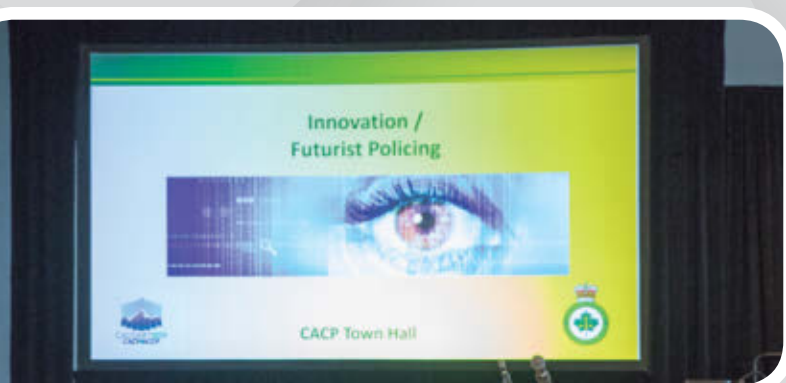


CACP Annual Review





ORDER OF MERIT OF THE POLICE FORCES

ORDRE DU MÉRITE DES CORPS POLICIERS



Established in 2000, The Order of Merit of the Police Forces is a fellowship of honour based on the highest qualities of citizenship, service to Canada, to the police community and to humanity at large. Through their activities, Members, Officers and Commanders of the Order bring distinction to policing and support the concept of police cooperation in public service. These three levels of membership reflect long-term outstanding service with varying degrees of responsibility.

The primary focus is on exceptional merit through contributions to policing, community development and fostering relationships among police forces in Canada and throughout the world and between police and the community. The focus is also on the total contributions made over an individual's career to date and not on a single incident or achievement.

Persons admitted to the Order must be a serving member of a Police Service effective December 31st of the year in which the nomination is made. Candidates should be selected from those in the full range of policing careers. Candidates should be reflective of the diverse population of Canada and of the men and women who serve through policing.

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

Nominations must be received by the Canadian Association of Chiefs of Police by email at eva@cacp.ca or mail at 300 Terry Fox Drive, Suite 100, Kanata, ON K2K 0E3 by September 30, 2020.

Établi en 2000, l'Ordre du mérite des corps policiers est un honneur décerné en reconnaissance des plus grandes qualités de civisme et du service au Canada, à la collectivité policière et à l'humanité. Les membres, les officiers et les commandeurs de l'Ordre, par leurs activités, font honneur aux services de police et soutiennent le concept de la collaboration policière au service du public. Les trois grades de l'Ordre correspondent aux divers degrés de responsabilité en jeu dans les services honorés.

Le facteur principal dans l'octroi de l'Ordre est le mérite exceptionnel des contributions aux services policiers, au développement communautaire et à l'amélioration des relations entre corps policiers au Canada et partout au monde ainsi qu'entre la police et la communauté. L'ensemble des contributions au cours de la carrière d'une personne jusqu'à présent importe davantage qu'un incident ou une réalisation en particulier.

Une personne admise à l'Ordre doit être en fonction au sein d'un corps policier au 31 décembre de l'année dans laquelle elle a été mise en candidature. Les candidats devraient être choisis parmi les spécialistes de tous les domaines pertinents aux services policiers. Les candidats devraient refléter la diversité de la population canadienne et des hommes et femmes qui contribuent aux services policiers.

Les membres des corps policiers canadiens et les membres du public sont invités à soumettre le nom de candidats à l'Ordre du mérite des corps policiers.

Les mises en candidature doivent parvenir à l'Association canadienne des chefs de police d'ici le 30 septembre 2020, par courriel à eva@cacp.ca ou par la poste au 300, promenade Terry Fox, bureau 100, Ottawa (Ontario) K2K 0E3.

For more information please contact the CACP at (613) 595-1101 or cacp@cacp.ca or visit <https://cacp.ca/order-of-merit.html>

Pour obtenir de plus amples renseignements communiquez avec l'ACCP au 613-595-1101 ou à cacp@cacp.ca ou visitez

www.cacp.ca/ordre-du-merite.html#66



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Chief Kimberley Greenwood

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William (Bill) Moore

For a full list of CACP Board

Members consult the

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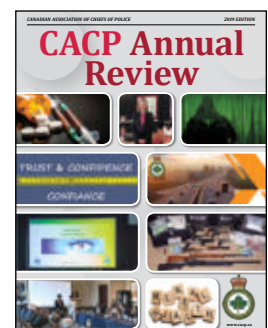
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Cover

The cover images are a reflection of the national strategic policing
priorities of the CACP described in the *Strategic Direction* section
of the *Annual Review*. From left to right and from top to bottom:

- Drugs (Image: iStock.com/Moussa81)
- Policing with Indigenous peoples (Image: CACP)
- Electronic Crime (Image: Bragapictures/Shutterstock.com)
- Public perception, confidence and trust in policing (Image: CACP)
- Road safety (Image: CACP)
- Innovation/Futurist policing (Image: CACP)
- Guns, gangs and organized crime (Image: ALERT)
- Equity, diversity and inclusion (Image: CACP)
- Mental health (Image: iStock.com/DNY59)



PRESIDENT'S MESSAGE

Chief Constable Adam Palmer, *CACP President*



Reflect and Take Action

The breadth and depth of the work done behind-the-scenes each year at the CACP to help advance our association, policing, and police leadership in Canada continues to impress me.

In 2019, this work was driven forward thanks to our Board of Directors, the members of more than 20 general and special purpose committees, our partners and our sponsors, as well as CACP staff.

Early in the year, I hosted the President's Council for Strategic Direction where we adopted a new vision for our association: a commitment to be "*A leader in police excellence.*" In this *Annual Review*, we reflect on the events of the past year by highlighting the opportunities seized by our association to pursue, foster, demand, display, deliver and reward excellence.

In 2019, police continued to see the impacts of the spread of the opioid crisis, compounded by growing concerns related to methamphetamines. We all worked through the legalization of cannabis edibles and the alarming spike in the volume of gun violence across the country. It was the year the National Inquiry into Missing and Murdered Indigenous Women and Girls tabled its final report. The report presents a new opportunity for police and all Canadians to engage on, and commit to reconciliation.

This past year, there was also a focus on the proactive policing practices of services across the country who strive to prevent crime, enforce the law and ensure public safety in Canada's multicultural communities.

2019 has certainly given police leaders many reasons for pause. Some of these reasons have led us to reflect and take action to address issues and improve policing in Canada. Others have given us reason to celebrate the progress, successes and achievements within our profession.

What remains the same year-after-year, is our focus, as police leaders, to provide front-line officers with the support and leadership they need to keep the public and each other safe. As you read this *Annual Review*, I hope that you will take pride in the CACP's efforts to support today's police professionals and to help develop the police leaders of the future.

A handwritten signature in black ink, likely belonging to Chief Constable Adam Palmer. The signature is stylized and cursive, with a horizontal line underneath it.

MESSAGE FROM THE EXECUTIVE DIRECTOR

William (Bill) Moore



Process and Progress

Membership with our association is voluntary. As a result, the value proposition must be a strong one for police leaders to invest their money to become members, and for members to invest their time volunteering on committees.

I was really pleased when, for the first time ever, the 2019 President's Council on Strategic Direction did not solely address the operational issues of police services in Canada but expanded its focus to include the organizational priorities and future vision for the CACP itself, as a professional, non-profit association. Discussions revolved around building the capacity of the association to respond to the expectations, needs and operational concerns of our members.

In addition to setting the national strategic policing priorities and monitored issues of the CACP, discussions touched on the HR structure of the organization, the composition and representativeness of our membership, the bilingualism of our programs and services, the accessibility and affordability of our professional development programs, as well as the need for the CACP to adapt its initiatives to address the unique opportunities and challenges of police services of various sizes (small, medium and large). Thoughts around the viability and sustainability of the association led to suggestions about our marketing approach, as well as the need to further explore the potential involvement of, and partnerships with, private sector organizations. With so many issues and challenges faced by police leaders and their services, there was an expectation that the CACP would provide a national perspective and more timely guidance on some of the policing issues faced by our members. Needless to say, I was provided with a compass to help set the future path, and guide my administrative efforts, over the coming years.

With all this in mind, much time and effort were invested in 2019 to better align the work of the general and special purpose committees with the national strategic priorities and monitored issues of the association. The result: the first CACP action plan to identify the initiatives and timelines that will help move the needle on each of these priorities and issues. We also continued to promote and populate the CACP's RF Connect portal to increase its value and usefulness as a secure professional network, resource centre and collaboration centre.

To sum things up, the national office was focused on "process and progress." I want to thank our members for their ongoing support. I sincerely hope that, as you review the content of this *Annual Review*, you will truly see the value and impact of your membership with us.

Best regards,

A handwritten signature in dark ink that reads "William Moore". The signature is written in a cursive, flowing style.

Strategic Direction

Mission

Supporting police professionals through innovative and inclusive police leadership to advance the safety and security of all Canadians.

Vision

A leader in police excellence.

Values

Courage | Integrity | Respect | Transparency | Inclusiveness | Excellence | Compassion

Strategic Pillars

Our mission and vision are achieved through:

1. Our people:

- We believe in the professionalization of policing in Canada.
- We support today's police professionals and help develop the police leaders of the future.
- We broaden the body of professional knowledge in support of the development of progressive, community-oriented leaders at all levels.

2. Partnerships:

- We believe in policing in partnership with the community.
- We collaborate with public safety professionals and community partners to promote engagement and inclusion.

3. Advocacy:

- We believe in advancing our profession and in promoting trust and legitimacy in our police services.
- We are the recognized voice of police leaders in Canada both nationally and internationally.
- We counsel and work with government agencies to advance legislation, regulations and policies that support crime prevention, facilitate effective investigations, solve problems, and support a victim-centered and trauma-informed approach.

4. Research:

- We believe in evidence-based policing.
- We support research initiatives as well as innovative strategies and practices to ensure sustainability, best practices, and the responsible management of public resources.

2019-2021 National Strategic Policing Priorities

The CACP focuses on projects and initiatives that help address and provide leadership on strategic policing issues and priorities of national significance. These topics are relevant to police agencies at all levels (municipal, provincial, regional, federal and First Nations) and affect police agencies and communities across the country. During the President's Council held in Ottawa, Ontario on February 5, 2019, nine (9) strategic priorities and eight (8) monitored issues were identified.

Strategic Priorities

1. Policing with Indigenous Peoples

This strategic priority involves increasing the engagement of, and cooperation with, Indigenous peoples. It involves a focus on having Indigenous police services recognized as a core service with a consistent funding model that will ensure their sustainability. The CACP is also committed to acting on the police-related Calls for Justice included in the final report of the *National Inquiry into Missing and Murdered Indigenous Women and Girls* tabled in 2019. Our association is not just focusing on the Call for Justice where it is named, but all of the police-related Calls for Justice, as well as the CACP's recommendations to the National Inquiry. We acknowledge that many Indigenous communities assert their right to self-determination as outlined in the *United Nations Declaration on the Rights of Indigenous People*, and we support culturally sensitive policing based on traditional, spiritual and cultural awareness.

2. Drugs

The spread of fentanyl, opioids and methamphetamines across Canada represents a serious public safety matter impacting communities across Canada. The CACP endorses a four-pillar approach to addressing this crisis which includes treatment, harm reduction, enforcement and prevention. Police services are working collaboratively through integrated enforcement strategies across Canada to combat illegal drug activities with a focus on reducing the influence of organized crime and the flow of harmful substances coming into our communities by combating drug trafficking, production and importation. In 2019, the legalization of cannabis edibles added a new risk factor, particularly in terms of impaired driving. The CACP is also exploring innovative options, such as the decriminalization of the simple possession of illicit drugs, to help reduce the burden on the justice system and direct Canadians suffering with addictions to the health services they require.

3. Mental health: Employee wellness and police interactions with people in crisis

An important proportion (20 to 30 per cent) of policing calls are related to mental health issues and this number increases dramatically if substance abuse is included. Inadequate treatment programs and facilities available to treat mentally ill people are resulting in the police having to respond to those in crisis. This should not be a public safety issue. People need the health system, not the justice system. Consequently, the CACP is an active partner collaborating with other public service agencies to better respond to those dealing with mental health issues to ensure safe and injury-free outcomes for both the individuals in crisis and the officers who are called upon to respond to the calls for service.

In performing their duties, police personnel, indeed all first responders, must not only deal with the situation, they must deal with the impact of the situation on their own mental health. The CACP acknowledges that the policing culture of needing to be strong and brave can reinforce stigma related to mental illness and it is therefore our challenge to change how we collectively think about and treat mental health problems and illnesses. The CACP supports initiatives that will help improve employee wellness and help eliminate officer suicides through evidence-based programs and the implementation of the federal PTSD framework.

4. Public perception, confidence and trust in policing

We have a unique Canadian identity that is different from policing in many other countries, yet our reputation is often influenced by incidents involving officers in other departments, other police services, other jurisdictions and even in other countries. Trust is built through our actions and the experience residents have with police officers. Confidence is based on the community connections and relationships that we forge. As we grow as a policing profession, the CACP acknowledges the importance of community-oriented policing and we seek to promote police services that embody our values of courage, integrity, respect, transparency, inclusiveness, excellence and compassion.

5. Electronic crime

When technology and criminality intersect, it can create varying challenges for law enforcement, especially when it erodes our lawful authority to collect critical evidence needed to detect, deter and ultimately deal with a threat or criminal activity. There is a technology and digital component to almost every case the police deal with today. Criminals are using technology to create new types of crime and to reinvent old ones. As a result, our police services must be nimble and be ready to respond to new developments like cryptocurrency and the Dark Web and adapt to new advances in digital forensics. The CACP is striving for more timely and consistent lawful access to specific information, on specific devices, related to specific individuals who are suspected of being engaged in cybercrime and other criminal activities. We seek to improve our internal cyber capabilities and develop a more integrated response structure by acquiring the people with the skills and tools to support and modernize our investigative teams.

6. Guns, gangs and organized crime

The lines between organized crime, motorcycle gangs and street gangs are increasingly blurred, leading to an interprovincial, cross-border and international scope to gangs and gang violence, which can sometimes be linked to acts of terrorism and incidents of radicalization. The CACP supports the adoption of a holistic approach that includes intelligence gathering, enforcement action, and information sharing.

The CACP recognizes that firearms are a significant problem in Canada, and we are working to identify ways to minimize the risks they pose to Canadian communities. This is a polarizing debate, and can be highly divisive and emotionally charged, on all sides of the issue. We need to find ways of reducing gun violence in our communities using the best, evidence-based practices. There is no one-size-fits-all approach to this. Understanding the legislation and best practices across Canada will allow us to be in a better position to comment on opportunities and gaps that exist in our current system. We also know that how crime guns are making their way into our communities, the types of guns being used for criminal purposes, and many other areas related to firearms can differ greatly across Canada. The work of the CACP is focused along four key themes: strategic approaches, legislative initiatives, education and prevention, as well as data collection and information sharing.

When it comes to guns, gangs and organized crime, the CACP balances individual privileges with the broader right of society. We place a priority on public safety and the protection of the most vulnerable among us.

7. Road safety

Canada has one of the highest motor vehicle fatality rates among high-income countries in the world and impaired driving remains a leading criminal cause of death and injury in the country. As a result, the CACP supports *Canada's Road Safety Strategy 2025 – Towards Zero: The Safest Roads in the World*. Our goal is to increase public compliance with safe driving measures in order to save lives and reduce injuries on Canada's roads. To this end, our initiatives are targeted at behaviours that put drivers, passengers, pedestrians and other vulnerable road users at risk: alcohol-impaired driving, drug-impaired driving, fatigue-impaired driving, distracted driving, aggressive driving and driving without wearing a seatbelt.

8. Diversity, equity and inclusion

The CACP believes in creating police services that are reflective of the communities we serve. This can be achieved through improved recruitment and promotional processes and other operational policies that help create a corporate culture that is fair, supportive and inclusive. We seek to ensure that all members of our agencies have what they need to succeed, and we strive to remove barriers that disadvantage some groups over others. We endeavour to create a work environment where we capitalize on the diversity of ideas, experiences, skills and talents of our employees, thereby making us better able to serve our many diverse communities.

9. Innovation/Futurist policing

While police leaders are required to deal with the expectations and demands of today, they must also look past current events and into the possibilities of tomorrow. Policing is affected by everything that happens around it. It is influenced by shifts in the political landscape (e.g. new legislation and public policies), technological developments (e.g. autonomous vehicles, artificial intelligence, 5G networks, etc.), economic decisions (e.g. federal, provincial and municipal budgets, private sector projects and innovation, etc.), as well as environmental issues (e.g. changing demographics, social activism, natural disasters, etc.). This strategic priority is about anticipating the most probable events, trends and developments that are expected to have an impact on our workforce, public safety, and policing in general in the foreseeable future. It's also about discussing the best course of action to take to reduce our vulnerability to disruption, to influence the direction the future will take, and to be prepared to seize the opportunities and meet the demands that lie ahead.

Monitored Issues

1. Public and mass transit

Transportation services across the country move millions of Canadians from one point to another. As a result, they can be a target for demonstrations and acts of terrorism due to their potential for mass casualties. We support emergency planning, business continuity and anti-terrorism initiatives that help reduce victimization and increase safety for passengers and employees.

2. Public safety broadband

The CACP supports all efforts that promote an integrated and unified approach to emergency management by the police, fire and paramedic services in Canada. Increased interoperability is an important outcome of the implementation of the public safety broadband. It is at the heart of public safety communications.

3. Next generation 9-1-1

In June 2023, the analog 9-1-1 system will be decommissioned. As a result, police services must be fully tested and operational with all next generation 9-1-1 (NG9-1-1) technology before that date or communities will not have 9-1-1 services. While NG9-1-1 is a technology upgrade, it will have major impacts on police operations, standard operating procedures, training requirements, digital evidence management requirements, funding requirements, and education for staff and citizens in the communities we serve. This is an organizational issue, not strictly an Information Technology (IT) issue. This is why the CACP strives to remind police services of these requirements and facilitate the modernization of 9-1-1 networks to meet the public safety needs of Canadians.

4. Justice reform

Over the past several decades, criminal investigations have become increasingly complex and resource intensive. Judicial decisions, new legislation, the increasing use of technology, disclosure obligations and the multi-jurisdictional nature of crime, to name a few, have impacted the conduct of police investigations. While the time required by police and the number of procedural steps required to complete an investigation have increased substantially, the “Jordan” decision has dictated shorter timelines for the completion of criminal cases, thereby creating new challenges for police services across the country.

Police are at the front-end of the criminal justice system and decisions made by the police directly impact criminal justice proceedings. These decisions include whether or not to investigate, the scope and timeliness of investigations, and exercising discretion regarding alternative measures or formal charges. Numerous studies have confirmed that the criminal justice system in Canada is overburdened, and concrete actions are required to improve the timeliness and effectiveness of proceedings. The CACP is a strong supporter of the process undertaken by the federal government to introduce innovative justice reforms such as pre-charge diversion programs, an expanded use of the *Contraventions Act*, etc. that, we hope, will reduce the burden on policing, enhance public safety, and improve the experience of those interacting with the criminal justice system.

5. 5G Technology

The use of 5G technology in Canada has been a controversial question that could have a significant impact on police operations. It could be positive, leading to new, faster resources to capture, transmit and process digital evidence. However, there are also key concerns related to privacy, terrorism, intelligence sharing, etc. Should Canada proceed with this technology, police services must be ready to maximize its strengths and be ready to deal with the negative impact that could translate into new and increased incidents of crime.

6. Sexual assault investigations

As law enforcement leaders, our focus is always to ensure the safety of our communities and the most vulnerable among us. Sexual assaults are one of the most traumatic crimes that a person may experience. Investigative reporting into Canadian statistics on sexual assault revealed some weaknesses in the documentation and investigation practices of police services in Canada. To address these issues, the CACP committed to look at standards for training (including trauma-informed and victim-centered approaches), as well as procedures and policies based on best practices, and to share them throughout the policing community. The police do not treat such cases lightly and it is important that victims have confidence in going to the police knowing that we will respect their dignity and have their best interests at heart. Police services will continue to work with victim service agencies and victims’ advocates to improve definitions, reporting, data collection, and victim services.

7. Use of force

Enforcing the law requires that police officers assess a situation and act in a reasonable manner to ensure officer and public safety. It is important that the CACP be clear on when, why and in what manner an officer may respond with force. Authority to use force separates law enforcement officials from other members of society and the reasonable use of force is central to every officer’s duties. Our actions reflect on our profession and can have a significant impact on public perception and their trust and confidence in the police.

8. Canadian community safety information management strategy (CCSIMS)

This strategy was articulated in 2016, was approved by the Board of Directors, and is supported by a resolution endorsed by the CACP membership. It identifies key national priorities to enhance governance, planning, technology, training and exercises to promote information management in Canada. The strategy provides a series of action items, including milestones, to help emergency responders and relevant government officials make measurable improvements in day-to-day operations, as well as emergency communications. Our goal is to increase the awareness, endorsement and application of this strategy in police services across the country.

Key Deliverables

To achieve its objectives and to advance the strategic policing priorities, the CACP provides products and services focused on:

1. GOVERNANCE:

Conduct strategic business and financial planning in support of ethical decision-making and service delivery

2. LEADERSHIP DEVELOPMENT:

Deliver continuous professional learning conferences, workshops and resources to develop new competencies and capacity

3. THOUGHT LEADERSHIP:

Develop policy positions, practice guidelines, strategies, and frameworks to develop consistent approaches and procedures to address strategic policing issues/priorities

4. ADVOCACY:

Provide a consistent voice for the police community through government relations to influence various levels of government and departmental ministries with legislative and executive responsibility in law and policing

5. RESEARCH:

Create, share and use research to inform and support evidence-based leadership and policing

6. PUBLIC EDUCATION:

Conduct public relations and outreach initiatives to encourage and facilitate community-based policing as well as positively influence public perception and trust in policing

7. PARTNERSHIPS:

Collaborate with professional and community partners as well as academia to expand the association's capacity to promote and address strategic policing issues/priorities

8. COMMUNICATIONS:

Provide members with relevant, timely and accurate information about the activities of their professional association as well as key developments and trends in the policing sector

9. RECOGNITION:

Acknowledge the efforts and accomplishments of Canadian law enforcement and public safety professionals who have exhibited excellence, innovation and initiative as they exercised their policing duties

Please consult the following sections of the *CACP Annual Review 2019* to learn more about each of these key deliverable areas.

CACP 2019 Sponsors

The CACP would like to thank the following sponsors for their generous financial support of the association's various conferences and initiatives in 2019. (Listed in alphabetical order)

Abbott	Draeger Safety Canada Ltd.	ProFitHR
Accident Support Services	Edgewood Health Network	Quicket Solutions
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Cellebrite	Motorola Solutions	Visual Labs
CIMA CTCI Corporation	Naylor Association Solutions	Wilfrid Laurier University
Commissionaires	Niche Technology	Zebra Technologies
CP Police Service	Nova Southeastern University	

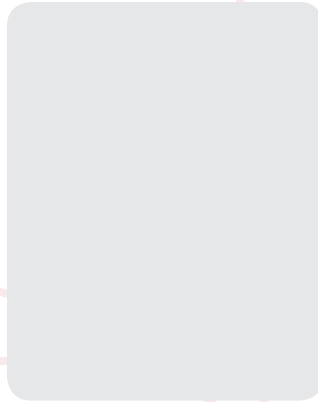
Governance

The CACP is committed to strong and ethical governance. As a non-profit professional association, we are accountable to our members. We seek to provide strategic leadership and be responsive to their needs and interests. We are focused on making and implementing decisions that will advance the organization's mission, vision and priorities, by ensuring the overall direction, effectiveness, efficiency, supervision and accountability for the operations of the organization.

Executive Committee



President
Chief Constable Adam Palmer
Vancouver Police Department



Past President
Vacant



Secretary-Treasurer
Chief Officer Dave Jones
Metro Vancouver Transit Police



Vice-President
Deputy Commissioner Michael Duheme
Royal Canadian Mounted Police



Vice-President
Chief Kimberley Greenwood
Barrie Police Service



Vice-President
Chief Paul Smith
Charlottetown Police Service

Board of Directors



British Columbia
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West Vancouver Police Department



Northern Territories
Chief Superintendent Jamie Zettler,
Royal Canadian Mounted Police



British Columbia
Assistant Commissioner
Dwayne McDonald,
Royal Canadian Mounted Police



Alberta
Chief Mark Neufeld,
Calgary Police Service



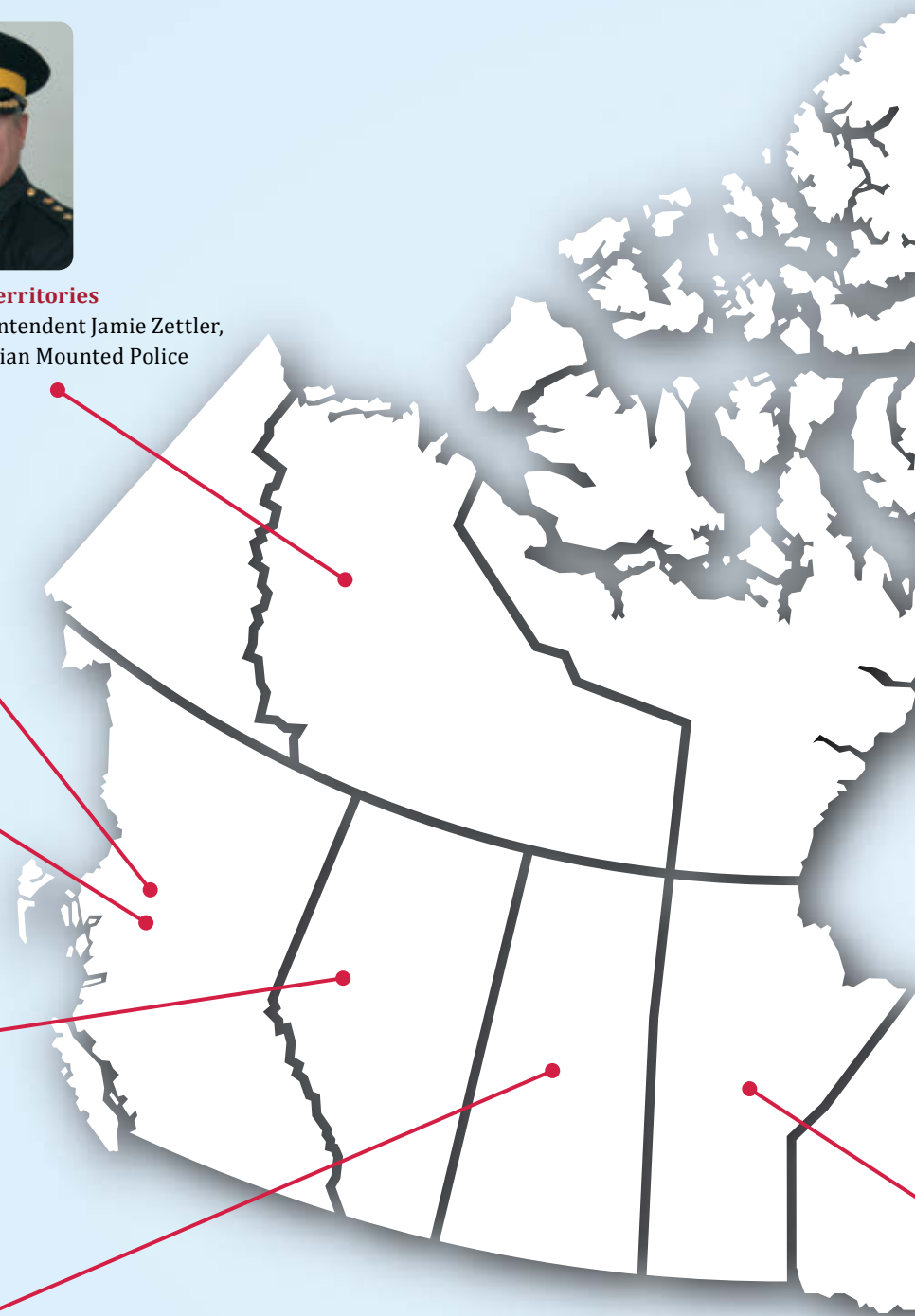
Saskatchewan
Chief Marlo Pritchard,
Weyburn Police Service



General Counsel
David H. Hill, C.M., Q.C., Perley-Robertson,
Hill & McDougall LLP



General Counsel
Lynda Bordeleau, Perley-Robertson,
Hill & McDougall LLP





First Nations
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Kahnawake Peacekeepers



Québec
Directeur Sylvain Caron,
Montreal Police Service



Québec
Directeur Robert Pigeon,
Québec City Police Service



New Brunswick
Chief Wayne Gallant,
Kennebecasis Regional Police Force



Newfoundland
Chief Joe Boland,
Royal Newfoundland Constabulary



Nova Scotia
Chief Peter McIsaac,
Cape Breton Regional
Police Service



Manitoba
Chief Danny Smyth,
Winnipeg Police Service



Ontario
Chief Kimberley Greenwood,
Barrie Police Service



Ontario
Chief Bryan Larkin,
Waterloo Regional
Police Service



Leadership Meetings

The following CACP leadership meetings took place in 2019:

CACP Committee	Date	Location	Type of meeting
Executive Committee	March 11, 2019	Toronto, Ontario	Face-to-face
Board of Directors	March 12, 2019	Toronto, Ontario	Face-to-face
Board of Directors	June 19, 2019	Not applicable	Teleconference
Executive Committee	August 9, 2019	Calgary, Alberta	Face-to-face
Board of Directors	August 10, 2019	Calgary, Alberta	Face-to-face
Executive Committee	November 26, 2019	Vancouver, British Columbia	Face-to-face
Board of Directors	November 27, 2019	Vancouver, British Columbia	Face-to-face

National Office Team

The CACP National Office Team consisted of the following individuals:



Executive Director:
William (Bill) Moore



Executive Support:
Peter Cuthbert



Executive Assistant:
Gayle Ryan



Communications
Advisor:
Natalie Wright



Government Relations and
Strategic Communications
Consultant:
Timothy M. Smith



Membership
Coordinator:
Jane Li Wing



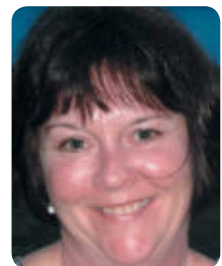
Office
Administrator:
Magda Mitilineos



Project Administrators:
Sara Sowieta/Eva Yung



Project Coordinator:
Veronica Sutherland



Website
Administrator:
Laurie Farrell

These are the faces members saw if they attended CACP events or the faces behind the voices they heard on the phone if they communicated with the CACP national office. This is the team that supported the President, the Board of Directors and the membership with professionalism and care.

Before 2019 would come to an end, three individuals would leave the employ of the CACP. The association would like to thank Ms. Sara Sowieta, Ms. Gayle Ryan and Mr. Tim Smith for their many years of service and valuable contributions to the organization. We wish them the very best in their future endeavours.

General and Special Purpose Committees

The Canadian Association of Chiefs of Police (CACP) boasts an extensive series of general and special purpose committees dedicated to dealing with a wide range of issues important to public safety and security, and to improving Canadian policing and the criminal justice system. Much of the work conducted by the CACP is achieved through the activities, special projects and deliverables of the association's various committees.

The association is grateful to all CACP members and technical advisors who were actively involved in our committees. Thanks to them, we were able to benefit from the experience, resources and initiatives that exist within our membership. Their efforts have helped increased the reach and impact of the CACP and are improving policing nationally.

The following is a list of key initiatives and achievements accomplished in 2019:

Aviation Security Committee

- Collaborated with Transport Canada on initiatives related to aviation security and airport safety to provide a police perspective on legislative changes and studies being contemplated or undertaken.
- Collaborated with the Canadian Airports Council to address aviation safety and security issues within Class 1 airports.
- Met with Paul Brandt, founder of the #NotInMyCity movement, to discuss human trafficking and the importance of an airport partnership to help combat this crime.
- Participated in the planning efforts to host a CACP Human Trafficking Conference in 2020.
- Reviewed an Intel Program Model.
- Discussed and/or analyzed information and/or programs related to the following aviation security issues:
 - the Jetway Program and destruction bins for drugs
 - data collection on unruly passengers
 - data collection on the impact of emotionally disturbed people on airport security
 - the impact of drones on airport security
 - the standardization of statistics on use of force within airports

Canadian Tri-Services Emergency Management Committee

- Supported and facilitated the review and update of the content of Fertilizer Canada's online *Anhydrous Ammonia First Responder Training*.
- Participated in the National Cross-Sector Forum on critical infrastructure (CI) organized by Public Safety Canada involving senior leaders from Canada's 10 CI sectors to set national priorities and discuss cross-sector issues to strengthen the resilience of assets and systems.
- Completed the selection process for the annual CACP/Motorola Awards for Emergency Preparedness Program & Emergency Response Exercise.
- Received an insider risk briefing from Rob Pitcher, Cyber Partnerships Manager, National & Cyber Security Branch, Public Safety Canada.
- Observed or participated in Exercise CROSSFIRE, a live, full-scale, multi-agency exercise hosted by the Ontario Provincial Police in London, Ontario, in November. Exercise CROSSFIRE was designed to expand on the lessons observed during Exercise DISSEMINATE conducted from May 7–10, 2018 to improve the interoperability amongst Ontario Provincial Police bureaus and external stakeholders.
- Discussed and/or analyzed information and/or programs related to the following emergency management topics:
 - lessons learned from extreme events in Toronto
 - supporting victims of terrorism and mass violence
 - multi-stakeholder exercises
 - cyber threats & risks to responder organizations

Counter-Terrorism & National Security Committee

- Initiated the process to revamp and redesign the *Counter Terrorism Guide*.
- Met with provincial and territorial chiefs of police across Canada to encourage the development of integrated provincial/territorial response and investigation structures to respond to terrorist events. The goal is for each province and territory to develop and initiate a provincial/territorial framework through which agencies can work together. This initiative will culminate in a national plan and tabletop exercise across multiple jurisdictions.
- Planned and hosted the 6th CACP-CTNS Forum on November 13–14, 2019 at the RCMP National Headquarters, bringing together international and national experts to discuss strategic counter terrorism issues affecting the policing community.
- Initiated the planning process to host a CACP-CTNS Executive-level national table-top exercise to take place in 2020.
- The *Counter Violent Extremism Working Group* (CVE) organized, implemented and evaluated two CVE returning workshops, and identified priority areas of work through research, study of domestic and international leading practices, and consultation with communities:
 - community engagement and empowerment;
 - awareness, education and resources;
 - risk assessment;
 - intervention and re-engagement;
 - information sharing;
 - advocacy; and,
 - research and evaluation.
- The *Consequence Management Working Group* began work to develop standard operating procedures to assist in the development of counter-terrorism frameworks and/or extreme event protocols.
- The *Soft Targets Protection Working Group* submitted and received approval for a proposal to develop and implement the *See Something, Say Something* national awareness campaign in Canada in 2020.
- Participated in the selection of candidates for the 2019 LinCT program.

Crime Prevention, Community Safety & Well-Being Committee

- Conducted an academic review of survey results from police services across the country regarding their knowledge, implementation and usage of the *National Framework for Collaborative Police Action on Intimate Partner Violence (IPV)*. This will be followed by a new collaborative research project in the areas of policing IPV.
- Launched the *Canadian Framework for Collaborative Police Response on Sexual Violence* (December 6th, 2019), which includes sections on trauma-informed investigation, advocacy reviews, training for police services, and privacy commission documents.
- Collaborated with TELUS on the potential development of an app for third-party reporting of sexual assaults.
- Collaborated with TELUS on a cybercrime education and awareness program for youth.
- Completed the initial collection and development of a committee repository of police service documents and academic articles on Community Safety Models for broader future distribution.
- Created a new award of excellence to acknowledge achievements in the emerging field of community safety and well-being.

Drug Advisory Committee

- Established a sub-committee to address the issues of methamphetamine use, production and distribution.
- Established a national working group to address the issue of the illicit online sale of cannabis and produced a resolution that was amended to address the illicit online sale of all drugs during the Annual General Meeting held in Calgary, Alberta, in August.
- Tabled two CACP resolutions (#01-2019 – *Examination of Precursor Control Regulations* and #02-2019 – *Costs Associated with Clandestine Laboratory Removal*) related to the topic of methamphetamines that were approved by the CACP membership during the Annual General Meeting.
- Advocated for amendments to the federal pill press legislation.
- Pursued work on the development of a reporting mechanism for police agencies to notify Health Canada of the diversion of cannabis from licensed growers and to assess the scope of the issue in an effort to encourage Health Canada to take enforcement action.
- Advocated for mandatory reporting for all health authorities when prescription drugs are stolen, found to be missing or are diverted.
- Advocated for designated production licenses for cannabis to be repealed now that there is a sufficient legal supply.
- Prepared for the legalization of cannabis edibles in October 2019 by ensuring police agencies were informed of the changes and by working with Health Canada to address potential impacts on public safety.
- The Special Purpose Committee on decriminalization produced a *Findings and recommendations report on the decriminalization for simple possession of illicit drugs: exploring impacts on public safety & policing* (July 2019). The report was presented to the CACP Board of Directors in August, followed by consultations with provincial/territorial associations of chiefs of police. This Special Purpose Committee will continue to study the impact of decriminalization on public safety and the financial implications for law enforcement agencies.

Electronic Crime Committee

The Digital Forensic Sub-Committee:

- Began work on the development of a white paper/sample standards of practice on the topic of virtual currencies and the forensic response to collection and continuity for agency distribution.
- Monitored the development of *Extreme Event Protocols* by the Ontario Provincial Police so that it can be considered, and perhaps be adapted, for general use across the country. The protocols are expected to be a guideline on digital forensics for large data source collection situations in response to mass casualty incidents and other scenarios where a multi-agency response is warranted.
- Endorsed basic principles related to the development of *file management protocols* such as local standards of practice, encryption, continuity, consideration for the nature of the file, educating officers and courts, as well as data sizes.
- Continued to work on the development of a *national statistical reporting format*. As most agencies collect and capture statistics differently, the committee is trying to quantify metrics the same way without changing the way police services do business.
- Explored the possibility of developing a dynamic *list of cyber tools* that have an impact on forensic data collection.
- Explored the possibility of developing a *cyber response model* involving interaction between Cyber Units and Forensic Units.
- Monitored the development and approval process of the RCMP draft *contaminated evidence handling procedures* as a potential guiding principle for contaminated evidence handling procedures for all Canadian police services. In the meantime, police services were encouraged to adopt internal standards, operating procedures or guidelines to address this safety issue.
- Worked on the development of a white paper on *privileged evidence handling procedures* through crown prosecutor case law input to provide practical guidelines and Crown support for positions involving this area of forensic investigative procedures.
- Examined *evidence management system guidelines* to develop access control and network permission standards for liability prevention scenarios.

The Lawful Access and Electronic Surveillance Sub-Committee:

- Explored ways to establish a central and secure way to share information and network to problem solve.
- Worked on the development of a survey tool designed to capture metrics and collate a number of variables which could be applied uniformly across agencies, with a view of capturing what can and cannot be done in terms of lawful access.
- Continued to work to ensure that lawful intercept capabilities are maintained by assessing the impact of evolving technology and case law on Part VI investigations.
- Identified the need to increase communication with the public to explain why the police require access to basic subscriber information and provide an overview of the legislation that governs lawful intercept capabilities.
- Conducted research to better understanding 5G opportunities and challenges for policing.
- Considered the request to design a model that would dictate the protocols for the use and allocation/sharing of the limited quantity and range of Community Safety and Policing (CSP) tools to meet the operational priorities and needs of police services.

The e-crime Cyber Council:

- Hosted the Excellence in the Prevention and Investigation of Cybercrime (EPIC) Policing Summit from November 5–7, 2019, in Calgary, Alberta.
- Completed the evaluation process and presented the annual Excellence in the Prevention and Investigation of Cybercrime (EPIC) awards. The first award recognized the achievements of cybercrime Investigators/Teams while the second award recognized an Outstanding Cybercrime Product or Service from private sector innovators.
- Supported the NPS/CACP resolutions calling for further investments into cybercrime education and training.
- Supported the CACP Cloud Act/Bilateral Agreement resolution.
- Collaborated with the Ontario Provincial Police (OPP) and the Saskatoon Police Service to adapt the content of the *OPP Cybercrime Tool Kit* for a national audience so that it could be made available to all law enforcement agencies in the country.
- Participated in the North America Cybercrime Common Taxonomy Symposium coordinated by the Cybercrime Network and the Department of Homeland Security in Washington, D.C.
- Initiated the process to establish cryptocurrency best practices that would recommend standardized guidelines for the seizure, handling and storage of cryptocurrency and/or digital currency.
- Collaborated with the NC3 Unit and Cybercrime Victim Data and Reporting Centre by making its panel of subject matter experts available to the NC3 to help assess the national cyber landscape and the various law enforcement cybercrime unit capacities and capabilities across the country.
- Explored the possibility of creating/modifying cybercrime courses to meet the current technology and investigative training needs of front-line officers who require Cyber Defender Courses to become knowledgeable about how law enforcement will respond to cyber security incidents experienced by businesses.
- Worked on creating a national awareness campaign to better educate the public on how to protect themselves from cybercrime.
- Conducted a national survey on cybercrime awareness and capability among police services that may be implemented in conjunction with the NC3 in the future.

Equity, Diversity and Inclusion Committee

- Updated the content of section 5 of the *CACP Handbook for General and Special Purpose Committees* to include terms such as *race* and *sexual orientation*.
- Identified existing internal and external Canadian support networks to assist police personnel.
- Created and distributed an information bulletin providing definitions for the terms equity, diversity and inclusion to ensure standardized messaging and understanding in the policing sector.
- Drafted a reply on behalf of the CACP Board of Directors in response to correspondence received from Côte-des-Neiges Montreal on Québec's Bill 21.
- Participated in a panel discussion at the CACP 114th Annual Conference session titled "*Microaggressions*".
- Collaborated with the CACP Board of Directors to prepare an apology to the 2SLGBTQ communities across Canada and confirm a commitment to establishing a new relationship with these communities.

Ethics Committee

- Supported the implementation of the *2nd Professionalism in Policing Survey* conducted by Dr. Stephen Maguire, professor at Carleton University.
- Worked on the development of a guideline document on the use of Big Data in police organizations.
- Participated in the identification of common themes and initiatives in support of the implementation of strategies supporting the research completed on "Authentic Inclusion".
- Identified an ethics liaison representative in each of the provincial associations of chiefs of police.
- Worked on the development of an *Ethical Governance Model*, a holistic integrated system ensuring employee behaviour is consistent with policing objectives.
- Initiated the process to develop a *Framework for using big data, artificial intelligence, facial recognition and predictive policing*.

Firearms – Special Purpose Committee

- Adopted a work plan that revolves around four key pillars: strategic approaches, legislative initiatives, education and prevention, as well as data collection and information sharing.
- The committee and the Canadian Centre for Justice Statistics sought the endorsement of the CACP Board of Directors for work to increase data collection on the criminal use of firearms through the Uniform Crime Reporting (UCR) Survey, and to standardize definitions of key firearm-related concepts. (Refer to section on Partnerships to learn more about this initiative.)

Human Resources & Learning Committee

- Represented the CACP at monthly meetings of the Canadian Institute for Public Safety Research and Treatment's (CIPSRT) Public Safety Steering Committee.
- The Education, Training & Professional Development Sub-Committee worked with the Canadian Police Knowledge Network to obtain funding to undertake the review and update of police competencies. (Note: This initiative is linked to CACP resolution 2016-01.)
- Participated in the planning of the agenda for the CACP's Annual Conference.
- Delivered a presentation to the CACP Board of Directors on a recommendation for federal/provincial/territorial involvement in national police training standards.

Information and Communications Technology Committee

- Initiated the planning of the biennial Information and Communications Technology Workshop to take place in February 2020.
- Created a Next Generation 9-1-1 (NG911) working group to deal with issues related to the upcoming dismantlement of the existing 9-1-1 infrastructure in June 2023. A presentation was delivered, and an information booth was set up on the trade show floor of the CACP Annual Conference to hand out information highlighting the need for police services to act in order to ensure a smooth transition from an analog to a digital 9-1-1 system.
- Continued to advocate for the implementation and financial support of the *Canadian Community Safety Information Management Strategy* (CCSIMS), a platform for inter-sector information sharing, that was developed by the ICT Committee in consultation with the Canadian government.
- Began work on a large project funded by the Canadian Safety and Security Program (CSSP) related to the impact of analytic solutions when identifying individuals of interest. The project includes IDC Canada, IBM and about 30 Ontario police agencies.
- Advocated for a timely policy for storing Protected B data in the Cloud through the National Police Information Services Advisory Board (NPISAB).

International Committee

- Completed the evaluation of nominations and presented the International Policing Award highlighting best practices of Canadian policing in international contexts.

Law Amendments Committee

- Monitored and assessed all legislative proposals before Parliament (House of Commons and Senate) with the potential to affect policing in Canada. The committee focused on the following legislative priorities:
 - Bill C-23: *Preclearance Act 2016*;
 - Bill C-59: An Act respecting national security matters;
 - Bill C-71: Firearms legislation;
 - Bill C-75: Court delays and the modernization of the Criminal Justice System;
- Contributed to written submissions and appeared before a Senate committee studying Bill C-75 which dealt with Court delays and the modernization of the Criminal Justice System.
- Intervened on behalf of the CACP before the Supreme Court of Canada in *R v Fleming* which dealt with common law police powers of arrest.
- Intervened on behalf of the CACP before the Supreme Court of Canada in *R v Mills* which dealt with online undercover operations targeting child sexual predators.
- Intervened on behalf of the CACP before the Supreme Court of Canada in *R v Ahmed* – which dealt with the issue of possession for the purpose of trafficking.
- Collaborated on the development of a CACP position statement on the issue of “Rolling Police Logs”.
- Conducted a review of section 183 of the *Criminal Code* which deals with the issue of interception of private communication (linked to resolution 2015-04).
- Reviewed and approved the content of the Canadian Police Knowledge Network’s (CPKN) online training module on the *Cannabis Act*.
- Approved the *Preclearance Act*.
- Submitted a CACP resolution on illegal online drug sales (#05 – 2019 – *Combating Illegal Online Drug Sales*) that was adopted by the membership during the CACP Annual General Meeting.

Organized Crime Committee

- Conducted research to better understand national firearms trends and the latest threat assessments (e.g. Chief Information Security Officer 2018 threat assessment, Criminal Intelligence Service of Canada 2018-2019 National Firearm Threat Assessment, Canadian Firearms Program firearm update).
- Planned and implemented the CACP National Street Gang Conference.
- Completed the evaluation process and presented the Award of Excellence for Combating Organized Crime.
- Submitted a CACP resolution on beneficial ownership (#04 – 2019 – *Beneficial Ownership Information Available to Police Services, Competent Authorities and the Public*) that was adopted by the membership during the CACP Annual General Meeting.

Police Information & Statistics Committee

- Responded to recommendations from the Canadian Centre for Justice Statistics (CCJS) and consulted with the CACP Special Purpose Committee on Firearms regarding filling data gaps on firearms and crime. Presented recommendations on next steps/implementation to the CACP Board of Directors.
- Responded to recommendations from the Canadian Centre for Justice Statistics (CCJS) to fill data gaps on hate crime and revise/update categories in the Uniform Crime Reporting (UCR) survey.
- Consulted with the CACP Traffic Safety Committee regarding the development of a position statement on data gaps related to drug-impaired driving.
- Contributed to the development and public availability of national standardized questions on trust and confidence in policing.
- Began work on the development of national definitions for the terms “shootings” and “gun crime”.
- Reviewed 2018 crime and homicide statistics, including organized crime, hate crime and cybercrime data.
- Reviewed the Juristat “Police Performance Metrics”.
- Reviewed the Juristat “Police resources in Canada, 2018”.
- Implemented small amendments to the Uniform Crime Reporting (UCR) survey to improve data quality and relevance, including new violation codes to better capture animal cruelty offences.

Policing with Indigenous Peoples

- Developed a questionnaire administered to CACP members inquiring about best practices for dealing with large-scale protests, demonstrations and assemblies.
- Developed and obtained the endorsement of the CACP Board of Directors for the *National Framework for Police Preparedness for Demonstrations and Assemblies*.
- Developed and implemented a pilot test of the new *CACP Policing with Indigenous Peoples Liaison Course*.
- Reviewed the Calls for Justice directed at police services contained in the final report of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) entitled “*Reclaiming Power and Place*” (June 2019) and developed an action framework that includes an environmental scan of police actions, shared education and awareness, trauma-informed practices, guides for families of missing persons and victims of homicide, data collection, enhancement of indigenous policing, recruitment and retention of Indigenous employees/police officers, CACP support of MMIWG Final Report and a conference focused on the “Role for Police – Renewing Trust.”

Private Sector Liaison Committee

- Delivered a presentation on behalf of the CACP at the Ontario Association of Chiefs of Police public/private liaison seminar entitled “Unmasking Fraud.”
- Completed the evaluation of nominations and presented the *CACP Policing Partnership Award*.

Research Advisory Committee

- Re-designed the CACP Research Foundation research proposal template.
- Launched the new monthly SME Research Brief initiative.
- Initiated the planning process to co-host a policing research forum/conference with the École nationale de police du Québec (ENPQ) and the Criminal Intelligence Coordinating Council (CICC) during the summer of 2020. A call for papers was circulated.
- Reviewed a proposal for endorsement of research by the CACP and provided a recommendation to the Board of Directors.

Traffic Safety Committee

- Drafted a letter of support from the CACP in favour of funding a research project titled “Demographic and Regional Variation in Drug-Impaired Driving in Canada,” a comprehensive toxicology testing study to be conducted in 10 Canadian sites, on hospitalized drivers after a car crash.
- Drafted a letter of support from the CACP in favour of funding a THC blood level and fluid screening research project.
- Responded to a request from the US Department of Transportation for Canadian crash data on involved US commercial motor vehicles.
- Planned and hosted the “CACP National Traffic Conference: Road Safety Strategy 2025 – Leading the Way” in Ottawa, Ontario.
- Drafted a resolution in support of the adoption and implementation of a national collaborative protocol for rail death investigations (CPRDI).
- Coordinated and implemented the *Canada Road Safety Week* (May 2019) and *Operation Impact* (October 2019) national public awareness campaigns designed to reduce alcohol-, drug- and fatigue-impaired driving, distracted driving, aggressive driving and driving without wearing a seatbelt. A new online data collection and tracking application was developed by committee partner Accident Support Services International Ltd.
- Completed the evaluation process and presented the *CACP National Police Award for Traffic Safety* and the *CACP Road Safety Lifetime Achievement Award*.

Use of Force Advisory Committee

- Monitored the work in Ontario that the Ministry was leading on police encounters with persons who are emotionally disturbed or suffering from mental illness and its intersection with police use of force and use of force/de-escalation training.
- Continued the discussion regarding the development of a *National Use of Force Reporting Guideline* so that police training, policy, and tactics can benefit from accurate and comprehensive data.
- Explored the benefits of holding a symposium for Chiefs to assess the latest training approaches to police use of force, and in particular, de-escalation training.
- Participated in a panel discussion as part of the agenda for the CACP Annual Conference in Calgary, Alberta.
- Initiated discussions with Defense Research and Development Canada (DRDC) to participate in the testing of the new TASER 7 C.E.W. in 2020.
- Obtained the funding and partnership support to proceed with the planning and implementation of a *National Use of Force Research Study* to collect reliable statistical information related to the use of various force intervention options by police officers in Canada, with a goal to highlight the infrequency through statistical analysis, in order to re-shape and/or inform the negative narrative around this issue.

Victims of Crime Committee

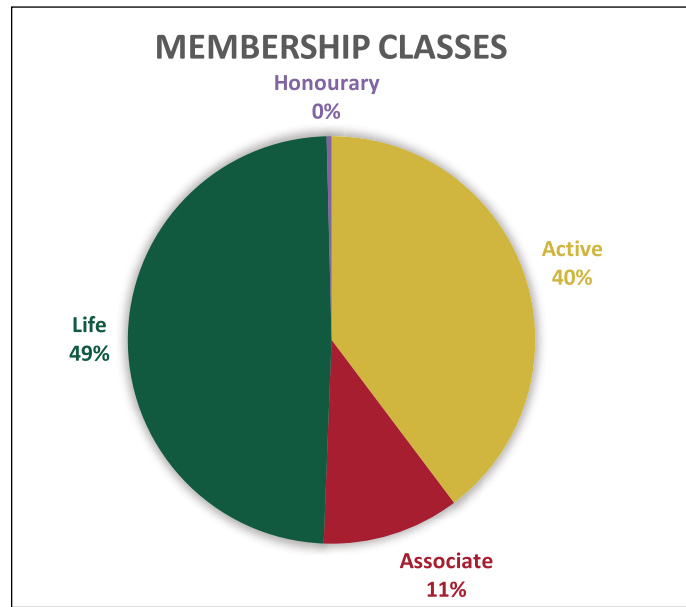
- Began work on the development of a *Trauma Informed Investigation Framework*.
- Began work on the development of resources in support of a victim-centered approach to investigations.
- Discussed the need and potential approaches to increasing police and public awareness of the *Canadian Victim Bill of Rights*.
- Initiated the planning process to host a CACP Victims of Crime Conference in 2020.
- Drafted and obtained the approval of the CACP membership of a CACP resolution (#03 – 2019 – *National Trauma-Informed Interviews*) requesting funding for the development and implementation of a *Trauma-Informed Interview Training Program*.



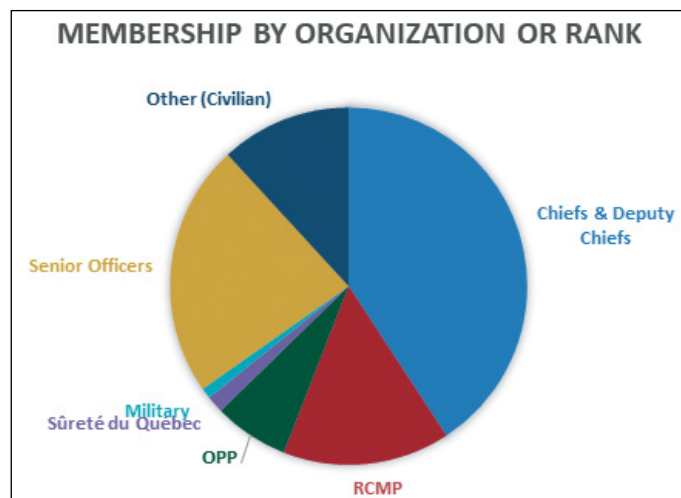
Our Membership

The CACP is proud to represent approximately 1,300 members from all regions of Canada. In 2019, our membership increased by one per cent going from 1,281 in 2018, to 1,296 in 2019. With an estimated 191 police services operating across the country, some of them with a number of detachments, our professional association boasts representation within approximately 65 per cent of police agencies in Canada. Moving forward, our goal will be to increase this number with a particular goal to improve the number of police leaders from Quebec and First Nations police services.

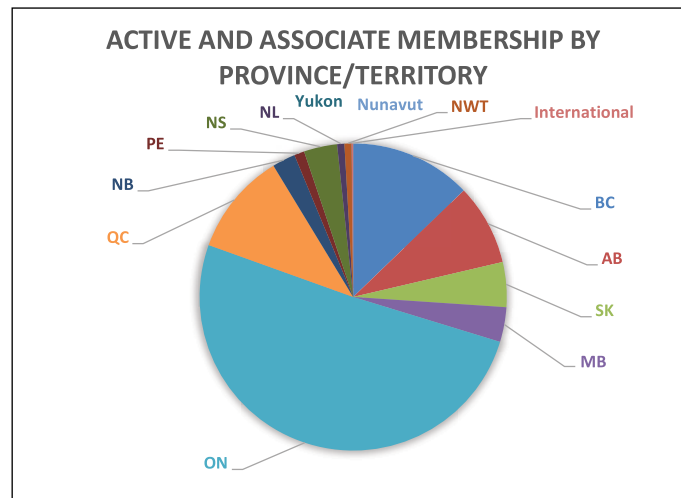
The following provides a snapshot of the makeup of our membership which consists of Active Members who are sworn officers serving as senior representatives in their respective agencies and Associate Members who are not actively serving in a Canadian police service but are qualified in police or other law enforcement activities. About half of the CACP's membership consists of Life Members; these are individuals who were active or associate members in good standing for a period of five years at the time of their retirement from service for voluntary reasons. While the graph shows zero per cent for Honourary Members, there are currently five individuals who are not eligible to be active or life members but who were recognized as having distinguished careers in policing.



In 2019, the CACP counted 515 Active Members, representing an increase of three per cent in this membership category over 2018 figures. The number of Associate Members decreased by nine per cent, from 155 in 2018 to 141 in 2019, while the total number of Life Members increased by two per cent, moving from 623 one year ago, to 635 in 2019.



Compared to 2018, the CACP had seven more Chiefs and Deputy Chiefs, three more RCMP representatives, three more OPP leaders, and eight more civilian managers join the association. However, the number of representatives for the Sûreté du Québec and Senior Officers decreased by two in both categories. The number of individuals representing military police agencies remained stable at five.



The chart above provides a geographic breakdown of Active and Associate Members only. The biggest increase in these membership categories in 2019 was seen in the province of British Columbia, with a noted reduction observed in the province of Ontario. Representation in all other regions remained essentially the same.

New Members of the CACP in 2019

Active

- Chief Craig Ambrose, Owen Sound Police Service
- Mr. Ron Anderson, Edmonton Police Service
- Chief Superintendent Michel Arcand, Royal Canadian Mounted Police
- Commander Karen Arney, Ontario Provincial Police
- Deputy Chief Kevin Beaudoin, LaSalle Police Service
- Superintendent Joanna Beaven, Toronto Police Service
- Inspector Anika Becker, Kennebecasis Regional Police Force
- Inspector Randy Bell, Vancouver Police Department
- Chief Jonathan Bergen, Prince Albert Police Service
- Inspecteur David Bertrand, Service de police de la Ville de Montréal
- Ms. France Bertrand, Royal Canadian Mounted Police
- Deputy Chief Dean Bertrim, Durham Regional Police Service
- Inspector Samir Bhatnagar, Ottawa Police Service
- Deputy Chief Brian Bigras, York Regional Police
- Chief Keith Blake, Tsuut'ina Nation Police Service
- Commandante Jacinthe Boucher, Service de police de la Ville de Montréal
- Directrice adjointe Line Carbonneau, Service de police de la Ville de Montréal
- Inspector Stephanie Carlisle, Halifax Regional Police
- Directeur Sylvain Caron, Service de police de la Ville de Montréal
- Inspector Andrew Chan, Vancouver Police Department
- Mr. Jeffrey Channell, York Regional Police
- Superintendent Jeffrey Christie, Royal Canadian Mounted Police
- Inspector Amber Clark, Royal Canadian Mounted Police
- Ms. Marnie Clark, Ontario Provincial Police
- Chief Gordon Cobey, Guelph Police Service
- Inspector Jason Colon, Blood Tribe Police Service
- Deputy Chief Shawna Coxon, Toronto Police Service
- Deputy Chief Constable Brett Crosby-Jones, Abbotsford Police Department
- Superintendent Jason Crowley, Windsor Police Service
- Deputy Chief Michael Dazé, North Bay Police Service
- Directeur Patrick Denis, Régie de police du lac des Deux-Montagnes
- Acting Superintendent Steven Drennan, Calgary Police Service
- Deputy Commissioner Michael Duheme, Royal Canadian Mounted Police
- Inspector Alanna Dunlop, Royal Canadian Mounted Police

- Superintendent Jamie Dunlop, Ottawa Police Service
- Ms. Simone Dyall, Royal Newfoundland Constabulary
- Assistant Commissioner Mark Fisher, Royal Canadian Mounted Police
- Chief Paul Fortier, Niagara Parks Police
- Ms. Margaret Gloade, Waterloo Regional Police Service
- Directeur Bruno Grondin, Service de police de la Ville de Granby
- Inspecteur-chef Caroline Guay, Sûreté du Québec
- Acting Inspector Darryl Harris, Saanich Police Department
- Inspector Philip Heard, Vancouver Police Department
- Inspector Mary Henderson, Kennebecasis Regional Police Force
- Deputy Chief Jeffery Hill, Halton Regional Police Service
- Mr. Ron Huber, York Regional Police
- Deputy Chief Ryan Hughes, Thunder Bay Police Service
- Superintendent Randy Huisman, Saskatoon Police Service
- Superintendent Jennifer Hyland, Royal Canadian Mounted Police
- Acting Deputy Chief Constable Paul Hyland, New Westminster Police Department
- Mr. Sam Jaroudi, Royal Canadian Mounted Police
- Chief Superintendent Marty Kearns, Ontario Provincial Police
- Ms. Molly Kimpel, Waterloo Regional Police Service
- Ms. Elaine Klassen, Abbotsford Police Department
- Ms. Suelyn Knight, Toronto Police Service
- Mr. Justin Krikler, Edmonton Police Service
- Chief Dean LaGrange, Camrose Police Service
- Deputy Chief Constable Jason Laidman, Victoria Police Department
- Deputy Chief Daryl Longworth, London Police Service
- Deputy Chief Brad MacConnell, Charlottetown Police Service
- Mr. Bryant Mackey, Vancouver Police Department
- Deputy Chief Robert MacLachlan, Sault Ste. Marie Police Service
- Assistant Commissioner Jane MacLachy, Royal Canadian Mounted Police
- Deputy Chief Jim MacSween, York Regional Police
- Inspector Andrew Martin, Royal Canadian Mounted Police
- Me. Isabelle Massé, Service de police de la Ville de Montréal
- Inspector Jason McAdam, Royal Canadian Mounted Police
- Inspector Dale McMillan, Winnipeg Police Service
- Me. Josée Ménard, Service de police de la Ville de Montréal
- Superintendent Julie Moss, Royal Canadian Mounted Police
- Superintendent Craig New, Delta Police Department
- Mr. Enyinnah Okere, Edmonton Police Service
- Superintendent Thomas Pallas, Edmonton Police Service
- Inspector Aaron Paradis, Royal Canadian Mounted Police
- Superintendent Stephanie Patterson, Ontario Provincial Police
- Superintendent Frank Providenti, Windsor Police Service
- Superintendent Elija Rain, Royal Canadian Mounted Police
- Assistant Director Cathy Richardson, Ontario Provincial Police
- Assistant Commissioner Trent Rolfe, Royal Canadian Mounted Police
- Ms. Jennifer Ronalds, Calgary Police Service
- Deputy Chief Robertson Rouse, York Regional Police
- Deputy Chief Jason Saunders, Brantford Police Service
- Deputy Chief Christopher Scott, Kingston Police Service
- Directeur adjoint intérimaire Francesco Secondi, Service de police de la Ville de Montréal
- Chief Superintendent Gary Shinkaruk, Royal Canadian Mounted Police
- Superintendent Harj Sidhu, Delta Police Department
- Assistant Commissioner Eric Slinn, Royal Canadian Mounted Police
- Inspector Dyson Smith, Royal Canadian Mounted Police
- Superintendent Jamie Solesme, Royal Canadian Mounted Police
- Acting Chief Jason Spooner, Lac Seul Police Service
- Deputy Chief Jason Stonechild, Prince Albert Police Service
- Superintendent Donna Streeter, Royal Canadian Mounted Police
- Chief Superintendent John Sullivan, Ontario Provincial Police
- Chief Jerel Swamp, Rama Police Service
- Inspector Farica Syrette, Blood Tribe Police Service
- Mr. Peter Taylor, Calgary Police Service
- Superintendent Graeme Turl, York Regional Police
- Dr. Eric Vu, Vancouver Police Department
- Chief Constable Colin Watson, Victoria Police Department
- Deputy Superintendent Steve Watts, Toronto Police Service
- Deputy Chief Sheilah Weber, Greater Sudbury Police Service
- Ms. Alison Whelan, Royal Canadian Mounted Police
- Acting Director Deidra White, Toronto Police Service
- Deputy Chief Shawn Will, CN Police Service
- Superintendent Fiona Wilson, Vancouver Police Department
- Deputy Chief Paul Woodruff, Royal Newfoundland Constabulary
- Deputy Chief Scott Woods, Lethbridge Police Service

Associate

- Mr. Jean-Sébastien Beaulieu, City of Montreal
- Lieutenant Colonel Robert Bell (Rtd), Gartner
- Mr. Ronald Bell, Manitoba Finance Taxation Contraband Tobacco
- Mr. Stéphane Bérard, McKesson Canada
- Professor MaryAnn Campbell, University of New Brunswick
- Mr. Clem Cormier, Manitoba Association of Chiefs of Police
- Dr. Julie Devlin, Ontario Provincial Police
- Mr. Michael Doucet, Optiv Cyber Security
- Mr. Brendan Dunne, Shared Services Canada
- Mr. Steven Fortier, Dollarama
- Dr. Katy Kamkar, Centre for Addiction and Mental Health
- Mr. Jean-Pierre Maurice, City of Brampton
- Mr. Paul Morrison, City of Brampton
- Mr. Nick Pailthorpe, Uber Canada
- Mr. Darryl Sitka, Public Safety Canada
- Mr. Sean Sportun, Circle K Stores
- Mr. Gervais Thibault, City of Montreal
- Ms. Helen Tomasik, ProspectHR MMI
- Mr. Geoffrey Wood, Canadian Trucking Alliance

Life

- Chief Jean-Michel Blais (Rtd), Halifax Regional Police
- Chief Charles Bordeleau (Rtd), Ottawa Police Service
- Deputy Commissioner Kevin Brosseau (Rtd), Royal Canadian Mounted Police
- Chief Roger Chaffin (Rtd), Calgary Police Service
- Assistant Commissioner Joanne Crampton (Rtd), Royal Canadian Mounted Police
- Chief Jeffrey Deruyter (Rtd), Guelph Police Service
- Chief Shawn Devine (Rtd), North Bay Police Service
- Deputy Chief Robert Dinner (Rtd), Brantford Police Service
- Chief John Domm (Rtd), Rama Police Service
- Chief Constable Robert Downie (Rtd), Saanich Police Department
- Chief Jennifer Evans (Rtd), Peel Regional Police
- Chief Leanne Fitch (Rtd), Fredericton Police Force
- Deputy Chief Lee Foreman (Rtd), Camrose Police Service
- Superintendent Grant Foster (Rtd), Saskatoon Police Service
- Ms. Debra Frazer, Ottawa Police Service
- Chief Albert Frederick (Rtd), Windsor Police Service
- Inspector Allan Hargreaves (Rtd), Devon Canada Corporation
- Deputy Chief David Jarvis (Rtd), Peel Regional Police
- Assistant Commissioner Scott Kolody (Rtd), Royal Canadian Mounted Police
- Deputy Chief Allan Lekun (Rtd), Greater Sudbury Police Service
- Chief Jean-Paul Levesque (Rtd), Thunder Bay Police Service
- Chief Ken Marchant (Rtd), Canadian Pacific Police Service
- Chief Geoff Nelson (Rtd), Brantford Police Service
- Chief John Pare (Rtd), London Police Service
- Mr. Clayton Pecknold, Ministry of Public Safety and Solicitor General
- Superintendent Mike Porteous (Rtd), Vancouver Police Department
- Chief William Renton (Rtd), Woodstock Police Service
- Deputy Chief Brian Simpson (Rtd), Edmonton Police Service
- Deputy Chief Alban Singleton (Rtd), Royal Newfoundland Constabulary
- Chief William Sornberger (Rtd), Owen Sound Police Service

Resolutions

Some solutions to policing issues in Canada cannot be achieved by the CACP alone. Members of the CACP are invited to make suggestions for the strategic direction or course of action to be taken by their professional association. The CACP Board of Directors considers these proposals in the form of resolutions. Resolutions can be used to propose:

- A request of a Government's Ministry to create or amend legislation
- The outline of a position of the association
- A statement or belief of the association
- A course of action
- A formal statement of a decision or expression of opinion
- A formal expression of intention

The proposed resolutions are generally put forward by one or more CACP general or special purpose committees. They are submitted to the CACP Law Amendments Committee Resolutions Sub-committee for their review and comment before they are forwarded to the CACP Board of Directors for their consideration. Final resolutions approved by the Board are then presented to the membership for discussion and acceptance at the Annual General Meeting.

The following six (6) resolutions were adopted during the 114th CACP Annual General Meeting held on August 12, 2019, in Calgary, Alberta:

Resolution #01 – 2019

EXAMINATION OF PRECURSOR CONTROL REGULATIONS

Submitted by the Drug Advisory Committee

- WHEREAS** methamphetamine has emerged as one of the most significant illicit drug threats in Canada with entrenched organized crime involvement in importation, production, and distribution, and;
- WHEREAS** organized crime groups circumnavigate existing precursor control regulations to facilitate illicit domestic methamphetamine production, and;
- WHEREAS** the existing *Controlled Drugs and Substances Act* (CDSA) and *Precursor Control Regulations* do not provide effective measures (e.g. scheduling and monitoring provisions) to comprehensively regulate and prohibit the importation, exportation, possession, and use of precursor chemicals for illicit purposes;
- THEREFORE BE IT RESOLVED** that the Canadian Association of Chiefs of Police urges the Government of Canada, specifically Public Safety Canada and Health Canada, in concert with CACP, to conduct a review of existing CDSA and associated regulations to identify gaps and potential amendments that will reduce methamphetamine manufacturing and thereby increase public safety.

Resolution #02 – 2019

COSTS ASSOCIATED WITH CLANDESTINE LABORATORY REMOVAL

Submitted by the Drug Advisory Committee

- WHEREAS** law enforcement is obligated to collect and preserve evidence from clandestine drug laboratories, and;
- WHEREAS** significant resources can be required to safely dismantle clandestine drug laboratories to ensure public safety, and;
- WHEREAS** the burden of the initial dismantlement and disposal expenses are currently the responsibility of law enforcement, and;
- WHEREAS** the dismantlement and disposal expenses can be significant and are dependent on various factors (e.g. size of site, duration of operation, and geography);
- THEREFORE BE IT RESOLVED** that the Canadian Association of Chiefs of Police urges that the federal government provide the necessary funding to provinces, territories, and municipalities for tools and resource capacity to safely dismantle and dispose of clandestine drug laboratories and those drugs produced consistent with its public safety and environmental mandate and that costs associated to the dismantling of clandestine labs are recovered.

Resolution #03 – 2019

NATIONAL TRAUMA-INFORMED INTERVIEWS

Submitted by the Victims of Crime Committee

- WHEREAS** sexual assaults and other violent incidents are often experiences of trauma, which can have neurobiological impacts that affect the brain and nervous systems of victims, thereby increasing their vulnerability and difficulty in disclosing such incidents to those working in the criminal justice system, and;
- WHEREAS** research, including a Justice Canada report titled *The Impact of Trauma on Adult Sexual Assault Victims*¹, continues to show standard interview practices can be counter-productive when dealing with traumatized victims, and;
- WHEREAS** police interviews have a significant impact on the outcome of investigations, trauma-informed interview practices, as described in the Justice Canada report, are foundational components of effective trauma-informed investigations which may increase reporting, improve evidence gathering and better serve all participants in any potential trial, and;
- WHEREAS** there is a need to have trauma-informed interview training across jurisdictions and throughout police services in order to ensure consistent and effective responses to victims of sexual assault and other traumatic incidents;
- THEREFORE BE IT RESOLVED** that the Canadian Association of Chiefs of Police encourages Federal-Provincial-Territorial (FPT) partners to collaborate with Public Safety Canada to fund, develop and implement a national trauma-informed interview training program for all police agencies and their training facilities.

1. www.justice.gc.ca/eng/rp-pr/jr/trauma/trauma_eng.pdf

Resolution #04 – 2019

BENEFICIAL OWNERSHIP INFORMATION AVAILABLE TO POLICE SERVICES, COMPETENT AUTHORITIES AND THE PUBLIC

Submitted by the Organized Crime Committee

- WHEREAS** federal/provincial/territorial corporate registries do not require private corporations to disclose verified beneficial ownership information at the time of incorporation, and;
- WHEREAS** beneficial ownership information for corporations and trusts is required to be collected and verified by financial institutions and certain other entities to which the *Proceeds of Crime (Money Laundering) and Terrorist Financing Act* and Regulations apply, and;
- WHEREAS** law enforcement must identify financial institutions that provide services to a corporation and follow judicial processes to obtain beneficial ownership information, and;
- WHEREAS** to advance money laundering and terrorist financing investigations, law enforcement and competent authorities require timely access to accurate, verified beneficial ownership information to identify the misuse of corporations and trusts;
- THEREFORE BE IT RESOLVED** that the Canadian Association of Chiefs of Police urges the Government of Canada and provincial and territorial governments to take steps to create a centralized pan-Canadian beneficial ownership registry to provide law enforcement and competent authorities with readily accessible, accurate, and verified beneficial ownership information to prevent, detect, and deter financial crime and advance money laundering and/or terrorist financing investigations.

Resolution #05 – 2019

COMBATTING ILLEGAL ONLINE DRUG SALES

Submitted by the Law Amendments Committee

- WHEREAS** illicit online sales of drugs have continued to persist even though there are legal avenues to purchase the drug, and;
- WHEREAS** illicit drugs do not undergo Health Canada approved cultivation and testing and may contain contaminants and dangerous substances exposing Canadians to public health risk, and;
- WHEREAS** illicit online drug sales may be made to minors as there is no age-check requirement for this activity, and;
- WHEREAS** illicit online drug sales contribute to the continued growth of organized crime and runs contrary to the government's goals of reducing organized crime in the sale of drugs and to reduce access to drugs from youth;
- THEREFORE BE IT RESOLVED** that the Canadian Association of Chiefs of Police urges Public Safety Canada and Health Canada to protect Canadians by actively curtailing illicit online drug sales, through federal funding and proactive enforcement of illegal online sale of drugs.

Resolution #06 – 2019

PREVENTION OF CRIMINAL EXPLOITATION OF CRYPTOCURRENCIES

Submitted by Vancouver Police Department

- WHEREAS** Cryptocurrencies are highly decentralized and can be exploited criminally to facilitate money laundering, terrorism financing, illicit transactions and fraud, which threatens the rule of law and the safety and security of Canadians, and;
- WHEREAS** The FATF is an intergovernmental organization formed by member nations, including Canada, which has developed a series of core recommendations (which are recognized as the international standard for combatting money laundering and terrorism financing) which were updated in June of 2019 as they relate to virtual assets ("VAs") and virtual asset service providers ("VASPs") (the "Guidance"¹), and;
- WHEREAS** The coming into force of Bill C-31 in June 2019 represents the adoption of some, but not all, of the key recommendations of the FATF as they relate to VAs and VASPs;
- THEREFORE BE IT RESOLVED** that the Canadian Association of Chiefs of Police recommends that the Federal Government and FINTRAC fully adopt the recommendations of the FATF to establish regulatory processes and legal frameworks in Canada that are consistent with FATF partner nations in order to prevent the criminal exploitation of cryptocurrency.

1. www.fatf-gafi.org/publications/fatfrecommendations/documents/guidance-rba-virtual-assets.html

Leadership Development

The CACP is a leading provider of police leadership and industry training in Canada. The association has successfully delivered a number of well-attended and much appreciated continuing professional learning conferences and workshops to develop new police competencies and capacity. These events are designed to provide delegates with information, best practices and available resources to support and facilitate the planning, decision-making and operational processes they are responsible for as police leaders in their respective communities. Much insight and valuable guidance was provided by subject matter experts and leaders in our field. The CACP is grateful to the planning committees as well as the individuals who kindly accepted to serve as moderators, guest speakers and guest panelists.

The National Office of the CACP manages the planning and logistics for approximately one event per month. These are generally led by one of the CACP's general or special purpose committees or conducted in partnership with other policing agencies. The association also provides event management services to partner organizations.

In 2019, the CACP hosted, partnered and/or supported the following continuing professional development events to help advance police leadership in Canada:

RE-INVENTING CRIMINAL JUSTICE

THE ELEVENTH NATIONAL SYMPOSIUM

Decolonizing the Criminal Justice System

Winnipeg, MB

January 17 / 19, 2019



The Symposium addressed the relationship between the criminal justice system and Canada's Indigenous peoples, holding an initial discussion about constructive ways in which the system must be 'decolonized'. The symposium acknowledged the failure of many of the reforms of recent decades to make a real difference to the overrepresentation of Indigenous people in the Canadian criminal justice system and explored new solutions to address this issue.

POLICE LEADERSHIP CONFERENCE ★

APRIL 7 - 9, 2019

British Columbia Association of Chiefs of Police / Canadian Association of Chiefs of Police

As leaders and members of the policing community, our responsibility is to lead a diverse and inclusive workforce while serving diverse communities. Diversity and inclusion make us stronger. They allow us to learn from each other and grow with each other. As a cohesive, inclusive and diverse group, we are smarter, stronger and more effective. These are the types of blanket statements often heard over the past few years. This conference sought to explore and share the theories and realities of diversity and inclusion in the policing sector. The carefully chosen list of keynote speakers provided a frank and honest perspective on how police services and their leaders have managed to successfully create diverse and inclusive work environments resulting in excellence in service delivery.



The image is a promotional graphic for the CACP National Traffic Conference. It features a photograph of a multi-lane highway with traffic, viewed from an elevated perspective. On the left side of the highway, there is a large green and white circular logo with a crown on top, which is the emblem of the Canadian Association of Chiefs of Police. Overlaid on the right side of the image is a large, stylized orange graphic element resembling a chevron or a stylized 'A'. To the right of this graphic, the text reads: 'CACP National Traffic Conference', 'Road Safety Strategy 2025: Leading the Way', 'Conférence nationale de l'ACCP sur la sécurité routière', 'Stratégie de sécurité routière 2025 : Tracer la voie', and 'May 6 - 8 mai, 2019 Ottawa, Ontario'.

CACP National Traffic Conference
**Road Safety Strategy 2025:
Leading the Way**

Conférence nationale de l'ACCP
sur la sécurité routière
**Stratégie de sécurité
routière 2025 : Tracer la voie**

May 6 - 8 mai, 2019
Ottawa, Ontario

Enforcement and road safety stakeholders gathered to share knowledge, best practices, lessons learned and research on current and emerging road safety priorities in Canada. The sessions focused on risk groups such as commercial drivers, young/novice drivers, and medically-at-risk drivers. Discussions also revolved around contributing factors to road crashes and collisions such as drugs, cannabis, alcohol, distraction, fatigue, speeding, etc. Conference speakers also addressed the merits of various intervention options such as technology, legislation/regulations, public education, enforcement, training, etc.



This event was an opportunity to report on the scope and trends of active street gangs throughout Canada. The conference provided participants with education and training in relation to intelligence gathering techniques, enforcement methods, gang exit and prevention strategies, the use of innovative technology to combat gang sophistication, as well as prosecutions and the use of criminal organization legislation.



Maintaining trust and confidence in policing in Canada requires addressing trust and confidence issues internally in our organizations. Advancing policing in Canada requires a concerted effort that takes into consideration all facets of our profession including the needs, expectations and concerns of police leaders, front-line officers and those charged with police governance. The development of a strategic Human Resource Plan is about more than succession planning and professional development plans. This conference involved a thoughtful and critical look at what police services do, how they do it, why they do it, and who is doing it with the philosophy that meaningful change and improvement start "from the top".



COMGIC Educational Workshop 2019
Outlaw Motorcycle Gangs
Global Disruption
 October 1-3, 2019 *Niagara Falls, ON*

CCEBMHL Atelier de formation 2019
Bandes de motards hors-la-loi
Perturbation globale
 Du 1 au 3 octobre 2019 *Niagara Falls (Ontario)*

The purpose of this conference was to provide information on alternative methods of disruption and public awareness initiatives used to confront outlaw motorcycle gangs (OMGs). The conference provided an overview of Canadian OMGs and their support network groups, as well as insight into international partnerships that further the expansion of these gangs. The sessions also addressed topics that touched on various areas of criminal activity OMGs are involved in such as online gaming and the cannabis industry.



STRATCOM2019

Strategic Communications:
 Policing in an Ever-Changing Landscape

Les communications stratégiques :
 La police dans un contexte en constante évolution

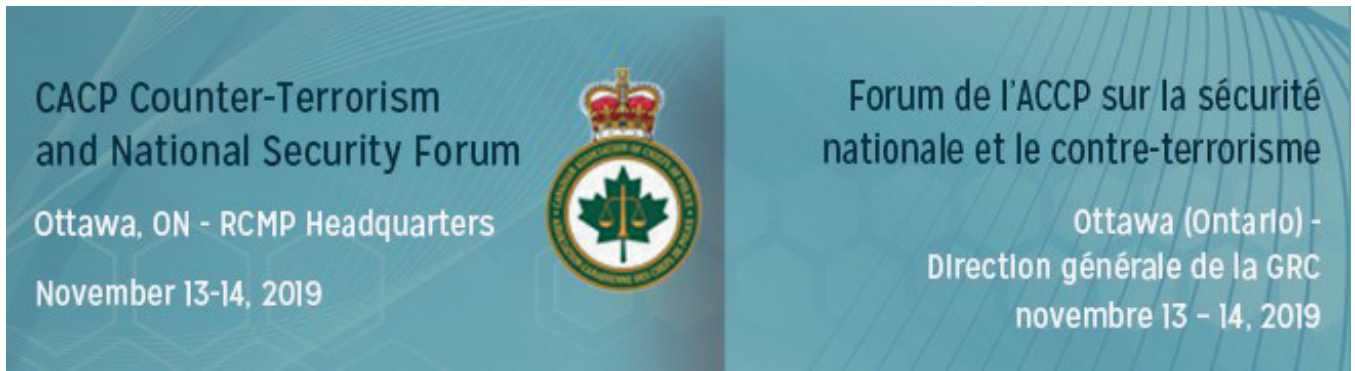
Oct. 20-22 2019

Toronto, Ontario

#stratcom2019



Improving public perception, trust and confidence in policing is one of the primary roles of an entire policing organization. Police leaders set the tone and rely heavily on their communications professionals to prepare, develop and implement collaborative leading-edge strategies and best practices towards a common, shared goal: improving communications within their services and towards the public they serve. This conference focused on the profession of police communications and the unique opportunities and challenges of building an image and managing the reputation of a police service. It aimed to encourage collaboration and highlighted how small/medium sized police services could leverage the work of larger police agencies. The sessions allowed participants to learn about managing issues while still *connecting* with people. It emphasized the importance of skilled, strategic thinking in corporate and external communications. It provided insight on how to measure the success and impact of police communications and provided a glimpse into the minds of working journalists on the topic of access to information requests and their impact on police operations. The agenda also featured discussions about key considerations for effective inter-generational communications and serving culturally diverse communities, as well as trends and techniques for dealing with social activism.



This conference provided participants with an understanding of the national security threat and the challenges associated with counter-terrorism investigative efforts. The sessions addressed topics such as understanding ideologically motivated violent extremism in Canada, prosecuting offences as terrorism versus other provisions of the *Criminal Code*, what the police can do to deter the impact of online initiatives by criminal organizations, as well as a discussion on foreign actor interference.



This year's workshop maintained its focus on public safety and ensuring timely, coordinated and effective emergency responses between the various first responder groups. However, the content was expanded into other lanes of the interoperability continuum. While the sessions addressed the topic of technology, they moved beyond the focus on equipment and software requirements and solutions, to address topics related to governance, human factors, organizational culture, process, resiliency, and more.

CACP EVENTS BY THE NUMBERS



9 events
hosted or
supported

6 cities



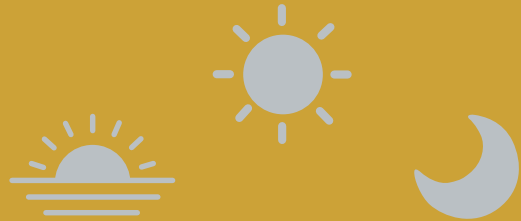
4 provinces

276

guest speakers,
presenters &
moderators



27 Full Days



2,477
event
delegates

109

educational
sessions



45

sponsors



105 exhibitors



Thought Leadership

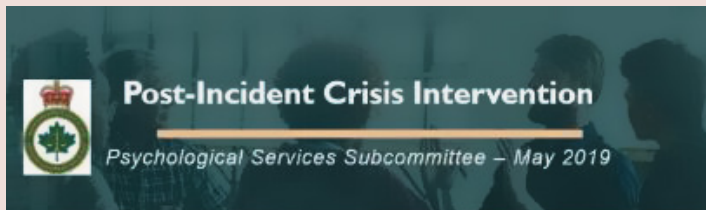
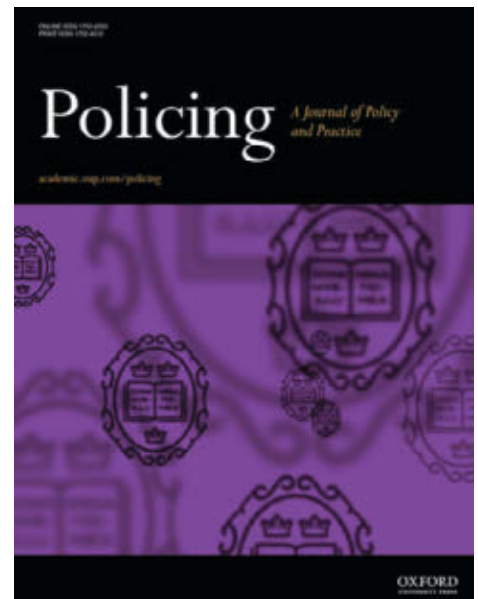
Thought leadership is about tapping into the knowledge and experience of our membership to answer some of the biggest questions on the minds of police services across the country and around the world. A number of new resources and tools have been created by the CACP to help members address the strategic issues and priorities they are facing. From policy positions, to practice guidelines, strategies, and frameworks, the association prides itself on offering recommendations, consistent approaches, procedures and guidance on matters of policy and operational practice in policing.

Resources

Our CACP general and special purpose committees have worked diligently to develop the following new resources to be adopted, adapted and/or implemented by our members, in their respective police agency:

The Role of the CACP in Supporting the Professionalization of Police in Canada – January 2019

CACP member Ruth Montgomery authored an article entitled *The Role of the Canadian Association of Chiefs of Police in Supporting the Professionalization of Police in Canada*. This article was published on January 28, 2019, in *Policing: A Journal of Policy and Practice*. The following is the abstract for this article: “The public deserves and expects professional and accountable policing. The need and desire to maintain and build public trust and respect in policing in dynamic, complex, and constantly evolving political, socio-economic, technological and demographic contexts has driven increased discussion and examination of professionalization of policing. Effective and efficient policing today requires police leaders who are innovative, have political acumen and agile decision-making capacity, and can engage with a variety of actors at multiple levels to address public safety and security issues. Police leaders are also charged with ensuring that police officers at all levels have the education, knowledge, skills and competencies, and supports needed to solve crimes and problems, enforce laws, and prevent crime. The Commonwealth countries of England, Wales, Australia, and New Zealand have established professional bodies to regulate policing and address these requirements. This review uses identified characteristics of professions as a framework for comparing the work of these associations with contributions the Canadian Association of Chiefs of Police has made in supporting, preparing, and professionalizing policing in Canada. It concludes by comparing the approaches to police professionalization in England, Wales, Australia, New Zealand, and Canada.”



Summary on Post-Incident Crisis Intervention – May 2019

The CACP Psychological Services Sub-committee examined the current literature and offered a summary on the current status of *Post-Incident Crisis Intervention*. The document addresses the topic of terminology, research, current trends and general considerations. It concluded that “post-incident mental health contact, when conducted appropriately, can be a key component of supporting officers and civilians after exposure to a potentially traumatic event.” The summary also provides readers with additional references and suggests documents for further reading.

Resuming the Publication of Organized Crime-related Incidents in Canada – July 2019

The lack of information on organized crime was identified by justice partners and stakeholders as a significant gap. The recent legalization of cannabis, the new firearm legislation, and growing concerns over drug and human trafficking contributed to the need for regular and reliable data to inform both resourcing and policy questions related to detection, prevention as well as officer and public safety. Unfortunately, no single, comprehensive source of standardized data tracking the number of criminal incidents occurring each year in Canada that were committed for the benefit of organized crime existed so that we could monitor the nature and extent of organized crime at the national, provincial/territorial or local levels. In 2019, the Canadian Centre for Justice Statistics (CCJS) resumed the annual publication of organized crime data thanks to the commitment of police chiefs across Canada to make use of the organized crime flag in the Uniform Crime Reporting (UCR) survey and to validate the 2016, 2017, and 2018 organized crime counts for their respective police service. Thanks to the participation of CACP members, Statistics Canada was able to publish the results in July 2019, at the same time as the release of the annual police-reported crime statistics.



CANADIAN CENTRE FOR JUSTICE STATISTICS



CACP Executive Global Studies Program

The CACP Executive Global Studies Program also continued to be a thriving and impactful program designed to introduce new competencies and global perspectives to Canada's current and future leaders in policing and related public safety agencies. The program adopts a research-driven and problem-based learning model applied over a six-month period.

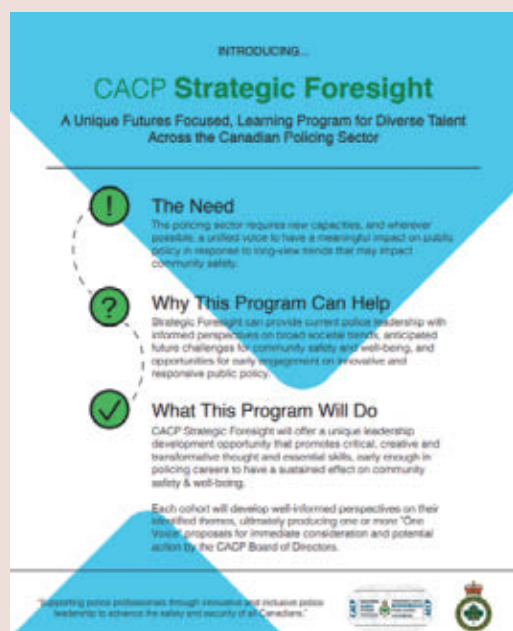
The research theme continued to be closely aligned with the priority issues facing the Canadian Association of Chiefs of Police (CACP), its member agencies and the country.

The CACP Executive Global Studies 2019 cohort produced a summary report outlining their findings arising from an international research study examining the theme of *Navigating Seismic Shifts in Public Policy* in 13 diverse societies. They assessed the corresponding impacts on community safety and well-being, and the relative ability of global policing sectors to influence and/or respond to new directions in public policy.

Alongside the CACP Board-assigned theme of *Navigating Seismic Shifts in Public Policy*, the Global Studies 2019 cohort was additionally tasked with supporting the CACP Special Purpose Committee on the Decriminalization of Illicit Drugs by conducting research on decriminalization models and drug policy in all field study destinations. This parallel study was an opportunity for the cohort to track a significant global trend as one prime example of a potential seismic shift in future Canadian public policy. A summary of their findings was also produced with sections devoted to "Global Engagements on Illicit Drug Policy and Practice," "Discussion" and "Recommendations delivered to the Special Purpose Committee on Decriminalization."

The cohort also proposed the creation of an exciting new capacity building program entitled *CACP Strategic Foresight*, designed to position the Canadian policing sector at the forefront of recognizing, amplifying and advocating for public safety considerations in the face of anticipated long-view social trends with the potential to affect our communities in the years ahead. A fact sheet was produced regarding this new program to be pilot tested in 2020.

All documents are available at www.cacpglobal.ca.



New Opioid Guidelines for Hospitals and Healthcare Facilities – August 2019

The Canadian Society of Hospital Pharmacists published their new opioid guidelines entitled *Controlled Drugs and Substances in Hospitals and Healthcare Facilities: Guidelines on Secure Management and Diversion Prevention*. The CACP is proud to have been consulted and is grateful to the members of the CACP Drug Advisory Committee for their advice and contributions to the review and update of the content. While the committee particularly focused on the chapters dedicated to identifying and investigating diversion, feedback was provided (where possible) on other sections of the guidelines which address the topics of regulatory requirements, organizational accountability, fundamental principles, inventory management, preparation/dispensing/distribution, prescribing, administration to the patient, as well as waste and disposable of unusable drugs.



JOINGATE/SHUTTERSTOCK.COM



CACP Action Plan – Outcome of the President's Council on Strategic Direction – September 2019

The CACP President's Council on Strategic Direction was hosted in Ottawa on February 5 and 6, 2019. During this strategic planning session, the group proposed an updated mission statement, created a vision statement, identified strategic pillars, updated the values, and identified the strategic policing priorities and monitored issues for the CACP over the next two years. (Refer to the section on Strategic Direction). These were approved by the Board of Directors on March 12, 2019.

The next steps in our strategic planning process required the active involvement of the CACP general and special purpose committees who were asked to identify how they could support each of the nine (9) national strategic policing priorities and eight (8) monitored issues. Each of them identified projects and initiatives they had already completed, were currently working on, or could be implementing to help advance each of these priorities and issues. This information was collated into a dynamic working document known as the *CACP Action Plan*.

Leadership Brief: Evaluating Wellness Products and Services Intended for Public Safety Personnel – October 2019

Created by the Psychological Services Sub-Committee of the CACP's Human Resources and Learning Committee, this brief was developed in response to an increased focus on the health and well-being of public safety personnel in recent years. This increase also brought rapid growth in commercial businesses marketing products and services purporting to improve employee wellness. Agencies may view such offerings as a means of accelerating their wellness programming and addressing gaps in their existing services; however, organizations may also be taking on some risk when entering into a contract with such vendors. This leadership brief provides insight on the reasons for considering wellness products and services, the questions organizations should be asking themselves internally, as well as the questions that should be directed to potential vendors.



SME Research Brief Initiative – October 2019

Coordinated by the Research Advisory Committee of the CACP Research Foundation, the SME Research Brief project was initiated to help achieve the committee's objectives of identifying emerging policing issues and trends as well as assisting CACP members and RF Connect subscribers with knowledge translation.

Each monthly research brief consists of a summary of the best available evidence on a specific policing topic, produced by an academic expert in that area. Refer to the section on Research to learn more about this project and the three research reviews completed in 2019.

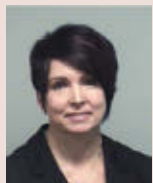
Canadian Framework for Collaborative Police Response on Sexual Violence – December 2019

On December 6, the CACP launched the new *Canadian Framework for Collaborative Police Response on Sexual Violence* during a news conference held in Barrie, Ontario, hosted by Chief Kimberley Greenwood, CACP Vice-president and past Co-chair of the CACP's Crime Prevention, Community Safety and Well-Being Committee. This framework provides police services across Canada with leading practices that support evidence-based, trauma-informed, and victim-centered investigations. It also includes an approach to sexual violence case review and the governance of case review programs.



Guest Speaking Opportunities

CACP members are also called upon to serve as subject matter experts and guest speakers at national and international events. The CACP would like to thank the following members for serving as ambassadors for our association in 2019 at the following events and conferences:

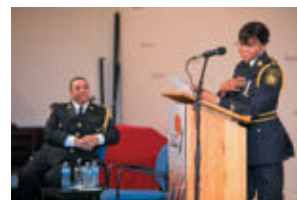


Canadian Society of Hospital Pharmacists Annual Conference – February 2019

The Canadian Society of Hospital Pharmacists' launched their new *Controlled Drugs and Substances in Hospitals and Healthcare Facilities: Guidelines on Secure Management and Diversion Prevention* during their annual conference. As part of this conference session, Acting Deputy Chief Shirley Hilton provided delegates with direction and advice on when to involve law enforcement in opioid diversion investigations and on the signs to look out for that should be reported to law enforcement.

Celebrating Black Women in Law Enforcement – October 2019

Deputy Chief Ingrid Berkeley-Brown was in Halifax, Nova Scotia to participate in the celebrations in recognition of Women's History Month (October) and the 90th Anniversary of National Persons Day (October 18, 2019) organized by the Nova Scotia Advisory Council on the Status of Women and the Black Cultural Centre for Nova Scotia. She is the Co-chair of the CACP's Equity, Diversity and Inclusion Committee and she spoke with youth, many of them from historic African Nova Scotian communities, on her experiences as a police officer and on the importance for them to perceive officers as people who are there to help, not only to enforce the law.



Canadian Police College's Executive Development Program – November 2019

CACP Executive Director Bill Moore (left) and CACP member Chief Dale McFee (right) were invited as guest speakers of the Canadian Police College's Executive Development Program. They delivered presentations on organizational design, development, planning and leadership.

Canadian Centre on Substance Abuse and Addiction Conference – November 2019

CACP Executive Director Bill Moore represented the CACP at the CCSA Canada Conference on November 25th where he participated on a panel discussing safe supply and consumption services in Canada. He addressed the topics of supervised consumption, harm reduction, and decriminalization.

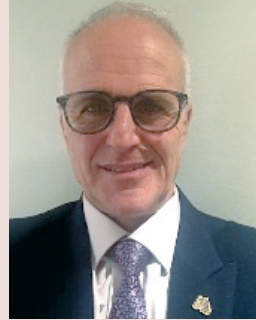


CACP Presence on National and International Committees

Our members do not only represent the CACP at events, but also sit on national and international committees where they share their knowledge and experience with a focus on advancing policing in Canada and around the world. The CACP would like to thank the following individuals for representing our association in a leadership or membership capacity at the following committee tables:



Chief Superintendent Jeff Adam
Member
eCrime Cyber Council



**Assistant Director
Didier Deramond**
Chair
National Joint Committee



Mr. Eldon Amoroso
Member
International Association of
Chiefs of Police Computer Crime
and Digital Evidence Committee
eCrime Cyber Council



Inspector Brendan Dodd
Vice Chair
Canadian Interoperability
Technology Interest Group
(CITIG)



Mr. Francis Brabant
Member
Justice Efficiencies Committee



Chief Neil Dubord
International Chair
International Association of
Chiefs of Police Mid-Sized Agency
Division



Deputy Chief Mark Chatterbok
Member
Canadian Institute for Public
Safety Research and Treatment



Mr. Brock Kahanyshyn
Member
International Association of
Chiefs of Police Computer Crime
and Digital Evidence Committee



Chief Rod Knecht
Chair
Canadian Intelligence Service
Canada



Ms. Christine Robson
Co-chair
Canadian Advanced Technology
Alliance (CATA)



Deputy Chief Constable Richard Lucy (Retired)
Coordinator
National Advisory Committee to
the Law Enforcement Torch Run



Mr. Steve Schnitzer
Member
Canadian Institute for Public
Safety Research and Treatment



Mr. William (Bill) Moore
Member
Canadian Institute for Public
Safety Research and Treatment



Superintendent Guy Slater
Co-chair
Canadian Safety and Security
Program



Chief Constable Adam Palmer
Director – Canada
International Association of
Chiefs of Police – Board of
Directors



Mr. Daniel Steeves
Member
International Association of
Chiefs of Police Information and
Communications Technology
Committee



Mr. Shawn Rehill
Co-chair
International Association of
Chiefs of Police Criminal Justice
Information Systems Committee



Mr. David Thorne
Member
Canadian Society of
Evidence-Based Policing

Advocacy

The CACP is committed to advocacy efforts aimed at advancing legislative and policy reform to prevent and investigate crime, support victims, and solve problems in the interest of building healthy and safe communities in Canada. The CACP strives to be a consistent voice for the police leadership community through government relations that seek to influence various levels of government and departmental ministries with legislative and executive responsibility in law and policing.

A section of the CACP website is devoted to the topic of government relations and provides visitors with access to the parliamentary briefs presented to parliamentary committees on government bills affecting policing in Canada. The website also provides an at-a-glance perspective of the status of federal government bills and of the role the CACP has played in conveying the position and concerns of police services across Canada.

While the CACP monitors several federal government bills on an ongoing basis, in 2019, the CACP was actively involved in the preparation and presentation of submissions to parliamentary committees on the following:

Bill C-71: An Act to amend certain Acts and Regulations in relation to firearms

April 1, 2019

Chief Constable Adam Palmer (President, CACP) and Chief Evan Bray (Co-Chair, CACP Special Purpose Committee on Firearms) presented a CACP submission to the Standing Senate Committee on National Security and Defence



regarding Bill C-71 – An Act to amend certain Acts and Regulations in relation to firearms. They explained the purpose and activities of the CACP's new Special Purpose Committee on Firearms. They spoke about the need for better data to help find ways of reducing gun violence in our communities by using the best, evidence-based practices. They also emphasized the importance of education and prevention early on to ensure that we address root causes of gun violence which lead people to adopt a gang lifestyle. For those already in those lifestyles, they suggested that exit strategies leading them towards a healthier path in life should be considered.

The CACP representatives reconfirmed the importance of law enforcement and ensuring that we are going after the criminal elements who are perpetrating violence in our communities. They talked about the need to ensure that those with histories of criminal records, domestic violence, mental health issues, etc. do not have access to firearms.



They expressed the CACP's agreement with the need for corrections relating to who is eligible to hold a firearms licence and the calls for physicians to be required to advise authorities if, in their expert opinion, they felt that a person should not be in possession of a firearm for the safety of that individual or that of the public. They supported stricter requirements for the transfer of non-restricted firearms, the transportation of prohibited and restricted firearms, and record keeping by vendors.

April 9, 2019

In a letter addressed to all Honourable Members of the Senate of Canada, the CACP expressed its concerns with regards to the status of Bill C-71. The association acknowledged that Canada has a strict and responsible form of gun ownership laws, that we have strong education requirements for firearm owners and that, while background checks are also in place, we believe they could be strengthened and that further checks should be done to help ensure responsible gun ownership. The CACP reiterated its support for the proposed changes identified in Bill C-71 that, in the association's view, would correct some of the weaknesses in Canada's current firearm regulations in addition to assisting in the police's ability to investigate guns used in crime.



Bill C-75: An Act to amend the Criminal Code, the Youth Criminal Justice Act and other Acts and to make consequential amendments to other Acts

May 2, 2019

The CACP Law Amendments Committee was represented by Staff Sergeant Dale Weidman (Vancouver Police Department) and Ms. Rachel Huntsman, QC (Legal Counsel with the Royal Newfoundland Constabulary) as they presented to

the Standing Senate Committee on Legal and Constitutional Affairs regarding Bill C-75.

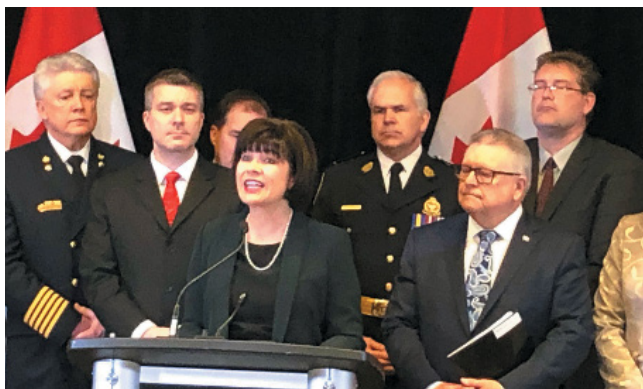
The CACP submission articulated the association's position in relation to this Bill which aimed to modernize the criminal justice system and reduce court delays in judicial proceedings. The focus of their presentation was on two amendments intended to address justice efficiencies, but that were believed to have unintended consequences that would negatively affect police investigations and public safety. The first was related to the proposed reclassification of offences and the second pertained to the judicial referral hearing amendment that would refer offenders charged with administration of justice offences to a judicial referral hearing. The CACP representatives highlighted the impact both these amendments would have on the identification of offenders via the collection of DNA, fingerprints and photographs.



As a national professional association, the CACP consults and/or collaborates with several federal government ministries whose mandates align with or affect policing in Canada. The CACP is proud of the relationships, projects and initiatives that led to the following opportunities in 2019:

The CACP participated in the release of the Action Plan on Post-Traumatic Stress Injuries **April 8, 2019**

The Minister of Public Safety and Emergency Preparedness and the Minister of Health announced the release of *Supporting Canada's Public Safety Personnel: An Action Plan on Post-Traumatic Stress Injuries*. The plan is intended to support research, prevention, early intervention, stigma-reduction, care and treatment for all types of public safety personnel, all across the country. A quote from our President, Chief Constable Adam Palmer, was included in the news release and Chief Charles Bordeleau, member of the CACP Board of Directors, was in attendance representing our association.



The Honourable Marc Garneau, Minister of Transport Canada, served as keynote speaker at the CACP National Traffic Conference **May 7, 2019**

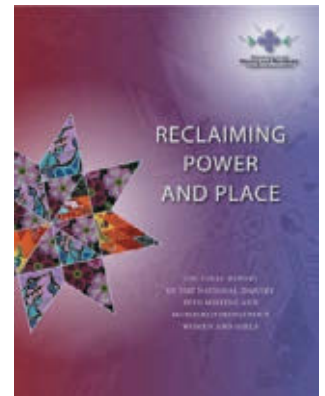
The Honourable Marc Garneau, delivered a keynote address entitled *Leading the Way to Road Safety* during the CACP National Traffic Conference. His participation preceded an announcement by the federal government on June 13, 2019 about a new road safety measure for the commercial driving industry. The minister provided insight on this upcoming initiative and reiterated the importance of *Canada's Road Safety Strategy 2025 – Towards Zero* which has a goal of making Canada's roads the safest in the world. He proudly reminded delegates that Canada is one of the only countries in the world to have a national road safety strategy and the important role police agencies play in making progress towards the objectives of this strategy.



GOVERNMENT OF CANADA

CACP statement: Release of Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls **June 3, 2019**

Following the release of the National Inquiry into Missing and Murdered Indigenous Women and Girls' final report, the CACP issued a statement acknowledging the National Inquiry's recommendation that the association create a national strategy to ensure consistency in reporting mechanisms for reporting missing Indigenous women, girls and 2SLGBTQIA



people, a strategy that could be developed in conjunction with the implementation of a national database. The CACP also reasserted its commitment to study the Calls for Justice addressed to the CACP and police services in general and to identify how the association can assist police services across Canada with supports and education to aid in their understanding and implementation of the National Inquiry's recommendations.

The Honourable David Lametti, Minister of Justice and Attorney General of Canada, served as guest speaker at the CACP Annual Conference **August 14, 2019**

The Honourable David Lametti attended the CACP Annual Conference to present the *Minister of Justice National Youth Justice Policing Award* that recognizes police officers and others involved in police-led initiatives who, individually

or as a team, develop innovative approaches or promising practices that go beyond the formal court system when dealing with youth in conflict with the law. It celebrates innovative policing and serves to inform the police and wider community about creative responses to youth crime.

Minister Lametti also seized the opportunity to introduce himself and share some of his thoughts regarding his new appointment as Minister of Justice and Attorney General of Canada on January 14, 2019 and the importance of police services in the criminal justice system.



R v Mills which dealt with online undercover operations targeting child sexual predators, and *R v Ahmed* – which dealt with the issue of possession for the purpose of trafficking.

The CACP is grateful to the members and legal counsels who appeared before the Supreme Court of Canada to represent and speak on behalf of our association.

Intervener Status at the Supreme Court of Canada

An intervener is a person or organization who does not have a direct interest in a particular court or tribunal proceeding but is granted intervener status on a discretionary basis because their involvement would be helpful to the determination of the issues. The intervener's participation rights are determined by the Tribunal member and are generally more limited than those of a party. Intervention is widely used by specialized organizations and advocacy groups to present submissions before courts and tribunals on issues of public interest within their expertise.

The CACP was granted intervener status in three cases before the Supreme Court of Canada in 2019: *R v Fleming* which dealt with common law police powers of arrest,

Status of Key Government Bills Affecting the CACP

The following is a summary of the status of government bills with a potential impact on policing in Canada and of the CACP's activities pertaining to these files. The content is accurate up to the date of the federal elections of October 2019, at which time all government bills that had not received royal assent prior to prorogation ceased to exist. In order for these government bills to be proceeded with in a new session, they must be reintroduced as new bills or they may be reinstated, if the House adopts a motion to this effect.

Government bills proceeding through the legislative process in 2019

Bill	Description	Status in Parliament	Notes
C-32	An Act related to the repeal of section 159 of the Criminal Code – Anal Intercourse	Introduction and 1st reading in House of Commons (2016-11-15)	Monitoring
C-38	An Act to amend the Criminal Code – Exploitation and trafficking in persons	Introduction and 1st reading in House of Commons (2017-02-09)	Victims of Crime Committee
C-39	An Act to amend the Criminal Code (unconstitutional provisions) and to make consequential amendments to other Acts – Modernization of the Criminal Code	Introduction and 1st reading in House of Commons (2017-03-08)	Monitoring
S-215	An Act to amend the Criminal Code – Sentencing for violent offences against Aboriginal women	1st reading in the House of Commons (2018-10-18)	Monitoring
S-225	An Act to amend the Controlled Drugs and Substances Act – Substances used in the production of fentanyl	3rd reading in the Senate (2016-06-16)	Drug Advisory Committee
C-337	An Act to amend the Judges Act and Criminal Code – Sexual Assault	Committee report presented with amendments (2019-06-05)	Monitoring
C-375	An Act to amend the Criminal Code – Presentence Report	1st reading in the Senate (2018-11-08)	Monitoring

Government Bills that received Royal Assent in 2019

Bill	Description	Notes
C-59	An Act respecting national security matters	Royal Assent (2019-06-21) Counter Terrorism & National Security Committee CACP Testimony – HoC (2018-02-01)
C-71	An Act to amend certain Acts and Regulations in relation to Firearms	Royal Assent (2019-06-21) Special Purpose Committee on Firearms Law Amendments Committee CACP Testimony – HoC (2018-05-29) CACP Testimony – Senate (2019-04-01) Letter to senators (2019-04-09)
C-75	An Act to amend the Criminal Code, the Youth Criminal Justice Act and other Acts and to make consequential amendments to other Acts – Court Delays and Modernization of the Criminal Justice System	Royal Assent (2019-06-21) Law Amendments Committee CACP Testimony – HoC (2018-09-24) CACP Testimony – Senate (2019-05-02)
C-84	An Act to amend the Criminal Code – Bestiality and animal fighting	Royal Assent (2019-06-21)
C-93	An Act to provide no-cost, expedited record suspensions for simple possession of cannabis	Royal Assent (2019-06-21)



Research

Research is one of the four strategic pillars of the CACP. This pillar supports our belief in evidence-based policing. Our association encourages research initiatives as well as innovative strategies and practices to ensure sustainability, best practices, and the responsible management of public resources.

New Research Advisory Committee



First came the CACP Research Foundation, established in 1982 as a registered charitable organization that works to make evidence-based research an integral part of Canadian policing.

Then came the *Canadian Police Executive Research Agenda* with a goal to identify the main research priorities for policing in Canada. The first agenda was developed in 2014 and was followed by a second edition in 2017.

In 2019, we announced the creation of an all-new *Research Advisory Committee* to help advance the Research Agenda, to help identify emerging policing issues and trends that require data and research, to help improve the internal capacity within the CACP to create, share and use research, and to help increase evidence-based decision-making and initiatives leading to broader professionalism in policing.

This committee serves as a liaison to help other CACP general and special purpose committees identify their research needs and assist with knowledge translation. As part of its mandate, this group also helps develop an inventory of research partners/initiatives and builds a police research network that connects partners/projects with individual CACP committees and/or member organizations to address research gaps in policing in Canada. They are also tasked with reviewing and providing recommendations on CACP Research Foundation endorsement requests for the support of the CACP or to conduct research projects within the CACP.

Guidelines for Proposals for Endorsement of Research

The CACP Research Foundation encourages police services and researchers to initiate new research projects into topics and issues most needed by the policing community. There is

a long history of successful working relationships between police and academic researchers in Canada. The increasing need for evidence-based research by police leaders seeking more effective and efficient ways of solving problems and achieving goals bring many more opportunities for creating productive working partnerships with Canadian universities and colleges, and other credible agencies interested in advancing policing and public safety in Canada.

In 2019, the Research Advisory Committee completed the review and update of the CACP Research Foundation's *Guidelines for Proposals for Endorsement of Research*. This document is intended to help researchers understand the process for CACP research endorsement, as well as the criteria by which proposals are assessed.



Endorsement by the CACP can entail an agreement to do one or more of the following:

- Promote a research project to CACP members via the association's suite of communication tools (e.g. conferences, *CACP Bulletin*, *Canadian Police Chief Magazine*, website, etc.);
- Provide access to and encourage CACP member participation in research projects;
- Disseminate research findings via the association's suite of communication tools;
- Provide in-kind services (e.g. staff time, data sets, etc.)
- Provide access to the CACP RF Connect portal.

SME Research Briefs

In October 2019, the Research Advisory Committee launched the all-new SME Research Briefs. Each monthly research brief consists of a summary of the best available evidence on a specific



policing topic, produced by an academic expert in that area. Each brief provides a primer on the research surrounding the issue, provides insight on the implications for practice, begins a discussion on that issue, and points individuals to further resources to learn more.

Along with the monthly research brief, the Subject Matter Expert (SME) make themselves available through the CACP's RF Connect portal to answer questions, engage in discussion, and share thoughts on their area of expertise. Three SME research briefs were released in 2019:

Canadian Police Performance Metrics Framework: Standardized Indicators for Police Services in Canada



On September 11th, 2019 Statistics Canada released the Juristat article *"The Canadian Police Performance Metrics Framework: Standardized Indicators for Police Services in Canada"*. In policing, a broad spectrum of responsibilities exists ranging from law enforcement, emergency response and crime prevention, to providing assistance to victims and collaborating with external agencies. The information presented in this article represents the results of a review of the literature on measuring police performance, an examination of how Canadian police services are currently using data in public performance reports, and the results of a consultation of Canadian police services on data availability and information needs. The article also includes preliminary results of a pilot project on the feasibility of collecting uniform calls for service data from Canadian police services.

Modernizing Leadership Competencies



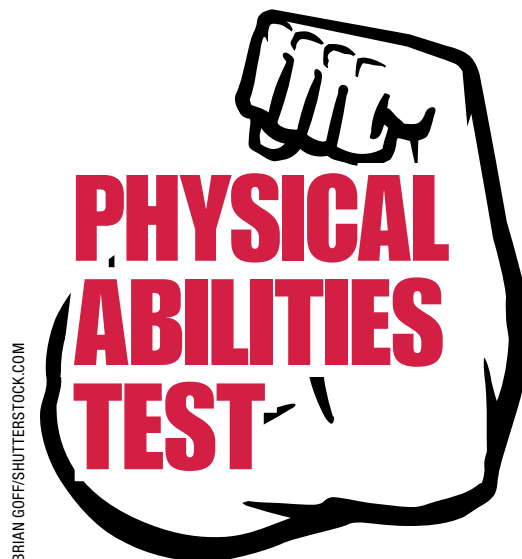
In September 2019, the CACP, the Canadian Police College and the Canadian Police Knowledge Network sought the services of a consultant with the expertise and knowledge in the concept of competencies and competency-based management to complete a literature review, facilitate a workshop, and draft a report on the topic of modernizing leadership competencies. The project is scheduled to be completed in 2020.

Simon Fraser University Research Project: Hate Activities and Hate Crimes



In 2019, Simon Fraser University conducted a research project on hate activities and hate crimes for the government of British Columbia. This project involved mostly criminology graduate students who were focusing on three broad areas of inquiry: (1) understanding the scope, (2) response, prevention and harm reduction, as well as (3) impacts and supports. They conducted confidential interviews with subject matter experts in jurisdictions outside of British Columbia. CACP members were invited to participate in the research initiative on hate activities and hate crimes by providing insight on important, emerging trends or promising approaches in terms of police training, investigations, prevention education, community partnerships, victim support, or under-reporting.

Alberta Justice and Solicitor General Survey: Policing Applicant Physical Abilities Testing



The Alberta Justice and Solicitor General (AJSG) conducted a jurisdictional scan regarding policing applicant physical abilities testing (PAT). The purpose of the survey was to gather information concerning physical abilities testing practices, any reviews that were done of these practices, and any issues/challenges, legally or in another forum, different jurisdictions may have faced. It was Alberta's belief that physical abilities testing, as part of the police recruitment

process, ensures applicants possess the physical capabilities to be a patrol constable. These tests include, but are not limited to, the Physical Abilities Requirement Evaluation (PARE), the Physical Readiness Evaluation for Police (PREP), the Peace Officers Physical Abilities Test (POPAT) and Alberta's Physical Readiness Evaluation for Police (A-PREP). CACP members were invited to actively participate in this research project.

Call for Papers: Canadian Policing Research Conference



AMASTERPHOTOGRAPHER/SHUTTERSTOCK.COM

The Research Advisory Committee of the Canadian Association of Chiefs of Police, in collaboration with the École nationale de police du Québec (ENPQ) and the International Centre for Comparative Criminology at the

University of Montreal, received the go ahead to begin planning for a *Canadian Policing Research Conference* to be held in Nicolet, Québec, from June 21 to 23, 2020. This event would represent the inaugural conference dedicated to Canadian-specific policing research. It is considered to be a fantastic opportunity for policing researchers to meet one another, share recent, current and ongoing work, and identify opportunities for future collaboration.

In October 2019, the organizers issued a call for papers and began accepting submissions for individual paper presentations as well as complete thematic panels on any recent, current or ongoing research that is directly relevant to Canadian policing. Researchers doing empirical research with, on, or for Canadian policing and police agencies, those doing research within government, and those doing research for peer review were given until February 29, 2020 to submit their proposals.

Organizers invited submissions on research originating in a wide range of domains including academia, all levels of government, police services, and independent or consulting firms, regarding new empirical and/or theoretical contributions in areas including, but not limited to:

- Community safety and crime prevention
- Policing with Indigenous communities
- Mental health and policing
- Drugs
- Traffic safety
- Police officer well-being
- Police training and education
- Guns, gangs and organized crime
- Equity, diversity, and inclusion in policing
- Public trust and confidence in policing
- Electronic crime and cybercrime
- Future trends, innovation and strategic forecasting.



Public Education

The Canadian Association of Chiefs of Police (CACP) conducts public education through its media relations efforts and public awareness campaigns to encourage and facilitate community-oriented policing as well as to positively influence public perception and trust in policing.

Media Relations

The CACP is the trusted and recognized voice of police leaders in Canada. The association would like to thank the President, members of the Board of Directors, the Executive Director, as well as the co-chairs and members of the CACP general and special purpose committees for accepting to serve as subject matter experts to respond to inquiries received from the media.

To highlight key 2019 announcements or CACP initiatives of interest to the general public, the CACP issued the following media advisories, news releases, and official statements:

Month	Title	Type of document
March	2019 Federal Budget – Highlights impacting law enforcement	Statement
April	CACP submission to the Senate Standing Committee on National Security and Defence on Bill C-71 – Firearms	Statement
May	CACP submission to the Standing Senate Committee on Legal and Constitutional Affairs on Bill C-75 – An Act to modernize the criminal justice system and reduce court delays in judicial proceedings	Statement
	Canada Road Safety Week: Don't be the driving force behind traffic collisions	News release
June	CACP Statement: Release of Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls	Statement
August	114th Canadian Association of Chiefs of Police Annual Conference Schedule of Media Conferences and Releases	Media advisory
	Media tour of the CACP Policing Trade Show	Media advisory
	The CACP selects two individuals to receive the CACP Recognition Award	News release
	The CACP and Motorola Solutions recognize excellence in emergency preparedness	News release
	Canada's police leaders gather in Calgary for the 114th Annual CACP Conference – "From the top: A Strategic HR Approach"	News release
	The CACP elects a new Board of Directors	News release
	The CACP presents the Award of Excellence for Combating Organized Crime	News release
	The CACP membership adopts six new resolutions	News release
	The CACP wraps-up its 114th Annual Conference	News release
	The CACP announces the recipients of the CACP International Policing Award	News release
	Members of the Weyburn and Calgary Police Services receive CACP Traffic Safety Awards	News release
October	Operation Impact 2019: Your Actions Have Impact	News release
December	Canadian Police Chiefs Launch the Canadian Framework for Collaborative Police Response on Sexual Violence	News release

Over the past year, the CACP was approached by the media to discuss many police-related topics. We received 100 media inquiries.

Year	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Total
2019	4	8	3	9	11	4	2	12	12	15	4	11	100

Two topics were of particular interest: the legalization of cannabis and gun violence. With respect to the legalization of cannabis, most requests were for insight on the impact of legalization as we reached the anniversary of the *Cannabis Act*, the impact on drug-impaired driving, and the legalization of edibles. When approached to speak on gun violence, most inquiries related to the CACP's position on the ban of handguns and assault-style rifles. In addition to cannabis and firearms, the

association also received multiple requests pertaining to the following topics (in alphabetical order):

1. Body-worn cameras
2. Decriminalization of drugs
3. Female police chiefs
4. Homicide cases and crime statistics
5. Mental health and officer suicides
6. Missing person cases
7. National Inquiry into Missing and Murdered Indigenous Women and Girls
8. Opioids
9. Organized crime statistics
10. Police recruitment
11. Proactive policing (street checks, de-policing)
12. Road safety
13. Supreme Court of Canada case
14. Use of facial recognition software
15. Wearing religious symbols while on duty

The association also received a single request for each of the following subjects (in alphabetical order):

1. 700 MHZ broadband for first responders
2. Annual conference
3. CACP resolutions
4. Canadian Integrated Ballistics Identification Network
5. Criminal defamation case
6. Dealing with people with addictions and mental health issues
7. Deferred prosecution agreements
8. Hate crime
9. Legal access to Facebook Messenger texts stored in the United States
10. Naming murder victims
11. National Cybercrime Coordination Unit
12. Next Generation 9-1-1
13. Police merchandising
14. Police-reported sexual assaults
15. Policing Trade Show
16. Policy on releasing gender of people charged with crimes or victims of crime
17. Political party priorities with the approach of the federal elections
18. Public shaming
19. Recreational drugs being sent through the mail
20. Reid technique of police interrogation
21. Residency requirements for police officers in Canada
22. Use of DNA to solve crimes
23. Virtual reality training for police officers
24. When does an investigation become an investigation?

Public Education Campaigns

The CACP assumes the leadership and coordination of two national traffic safety campaigns – *Canada Road Safety Week* and *Operation Impact* – under the leadership of the CACP's Traffic Safety Committee. Both are annual public education campaigns focused on encouraging safe driving behaviours and supporting *Canada's Road Safety Strategy 2025: Towards Zero*

which aims to make Canada's roads the safest in the world. All police services across Canada were invited to participate.

Both annual campaigns are an enforcement-driven initiative designed to increase public compliance with safe driving measures in order to save lives and reduce injuries on Canada's roads. The campaigns are focused on discouraging behaviours that put drivers, passengers, pedestrians and other vulnerable road users at risk: alcohol-impaired driving, drug-impaired driving, fatigue-impaired driving, distracted driving, aggressive driving, and driving without a seatbelt.

Road safety remains a key priority for Canadian police agencies because our country still has one of the highest motor vehicle fatality rates among high-income countries in the world and impaired driving remains one of the leading criminal causes of death and injury in Canada.

The timing of *Canada Road Safety Week* and *Operation Impact* during the week leading up to and including the Victoria Day (May) and Labour Day (October) holiday weekends is strategic, as more people are traveling, and traffic crashes are more frequent.

To help facilitate the public education process and to increase the reach and impact of the campaign, the CACP developed a toolkit to be adopted and/or adapted by police agencies across the country to meet their respective needs and community outreach objectives. The bilingual toolkit, available on the CACP website, contained:

- A media advisory template
- A news release template
- A campaign poster
- Key messages
- A fact sheet containing facts and statistics
- Proposed social media content
- An online data collection form

A poster was also developed to encourage police services across the country to participate in the campaign by:

1. Collecting and remitting statistics via a new online data collection form (to help the CACP gain a national perspective on traffic safety and to help track our progress toward the goals outlined in *Canada's Road Safety Strategy 2025*).
2. Conducting a road safety initiative (e.g. road-side check)
3. Amplifying public education messages about safe driving behaviours

While the focus and objectives for these two campaigns are identical, a unique theme was adopted for each project. As a result, unique graphics were created, and key messages were adapted (where possible) to reflect the campaign theme.



Canada Road Safety Week 2019

Canada Road Safety Week 2019 adopted the following tagline: "Don't be the driving force behind traffic collisions".



STOP

Alcohol-impaired Driving

Drug-impaired Driving

Fatigue-impaired Driving

Distracted Driving

Aggressive Driving

Not wearing a seatbelt

Remember: You're in the driver's seat!

CANADA ROAD SAFETY WEEK
Don't be the driving force behind traffic collisions
May 14 – 20, 2019

Encouraging safe driving behaviours with a goal to make Canada's roads the safest in the world.



Don't be the driving force behind traffic collisions



STOP

Alcohol-impaired driving
 Drug-impaired driving
 Fatigue-impaired driving
 Distracted driving
 Aggressive driving
 Not wearing a seatbelt

 **CANADA ROAD SAFETY WEEK – May 14 to 20, 2019**



Don't be the driving force behind traffic collisions.

STOP

Alcohol-impaired driving

 **CANADA ROAD SAFETY WEEK – May 14 to 20, 2019**



Don't be the driving force behind traffic collisions.

STOP

Dangerous driving

 **CANADA ROAD SAFETY WEEK – May 14 to 20, 2019**



Don't be the driving force behind traffic collisions.

STOP

Distracted driving

 **CANADA ROAD SAFETY WEEK – May 14 to 20, 2019**



Don't be the driving force behind traffic collisions.

STOP

Drug-impaired driving

 **CANADA ROAD SAFETY WEEK – May 14 to 20, 2019**



Don't be the driving force behind traffic collisions.

STOP

Fatigue-impaired driving

 **CANADA ROAD SAFETY WEEK – May 14 to 20, 2019**



Don't be the driving force behind traffic collisions.

STOP

Driving without a seatbelt

 **CANADA ROAD SAFETY WEEK – May 14 to 20, 2019**

Operation Impact 2019

The Operation Impact 2019 public awareness campaign revolved around the following theme: “Your actions have impact”.

Each year, motor vehicle collisions ...

YOUR ACTIONS HAVE IMPACT



Alcohol-impaired driving
Drug-impaired driving
Fatigue-impaired driving
Distracted driving
Aggressive driving
Not wearing a seat belt

OCTOBER 11-14, 2019

Operation Impact
Aiming to make Canada's roads the safest in the world by promoting safe driving behaviours

... KILL
about 2,000 Canadians



... SERIOUSLY INJURE



about 10,000 Canadians

... INJURE
about 165,000 Canadians



#OperationImpact2019 www.cacp.ca



We invite your traffic safety division to ...

YOUR ACTIONS HAVE IMPACT



Help put a stop to:
Alcohol-impaired driving
Drug-impaired driving
Fatigue-impaired driving
Distracted driving
Aggressive driving
Not wearing a seat belt

OCTOBER 11-14, 2019

Operation Impact
Aiming to make Canada's roads the safest in the world by promoting safe driving behaviours

COLLECT & REMIT DATA
related to
charges & violations
(online form available at
www.cacp.ca)

**CONDUCT A ROAD
SAFETY INITIATIVE**

**AMPLIFY PUBLIC
EDUCATION MESSAGES**
(toolkit provided at
www.cacp.ca)

#OperationImpact2019 www.cacp.ca



YOUR ACTIONS HAVE IMPACT

Alcohol-impaired driving
Drug-impaired driving
Fatigue-impaired driving
Distracted driving
Aggressive driving
Driving without a seatbelt



Operation Impact - October 11 - 14, 2019
Aiming to make Canada's roads the safest in the world by promoting safe driving behaviours



YOUR ACTIONS HAVE IMPACT

Alcohol-impaired driving • Drug-impaired driving
Fatigue-impaired driving • Distracted driving
Aggressive driving • Driving without a seatbelt

Each year, motor vehicle collisions kill, seriously injure, and harm Canadians.






OPERATION IMPACT - October 11 - 14, 2019
Aiming to make Canada's roads the safest in the world by promoting safe driving behaviours



**Thank You to the Sponsors of the
CACP Annual Review**



Partnerships

The Canadian Association of Chiefs of Police (CACP) seeks to collaborate with professional and community partners as well as academia to expand the association's capacity to promote and address national strategic policing priorities and to enhance public safety and security. To this end, the CACP is proud to have contributed to, and/or granted an endorsement of, a campaign, program or resource developed with or by the following partners:

Public Safety Canada

Public Safety Canada was created in 2003 to ensure coordination across all federal departments and agencies responsible for national security and the safety of Canadians. Their mandate is to keep Canadians safe from a range of risks such as natural disasters, crime and terrorism and their vision is to achieve a safe and secure Canada and strong and resilient communities.



Public Safety
Canada

Sécurité publique
Canada

The alignment between Public Safety Canada and the Canadian Association of Chiefs of Police when it comes to our mandates is undeniable. As a result, the CACP has ongoing meetings and consultations with this federal government organization. Our discussions generally revolve around public education and safety initiatives that we collaboratively develop or mutually support.

Department of Justice Canada



Department of Justice
Canada

Ministère de la Justice
Canada

The Department of Justice works to ensure that Canada's justice system is as fair, accessible and efficient as possible. The Department helps the federal government to develop policy and to draft and reform laws as needed. The Minister is concerned with the administration of justice, including policy in such areas as criminal law, family law, human rights law and Aboriginal justice.

Police officers are responsible for preventing and responding to crime. They are often the first contact Canadians have with the criminal justice system. This includes making arrests, conducting investigations and recommending charges. The priorities they set and the actions they take have a significant influence on the judicial process.

In 2019, the CACP continued to play an important role in the organization of the annual *National Criminal Justice Symposium: Re-inventing Criminal Justice* intended for criminal justice practitioners, professionals, researchers and other experts to discuss solutions regarding the challenge of fashioning a responsive, accessible and accountable criminal justice system.

The CACP presented submissions to Parliamentary committees regarding Bill C-75 which aimed to modernize the criminal justice system and reduce court delays in judicial proceedings. This bill, which received Royal Assent on June 21, 2019, includes two of the amendments proposed by the CACP. Thanks to the successful efforts of the CACP Law Amendments Committee, they were able to get the new hybrid offences that could have been excluded for a DNA



Order now listed as secondary offences. This meant that it does not matter which way the Crown elects, the offences are still eligible for DNA collection from the convicted offender. They also succeeded in obtaining the ICA amendment to section 2(1)(a) which allows for fingerprinting on an accused person in lawful custody charged with, or convicted of, an indictable offence, including hybrid offences prosecuted by summary conviction.

The CACP was also proud to welcome the Honourable David Lametti, Minister of Justice and Attorney General of Canada to the CACP Annual Conference, where he presented this year's winning recipients with the *Minister of Justice National Youth Justice Policing Award* (refer to the section on Recognition to learn more about this).



Competition Bureau of Canada

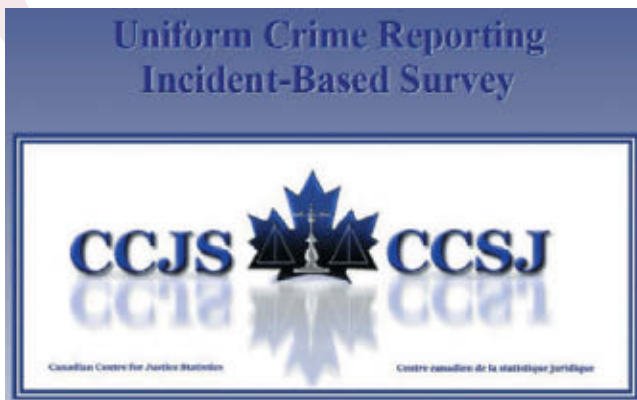
The Competition Bureau is an independent law enforcement agency that ensures that Canadian businesses and consumers prosper in a competitive and innovative marketplace. It is a federal institution that is part of the Innovation, Science and Economic Development Canada portfolio. Headed by the Commissioner of Competition, the Bureau is responsible for the administration and enforcement of the *Competition Act*, the *Consumer Packaging and Labelling Act*, the *Textile Labelling Act* and the *Precious Metals Marking Act*.

Fraud Prevention Month is a national public education campaign that takes place every March to help Canadians recognize, reject and report fraud. A theme is identified each year and education materials (e.g. *Little Black Book of Scams*, videos, posters, social media posts, etc.) are produced and distributed through a network of partners/forum members. Because the Competition Bureau's mandate and law enforcement functions align with the purpose of the CACP, the Board of Directors accepted to become an official partner of this fraud prevention campaign.



GOVERNMENT OF CANADA COMPETITION BUREAU

Canadian Centre for Justice Statistics



The Canadian Centre for Justice Statistics (CCJS) is a division within Statistics Canada. It is the operational arm of a federal-provincial-territorial partnership, the National Justice Statistics Initiative, whose mandate is to provide information to the justice community and the public on the nature and extent of crime and on the administration of criminal and civil justice in Canada. The CCJS administers several surveys on police-reported crime, homicide, police administration, adult criminal courts, youth courts, civil courts and adult corrections, as well as surveys on police personnel and expenditures, and key indicator reports on adult and youth.

In 2019, the CACP Special Purpose Committee on Firearms and the CCJS sought the endorsement of the CACP Board of Directors for work to increase data collection on the criminal use of firearms through the Uniform Crime Reporting (UCR) Survey, and to standardize definitions of key firearm-related concepts.

Recent shootings in Canada have garnered significant public, media and political attention. Careful consideration of the issues has also identified some gaps in knowledge and understanding of the full breadth of issues related to firearms in Canada. While there is currently significant information collected about firearms, there is presently

a lack of publicly available information related to the origins of firearms used in crime, their characteristics, and information specific to shootings.

The CCJS recently completed a feasibility study on collecting additional data on the criminal use of firearms in Canada, with funding received from Public Safety Canada. The feasibility study had three objectives: (1) to identify data sources on firearms to inform current data gaps; (2) to identify and recommend options for further data collection and analysis on firearms to contribute to building knowledge and the evidence base for decision-making about firearm policy, programming and enforcement, and (3) to identify possible opportunities and limitations of these data.

During the November meeting of the CACP Board of Directors, nine recommendations were put forward on collecting additional data on the criminal use of firearms. The following seven recommendations were endorsed by the Board:

1. That the UCR be updated to capture whether, and how many, firearm(s) have been seized, stolen or recovered in a criminal incident.
2. That the UCR be updated to include some firearm characteristics fields for violent firearm-related offences.
3. That the CACP Police Information Statistics (POLIS) Committee and Special Purpose Committee on Firearms develop a standardized definition of "shooting or discharge of firearm" with a view of working toward including a variable in the UCR to capture shootings.
4. That the CACP POLIS Committee and Special Purpose Committee on Firearms develop a standardized definition of 'crime gun' and review the current definition of a "firearm-related offense" in the UCR against this standardized definition to ensure consistency.
5. That Public Safety Canada undertake qualitative research to study a sample of incarcerated offenders convicted of firearm-related offences to determine how they sourced their firearms.

6. That careful consideration be given by Public Safety Canada to publicly releasing, on an annual basis, existing information on the number and location of straw purchasers identified, and the number of firearms seized as a result of these investigations.
7. That Public Safety Canada and the CACP clearly communicate the public safety value of amending current police data collection practices and policies to capture more specific information to the Canadian policing community and its leaders in an effort to secure support

for the required investment in officer training, time, and effort.

It is expected that if these recommendations were to be actioned meaningfully, Canadian police services, policy and decision-makers and the public would have access to useful evidence around how, when, why and where firearms are being used in crime. Specifically, research questions that could be addressed in the future would allow a number of important firearms-related questions, central to evidence-based decision making, to be answered.

Canadian Police Knowledge Network

In March 2019, the CACP accepted the proposal from the Canadian Police Knowledge Network (CPKN) for the collaborative development of an online policing course. A new partnership agreement was developed and the identification of potential topics for new online training modules to support police leadership will be suggested. During the November 2019 meeting of the CACP Board of Directors, an initial suggestion was received to explore the creation of an online legal update.



Canadian Institute for Public Safety Research and Treatment



CIPSRT
Canadian Institute for Public Safety
Research and Treatment

ICRTSP
Institut canadien de recherche et
de traitement en sécurité publique

EVALUATING WELLNESS PRODUCTS AND SERVICES INTENDED FOR PUBLIC SAFETY PERSONNEL

Created by the Canadian Association of Chiefs of Police Psychological Services Subcommittee and Adapted with Permission for CIPSRT Dissemination
Hawley, K.D.; Carlson, R.N.; Cotton, D.; Kamkar, K.; Macdonell, R.; MacMillan, J.; & Martin-Denis, C.

Introduction

There has been an increased focus on the health and wellbeing of public safety personnel (PSP) in recent years. "Public safety personnel" (PSP) is a term that encompasses personnel who ensure the safety and security of Canadians. Examples include: first responders (including the Royal Canadian Mounted Police, career and volunteer firefighters, and paramedics), correctional employees, border services personnel, operational and intelligence personnel, search and rescue personnel, indigenous emergency managers, and public safety communications officials. This same increase has also brought rapid growth in commercial businesses marketing products and services purporting to improve employee wellness. Many vendors report having a unique approach to enhancing wellness outcomes and aggressively market their products, at times charging high prices for access to their contents and services. PSP agencies may view such offerings as a means of accelerating their wellness programming and addressing gaps in their existing services; however, agencies may also be taking on some risk when entering into a contract with vendors who are marketing wellness products or services.

RESEARCH THAT HAS IMPACT

Canadian Institute for Public Safety Research and Treatment | www.cipsrt.org | E-mail: CIPSRT@cipsrt.org

The overall mission of the Canadian Institute for Public Safety Research and Treatment (CIPSRT) is to help current and former public safety personnel, their leaders, and their families to maintain and improve their mental health and well-being.

In 2019, the CACP's Police Psychological Services Sub-committee created a reference tool on the topic of *Evaluating Wellness Products and Services Intended for Public Safety Personnel*. This document was adapted with permission for CIPSRT dissemination.

In addition, the CACP approved a new study which aimed to address the absence of high-quality data to support the mental health needs of former public safety personnel. This study was one of the first Canada-wide assessment of operational stress injuries of first responders. The study was entitled *Assessing Operational Stress Injuries and Symptoms for Canadian First Responders and other Public Safety Personnel*.

Drug Free Kids Canada

August was **National Drug Drop Off Month** and Drug Free Kids Canada took the lead on this national campaign that invites Canadians to bring back their expired and unused prescriptions and over-the-counter medications to their pharmacy for safe disposal and to keep medication "in the right hands". The goal of this public education campaign is to highlight the issue of the problematic use of prescription drugs by teens and to emphasize the need for Canadians to clear their households of any unused and expired prescription drugs as well as over-the-counter medicines, and to drop them off at their local pharmacy for environmentally safe disposal.

The CACP continued to endorse this campaign and invited all members to actively promote it and support it in their respective community. The CACP believes that prescription drugs are an important contributing factor to the opioid crisis in Canada and that initiatives like this one can definitely help to reduce the problem.



In 2019, the CACP maintained its endorsement of the TELUS WISE program. This national education program empowers Canadians to stay safe in our digital world by protecting their online security, privacy, and reputation, rising above cyberbullying and using technology responsibly (e.g. no distracted driving). This program aligns very well with the CACP's strategic priority and goals related to electronic crime and road safety.

WWW.SAFERINTERNETDAY.COM



During Safer Internet Day on February 5, 2019, the CACP promoted the TELUS Wise Program and invited members to make use of the online safety resources available on their website to help Canadians of all ages to stay safe online.

The TELUS WISE program offers a wealth of resources and information online, including a fact sheet specifically intended for police officers entitled **Empowering Police Services and School Resource Officers**. In 2019, CACP members were encouraged to obtain their free cyber-safety information and workshop materials, webcam cover postcards or bookmarks, as well as a set of six (6) bilingual Smart Social posters.

The annual **Smart Social Campaign** takes place in October, shortly after students return to school. It's a national cyber-security campaign that engages teens and young adults on issues including cyberbullying, sexting, identity theft, and on protecting their personal,

Smart Social



Be Smart on Social Media Tip #3: Reduce Identity Theft.

Don't share private information on social media. Delete accounts and apps you no longer use. Use strong passwords, change them often, and never share them.

Did you know...Canadians aged 18 to 24 are among the last to realize they are victims of identity theft and their loss is roughly 5 times higher.

(Source: Better Business Bureau of Canada)



Take charge of your online reputation. Visit [telus.com/wiseincontrol](https://www.telus.com/wiseincontrol) #TELUSWISE
TELUS and the Canadian Association of Chiefs of Police are working together to keep you safe online.

online reputation in general. With so many of these issues becoming more frequent, along with the fact that teenagers and young adults are least likely to use safe online practices despite being the heaviest users of social media, the CACP and Telus agree that it's important to continue educating our youth on staying safe online.

During *Canada Road Safety Week* in May and *Operation Impact* in October, the CACP continued to promote the distracted driving materials developed in consultation with our association including an infographic and the *Smartphone safety – distracted driving guide*.

TELUS WISE

Smartphone safety - distracted driving guide



With the anniversary of the *Cannabis Act* in October 2019, which also marked the legalization of cannabis edibles, the CACP continued to promote their multi-year social change campaign to help influence perceptions and attitudes towards drug-impaired driving.

During Cyber Security Awareness Month in October, the CACP encouraged members to promote cybersafety in their community by promoting the footprint comic contest intended for youth in grades 2 to 6. They were invited to author a unique and

innovative comic script illustrating a scenario that spoke to good digital citizenship. TELUS Wise also hosted a live webinar titled "*Cybersafety and supporting youth in our digital world*". This online learning session was open to the public, providing parents and adults with insight on living and parenting in a digital society, screen time, sexting, cyberbullying, and more.



Missing Children Society of Canada

The Missing Children Society of Canada (MCSC) is working on the development, implementation and adoption of the *Child Search Network* as a new system to enhance community engagement, increase volunteerism, as well as improve the management of cases/investigations related to missing children.



In November 2019, the Board of Directors was asked to do three things. The first was to identify the *Child Search Network* as the national support system to meet the 'gap of response' for cases that do not meet the strict Amber Alert criteria. The second was to develop a Memorandum of Understanding and build an implementation package that would support a turn-key operationalization of the new technology across all CACP membership police services. And finally, the third ask was for the articulation of a CACP resolution to be considered by the membership during the CACP 2020 Annual General Meeting calling on the federal government to implement the *Child Search Network* into the *National Strategy for Missing Children*. The Board endorsed all three requests received from MCSC.

Canadian Centre for Child Protection

The Canadian Centre for Child Protection is a national charity dedicated to the personal safety of children. Their goal is to reduce the sexual abuse and exploitation of children, assist in the location of missing children, and prevent child victimization. The CACP was approached to endorse the Missing and Exploited Children Training Conference scheduled to take place in May 2020. This conference provides training that front-line professionals need to know, addressing the ongoing issues associated with missing and exploited children cases and the constantly evolving technologies impacting Canadian children.

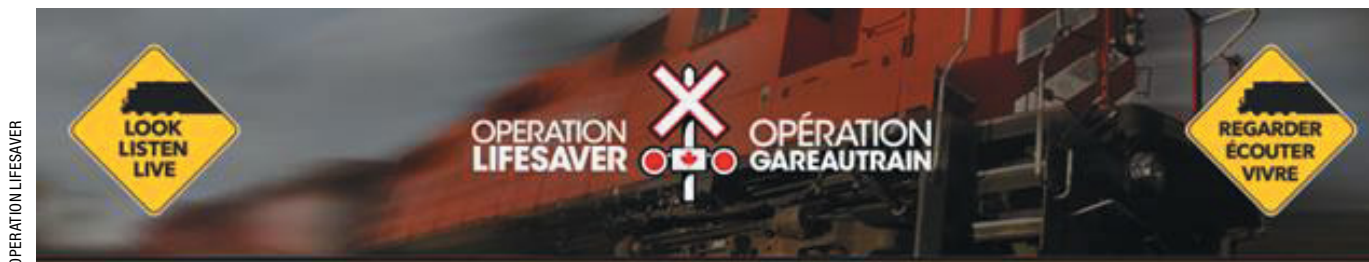


Canadian Violence Link Coalition

The primary goal of the Canadian Violence Link Coalition is to emphasize the link between animal cruelty and violence against human beings. In March 2019, the CACP Board of Directors acknowledged that the linkage between animal violence and other criminality is well documented and that there is legislation before Parliament on changes to the bestiality laws. As a result, the CACP endorsed the Canadian Violence Link Conference that took place in Toronto, Ontario on November 21st and 22nd 2019.



Operation Lifesaver



Operation Lifesaver is a not-for-profit organization founded in 1981, funded by Transport Canada and the Railway Association of Canada. Its focus is on preventing fatalities and serious injuries on rail lines. In 2019, Operation Lifesaver completed the development of a suicide prevention initiative that consisted of a national suicide prevention public awareness campaign linking Canadians in distress to Crisis Services Canada's multi-media suicide prevention and support service.

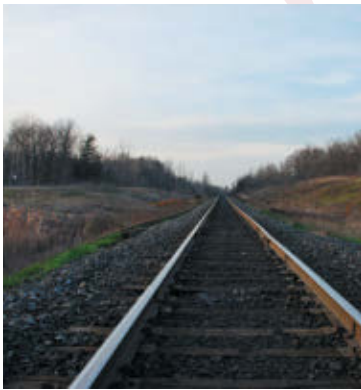
In March 2019, the CACP endorsed this program and became a partner committed to supporting the public

awareness campaign launched in September 2019 called Operation Clear Track. Operation Clear Track is the single largest rail-safety law-enforcement initiative in North America. Police in Canada and the U.S. work together to enforce rail crossing and trespassing laws, and distribute rail-safety tip sheets to drivers, pedestrians and cyclists. The CACP encouraged members to participate in this important initiative.



CN Railway, CP Railway and VIA Rail

MARCUSOBAL/CC BY-SA 3.0



In August 2019, the Board of Directors endorsed the *Collaborative Protocol for Rail Death Investigations* intended to support high-quality investigations, ensure public safety, and minimize traffic disruptions, with a special focus on the process adopted to deal with non-suspicious rail death investigations. While the protocol was developed in Ontario, the Board concluded that its key principles could be applicable across the country.

Police Officer Documentary Project

Vrai Media Inc. was producing a one-hour TV special, in both English and French, based on the 2017 National Police and Peace Officers' Memorial on Parliament Hill and on interviews with the families and colleagues of fallen officers across Canada. Entitled *Honour the Fallen/Nos Disparus*, the production was made available for free online streaming in mid-May 2019, was broadcast on Global TV in 2019, with additional national broadcasts scheduled in 2020 and 2021. Several police agencies and associations were committed to be partners of this project and, in March 2019, the CACP also agreed to participate. Chief Constable Adam Palmer, President of the CACP, accepted to grant an interview to be included in the production.

Special Olympics Canada

As a strong supporter of equity, diversity and inclusion in our police services and in society in general, the CACP was proud to continue its support of Special Olympics Canada, our association's charitable organization of choice.

On March 7th, 2019, the CACP once again teamed up with Special Olympics Canada and Motionball to amplify the message that "There's #NoGoodWay to use the R-Word." More than 850,000 Canadians live with an intellectual disability. For these members

of our community, the use of the word "retard" evokes memories of being bullied; endless days of being demeaned; and countless times being told that they are outsiders not worthy of respect. The CACP invited all members to spread the campaign message across Canada by participating in the #NoGoodWay social media campaign.

On the second annual Global Day of Inclusion that took place on July 20th, all CACP members were invited to visit their local Tim Hortons to purchase a Special Olympics Donut



SPECIAL OLYMPICS CANADA



and to encourage their team members and the community they serve to follow their example and to #ChooseToInclude. 100% of the proceeds raised were used to support Special Olympics in Canada.

We are also proud of the efforts of many CACP members who assumed the leadership and coordination of a number of events across the country in support of the Canadian Law Enforcement Torch Run (LETR). The LETR is an international initiative, led by the International Association of Chiefs of Police, to raise awareness and funds in support of the Special Olympics movement.

Special Olympics Canada attended the CACP Annual Conference and announced that law enforcement agencies across Canada managed to collect an impressive \$4,462,640.



SPECIAL OLYMPICS CANADA

Communications

The CACP seeks to provide effective and timely communications to its members and partners. The association is focused on developing and disseminating bilingual communication materials to advance and support the CACP's mission and position on issues of relevance to policing across the country. The CACP communications strategy involves adopting a proactive, integrated and sustained approach.

A number of projects, events and initiatives have known dates or timelines associated with them. However, the association must also be able to effectively deal with emerging policing issues/trends. As a result, this strategy involves advanced planning to be proactive, paired with the ability to be nimble in order to manage crisis situations.

The CACP has developed an excellent suite of communication tools and resources, each with its own

purpose, yet designed to be complementary to one another. Due to the national nature of many policing issues and priorities, multiple police services and agencies are called upon to communicate on individual topics. Adopting an integrated approach helps avoid the duplication of effort and improves the timeliness and consistency of messaging across platforms, agencies and regions. As a result, this strategy involves coordination.

Repetition, consistency, creativity and relevance are required to move audiences from awareness, to understanding, to conviction and finally, to action. Frequent and effective communications are used to inform, persuade and remind CACP members about association resources, events and initiatives throughout the year. Our strategy involves a focus on ongoing and deliberate internal and external communications.

Publications

With a goal to keep the membership informed about issues, priorities, initiatives and accomplishments of the professional association and the policing industry, the CACP is responsible for the production of five publications. With the exception of the *CACP Bulletin*, all publications include advertising opportunities to help the CACP achieve its revenue generation objectives.

In 2019, the CACP called upon the services of two third-party service providers responsible for the production of the publications and the management of the advertising function. Naylor Association Solutions was responsible for the *Canadian Police Chief Magazine*, the *CACP Bulletin*, the *Membership Guide*, and the *Annual Review*. Multiview continued to be responsible for the *CACP News Alert*.

The CACP wishes to take this opportunity to thank the national office team, its publishing partners, the various authors and contributors, as well as the advertisers who made it possible for us to produce each of the following publications:

The CACP Bulletin

This electronic publication serves as the association's official newsletter with a focus on providing members

with insight on the work of the CACP's general and special purpose committees as well as the national office. Each issue features a President's Message, a section entitled "CACP On the Move," which highlights the key initiatives and achievements of the association since the previous edition was published, as well as a CACP calendar of events and three feature articles.

Two issues of the *CACP Bulletin* were released in April and September of 2019. The Spring/Summer issue featured articles on setting the strategic direction for our association, launching the new CACP Research Advisory Committee, and the Sexual Violence Model for the review of sexual assault cases.

The Fall/Winter issue included articles on the CACP action plan on national strategic policing priorities, a progress report on the work of the three CACP special purpose committees, as well as the CACP's continuing commitment to Indigenous issues.

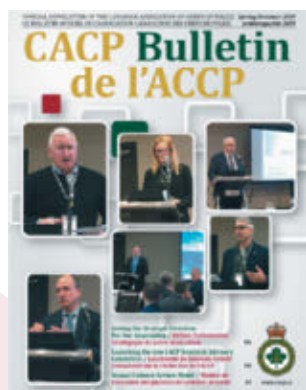
The Canadian Police Chief Magazine

This print and electronic publication serves as the association's professional magazine. It provides a forum for the executive policing community to exchange their knowledge, expertise, views and experience. The content is focused on articles related to the most important and complex issues facing Canadian policing today.

Each edition contains a message from the President, a CACP calendar of events, as well as three to four feature articles.

A Winter edition was published in February, followed by the Spring/Summer edition in June, and the Fall edition in October.

The Winter issue featured articles about the relaunch of the CACP's RF Connect portal, a success story from the Missing Children Society of Canada, the CACP awards





recognizing excellence in policing and public safety, and new core indicators for measuring trust and confidence in police in Canada.

The Spring/Summer issue contained a CACP Annual Conference spotlight promoting the theme, trade show and event sponsors. It also allowed readers to learn about police and Indigenous relations, strip searches and body worn cameras in Canada.

The Fall issue contained content on developing the next generation of police leaders, the strategic use of proactive policing (the Directed Activity Response System), as well as further details on a new framework to conduct sexual assault reviews.

The Membership Guide

This print and online publication serves as the membership directory for CACP members, providing them with the information they need to be actively engaged in

their professional association. In addition to providing a list of CACP members to facilitate networking opportunities, this guide provides information about the leadership team, profiles for each of the association's general and special purpose committees, as well as an outline of the many engagement opportunities available to those who join the association. The 2019-2020 edition was published in December 2019.

The Annual Review

This publication serves as the association's annual report, providing readers with a recap of the various initiatives and accomplishments of the CACP during the previous calendar year. It allows members, partners and sponsors to gain insight on, and develop an appreciation for, the work conducted by the association to achieve its mission, vision and objectives. Six regional versions of the 2019 edition of the Annual Review were published in 2019. While the editorial content was identical, each regional version featured ads from local advertisers in that respective region.

The CACP News Alert

This weekly e-mail broadcast to subscribers provides information on timely and often time-sensitive information. It contains announcements from the CACP national office featuring CACP products and achievements, partner updates, job opportunities, CACP events, and a media monitoring section highlighting the latest national policing news items from mainstream media outlets.



Online Resources

Our members are on the move. Therefore, the CACP strives to facilitate communications and access to the information they need, when they need it, where they need it. To this end, the CACP oversees the administration and content management of the following online resources:

The CACP RF Connect Portal

In 2017, the CACP Research Foundation created an online portal for the Canadian policing community. It was designed to



offer subscribers the ability to access, store, and share research and information online, as well as to connect professionals and academics in the fields of policing and public safety.

By the end of 2019, all CACP general and special purpose committees made use of their secure (by invitation only) RF

Connect Community of Practice to collaborate and archive their agendas, minutes, background materials and project documents.

The CACP also began creating open communities of practice for each of the association's nine national strategic policing priorities. The intent is to generate online discussions related to these topics and to archive resources that may be useful to subscribers who are interested in or are actively dealing with a particular issue. This work will be completed in 2020.

The "Research Briefs" section of the portal, accessible from the home page, became the home of the new SME Research Briefs being produced on a monthly basis by members of the CACP Research Advisory Committee. (Refer to the section on Research to learn more about this initiative.)

In 2019, a decision was made to replace the CACP members-only website with a secure RF Community of Practice restricted to CACP members. The transition was initiated at the end of 2019 with the intent that the "Member Login" button on the CACP website would now solely provide members with access to the online CACP membership directory. The members-only website was set to be deactivated on December 31, 2019.

The CACP Website (cacp.ca)

The CACP website is the association's official public online presence providing access to general information about the association, its membership structure, policies, committees, professional development opportunities, awards as well as government relations and media relations activities.

This site has been in place for a number of years. The company that created the site using a customized platform folded and ceased to exist. As a result, the CACP has concluded that a redesign of the website is required.

In addition to the desire to refresh the look and feel of the website, the CACP wishes to address some of the constraints and challenges of the existing content management system and website design.

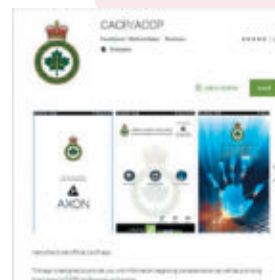
To this end, the CACP began to articulate its client requirements and undertook a thorough content audit of the existing website.

In 2019, the CACP also met with and assessed the capabilities of potential suppliers to meet our client requirements. The hope is to proceed with the implementation of the website redesign in 2020.



The CACP/ACCP app

The app contains information about the association but was primarily designed to provide members with direct access to CACP conference registration, program and presentation details. This continued to be a great way to put information at our members' fingertips and reduce the production of paper-based documents.



Twitter: @cacp_accp

The CACP's social media presence is currently restricted to the use of the Twitter platform. By the end of 2019, the number of followers grew from 7,321 to 8,366. This platform is increasingly being used by police services to support their community relations function. As a result, this platform is becoming increasingly effective as a communications tool for the CACP to reach its members and promote public awareness and education campaigns related to policing and public safety.



Month	# of tweets	# of CACP Mentions	# of new followers
January	22	281	64
February	6	7	107
March	31	304	105
April	42	410	93
May	55	466	82
June	51	249	69
July	21	140	57
August	83	769	139
September	44	295	83
October	30	378	111
November	9	190	54
December	10	213	81

CACP e-broadcast messages

Direct e-mail messages to our membership continue to be one of the most effective ways to reach and draw our members' attention to CACP administrative processes (e.g. membership renewal, elections, etc.), professional development opportunities, or important announcements (e.g. new position statement, launch of a new product, or key partner message) in a timely manner.



SDC0027/SHUTTERSTOCK.COM

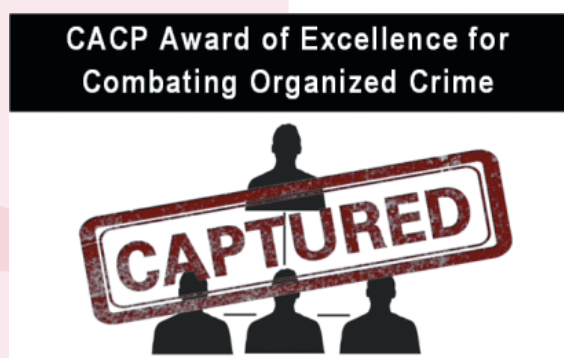
Recognition

The CACP believes in the motto that “leaders don’t look for recognition from others; leaders look for others to recognize.” (Simon Sinek). The CACP and its partners offered a number of opportunities to recognize and reward the accomplishments of select individuals and teams who demonstrated initiative, innovation and exceptional service in the exercise of their duties; individuals who have made significant contributions to policing and public safety in Canada.

CACP Awards of Excellence in Policing

In 2019, the CACP was proud to acknowledge the efforts and accomplishments of Canadian law enforcement and public safety professionals by granting the following awards of excellence in policing, most of which were handed out during the CACP’s Annual Conference in August:

CACP Award of Excellence for Combating Organized Crime



The 2019 award was presented to the Royal Canadian Mounted Police’s Greater Toronto Area Combined Forces Special Enforcement Unit (GTA – CFSEU) for the successful implementation of *Project Otrements*.

Over the last quarter century, we have seen the proliferation, unparalleled growth and prosperity of organized crime in Canada and around the world. This award is intended to recognize and reward the contributions of individuals and/or teams who have exhibited excellence, innovation and initiative to detect, disrupt, and dismantle criminal organizations.

Project Otrements consisted of an operation to directly infiltrate traditional organized crime at its highest level. The



From left to right: Tara Myshrall (Information Builders Canada), Staff Sergeant Jeff Francis (RCMP), Chief Superintendent Mike LeSage (RCMP), Assistant Commissioner Kevin Hackett, M.O.M. (co-chair of the CACP Organized Crime Committee)

initiative involved assistance from the policing community throughout Southern Ontario, Quebec, British Columbia and the FBI in New York. It allowed the unit to conduct raids in Hamilton, York Region, Niagara, Innisfil, Vancouver and Montreal.

The operation resulted in nine (9) people being charged for 75 offences including conspiracy to traffic fentanyl and carfentanyl, trafficking fentanyl and carfentanyl, heroin, conspiracy to import and traffic cocaine, trafficking cocaine, trafficking Methamphetamine, MDMA, MDA, LSD, weapons trafficking, and trafficking of contraband tobacco and bookmaking.



The CACP would like to thank Information Builders Canada for sponsoring this award.

CACP International Policing Awards



Two individuals were recognized as worthy recipients of the *CACP International Award* in 2019, an award that recognizes the important contributions made by Canadian police services in global matters. It acknowledges Canadian law enforcement personnel for their exceptional dedication and initiative in using Canadian policing skills to contribute to a safer world and seeks to encourage more Canadian police services to contribute to and work on the international scene.

The first recipient was Chief Superintendent Rick Philbin, from the Ontario Provincial Police, for his role as the Senior Police Advisor with *Operation Proteus*, the Canadian contribution to the United States Security Coordinator (USSC) for Israel and the Palestinian Authority.

In this capacity, Chief Superintendent Philbin worked tirelessly to help legitimize the Palestinian Civil Police and ensure police primacy on community



From left to right: Deputy Chief Robin McNeil (Member of the CACP International Committee), Chief Superintendent Rick Philbin (Ontario Provincial Police), Commissioner Thomas Carrique (Ontario Provincial Police)

safety and state security. To this end, he provided advice on police operations, administration, effective practices, police procedures, training methodologies and other policing activities. He was also responsible for coordinating and communicating with a number of international agencies.

Chief Superintendent Philbin brought tremendous credit to the Canadian policing community through his efforts to build capacity within the Palestinian Civil Police and the Israeli National Police while instilling trust and cooperation between them. The example he set and the trust he built with all international partners involved in and with the USSC will serve Canadian policing well long into the future.

The second recipient was Intelligence Analyst Brittany McBain, with the Royal Canadian Mounted Police, who was recognized for her contributions to the *National Security and International Capacity Building Thailand* initiative.



From left to right: Deputy Chief Robin McNeil (Member of the CACP International Committee), Ms. Brittany McBain (Royal Canadian Mounted Police), Commissioner Brenda Lucki (Royal Canadian Mounted Police), Chief Superintendent Michael LeSage (Royal Canadian Mounted Police)

As a civilian member, Ms. McBain worked on a successful multinational investigation of a high-risk traveler from Canada who garnered media attention due to his inflammatory statements in media interviews and on social media in support of the Islamic State and in relation to his activities with ISIS. Ms. McBain helped conduct the communication analysis and open source collection of evidence generated from social media and encrypted chat

platforms to provide actionable intelligence demonstrating the involvement of this individual with listed terrorist entities. This intelligence was shared with international partners to help further their investigations. These facts contributed to successfully obtaining a charge from the Crown on terrorism offences.

Datasets gleaned in investigations in Canada and internationally are increasingly complex, and the ability to represent data accurately and comprehensibly in court can directly result in fair and transparent court processes, which is a key democratic principle that Ms. McBain was able to demonstrate in her capacity building work.

As the facilitator of the *Operational Intelligence Analysis Course*, Ms. McBain is also credited with achieving significant progress in terms of capacity building in law enforcement agencies in Thailand. She was instrumental in developing and delivering training to educate analysts, investigators, affiants and Crown members on the usage, opportunities, and judicial challenges posed by encrypted communication platforms in support of investigations. Her teachings on tactical analysis, mindset, bias, limitations, etc. also helped foster closer cooperation between Canadian police agencies and international law enforcement partners.

CACP – Motorola Solutions Award for Excellence in Emergency Preparedness

Two awards recognizing a standard of excellence that exemplifies the combined efforts of police, fire, and paramedic services in preparing their agencies for a response to natural or human-caused disasters were presented in 2019.



The Interoperability in Incident Command and Rescue Task Force was selected for the *CACP-Motorola Solutions Award for an Emergency Preparedness Program*.

The four emergency services in Calgary – the Calgary Police Service, Calgary Fire Department, Alberta Health Emergency Medical Services, and Calgary 911 – designed and implemented an integrated training program to support interoperability between front-line incident commanders and supervisors.

The goal of the project was to improve planning and response as well as address barriers to integrating into a single incident management structure or unified command, barriers such as differences in operational practices, radio channels, dispatch systems, jurisdictions, rank, executive management, reporting and political structures.

The *Interoperability in Incident Command Program* currently consists of the following components: a signed strategic plan, a governance model to steer training development, joint training and exercising, as well as unified tactical policy and standard operating procedures for the Rescue Task Force.



From left to right: Superintendent Mark Podgers (Paramedic Chiefs of Canada, Co-chair of the Canadian Tri-Services Emergency Management Committee), Wayne Fasek (Motorola Solutions Canada), Dan Heyde (Alberta Health Services Emergency Medical Services), Barbara Leeflang (Calgary 911), Robin Lowen (Calgary Fire Department), Sergeant Katherine Severson (Calgary Police Service), Staff Sergeant Sheldon Scott (Calgary Police Service), Staff Superintendent Donald Campbell (Canadian Association of Chiefs of Police, Co-chair of the Canadian Tri-Services Emergency Management Committee)

Awarded the *CACP-Motorola Solutions Award for an Emergency Preparedness Exercise* was the Diapason 2 initiative, a full-scale operation involving the simulation of an emergency response to a pipeline incident in the Saint-Eustache region of Quebec.

The goal of the project was to create or update protocols and action plans to ensure the quick, safe and efficient management of emergency situations. Existing processes and procedures were assessed through the creation of an emergency/disaster management site as well as an incident command centre.

In addition to the involvement of municipal, provincial and federal government agencies, *Diapason 2* would, for the first time, involve the participation of a private sector company (Trans-Northern Pipeline) as well as the Sécurité civile du Québec.



From left to right: Superintendent Mark Podgers (Paramedic Chiefs of Canada, Co-chair of the Canadian Tri-Services Emergency Management Committee), Wayne Fasek (Motorola Solutions Canada), Directeur Thierry Vallières (Saint-Eustache Police Service), Directeur Charles de Rouville (Saint-Eustache Fire Department), Yves Roy (President, Commission on Public Safety), Staff Superintendent Donald Campbell (Canadian Association of Chiefs of Police, Co-Chair of the Canadian Tri-Services Emergency Management Committee)

The successful implementation of this emergency management exercise required the mobilisation and collaborative efforts of the municipal police service, fire department, disaster victim services, the 911 centre, communications, transportation, public works, procurement, engineering and the water department. The evaluation process led to the proposal of 22 recommendations, many of which were implemented to manage the massive floodings of 2019.



The CACP wishes to thank Motorola Solutions for sponsoring this award.

CACP National Police Award for Traffic Safety

This year, the *CACP National Police Award for Traffic Safety* was presented to Constable Melinda Mintenko of the Weyburn Police Service in Saskatchewan for the successful development, promotion, and implementation of the *This Ride's On Us* program.

This campaign was designed to reduce impaired driving and consisted of offering people a free ride home if they were willing to hand over their keys. Those who participated were entered into weekly and monthly draws to win a prize. A positive ticketing component was also introduced to reward sober drivers with gas cards.



From left to right: Chief Superintendent Chuck Cox, M.O.M. (Co-chair of the CACP Traffic Safety Committee), Constable Melinda Mintenko (Weyburn Police Service), Steve Sanderson (Accident Support Services)

Constable Mintenko was able to obtain a provincial grant, the backing and commitment of the community's local bars, taxi companies, many local businesses, as well as the support of the local media, SGI, MADD and the police. The program was so successful that it was extended from the original 5-month period (August to December) to 18 months. The popularity of the program was also expanded beyond its application in local bars, to include private and public events where liquor was served. Finally, the *This Ride's on Us* program made an appreciable difference in the number of people charged with impaired driving in the Weyburn community and led to a reduction in the number of reports of impaired driving.



The CACP wishes to thank Accident Support Services International Ltd. for their sponsorship of this award.

CACP Road Safety Lifetime Achievement Award

Congratulations also went out to Sergeant Colin Foster from the Calgary Police Service (CPS), who was selected as the 2019 recipient of the *CACP Lifetime Achievement Award for Traffic Safety*.

Sergeant Foster has dedicated over 20 years of his career to investigating serious collisions, understanding why they happened, and passing on his skills to police officers. He has shared his knowledge with colleagues and the general public



From left to right: Sergeant Colin Foster (Calgary Police Service); Chief Superintendent Chuck Cox, M.O.M. (Co-chair of the CACP Traffic Safety Committee)

with a goal to prevent tragic collisions that often involve fatalities and/or serious injuries.

He currently oversees all major traffic investigations as the Sergeant of the Collision Reconstruction Unit, has been qualified as an expert witness on numerous occasions, has authored professional articles in the field of collision analysis, and has designed and taught the CPS collision investigation courses. He frequently works with the Crown in relation to major investigative files, advocates for the victims and their families, and has even instructed their Criminal Driving Unit about reconstruction, thereby assisting in the prosecution of these often-complex cases. He is a member of the elite VIP escort team, and he recently acquired certification as a commercial vehicle inspector. He has become the recognizable face of the Calgary Police Traffic Section, having appeared in hundreds of televised interviews and countless radio and news articles.



The CACP wishes to thank Accident Support Services International Ltd. for their sponsorship of this award.

CACP Recognition Awards

In 2019, the CACP recognized two individuals who demonstrated exceptional involvement, extraordinary support, and outstanding initiative in advancing the CACP's goals and strategic priorities.

Chosen by the current President, with endorsement from the CACP Board of Directors, the winners of the distinguished *CACP Recognition Award* are considered to be leaders among leaders, individuals who exemplify the association's values of courage, integrity, respect, transparency, inclusiveness, excellence and compassion.

The CACP recognized the contributions of **Ms. Ashley M. Smith**, Director of Legal Services with the Saskatoon Police Department and counsel representing the CACP at the National Inquiry into Missing and Murdered Indigenous Women and Girls.

Ms. Smith was often the face and voice of our association at the institutional hearings. She observed and listened carefully to the statements being made about police training, missing person investigations, policy, and accountability.

Her efforts led to the development of a meaningful response on behalf of police leaders across Canada. As the principal author of the CACP's closing submission, she was able to capture the issues, concerns and ongoing efforts of the police. Ms. Smith aptly articulated recommendations that map out the way forward for police services to strive to achieve true reconciliation. Most of these recommendations were reflected in the National Inquiry's final report.





From left to right: Chief Constable Adam Palmer (President of the CACP), Ms. Ashley M. Smith (Saskatoon Police Service), Ms. Smith's mother.

Congratulations also went out to **Mr. Timothy M. Smith** who devoted the last nine years of his career to the CACP as a Government Relations and Strategic Communications Consultant. The CACP wished him well as he entered retirement on September 30th, 2019.



Mr. Timothy M. Smith

During his time with the association, he supported the CACP leadership team through successful advocacy, issues management and senior level relationship-building efforts while advancing key priorities within the policing and public safety industry.

Tim tirelessly focused on gaining greater collaboration between government and CACP committees to assist in enhancing public policy, addressing a wide range of issues important to public safety and security, and to improving Canadian policing and the criminal justice system.

Tim was also credited with the creation of the National Strategic Communications Group, a working group consisting of police communication professionals across Canada with a mandate to enhance networking and collaboration between Canadian police services. The group strives to identify emerging issues and trends and to support the strategic communications and stakeholder relations teams in police services across Canada to help advance national strategic policing priorities.

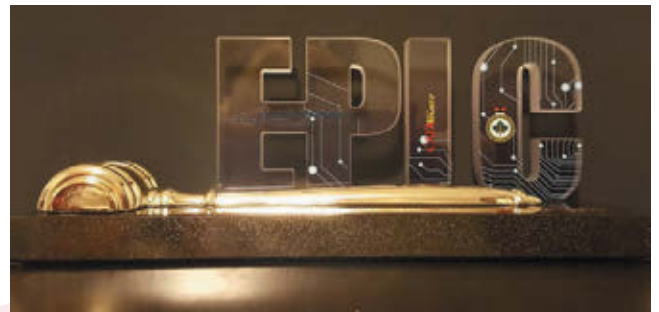
CACP Policing Partnership Award



The *Policing Partnership Award* recognizes a partnership established between the public and private sectors to improve the overall safety and security of Canadians. This award is presented to an individual who has developed a partnership that has succeeded in creating a crime prevention initiative that has been beneficial to the partnership and Canadians in general.

The CACP was pleased to recognize the achievements of **Mr. Dacki Thermidor** (centre) from the Montreal Police Service who received the CACP's *Policing Partnership Award* for his involvement in solving a series of attacks against a BMO ATM in the Greater Montreal area. There to present him with his award were Mr. Jacques Robinette (left), the Bank of Montreal's Global Investigations Manager for the Eastern Region, and Mr. Yves Riopel (right), Co-chair of the CACP's Private Sector Liaison Committee.

2019 Excellence in the Prevention and Investigation of Cybercrimes (EPIC) Awards



This award is intended to recognize and reward the valuable contributions of individuals and/or teams in Canadian law enforcement and private sector leaders who have demonstrated excellence, innovation and initiative in the prevention, detection, disruption, and dismantling of cybercrime actors and organizations and, as a result, have had a positive impact for cybercrime victims.



Congratulations to Open Text on being selected as the winner of the 2019 *Excellence in Prevention and Investigation of Cybercrime Innovation Award*. Mr. Robbie Greenquist (left) received the award from Mr. Arnold van den Hoeven (right) from Accenture on behalf of the winning nominee, Ms. Hope Swancy-Haslam, JD, CSPO, CEDS.



Congratulations were also extended to **Corporal Chris Obiego** (center), Digital Evidence Specialist with the RCMP's E Division, who was selected to receive the *Excellence in Prevention and Investigation of Cybercrime Investigation Award* for the *Twitch Chatsurge* international investigation that led to the adult conviction of a known local threat actor with an extensive cybercrime history. Mr. Arnold van den Hoeven (left), from Accenture, and Assistant Commissioner Jeff Adam (right), Chair of the CACP Electronic Crime Committee, were on hand to do the honours.

Order of Merit of the Police Forces

The CACP is the organization responsible for the coordination of the Order of Merit of the Police Forces, an award that is remitted to recipients by the Governor General of Canada.

The award was established in October 2000 to recognize a commitment to this country and to honour a career of exceptional service or distinctive merit displayed by the men and women of Canadian Police Services (officers or civilians).



The Order of Merit of the Police Forces is a fellowship of honour based on the highest qualities of citizenship, service to Canada, to the police community and to humanity at large. Through their activities, Members, Officers and Commanders of the Order bring distinction to policing and support the concept of police cooperation in public service. These three levels of membership reflect long-term outstanding service with varying degrees of responsibility.

The primary focus is on exceptional merit through contributions to policing, community development and fostering relationships among police forces in Canada and throughout the world and between police and the community. The focus is also on the total contributions made over an individual's career to date rather than for a single incident or achievement.

In 2019, the following individuals were approved to receive the Order of Merit of the Police Forces:

Commander Level

Chief Jennifer Evans

Peel Regional Police Service (Advancement within the Order)

Officer Level

Chief Richard M. Bourassa

Moose Jaw Police Service (Advancement within the Order)

Deputy Chief Michael T. Callaghan

Belleville Police Service

Assistant Commissioner François Deschênes

Royal Canadian Mounted Police (Advancement within the Order)

Deputy Chief William (Bill) Charles Fordy

Niagara Regional Police Service (Advancement within the Order)

Chief Kimberley Greenwood

Barrie Police Service

Staff Sergeant Roy Lalonde

Ottawa Police Service

Special Constable Ryan Gregory Prox

Vancouver Police Department

Member Level

Chief Superintendent Alfredo Martin Bangloy

Royal Canadian Mounted Police

Chief Joseph Aloysius Boland

Royal Newfoundland Constabulary

Sergeant Dwayne W. Bolen

Ontario Provincial Police

Acting Staff Sergeant Steve Boucher

Ottawa Police Service

Assistant Commissioner Jasmin Breton

Royal Canadian Mounted Police

Superintendent John William Matthew Brewer

Royal Canadian Mounted Police

Sergeant Mark Christensen
Vancouver Police Department

Ms. Marnie Clark
Ontario Provincial Police

Chief Gary G. Conn
Chatham-Kent Police Service

Superintendent Michelle Davey
Vancouver Police Department

Inspecteur Benoit Dubé
Sûreté du Québec

Deputy Chief Lee Foreman
Camrose Police Service

Superintendent Thomas Grant Foster
Saskatoon Police Service

Superintendent Shawn Gill
Royal Canadian Mounted Police

Staff Sergeant Kurtis Wayne Grabinsky
Royal Canadian Mounted Police

Superintendent David L. Haye
Saskatoon Police Service

Superintendent John Christopher (Chris) Kennedy
Royal Canadian Mounted Police

Chief Superintendent Bruce Ian Kirkpatrick
Royal Canadian Mounted Police

Detective Superintendent Ken E. Leppert
Ontario Provincial Police

Inspecteur Richard Lévesque
Service de police de Trois-Rivières

Ms. Cheryl McNeil
Toronto Police Service

Inspector Sheri Lynn Meeks
Belleville Police Service

Staff Sergeant Debbie Miller
Ottawa Police Service

Superintendent Clifford J. O'Brien
Calgary Police Service

Directeur Robert Pigeon
Service de police de la Ville de Québec

Superintendent Tammy Ann Pozzobon
Calgary Police Service

Constable Cynthia L. Provost
Calgary Police Service

Chief Superintendent David W. (Dave) Quigley
Ontario Provincial Police

Deputy Chief James Ramer
Toronto Police Service

Chief Constable Michael James Serr
Abbotsford Police Department

Superintendent Brian W. Shalovelo
Saskatoon Police Service

Staff Sergeant Richard D. Stewart
Abbotsford Police Department

Assistant Commissioner Stephen N.S. Thatcher
Royal Canadian Mounted Police

Superintendent Rohan Kirk Thompson
Ontario Provincial Police

Inspector Joanne Wild
Vancouver Police Department

Deputy Chief Roger James Wilkie
Halton Regional Police Service

Chief Bryant E.A. Wood
Port Hope Police Service

Sergeant Michael R. Yanko
Calgary Police Service

Deputy Chief Mitchell K. Yuzdepski
Saskatoon Police Service

Deputy Commissioner Curtis Michael Zablocki
Royal Canadian Mounted Police

Partner Awards of Excellence in Policing

Bank of Canada Law Enforcement Award of Excellence for Counterfeit Deterrence



This award recognizes the outstanding achievements of criminal justice professionals and educators involved in the prevention and deterrence of bank note counterfeiting in Canada.

It is intended to acknowledge the determination, commitment and sound investigative techniques used to disrupt, dismantle and shut down counterfeiting operations.



The recipients of the 2019 *Bank of Canada Law Enforcement Award of Excellence in Counterfeit Deterrence* were **Della Lewis** of the RCMP Forensic Laboratory and **Detective Jerry Sobchyshyn** of the Edmonton Police Service who deliver a course for police studies at Grant MacEwan University that combines their policing and forensic expertise. The award recognized their contribution to counterfeit deterrence through these educational efforts, as well as in all aspects of the work they do – forensics, intelligence analysis and collaborative partnerships.

Canadian Banks' Law Enforcement Award

Every year the *Canadian Banks' Law Enforcement Award* recognizes outstanding police performance in fighting crime against Canadian banks. Recipients of this prestigious award have gone above and beyond the call of duty while preventing and investigating crimes against Canada's financial institutions.



Protecting the security and safety of its employees and customers is a priority for the Canadian banking industry. Crimes affecting banks range from robbery to high tech and highly organized fraud operations. Together, our financial institutions and law enforcement agencies continue to partner in combating crime every day.

The Canadian Bankers Association presented two awards in 2019: A Group Award was presented to **Detective Tenzin Tsering** (left), from the Toronto Police Service's Financial Crimes Unit, for outstanding efforts in uncovering multiple fraud cases involving identity fraud and account takeovers.

An Individual Award was presented to **Detective Mark Enright** of the Calgary Police Service for his static surveillance operation of multiple armed robbery cases.

Minister of Justice National Youth Justice Policing Award

This award was established in 2000 and is presented in collaboration with the Canadian Association of Chiefs of Police (CACP) and the Canadian Police Association (CPA). The award recognizes police officers and others involved in police-led initiatives who, individually or as a team, develop innovative approaches or promising practices that go beyond the formal court system when dealing with youth in conflict with the law. It celebrates innovative policing and serves to inform the police and wider community about creative responses to youth crime.



The 2019 recipients of the award were **Agents Christine Cayouette, Stéphane Desjardins, Amélie St-Georges, and Marilou Arsenault** of the Service de police de la Ville de Montréal (SPVM) for their *Bully Intervention Framework Program*.

Through their work with youth in conflict with the law, Agent Cayouette and her team noted that while several victim intervention and awareness programs on bullying had been developed for students, few prevention intervention tools existed for youth who have taken to acting as a bully. Implemented in 2012, the Bully Intervention Framework Program fills this gap in services for young offenders.

Canadian Police and Peace Officer's Memorial Service

Chief Constable Adam Palmer, President of the CACP, and Chief Paul Cell, President of the International Association of Chiefs of Police, represented police leadership in Canada at the 42nd Police and Peace Officers Memorial Service on Parliament Hill on September 29th, 2019.



They laid a wreath, on behalf of the CACP, in tribute to the sacrifice of officers killed in the line of duty. A number of CACP members were in attendance to express their condolences to the family, friends and colleagues of the fallen officers who were acknowledged as heroes. Their memory will never be forgotten.



A National Perspective on Policing in Canada

The Canadian Association of Chiefs of Police is a national professional association. Its focus is on interests and concerns that are relevant to police agencies at all levels – municipal, regional, provincial, federal and First Nations – and in all regions of the country.

However, it is important to recognize that policing issues may not impact all communities at the same time or with the same intensity. While some challenges are faced by all police services in Canada, some issues and trends may be more local or regional in nature. It is not unusual for an issue or trend to emerge in one community, only to spread across the country over time.

The CACP is proud to promote a collaborative approach to identifying and managing policing issues across the country. We seek to gather information from our membership in order to paint the picture of what is happening at a national level. In doing so, we believe it can help save time, effort and lives.

The Board of Directors is composed of representatives from across the country (refer to the section on Governance) who meet to discuss:

- strategic and operational policing matters that require the CACP's attention,
- provincial issues/matters that require the CACP's action or referral,
- leadership challenges the CACP can assist with,
- innovative practices that show promise, and
- emerging policing priorities that have the potential to affect other regions over time.

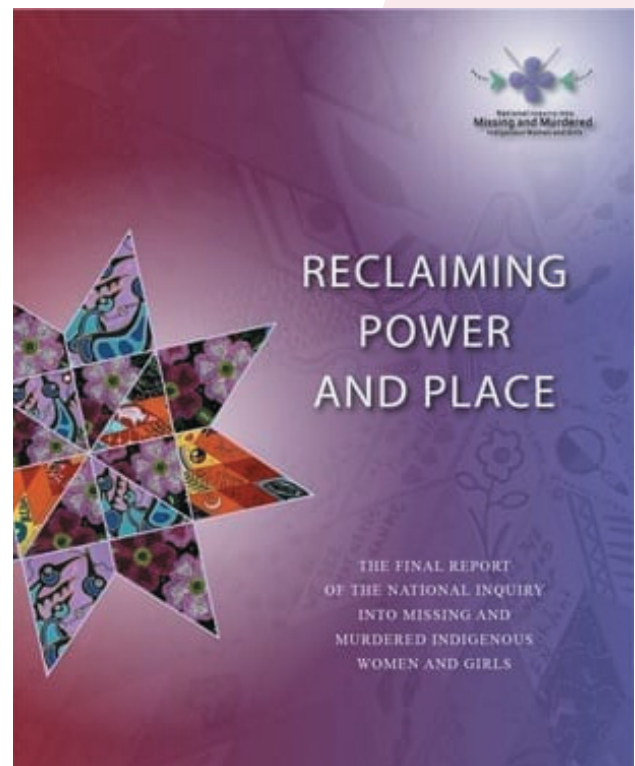
2019 was marked by a number of issues and priorities affecting police services in all regions of Canada:

The National Inquiry on Missing and Murdered Indigenous Women and Girls

The National Inquiry tabled its final report *Reclaiming Power and Place* on June 3, 2019. It contains over 200 Calls for Justice, eleven of which were intended for police services. The report also included Call for Justice 9.5(v) specifically addressed to the CACP calling for “the creation of a national strategy to ensure consistency in reporting mechanisms for reporting missing Indigenous women, girls, and 2SLGBTQIA people. This could be developed in conjunction with the implementation of a national database.”

The CACP and its members are committed to addressing these Calls for Justice and to engaging on a path of true reconciliation. The CACP's Policing with Indigenous Peoples Committee is taking the lead on the CACP's response to the recommendations. Reconciliation and cultural awareness continued to be a priority in Indigenous communities. The police were encouraged to further engage with elders and community members. Innovative and culturally sensitive approaches were implemented such as the distribution of eagle feathers to the Royal Newfoundland Constabulary (RNC), the Royal Canadian Mounted Police (RCMP) and the provincial court locations throughout the province of Newfoundland and Labrador. Eagle feathers are a preferred way of swearing in (or affirming), when it comes to legal proceedings for Indigenous people. Smudge Bowls were also gifted to the RCMP and RNC as part of Indigenous reconciliation by the Newfoundland Aboriginal Women's Network (NAWN). The Smudge Bowls will be used in special Indigenous ceremonies and will be used to bless/cleanse detachment Eagle Feathers at least once a year. The RCMP also constructed a Sweat Lodge and conducted a Sweat Ceremony at their headquarters in November 2019. Sweat Lodges are dome-shaped structures used by Indigenous peoples during certain purification rites and as a way to promote healthy living. Indigenous Elders and Knowledge Keepers assisted in the construction of the lodge and conducted the Sweat.

Consideration was also given to expanding multiculturalism of the population outside of larger urban centers, leading to the need for new and innovative outreach strategies to ensure policing continues to be inclusive and accessible. In the Northern Territories, the issues of isolation and limited resources were a cause for concern in implementing initiatives to achieve the objectives of the Calls for Justice.



The Legalization of Cannabis

The legalization of cannabis edibles and the anniversary of the *Cannabis Act* took place on October 17, 2019. Police services across the country shared three primary areas of concern with respect to the legalization of edibles and comestible products. The first was related to the risk that drivers would become impaired once they are behind the wheel, en route to their destination, because there can be a delay of as much as 20-60 minutes between the consumption of cannabis edibles and their effect. We also worried about the potential risk for an increase in overdoses because there is no set standard for the allowable volume of THC to be contained in edible products. And finally, we expressed concern about the potential increase of diversion to youth and of consumption by youth because there is no visibly apparent distinction between edible products that contain or do not contain THC (e.g. brownies, gummy bears, etc.).



JIRI HERA/SHUTTERSTOCK.COM

On the anniversary of the *Cannabis Act*, most police services concluded that, in many respects, the past year was “business as usual.” While the legal recreational use of cannabis was new, the enforcement of laws around the illegal production, distribution and consumption of cannabis as well as drug-impaired driving were not.

In some areas of the country, local governments perceived a lack of police response to illegal cannabis dispensaries. In others, the police explored suitable approaches including civil forfeiture of property and assets in order to target those who were profiting from illegal sales, rather than focusing on the employees of these businesses.

The emerging area of concern in 2019 proved to be the illegal online sale of cannabis products. Public Safety Canada introduced a national strategy to address this issue. In 2019, there were significant online cannabis sales using websites that mirror normal shopping websites utilizing e-transfers or cryptocurrency, home dispensaries offering same-day delivery services, and a black-market industry of service providers delivering illicit purchases or operating dispensaries out of their home. Education materials are being developed.

However, there were some unique initiatives or concerns that took place across the country. The police looked to the Crown for support in identifying evidence requirements to prove a substance was cannabis in order to achieve greater efficiency in court.

Some of the smaller and remote agencies reported a continued struggle with capacity in terms of qualified blood technicians to take blood samples from drug-impaired drivers.

There continued to be a lack of research on the mental impacts of cannabis to set meaningful workplace safety and health policies with respect to the personal use of cannabis by officers and to address the concerns related to the use of drug screening devices to enforce drug-impaired driving laws.

Drug screening devices remained unapproved in Quebec, and many police services across the country opted not to acquire the devices due to a number of concerns related to the collection process, the validity of the results in court, the acquisition costs, the lack of competent personnel to complete the screening process, etc.

The police continued to call for updates to the *Cannabis Act* to include a clause on the urgent destruction of seized materials in order to eliminate the need for conservation procedures and facilities which are currently absent in most communities.

Since the *Cannabis Act* came into force, certain Indigenous communities refused to recognize the authority of the provincial and federal governments with respect to the production and sale of cannabis. As a result, some communities sought to establish their own regulations regarding cannabis. A number of provinces included provisions in the law allowing the police to negotiate agreements with Indigenous communities in order to identify exceptions to the provincial regulations.

In some areas of the country, there were still concerns with accessing federal funding to offset costs associated with ongoing training and educational programs related to Drug Recognition Expert (DRE) courses.

In an attempt to collect consistent and relevant data to monitor and assess the impacts of the legalization of cannabis, Statistics Canada identified information requirements that, for some police services, were considered to be onerous and not designed with police systems in mind, thereby making it difficult and labour-intensive to pull the required information. In general, police agency efforts to provide statistics have helped provide some valuable insight.

Street Checks

Street checks continued to be a “hot” topic in 2019 as the proactive policing practices of the police were questioned as an appropriate and effective means of preventive law enforcement. A number of jurisdictions had a third party complete an analysis and review of current practices. In some areas of the country, this led to the practice being banned, or restrictions being imposed. There is evidence to suggest this may have contributed to “de-policing,” whereby officers avoided potential accusations of profiling and may not have been as proactive. In some provinces, they began developing standards and regulations that have significantly increased operational requirements.



ADAM MELNYK/SHUTTERSTOCK.COM

Opioids and Methamphetamines

The opioid crisis continued to grow and spread across the country. While fentanyl continued to be a significant concern for most police services, a primary drug being consumed in many regions appeared to be methamphetamines. Cocaine also remained the most significant revenue generating product for organized crime.

Drug activity continued to drive up violent crime and property crime in many communities in Canada. Illegal drugs are having significant impact in both urban and rural Canada.

Supervised Consumption Sites continued to operate or were introduced in many communities across the country. These were intended to reduce the harm associated with opioids. In 2019, a number of these sites experienced significant challenges around rising crime, disorder and decreased perceptions of safety in affected neighbourhoods. A clear, research-based review of best practices was deemed to be required.

In an attempt to address the fentanyl issue, the Vancouver Police Services created a Fentanyl PSA video that aired in movie theatres and on local TV. The hard-hitting video targeted the people most affected by the drug and generated some very positive reactions. In addition to issuing Naloxone kits to police officers, some jurisdictions also provided the kits to clients who were being released from jail.

At the federal policing level, Project NULLIFY was implemented as an enforcement strategy for all opioid-related investigations that targeted traffickers and manufacturers, specifically to identify and disrupt fentanyl trafficking on the surface and dark Web. One ongoing challenge was that while the predicate (i.e. drug trafficking) offence was being investigated, the money laundering (ML)/proceeds of crime (PoC) aspect of the crime was not being investigated as rigorously. To address this challenge, future federal policing opioid investigations will consider these aspects of a criminal offence prior to initiating a project investigation. This will accelerate the investigation of both the predicate and ML/PoC offences concurrently, leading to improved investigative results and the increased likelihood of charges being laid against serious offenders.



NATALY VERMOLINA/SHUTTERSTOCK.COM

Civilian Drones

The use of civilian drones was regulated in Canada on June 1st, 2019 requiring that pilots obtain a license and that the drones be registered and plated. It is hoped that this will help reduce the number of pilots using their skills in support of drug trafficking or contraband (firearms, cellular phones, tobacco) in detention centres. Québec continued to call for a strategy to compile best practices across the country and coordinate investigations through increased analysis and information sharing with detention centres. Initiatives were undertaken to inform police officers of the new legislation that allows for the restricted use of commercial and private drones in support of police operations and an officer's powers to intervene and respond to complaints received from citizens.

While there were a number of shared priorities that spanned the nation, there were also a number of regional concerns or opportunities to focus on.



British Columbia

PERFORMANCE METRICS FOR POLICE AGENCIES was topical among police boards and councils in British Columbia. Being able to measure and report on how police are making a difference and being able to articulate where investment in policing is required to make the most effective use of limited resources based on evidence was challenging. Being able to do this in a way that allows decision makers to compare their investments to other agencies was an even greater challenge. Efforts in this area will continue in 2020.

ANTI-PIPELINE DEMONSTRATIONS required an informed, consistent and coordinated divisional response. A key component of the planned response was the creation of a *Community Industry Response Group – Quick Response Team Community Industry Response Group – Quick Response Team* (CIRG-QRT). This team provided an appropriate front-line response, and supplemented as tactical resources if required, during planned protests and injunction enforcement. The QRT work in teams using the *Measured Approach* and enhanced training in labour law, injunctions, indigenous culture and environmental protests in conjunction with other RCMP specialized units and other police agencies to ensure intelligence-led, impartial policing of disputes.



TRAUMA-INFORMED PRACTICE TRAINING was implemented in the province to deliver multi-sector modular training.

HOMELESSNESS continued to be a focus for the police in the province. The BC Association of Chiefs of Police (BCACP) struck a committee to address homelessness issues that included varying local government responses, community concerns, and appropriate policing solutions. The intent was to utilize the various degrees of expertise, committees, local protocols and education to respond to this social issue.

THE FULL DISCLOSURE PROCESS in the *R. v. Jordan* era continued to be a burdensome process and was partially responsible for a decline in criminal charges being laid. This continued to add a significant administrative burden to policing and was a primary driver for costs. The continued application of the ruling continued to increase the scope and timeliness of disclosure. It was recommended that legislation be considered to begin defining the scope, breadth and timeliness of disclosure to provide some degree of guidance to courts on the matter. In a related attempt at addressing some of the issues associated with the timeliness of disclosure and the approval of criminal charges, the BCACP drug committee engaged with the BC Cannabis Directorate on the issue of a “presumption clause” with respect to the prosecution of provincial tickets.

DUTY LIMITATIONS: The need was identified for continued research and guidance on operational stress injuries, fitness for duty, and duty to accommodate as all police services were seeing an increased number of police officers presenting with duty limitations. As a result, there was also an increasing need for prevention and treatment programs for impacted police officers as well as for permanent restrictions/limitations impacting overall police deployment. Legislation and common law for duty to accommodate may need to be modified to permit police agencies to fairly transition employees to other employment streams with proper retraining/support to ensure that non-deployable saturation of positions does not occur.

MONEY LAUNDERING was front and centre in the province following the independent review of anti-money laundering policies and practices in British Columbia's gaming industry conducted by retired RCMP senior executive Peter German. The reports commissioned by the province entitled “Dirty Money: Turning the Tide – An Independent Review of Money Laundering in B.C. Real Estate, Luxury Vehicle Sales & Horse Racing” included a number of recommendations. Casinos, real estate and the luxury car market were identified as areas that require enhanced oversight, regulation and enforcement in order to counter the influence of organized criminal groups in these sectors.

BILL 4 – WITNESS SECURITY ACT: This bill received Royal Assent in May 2019 and came into force later in the year, thereby creating the statutory framework for a provincial witness security program which will complement the existing federal witness protection program.

REVIEW OF THE JUSTICE INSTITUTE OF BRITISH COLUMBIA'S RECRUIT AND IN-SERVICE TRAINING: Three separate stakeholder reviews were conducted producing a significant list of recommendations to be reviewed and addressed in the future.

INFORMER PRIVILEGE & CRIMESTOPPERS: There was considerable dialogue between Crown Counsel, Crimestoppers, and police agencies regarding informer privilege and the identity of the anonymous tipster in cases involving Crimestoppers. Crown Counsel were frequently requesting the identity of the informer to ensure against inadvertent disclosure. Crimestoppers was opposed to this approach and investigators, who were not privy to this information, were caught in the middle, specifically when the tipster may have had a nexus to the investigation.

RESOURCE MODELS: Discussions were initiated on the development of a standardized resource model/methodology for police departments to address the absence of standardized or universally accepted procedures to replace the ad hoc systems that often produce inequitable results, or that rely on leveraging relationships or connections with the police board, mayor and council, or governing body.

“PROJECT LAVENDER”: This Surrey RCMP-led program was launched to empower young women and girls from across the Surrey School District to make positive choices and surround themselves with healthy relationships. The content of the program focused on topics including texting; “sexting”; understanding sexual exploitation; drug and alcohol awareness; and the importance of healthy relationships. It was a one-hour presentation geared towards Grade 5-10 students. The presentation could also be adapted to suit community groups and organizations, particularly those who engage with youth.

RIDE SHARING: Provincial regulations for ride sharing came into force in September 2019 requiring annual enhanced police information checks for drivers. This was expected to have an upward impact on the demand for PICs which could test staff capacity to complete timely processing.

Alberta

ALBERTA LAW ENFORCEMENT RESPONSE TEAMS (ALERT) continued to operate at diminished capacity due to a lack of an ongoing funding commitment from the provincial government. The government requested a summary of potential cutback scenarios and implications to address the project funding shortfall. The Chiefs of Police in Alberta became the board of directors for ALERT in 2018 and continued to advocate on behalf of the organization in 2019.

NAMING VICTIMS OF HOMICIDE continued to be a contentious issue for police services in Alberta. Implementation of the model policy developed in 2018 has led to improved consistency across the province. However, the issue continued to be raised by media in 2019.

THE POLICE ACT REFORM in Alberta was completed in March 2019. Police services will adjust accordingly to adapt to any changes in the future.

RURAL CRIME was reduced in Alberta in large part due to the demonstrated success of the rural crime reduction strategy adopted by the province and the creation of *Crime Reduction Units*. After 6 months, a reduction (11 per cent) in the number of reported property offences was observed.

BAIL HEARINGS OVER 24 HOURS were the primary focus of a class action lawsuit in Alberta. The province made application to have all Alberta police agencies as well as Public Prosecution Service Canada added to the action.

HR REFORM AND MODERNIZATION OF POLICE: Over the past year, Alberta police services explored specialization and civilianization, workforce accommodations and the impact on staffing levels, the standardization of new police officer training, addressing recruiting practices to achieve diversity, including the review of language and physical testing requirements. 2019 also marked the creation of an *Online Stolen Property Unit* in Calgary, a reintegration program to help members get back to work in a reasonable time frame in Edmonton, and the introduction of community peace officers for an increased presence in the downtown core of Lethbridge to deal with provincial statutes, bylaw offences and minor criminal incidents in an attempt to deal with lower priority calls that tie up police officers. The *WATCH Program* was also introduced, utilizing volunteers to patrol the downtown core. Volunteers received training in tactical communication and disengagement and were equipped with radios that allowed them to communicate with the police dispatch centre. They patrolled the downtown core and acted as a deterrent for nuisance behavior and also provided safe walks to individuals wanting them. A *Community Solutions Accelerator* was created, a think tank for addressing and resolving major policing issues, with public and private sector participation.



EXHIBIT PROCESSING: Processing times with limited exhibit acceptance at the RCMP Crime Lab sometimes made it challenging to meet the demand from police services in the province. As a result, provincial funding for exhibit processing may require police services to explore building a shared lab. On the flipside, Alberta explored the use of the Rapid DNA project benefitting from advances in DNA technology available for front-line members and cursory results.

JUDICIAL INTERIM RELEASES: Provincial procedural changes implemented in 2019 resulted in persons being in custody for over 24 hours, increased cell block costs to police services, inconsistent release practices and charge withdrawals.

SMART SQUAD: Lethbridge adopted this smart phone application which brought mobility to the front line, allowing access to agency records and intelligence systems. It helped speed up routine officer processes such as the electronic officer notebook, easy and quick search of records, location awareness, task management, targeted intelligence; and e-ticketing.

MENTAL HEALTH: Alberta explored the colocation of services including policing, social services, education, health, and mental health to address the needs of citizens in the community.

GENERAL POLICE MATTERS: In 2019, Alberta focused on effective resource management in responses to calls for service, predictive policing and reducing overall crime rates, economics of policing, scaling up productivity and reducing costs due to funding uncertainty, and a clear, research-based review of best practices related to vehicle pursuits and policing large-scale events.

EMERGING POLICING PRIORITIES: Topics of growing concern in 2019 were stolen vehicles both “for profit” and acquisitive crimes, vehicle intervention tactics and incident command, as well as firearms.

Saskatchewan

TRAUMA-INFORMED INTERVIEWING PRACTICES require specialized training for officers, but few training opportunities were available in the province. This was an area of improvement identified for the future.

NORTHERN CRIME ISSUES were addressed through the creation of *Crime Reduction Teams* consisting of a mix of traffic, investigation and general patrol officers, as well as *Provincial Response Teams* consisting of conservation officers, Department of Highways officers, and Community Safety Officers. These teams helped capitalize on the various skills and resources available in the community. The mandate of the *Crime Reduction Teams* was to be intelligence-led, consultative with the communities, and targeted on chronic or prolific offenders and street gangs. They helped address the perceived lack of police presence and the call by rural communities for an increase in police patrols. The *Provincial Response Teams* essentially assumed the role of the CFSEU units that were dismantled

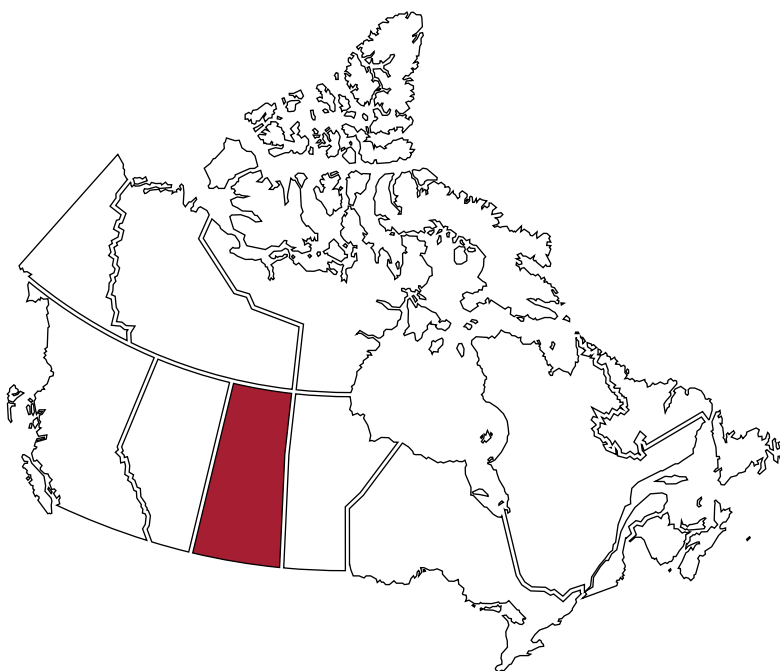
in 2019. These teams were all connected to the provincial radio network and were successful in responding to calls in progress when RCMP members were not available or close enough to take action. The members of these teams would not only work on organized crime but focus on gang and other crime suppression strategies, both in uniform and out.

POLICE OVERSIGHT: Saskatchewan remained one of the few jurisdictions without an Independent Investigations Unit to conduct investigations into incidents where police actions may have caused death or serious injury to an individual. There was growing public pressure on government from the media and Indigenous leadership in the province to establish a unit, an initiative that was supported by a Saskatchewan Association of Chiefs of Police (SACP) resolution.

DESTRUCTION OF ELECTRONIC RECORDS: The SACP established a committee to review the policies and practices pertaining to the destruction of electronic records and associated retention periods in response to significant differences between the practices in municipal police agencies.

RURAL CRIME: A *Rural Crime Watch Advisory Network Program* was established across all of the RCMP jurisdictions and the area policed by the Estevan Police Service. The service was free and subscribers received messages via text, phone or e-mail, regarding serious incidents from the police of jurisdiction in the areas of the province they subscribed to. There are now over 12,000 subscribers and the timely dissemination of information to the public has resulted in several tips from the public, timely identification of suspects, recovery of high-value stolen property, and improved communication with the community.

CLARE’S LAW: The *Interpersonal Violence Disclosure Act (Clare’s Law)* was passed into law in 2019. The Act authorizes a police service to disclose certain risk-related information to a current or former intimate partner where such information will assist the current or former partner in making informed decisions about his/her safety and relationship.



Manitoba

MENTAL HEALTH: The implementation of the *Mental Health IM Initiative* continued in 2019, a technology based mental health risk assessment tool that was launched as a pilot project in 2018 to assist officers working in collaboration with mental health practitioners to assess the risks of interacting with subjects encountering mental issues. This scenario-based mental health component, accompanied by de-escalation techniques, was incorporated into a variety of in-service training programs. This helped reduce the demand on police as the primary mental health responder.

ENCRYPTION AND DIGITAL TECHNOLOGY continued to both advance and hinder effective law enforcement. Manitoba police services explored alternatives to land-based and portable radio systems that were expensive to maintain and needed to be replaced in an era of smartphones.

PHOTO ENFORCEMENT expansion in Winnipeg to high risk/high speed corridors is the direction the province wishes to take but still requires legislative changes before it can be implemented.

“CORE” POLICING was the focus of the budget exercise for police services in the province. In an attempt to address increased costs, meet increasing expectations, and reduce the demand on services, police services were asked to explore the civilianization of non-policing functions and to propose innovative solutions for policing and security at large scale events or gatherings. In 2019, private by-law enforcement companies were also hired by some municipalities, operating in a grey area beyond what the *Municipal Act* may allow, thereby attracting potential liability. Another approach was community mobilization in the Westman Region which increased collaboration and community solutions to local issues, with provincial funding underway to hire a full-time coordinator to ensure ongoing support for clients after they are connected to services.

STANDARDIZATION was a recurring theme as 2019 marked the call for consistency in core police training and practices (as suggested by Justice Tulloch's “*College of Policing*” article) as well as standardization in performance measurements for police. A shared definition of **RESTORATIVE JUSTICE** was created to ensure consistency of measurement/programming.

HOMELESSNESS was a growing issue in Manitoba that resulted in various social issues that fell on the police to deal with.

FLEETNET RADIO SYSTEM: This system is past the end of life thereby requiring a cost-prohibitive replacement of equipment and airtime costs for small and medium sized police services.

FLY-IN COMMUNITIES were staffed from Winnipeg on rotation, allowing members to live in Winnipeg for school, employment and other amenities, allowing for good work-life balance and attracting interest in policing.



Ontario

PORTABLE DEFIBRILLATORS were the object of a survey of police services in Ontario in 2019. The results were shared with the Ministry of Community Safety and Correctional Services (MCSCS) to assist in responding to a jury recommendation in a recent Coroner's inquest into an in-custody death in which police were involved. The jury recommended that the Ontario Association of Chiefs of Police (OACP) and MCSCS study the need for, and feasibility of, equipping all police patrol vehicles in the province with portable Automated External Defibrillators.

GASOLINE THEFT in the province led the OACP to work in collaboration with the Ontario Convenience Stores Association to advocate for legislative changes that would implement pay-at-the-pump technology to combat the increasing number of "gas-and-dash" incidents.

BILL 68 – THE COMPREHENSIVE ONTARIO POLICE SERVICES ACT proceeded through the provincial legislative process. The OACP's Board of Directors and Police Legal Advisors Committee, along with other senior staff, analyzed the legislation and provided comment to the government and members of Parliament.

A NEW OACP WEBSITE was the focus for design, development implementation efforts. The website is intended to be the gateway for information exchange on the work of Ontario's police leaders and information on policing issues.

THE ANNUAL PROVINCIAL CRIME PREVENTION CAMPAIGN featured a new *Bringing Organized Crime Out of the Shadows Booklet*. Produced by the OACP's Organized Crime Committee, this document was a comprehensive update to the original publication of the same name released in 2010.

MANAGEMENT OF DIGITAL EVIDENCE: The Government of Ontario consulted with the OACP on ways to encourage collaboration by police services on the management of digital evidence.

NEXT GENERATION 9-1-1: The OACP worked with the Government of Ontario on the transition from the traditional 9-1-1 voice services to Next Generation 9-1-1 through the Next Generation 911 Interagency Advisory Panel who are providing expert analysis, advice and recommendations to the Government of Ontario, which has formed the Inter-Ministerial Task Force on 9-1-1 Emergency Response.

POLICE OFFICER DEATHS BY SUICIDE: Ontario's police leaders welcomed the release of the Ontario Chief Coroner's Expert Panel report on October 2, 2019 including a number of recommendations. Ontario police services will continue to assist their members through many wellness services, programs, education, etc. that they already proactively provide. Building resiliency among police service members by developing and implementing evidence-based programs remained an important OACP priority.

ANTI-RACISM ACT: Ontario's police services worked with the Government of Ontario on the collection of racial data (including use-of-force) as per the *Anti-Racism Act*. The government has not yet been able to get buy-in from the province's Privacy Commissioner on information to be collected and there was a delay in implementing the legislation's requirement.

CONSTABLE SELECTION SYSTEM: Ontario worked on the development of a new system to address issues raised by some of the services in terms of streamlining and providing greater flexibility in the process and cost for recruiting new candidates.

ANIMAL WELFARE: The Government of Ontario introduced new animal welfare legislation that should help protect animals and address the concerns of police leadership related to the uncertainty around expectations for police services in this area. New offences were introduced to combat activities such as dog fighting. Inspectors were given necessary powers to help animals in distress and to hold owners accountable. Penalties were significantly increased for serious, repeat and corporate offenders.

SPEED LIMITS: A speed limit pilot on three sections of highway in Ontario were implemented in 2019 in light of the Government of Ontario's proposal to raise speed limits from 100 km/h to 110 km/h on Ontario 400-series highways, which would align with other provinces such as Alberta, British Columbia, Manitoba, New Brunswick, Nova Scotia and Saskatchewan. Ontario police services warned the government about the potential dangers involved in high speeds on roadways.



THE DISMANTLING OF CLANDESTINE LABORATORIES remained an unresolved issue in 2019 with a continued absence of a clear procedure related to the destruction of chemicals and hazardous goods, a gap that was identified in Bill C-37.

THE FEES CHARGED BY TELECOMMUNICATION COMPANIES such as Rogers, Telus, Bell, etc., for the connection and disconnection of phone lines used in support of investigations continued to vary significantly in cost and remained unresolved in 2019.

ARTICLE 67 – THE ACT RESPECTING ACCESS TO DOCUMENTS HELD BY PUBLIC BODIES AND THE PROTECTION OF PERSONAL INFORMATION led to the implementation of a proactive and coordinated provincial approach to developing a strategy focused on the disclosure of information.

A NEW PROVINCIAL EMERGENCY RESPONSE DRIVING MODEL, combined with new emergency management practices, tools and procedures, was introduced to encourage police officers to more carefully consider their options and behaviours during emergency transports. The provincial model was a useful tool intended to help standardize the decision-making process for all police services in the province.

Progress was made in 2019 on **ELECTRONIC ACCIDENT REPORTS** to be implemented in partnership with the Quebec Automobile Insurance Association.

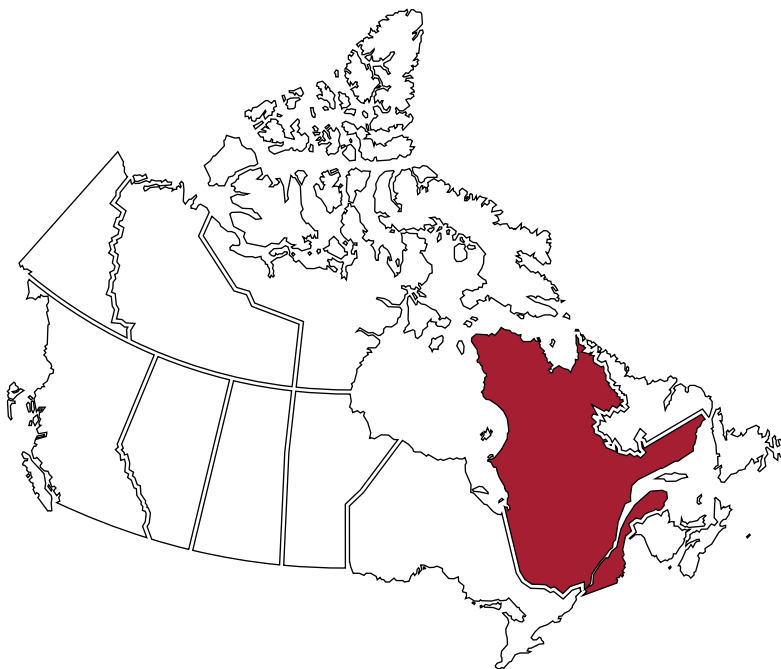
The anniversary of the new **PROVINCIAL FIREARMS REGISTRY** in January 2019 meant that data would now be available through the Centre de renseignements policiers du Québec.

BILL 75 – THE MODERNIZATION OF CANADA'S CRIMINAL JUSTICE SYSTEM required training as well as the update of policies, practices and forms to align with new procedures and principles for police practices related to the release of individuals as well as the treatment of minor infractions contrary to the administration of justice.

SEXUAL EXPLOITATION OF CHILDREN: In September 2019, the Department of Public Safety announced the creation of a new coordination team to combat child sexual exploitation on the internet, an initiative to be implemented by the Sureté du Québec. This team will allow police services to share the expertise found in various police agencies across Québec, to standardize coordination practices, and to maximize the way in which police services process the cases they receive that involve potential child exploitation. In addition, the *Parliamentary Commission on Juvenile Prostitution* led to reflections on the services provided to victims and on the management of these types of cases.

INCREASE IN MURDERS RELATED TO ORGANIZED CRIME: In Québec, 2019 saw a significant increase in the number of murders and attempted murders linked to organized crime. The perpetrators of these crimes were increasingly inclined to commit these acts in public places, in the presence of many citizens.

REVIEW OF THE POLICING MODEL IN QUÉBEC: A *Green Paper* on Québec policing was published in December 2019. It will be followed by a consultation of police services and public safety experts in Québec. This exercise will address the cost of policing, the legal aspects, resources and levels of collaboration.



Nova Scotia

THE CAPACITY OF EXECUTIVE DEVELOPMENT TRAINING PROGRAMS in the province continued to be inadequate to meet the needs and regional focus required. This issue became even more acute in 2019 as several police leaders left their substantive positions (including chiefs and senior officers) to join other police-related organizations (Sheriff Services, United Nations, etc.).

A REVIEW OF POLICING IN THE HALIFAX REGIONAL MUNICIPALITY was completed in the fall of 2019. A follow up by police services will be required in the future to adapt accordingly to the recommendations put forward.

THE REVIEW OF THE ADDITIONAL OFFICER PROGRAM was completed and included several recommendations. The funding model for this program changed in April 2019.



New Brunswick

FRONT LICENSE PLATES: The Government of New Brunswick approved the removal of the front license plate. The New Brunswick Association of Chiefs of Police (NBACP) voiced its concerns against this move and used data and resolutions approved by the International Association of Chiefs of Police to continue to make their case to reinstitute the dual license plate system.

LEADERSHIP DEVELOPMENT: An event was hosted by the NBACP in November 2019, targeting mid-level supervisors, unit managers, and recently promoted junior executives. It also marked the reinstitution of provincial policing awards that had previously been discontinued by the Government of New Brunswick.

A PROVINCIAL POLICING REVIEW was conducted in 2019, with a particular focus on sustainability and a serious examination of support services and the question of regionalization of some services. The policies, practices and procedures of the New Brunswick Police Commission also came under review, while efforts were being devoted to the review of the *New Brunswick Police Act*.

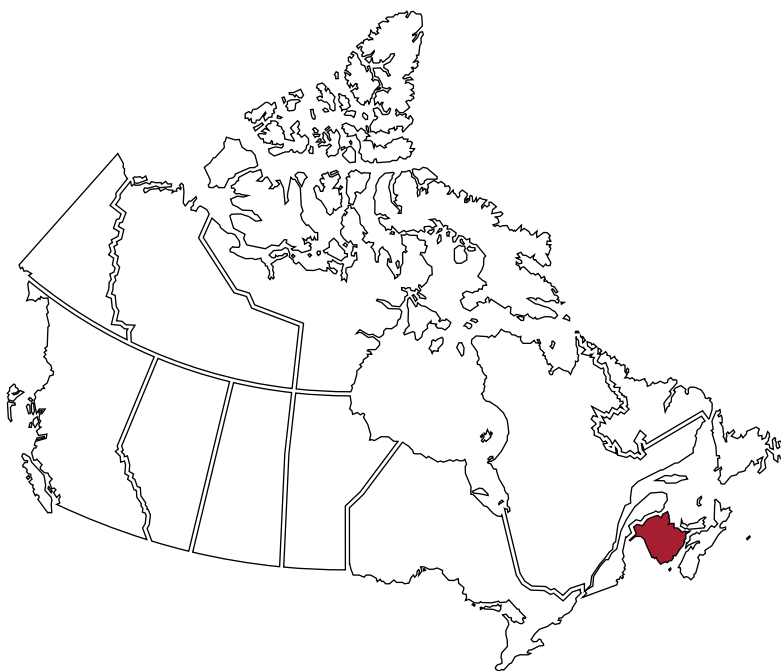
PREVENTION AND INTERVENTION OF CHILD SEXUAL HARM: The Provincial Roundtable on Crime and Public Safety tabled a report reviewing best practices which will form the basis for a provincial strategy aimed at prevention.

INTIMATE PARTNER VIOLENCE: The Chief Coroner Intimate Partner Violence Death Review Committee completed its 2018 report which included several recommendations, three of which pertained specifically to police. The NBACP responded and followed up on each recommendation in 2019.

SERIOUS INCIDENT RESPONSE TEAM: The NBACP continued to lobby the Government of New Brunswick to establish such a team.

OUTLAW MOTORCYCLE GANGS continued to be a priority area for police given the negative impact on public safety related to their various illegal activities.

WORKPLACE WELLNESS: An Assisted Therapy Canine Program was launched by the Kennebecasis Regional Police Force.



Prince Edward Island

CALLS FOR SERVICE INVOLVING CITIZENS IN CRISIS led to a group of provincial stakeholders being empaneled to examine the potential for *Mobile Crisis Intervention Teams* to help provide an appropriate response and address the increasing resource pressure associated with mental health complaints.

OUTLAW MOTORCYCLE GANGS continued to be a focus for the police in 2019 as the Charlottetown group moved from “prospect” status to a “full patch” chapter of the Hell’s Angels.

Work continued and some advancements were made on some of the recommendations contained in the **PROVINCIAL POLICE REVIEW REPORT** completed in 2018. The *Municipal Government Act* came into force, providing direction to current and future municipal governments in a broad range of areas including the provision of police services. Amendments to the *Police Act* were completed and submitted to the legislature. In addition, all emergency first responders began functioning on an integrated radio system on April 1st, 2019, and security screening standards for new police service hires were approved in February 2019. Finally, a business case was presented to the provincial government requesting the establishment of a *Combined Provincial Enforcement Team*.

TRAUMA-INFORMED INTERVIEWING: It was noted that progress is being made in this area but that it was sporadic and that additional work is required to identify or create training opportunities.

THE NEW E-TICKETING REGIME continued to be rolled out for provincial statute offences and the province began exploring the potential for electronic collision reporting as well. A pilot test program is planned for early 2020.

AUTOMATED LICENSE PLATE READER (ALPR) CAMERAS: Charlottetown Police Services added these cameras to police patrol units. Building on this capacity, the ALPR was also integrated into several stationary public safety cameras operated at major intersections. This integration effort was tested to identify high-risk drivers (uninsured, suspended etc.) through expired registration tags.

TRAFFIC SAFETY involved a continued focus on aggressive and impaired driving. However, 2019 saw an increase in the volume of issues related to school bus safety and an increase in drivers passing stopped school buses. The PEI Association of Chiefs of Police continued to advocate for the reinstatement of dual license plates given concerns for impaired driving and rural crime.



Newfoundland & Labrador

A PROVINCIAL POLICE RADIO SYSTEM UPGRADE remained a key requirement to address the risks to officer and public safety associated with the existing antiquated and unreliable police radio system currently in place across the province. This was considered to be critical to meeting the emergency service communication needs in rural areas.

CYBERCRIME continued to increase in volume and complexity in the province underlining the need for a national strategy to coordinate and establish training and equipment standards throughout Canada’s police services.

HUMAN RESOURCES: Police services looked for best practices related to handling respectful workplace complaints, succession planning, performance evaluation and development, recognizing and commending the valuable



contributions of employees, counteracting negative/inaccurate narratives generated by disgruntled employees, as well as employee mental health and wellness.

PRIVACY LEGISLATION inhibited the sharing of client information across police, health, education and other parties who needed information to address root causes behind social issues.

CHILD YOUTH ADVOCACY CENTRES were established for collaboration with police, child protection, medical and mental health agencies to provide an individualized and child-friendly response for children who have experienced abuse.

Plans were underway to establish a **RESTORATIVE JUSTICE PROGRAM** focused on the rehabilitation of offenders through reconciliation with victims and the community at large.

PROGRESS ON MENTAL HEALTH continued through the implementation of the *Mental Health Mobile Crisis Response Teams* to help deal with persons in crisis, the establishment of an *Equine Therapy Program* aimed at helping people with PTSD, mental health and/or addiction issues as well as the development of a Royal Newfoundland Constabulary (RNC) *Mental Health Strategy*. The RNC hired an Employee Safety and Wellness Strategist to provide strategic leadership in relation to the safety and wellness of employees. The RNC also partnered with the MedicAlert Foundation Canada to better assist front-line officers with their interactions with vulnerable persons. Work will continue to ensure the appropriate response to individuals with mental health and/or addiction issues.

SEXUAL ASSAULT: The RNC and the RCMP worked together with community partners to develop and pilot a third-party reporting protocol for survivors of sexual assault in November 2019. In addition, the Pet Safekeeping Program was expanded throughout the province for victims of intimate partner violence.

THE LEAN PROCESS was used to improve services and reduce waste.

TOXICOLOGY RESULTS: The impact of the delay in receiving toxicology results for exhibits sent to the RCMP Crime Lab meant that certain charges could not be laid until results were received (e.g. impaired by drug).

THE RESPECTFUL WORKPLACE TRAINING PROGRAM continued to be delivered to employees in support of the *Gender and Sexual Diversity Policy*.

EMERGING POLICING ISSUES IN THE PROVINCE: The topics of growing concern for police services in this province were drugs and drug-related offences including firearms offenses, traffic injuries and deaths related to distracted, aggressive and impaired driving, intimate partner violence, the sex trade and human trafficking, de-escalation training, violent crimes including armed robberies, the continued expansion of motorcycle gangs, operating an efficient fleet of police vehicles, body worn cameras, and finally, the potential border integrity issues and exploitation related to direct flights.

Northern Territories

MENTAL HEALTH RELATED CALLS FOR SERVICE continued to be a challenge for northern jurisdictions struggling to coordinate a multi-agency front-line response. Current legislation and inadequacies in territorial resources left northern jurisdictions open to liability, scrutiny from the public and an ever-increasing strain on operational and financial resources assumed by police organizations in terms of lodging and transporting mental health clients and in ensuring that these clients received and had access to holistic treatment within their home communities.

CIVILIAN OVERSIGHT was maintained as an objective for northern jurisdictions in 2019. Potential external policing partners who could serve as investigative agencies in sensitive or conflict related investigations were identified and prioritized. In the absence of a civilian oversight body, police services sought to expand the current pool of law enforcement agencies they use to ensure impartial, fair and transparent investigations.

LEADERSHIP DEVELOPMENT for new/young leaders was a challenge due to the cost of travel, resourcing and line speed into the communities. The delivery of high-priority national standard/level training courses at the Canadian Police College was identified as an area requiring improvements and support for police leaders in the North. It was suggested that webinars or recorded presentations from conferences for CACP members be explored as a worthwhile solution.

SOCIAL DISORDER ISSUES (mischief, disturbances, *Liquor Act* offences) have been putting extra pressure on police services for decades. In recent years, collaboration between the RCMP, non-profit organizations, as well as municipal and territorial



governments have resulted in several initiatives aimed at reducing the number of prisoners housed in correctional facilities, at eliminating homelessness, and at decreasing pressures on emergency services by connecting individuals with the right services. These initiatives include a day shelter, warming centers, a sobering centre, a street outreach service, the *Safe Ride Program*, and an Integrated Case Management Unit (ICM).

STREAMLINING THE RECRUITMENT PROCESS OF INUIT COMMUNITY MEMBERS involved identifying the barriers that prevent Inuit from joining the RCMP as a career. Once identified, strategies were put in place to remove the barriers such as restricted drivers' licenses versus non-restricted drivers' licences and getting to medical appointments. These initiatives have proven to be successful in reducing the waiting time for Inuit people living in remote communities.

A CHILD ADVOCACY CENTRE opened in Iqaluit in April 2019. The RCMP had a seat on the Management Board and the working group alongside various other community agencies.

THE UNLAWFUL DISTRIBUTION OF CHILD PORNOGRAPHIC MATERIALS AND IMAGES continued to be a focus for officers in 2019 who successfully investigated, located and charged individuals engaged in this criminal activity. Internet-based crime and tech-based investigations have led to a notable increase of file load with respect to child porn and financial-based investigations. The anticipated increase of internet access in isolated and indigenous communities in the North will increase the potential number of investigations. These communities often have a high level of Canada's most vulnerable people. An *ICE Special Victims Unit* was created to meet these needs.

CHRONIC SOCIAL OFFENDER POLICING: This approach involves adopting a police and community response to hot spot policing issues. It consists of the process of reconciling the objectives of a particular facility (low barrier, accessible services, etc.) with the unintended consequences of increased calls for service, negative impacts on surrounding businesses, and an increasing draw on front-line policing resources.

SUSTAINABILITY: Police service delivery models faced the challenges associated with the sustainability of the current footprint versus the pressures created with the evolving requirements of the police workforce as well as forecasted funding pressures. This led to the consideration of possible solutions such as tiered policing.

THE NORTHWEST PASSAGE remained open much longer for vessel traffic in 2019 due to the early ice flow melt. As a result, there was an expected increase in traffic and calls for service.

SEXUAL ASSAULT: The RCMP was approached by Yukon Status of Women to support a research project that involved the independent review of sexual assault investigation files that were not cleared by charge. The RCMP's Yukon Advocate Case Review Committee held a training session in September on how to conduct reviews, use the RCMP's review checklist, and use the consultant's checklist. The Northwest Territories RCMP, with support from the Government of the Northwest Territories, engaged territorial partners, NGOs and advocates in developing the terms of reference for a new Sexual Assault Investigational Review Committee. Training occurred in December 2019, with file reviews to be conducted in 2020. Obtaining input from various stakeholders at the front end of this initiative was identified as a best practice favouring transparency and commitment to positive relationships with stakeholders.

ELECTIONS: The Northwest Territories held the general territorial elections in October 2019. New policing priorities are expected for 2020.

First Nations Policing

THE FIRST NATIONS POLICING PROGRAM:

The need for more stand-alone police services remained a requirement in 2019. The demand for First Nations police services to be recognized as an essential service, like other police agencies in the country, continued to be a focus for advocacy efforts.

RECRUITMENT, RETENTION & TRAINING:

Police leadership programs must be aimed at managing police organizations within the realities and challenges of First Nation police departments, possibly resulting in a greater power of attraction and retention of leadership within their department. Recruitment and training are extremely difficult due to the lack of resources to obtain advanced training and the lack of First Nation people getting into policing. First Nation communities deserve a service that is appropriate and reflective of their needs.



APPROACHES TO POLICING: First Nations police agencies were encouraged to adopt and implement five key philosophies to address crime and disorder problems in Indigenous communities. The first was community policing which promoted organizational strategies in support of the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime in Indigenous communities. The second was crime mapping which consists of using a geographic information system in combination with crime analysis techniques to focus on the spatial context of criminal and other law enforcement activities. The third was a focus on crime prevention involving the anticipation, recognition, and appraisal of a crime risk and the initiation of some action to remove or reduce it. The fourth was directed patrol/focused deterrence which consisted of assigning officers to a particular area and freeing them from responding to calls for service so they could engage in proactive investigations and the enforcement of suspicious activities, and the last was problem-oriented policing that emphasized the use of analysis and assessment to address law enforcement issues.

ORGANIZED CRIME: Much effort was devoted in 2019 to detect, disrupt, and dismantle the criminal networks of opioid importers, distributors, manufacturers, and traffickers within First Nation communities.

MENTAL HEALTH: In October 2019, the Northwest Territory RCMP established the use of tele-psychology for regular members. Working with the benefit provider and psychologists within the Northwest Territories, employees in remote isolated communities that did not offer regular visits by psychologists were given the ability to provide these services via video conferencing. This helped establish timely, cost efficient services for regular members.

DOMESTIC VIOLENCE AND SEXUAL ASSAULT continued to be a demanding area for police services in Indigenous communities.

Federal Policing

INTERNATIONAL PEACE OPERATIONS (IPP) continued to depend on contributions of experts in various fields from across Canadian police partners. In addition to supporting Canada's role in missions, deployments allowed officers to build additional competencies that they brought back to their communities. There were many Canadian police officers deployed in Haiti, Ukraine, the West Bank, Iraq and Mali. The transition of the United Nations mission in Haiti from a historically large peace stabilization contingent to a smaller complement of members engaged in strategic level activities allowed the IPP program to seek new missions and increase the size of other existing missions. Canadian police services were encouraged to participate in these missions.

INTERPOL DATABASES were populated by 194 countries, including Canada, and contained records of wanted international fugitives or persons of interest as well as stolen/lost travel documents. These records continued to be available in real-time to all CPIC Web users, and to all front-line Canadian police officers and other accredited Canadian law enforcement agencies. This interface helped speed up investigations, improved officer safety, enhanced Canada's border supervision, and strengthened the mandate of every police service across the country.

In 2019, the RCMP launched a new initiative focused on addressing challenges related to the use of **ENCRYPTED COMMUNICATIONS** and hardened secure communication platforms (stand-alone systems and the modification of mobile handsets so that communications are not revealed to third parties) by organized crime groups in Canada or with a nexus to Canada. The goal of this initiative was to assess the use of encrypted communication and create a common picture of those using devices for secure communications to facilitate criminal activities and those that are distributing these devices.

COOPERATORS OF JUSTICE: This strategy proved to be successful in a number of major organized crime cases in Quebec and British Columbia. Such a strategy required careful consideration, strict oversight and significant corroboration with other information/evidence. Given that "Cooperators of Justice," otherwise known as "repentant witnesses," are at a very high risk within prison institutions, close cooperation with correctional authorities was crucial to managing their safety. As a result, a Memorandum of Understanding, national policy and best practices for RCMP operations relating to "Cooperators of Justice" are being developed based on lessons learned.



THE HUMAN SOURCE PROGRAM: The National Standing Committee on Agent Investigations developed *Agent Assessment Protocols* to help determine the viability of potential agents by examining their access to the targets, their ability to follow direction and gather evidence, their credibility as a witness, and their medical fitness. Upon completion of the assessment protocols, the committee worked on the development of the use of an agent to collect evidence.

PSYCHOLOGY AND HUMAN BEHAVIOUR: A *specialized covert operations unit* was developed with a focus on the psychology of human behavior and the promotion of mental health, well-being and resiliency of employees working within covert operation programs. The unit engaged and collaborated with researchers in the field of psychology and social behavior to advance research initiatives as well as to develop and enhance psychological support services and capabilities for these members. In the summer of 2019, an empirical study was launched to determine the mental wellness impact of the roles and responsibilities placed on employees who work within covert operational units or on covert operational files. The goal of this project was to make recommendations based on reliable and valid information in order to improve core service delivery of all covert operational initiatives.

GENDER SENSITIVITY PROGRAMMING AND SESSIONS ON WOMEN, PEACE AND SECURITY became a mandatory program to be delivered to all deploying officers in the International Police Peacekeeping (IPP) Operation Program as part of their pre-deployment training. In addition, all IPP Program personnel were required to take the gender-based analysis plus (GBA+) training. Finally, the RCMP-led *Gender Barrier Survey* was launched in October 2018 and the results were used to develop barrier mitigation strategies and an action plan in 2019.

VIRTUAL CURRENCY: Domestically, the RCMP formalized the *Cross-Canada Law Enforcement Working Group on Virtual Currency* (VC) created to identify gaps and challenges investigators face in investigating the use of VC as a facilitator of criminal activity, and to share information and best practices to collectively address those gaps and challenges. The development of training and operational policy were key priorities. Internationally, the RCMP took part in the *Five Eyes Law Enforcement Group Cryptocurrency Operational Readiness Discussions*, with a goal to identify trends and typologies regarding the use of VC in international money laundering operations. In addition, the RCMP led Canada's contribution to a Financial Action Task Force paper titled "*The Criminal Exploitation of Virtual Assets for Money Laundering/Terrorist Financing (ML/TF) Purposes*." The objective of this paper was to provide ideas, concepts, and good practices for practitioners to consider when conducting ML/TF investigations involving VC. Finally, regulations related to virtual currency under the *Proceeds of Crime (Money Laundering) and Terrorist Financing Act* were published on July 10, 2019. Regulations will come into force on June 1, 2020 and June 1, 2021.

NATIONAL INTELLIGENCE COORDINATION CENTRE: The RCMP's National Intelligence Analyst Deployed Overseas (ADO) Program was expanded from 12 ADOs to 14, through the establishment of new posts in Panama City, Panama and The Hague, Netherlands. The new posts were intended to increase the RCMP's collection and analysis of criminal intelligence related to irregular migration with a nexus to Canada – in turn better positioning Canadian law enforcement to disrupt and mitigate threats.

PROTECTING CANADA'S FEDERAL ELECTION: The Canadian federal election occurred in October 2019 and based on the experiences of the United States and other democracies (e.g. Ukraine) during recent state elections, Canada expected attempts by both state and non-state actors to disrupt a fair and free election in this country. The Commissioner of Canada Elections (CCE) regularly conducts investigations into a range of actions, often in response to specific complaints about activities that may be unlawful with respect to the federal election. Many of the complaints that come to the attention of the police were to be referred to the CCE for investigation. However, the RCMP developed a process map showing its intake, triage and referral mechanisms to receive complaints or intelligence concerning the election. Additionally, the RCMP provided one training session (March 2019) to several police forces about what foreign interference is and what to do about it. Federal policing attempted to coordinate information from across all Canadian police jurisdictions about the size and scope of attempts to interfere with the election process in order to inform the Government of Canada and assist in preparing for future elections.

WITNESS PROTECTION PROGRAM (WPP): The federal WPP is an RCMP-led program that relocates people and their families throughout Canada. This program was complicated by a number of municipal and provincial programs that also operate to relocate witnesses, thereby triggering the need for de-confliction in order to minimize the risk of placing witnesses who may be linked to one another in the same vicinity. Following advice from the WPP external advisory committee, the federal WPP increased communication and collaboration with other witness protection programs and police agencies in order to avoid inadvertent identification and elevated risk for protected witnesses.

MONEY LAUNDERING: The RCMP worked with the Government of Canada regime partners (including FINTRAC and Finance Canada) to identify and address gaps and challenges for Canada's Anti-Money Laundering/Anti-Terrorist Finance regime. This included ongoing work to improve the regulatory and legislative environment for law enforcement agencies across Canada. For example, the RCMP worked with federal and provincial partners to enhance beneficial ownership regulations and the role of the legal profession in Canada's anti-money laundering regime. The RCMP also participated in a working group led by the BC Ministry of Finance and Finance Canada whose goal was to enhance communication, information sharing, and alignment amongst relevant operational and policy partners.



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