trends and issues.

What are our future challenges? We have identified some of them, and others will emerge through our discussions.

They will take us beyond today and beyond our respective sectors and beyond our own borders.

Does our partnership experience to date prepare us to succeed in meeting these challenges?

If not, what gaps need to be filled in our knowledge, our legislation and regulations, our approach or our practices?

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We have stated the objectives of this conference right up front. There is a very clear focus, and there is room within each of the sessions for healthy debate, sharing of views, differing opinions, and above all, learning.

We have brought together many specialists from across Canada, including researchers and scholars, management experts, auditors, lawyers, quality assurance inspectors.

Whatever background and interest you bring to this event, you have a role and a voice here.

It has been well planned by the conference co-ordinators, who as Chairs of the conference will guide you through the agenda.

Chief Brian Mullan of the Hamilton Police Service is Chair of the CACP Private Sector Liaison Committee, and Mr. Craig Campbell is President and CEO of Total Security Management Systems, Inc.

Theirs is a partnership of public and private sectors, as is this entire conference.

They have been assisted by an organizing committee of John Kopinak, Guy Cote, Charles Rabbatt, Steve Ressor, as well as our Executive Director Peter Cuthbert and Projects Coordinator Erin Brennan.

I thank them for their initiative and contribution to the CACP's agenda of excellence in policing, and wish all of you an experience that is stimulating, thought-provoking, and positive.