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CANADIAN ASSOCIATION
OF CHIEFS OF POLICE



2020

ANNUAL REVIEW





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President's Message

By Chief Bryan Larkin



As each incoming President assumes the leadership of the association, they have the unique opportunity to champion certain priorities and influence the future of police leadership in Canada. Sitting in the President's chair is a privilege and humbling as my perspective and understanding of the challenges and opportunities in policing grew immensely beyond the scope of the Waterloo Region and province of Ontario where I serve as chief.

2020 was certainly a year for the history books. From a police perspective, our profession in essence dealt with five 'pandemics': COVID-19, systemic racism, a crisis in public confidence in policing, a scourge of violence involving firearms, and a drug epidemic involving opioids and methamphetamines.

From my perspective, there is one overarching theme that comes to mind as I reflect on how our profession led through the 'pandemics' and advanced the needle on the association's national strategic priorities and monitored issues. I believe 2020 has taught everyone the **value of relationships**. All of us were reminded of the importance of family, teamwork, partnerships, and community relations. As police leaders, we were required to focus on the health and well-being of our personnel and communities as much as on crime.

2020 gave us the unique opportunity to take the measure of our profession. It was a challenging year as we faced public scrutiny and criticism on a whole new scale. But I take pride in the way police services and our association faced this adversity and continued to hold our head high and advance policing across the country. Police leaders have always reflected, while focusing on positive change for a safer Canada.

This *Annual Review* highlights the incredible achievements and progress of our association in 2020 which was only possible thanks to the passion, expertise, guidance, unwavering support, leadership, and commitment of our members. We are a strong, united and courageous team, and it is a privilege to serve alongside each of you.

While 2020 was a year focused on reconciling relationships with Indigenous, ethno-cultural and 2SLGBTQ+ communities, it was also a year of unprecedented collaboration and consultation between police services across the country. As we reflect on the year that was, I believe we can also look to the future with hope and optimism for a stronger and safer tomorrow. ■

A handwritten signature in black ink, which appears to read "Bryan Larkin". The signature is stylized with a large, sweeping 'B' and a distinct 'L'.



Message from the Executive Director

By Peter Cuthbert

Although I was enjoying retirement, returning to the Executive Director's chair in an interim capacity did give me an opportunity to get back to some of the things I missed about the CACP.

An important part of the business of the association involves the work of general and special purpose committees as well as the organization of events and conferences to support police leaders across the country. The COVID-19 pandemic definitely threw us a curve ball as the CACP had to explore how it could deliver projects and content in a different way, in an era of social distancing and bans on large gatherings.

Much like police services did across the country, the CACP was resilient, adapted, and managed to find innovative solutions that allowed the association to meet its commitments and obligations to members and to remain financially viable. This was no small feat and was thanks to the ongoing support, determination and creativity of our President, Chief Bryan Larkin, Board of Directors, committees, national office team, as well as our loyal and generous partners and sponsors.

You'll see what I mean as you peruse the pages of this *Annual Review* and take stock of what the association has done with, and on behalf of, its members. From position statements to parliamentary submissions, frameworks, research, resources, virtual events, awards, media interviews, and participation on internal as well as external national and international committees, the CACP has been a strong and respected voice, speaking on behalf of all police leaders across the country on matters of importance to you.

While the CACP heard what the public had to say about policing, under the presidency of Chief Larkin, we made it a point to double our efforts to inform and consult our members. We also endeavored to tighten the relationship with provincial and First Nations associations of chiefs of police. The changes initiated in 2020 built the foundation we will continue to grow and benefit from in the year ahead.

I sincerely hope that, as you review the content of this *Annual Review*, you will continue to see the value and impact of your membership with us. ■

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. Our nine (9) strategic priorities and eight (8) monitored issues are as follows:

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 an essential 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* (UNDRIP), and we support culturally-sensitive policing based on traditional, spiritual and cultural awareness.

2. Drugs

The spread of fentanyl, opioids and methamphetamines 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.

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

An important proportion (20-30%) of calls for service involve individuals dealing with mental health issues and this number increases dramatically if substance abuse is included.

Inadequate treatment programs and facilities available to treat mentally ill people is resulting in the police having to respond to those in crisis. While some may pose a threat to themselves and/or others, making the incident a public safety issue, in many situations individuals are simply in need of 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 afflicted 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 mental health. The CACP acknowledges that the policing culture of needing to be strong and brave can reinforce the 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 getting 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. 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 and gangs, 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 amongst 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 / The future of 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 across the country

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 March 2024, the existing 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 and procedural steps required by police 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 implementation of 5G technology in Canada has begun and will take a number of years to be fully implemented. This 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 cybersecurity, privacy, terrorism, intelligence sharing, etc. Police services must be ready to maximize its strengths and be ready to deal with the potential for new and perhaps 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, webinars, 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 2020* to learn more about each of these key deliverable areas.

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 Bryan Larkin
Waterloo Regional Police Service



Past President

Chief Constable Adam Palmer
Vancouver Police Department



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
Assistant Commissioner Dwayne McDonald
Royal Canadian Mounted Police



Northern Territories
Chief Superintendent Jamie Zettler
Royal Canadian Mounted Police



British Columbia
Chief Constable Len Goerke
West Vancouver Police Department



Alberta
Chief Mark Neufeld
Calgary Police Service



Saskatchewan
Chief Richard Bourassa
Moose Jaw Police Service



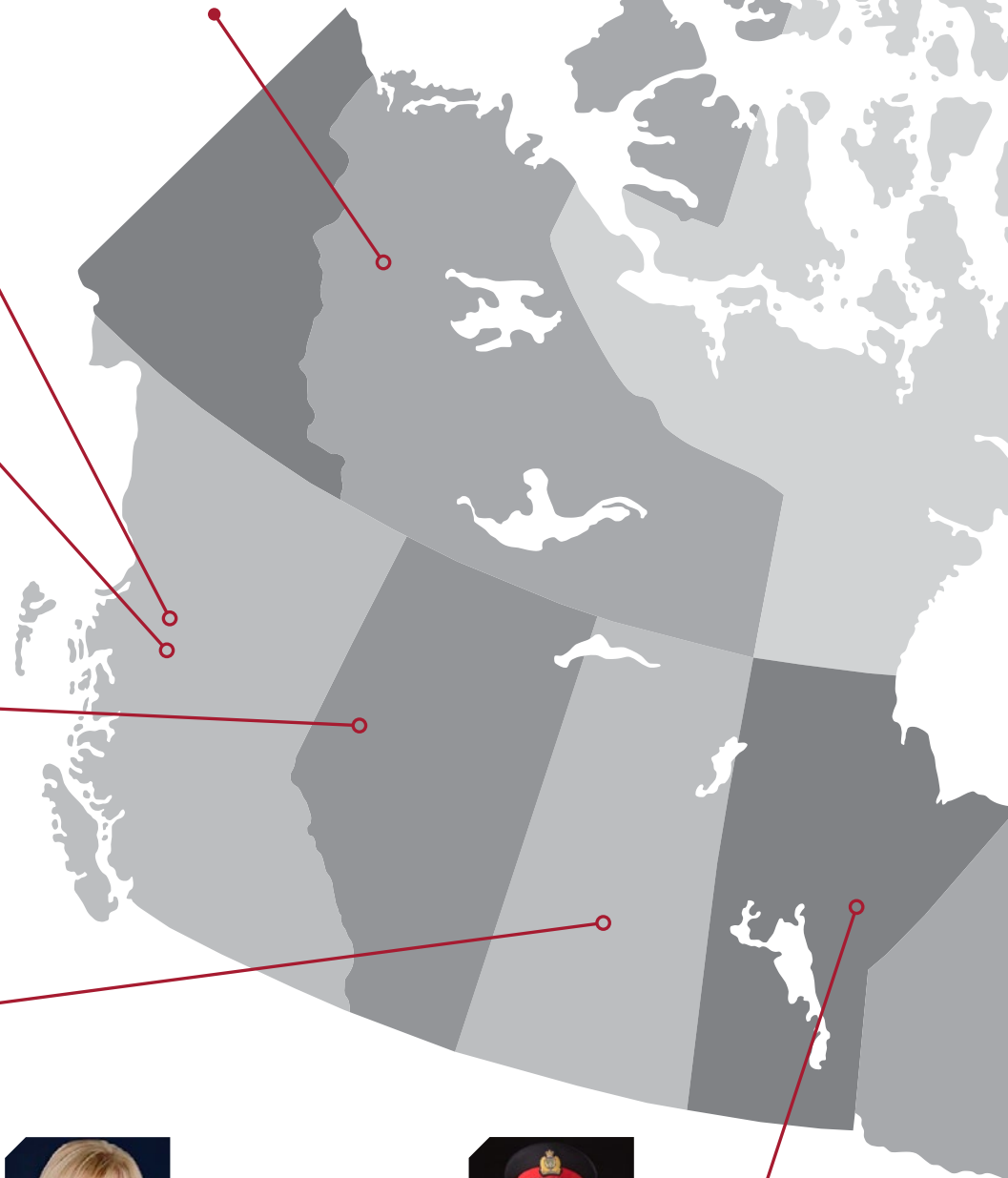
General Counsel
David H. Hill, C.M., Q.C.,
Perley-Robertson, Hill & McDougall LLP



General Counsel
Lynda Bordeleau
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Manitoba
Chief Danny Smyth
Winnipeg Police Service





First Nations
Chief Dwayne Zacharie
 Kahnawake Peacekeepers



Québec
Deputy Chief Line Carbonneau
 Montreal Police Service



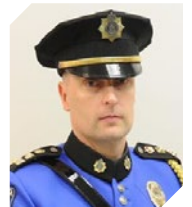
Québec
Chief Robert Pigeon
 Québec City Police Service



New Brunswick
Chief Alain Lang
 Edmundston Police Force



Newfoundland & Labrador
Assistant Commissioner Ches Parsons
 Royal Canadian Mounted Police



Nova Scotia
Chief Dave MacNeil
 Truro Police Service



Ontario
Commissioner Thomas Carrique
 Ontario Provincial Police



Ontario
Chief Kimberley Greenwood
 Barrie Police Service

Leadership Meetings

The following CACP leadership meetings took place in 2020:

CACP Committee	Date	Location	Type of meeting
Executive Committee	March 9	Ottawa, Ontario	Face-to-face
Board of Directors	March 10	Ottawa, Ontario	Face-to-face
Board of Directors	June 17	Not applicable	Videoconference
Executive Committee	August 23	Not applicable	Videoconference
Board of Directors	August 24	Not applicable	Videoconference
Executive Committee	November 24	Not applicable	Videoconference
Board of Directors	November 25	Not applicable	Videoconference

National Office Team

In 2020, the CACP National Office Team consisted of the following individuals:



Interim Executive Director:
Peter Cuthbert



Executive Support:
Trevor McCagherty



Office Administrator:
Magda Mitilineos



Project Manager:
Veronica Sutherland



Membership Coordinator:
Jane Li Wing



Communications Advisor:
Natalie Wright

During 2020, three individuals left the employ of the CACP.

The association would like to thank the following for their service and contributions to the organization and wish them the very best in their future endeavours.



Mr. William (Bill) Moore
Executive Director



Ms. Laurie Farrell
Website Administrator



Ms. Eva Yung
Project Coordinator

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 increase the reach and impact of the CACP and are improving policing nationally.

In 2020, the CACP Board of Directors completed a review of the association's general and special purpose committees. As a result, the Professional Standards Committee was abolished. An Emergency Management Committee was also created due to the dismantlement of the Canadian Tri-Services Emergency Management Committee.

Despite the impacts of the COVID-19 pandemic, the following key initiatives and achievements were accomplished in 2020:

Aviation Security Committee

- Discussed the impact of emotionally disturbed people on airport security.
- Initiated discussions on the development of a position paper on human trafficking, in collaboration with the Private Sector Liaison Committee.

Counter-Terrorism & National Security Committee

- Tabled CACP [resolution 2020-01 – Supporting Victims of Terrorism, Mass Violence and Mass Casualty](#) which was approved by the CACP membership during the Annual General Meeting.
- Requested a license from the New York Metropolitan Transportation Authority to implement the *If you see something, say something* national counter-terrorism awareness campaign in Canada in support of soft target protection.
- Participated in the process to redesign and update the CTNS *Counter Terrorism Guide*.
- Participated in a CTNS executive-level national table-top exercise.
- Received an overview from the Canadian Security Intelligence Service on ideologically motivated violent extremism.
- Discussed the impact of the COVID-19 pandemic from a threat environment and operation impact perspective, including jurisdictional responses.
- Initiated the planning process for a CTNS Forum in 2021.

Crime Prevention, Community Safety & Well-Being Committee

- Received the approval and support of the Social Sciences and Humanities Research Council of Canada to conduct research on intimate partner violence. A series of regional workshops involving Atlantic, Quebec, Ontario, prairies, BC, and Indigenous police organizations was launched in November 2020 and will continue into 2021.
- Initiated the planning process for virtual train-the-trainer sessions based on the CACP's [Canadian Framework for Collaborative Police Response on Sexual Violence](#).
- Collaborated with TELUS to expand the [TELUS Wise](#) digital literacy youth education and awareness program into Quebec.
- Presented the inaugural [CACP-Motorola Solutions Award for Community Safety and Well-Being](#).

Drug Advisory Committee

- Published the [Findings and recommendations report on the Decriminalization for Simple Possession of Illicit Drugs: Exploring the Impacts on Public Safety and Policing](#), supported by a virtual national news conference and news release.
- Conducted meetings with the federal ministers of Public Safety and Emergency Preparedness, Health, and Justice as well as the Public Prosecution Service of Canada to discuss legislative changes to address issues related to methamphetamine.
- Initiated discussions on the development of a CACP brief on best practices related to the removal of clandestine laboratories.
- Participated in national law enforcement subject matter expert working groups led by Health Canada to discuss and provide guidance on illegal online drug sales; the illegal diversion of cannabis from licensed growers; new regulations related to methamphetamine; and new regulations for supervised consumption sites and services.
- Conducted a survey of Canadian police services on the enforcement for over production and diversion of medical cannabis.
- Advocated for designated cannabis production licenses to be repealed now that there is sufficient legal supply.
- Advocated for the creation of a national working group to study diversion models in a Canadian context to support the decriminalization of simple possession of illicit drugs.
- Drafted a letter to the Public Prosecution Service of Canada to caution them about their position not to charge persons for simple possession of illicit drugs unless there were extenuating circumstances without having the critical health infrastructure in place to support a healthcare approach.

Electronic Crime Committee

- Participated in the development of a cryptocurrency guide to assist law enforcement agencies in the seizure and short/long term storage of virtual currencies.
- Initiated discussions on the development of a framework for the national statistical report format for the collection of digital evidence.
- Developed lawful access and electronic surveillance national metrics.
- Tabled a motion that was approved by the CACP Board of Directors to endorse and adopt the North American Cyber Classification Compendium in order to improve and increase cybercrime reporting and statistical data collection, allow for a victim-supported, appropriate, and timely response to incidents; support harm reduction programs for cyber victims; improve the ability of analysts to receive intelligence, review indicators, and conduct trend and data analysis of cyber incidents; and provide best practices for intelligence sharing between law enforcement and judicial stakeholders locally, provincially, nationally, and internationally.
- Participated in the evaluation of current Canadian Police College cybercrime courses to modify/update the curriculum and to create new content.
- Collected existing content to support the development of a National Cybercrime Toolkit.

Equity, Diversity & Inclusion Committee

- Published a [Glossary of Terms on Equity, Diversity and Inclusion](#).
- Published a [slide presentation](#) on systemic racism, accompanied by a [teaching guide](#).
- Published a video and written [apology to the Canadian 2SLGBTQ+ communities](#) for our association's opposition to changes to the *Criminal Code of Canada* to decriminalize homosexuality in the late 1960s.
- Presented the inaugural [CACP-Axon Equity, Diversity & Inclusion Leadership Award](#).

- Published an article in the Spring/Summer 2020 edition of the *Canadian Police Chief Magazine* entitled [Equity, Diversity and Inclusion: How to be a Progressive Leader](#).
- Conducted a survey on barriers experienced by female officers. Results and recommendations to be presented to the CACP Board of Directors for direction and next steps in 2021.
- Developed a survey to ascertain the demographic composition of CACP committees.
- Supported the race-based data collection initiative led by the Police and Information Statistics Committee.
- Created a sub-committee on systemic racism.

Ethics Committee

- Published an article in the Fall 2020 edition of the *Canadian Police Chief Magazine* entitled [Ethics in policing: What do you expect from us?](#)
- Developed national standards for police professionalism.
- Initiated discussions on the development of an ethical policing framework including a national ethical governance model and a mutual trust dashboard.
- Initiated discussions on the development of ethical guidelines for the use of new technologies (e.g. artificial intelligence, facial recognition, predictive analytics, etc.).

Firearms – Special Purpose Committee

- Tabled proposed changes to the Uniform Crime Reporting (UCR) Survey codes for consistent firearms data collection across Canada which received the approval of the CACP Board of Directors. Changes will take effect in 2021 and data will need to be collected for a full year before proper analysis can be completed.
- Published a [CACP statement regarding the ban on assault-style firearms](#).
- Initiated the planning of a two-day CACP symposium focused on best practices in preventative, proactive efforts to reduce victimization linked to firearms. Due to the COVID-19 pandemic, this event was postponed to 2021.

Human Resources & Learning Committee

- Participated in the National Competency Based Management Steering Committee, led by the Canadian Police Knowledge Network, to review and modernize police leadership competencies.
- Conducted discussions on the potential development of national standards for recruit training.
- Supported a national survey of Canadian police services to take inventory of existing training courses and to identify training gaps and next steps on the topic of police interactions with citizens.
- Explored potential initiatives to support calls to justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls related to cultural awareness as a police leadership competency as well as the recruitment and retention of Indigenous employees/officers.

Information & Communications Technology Committee

- Tabled CACP [resolution 2020-02 on Supporting the creation of a National Public Safety Broadband Network](#), which was approved by the CACP membership during the Annual General Meeting. A follow up meeting was held with the Honourable Bill Blair, Minister of Public Safety and Emergency Preparedness, to discuss this resolution.
- Tabled a motion for police services to adopt the Government of Canada information classification framework (e.g. Protected A, B, C, etc.), which was approved by the CACP Board of Directors.
- Concluded an agreement between the CACP and the National Police Information Services (NPIS) Advisory Board for the timely development of a technology policy for law enforcement agencies in Canada.
- Published an article in the Winter 2020 edition of the *Canadian Police Chief Magazine* entitled [Next Generation 9-1-1: Myths and Realities](#).
- Published the [Next Generation 9-1-1 Self-Assessment form](#) in the Spring 2020 edition of the *CACP Bulletin*.
- Monitored and discussed the development of a national policy on the use of Cloud computing for policing data.
- Initiated discussions on the development of a national policy standards template for the use of body-worn cameras.
- Continued to advocate for the adoption of the [Canadian Community Safety Information Management Strategy](#) (CCSIMS).
- Planned and delivered a sold out [ICT Blue Team Summit](#) in February 2020.

International Committee

- Discussed the impact of the COVID-19 pandemic on Canada's international policing footprint in both peace operations missions and bilateral locations (e.g. liaison officers, analysts deployed overseas, etc.).
- Discussed potential options to increase awareness and participation by Canadian police services in the International Peace Operations Program.

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-3](#): *An Act to amend the Judges Act and the Criminal Code* (sexual assault);
 - [Bill C-23](#): *An Act respecting the preclearance of persons and goods in Canada and in the United States*
 - [Bill C-211](#): *An Act to amend the Criminal Code* (assaults against health care professionals and first responders)
 - [Bill C-219](#): *An Act to amend the Criminal Code* (sexual exploitation)
 - [Bill C-235](#): *An Act to amend the Controlled Drugs and Substances Act* (Ending the stigma of substance Use Act)
 - [Bill C-236](#): *An Act to amend the Controlled Drugs and Substances Act* (evidence-based diversion measures)
 - [Bill C-238](#): *An Act to amend the Criminal Code* (possession of unlawfully imported firearms)
 - [Bill C-247](#): *An Act to amend the Criminal Code* (controlling or coercive conduct)
 - [Bill S-204](#): *An Act to amend the Criminal Code and the Immigration and Refugee Protection Act* (trafficking in human organs)
 - [Bill S-208](#): *An Act to amend the Criminal Records Act* (provide for the expiry of criminal records)
- Intervened on behalf of the CACP before the Supreme Court of Canada in *Attorney General of Ontario v. Jamie Clark et al.* which highlighted the impact to police officers and police agencies when unsubstantiated allegations of serious misconduct are made against police officers.

Organized Crime Committee

- Tabled CACP [resolution 2020-04 for the Urgent replacement of the Automated Criminal Intelligence Information System \(ACIIS\) for law enforcement in Canada](#), which was approved by the CACP membership during the Annual General Meeting.
- Appeared before Innovation, Science, and Economic Development Canada for a hearing to present the CACP's position on beneficial ownership information available to police services, competent authorities, and the public.
- Initiated discussions on the development of guidelines related to cross border investigations.
- Presented the annual [CACP Award of Excellence for Combating Organized Crime](#).
- Initiated discussions on potential initiatives to address money laundering issues in Canada.
- Initiated discussions with the Canadian Anti-Fraud Centre to implement a public awareness campaign on serious mass marketing fraud.
- Reviewed and adapted the committee's mandate and strategic priorities to ensure complementarity and to avoid duplication with the efforts of the Canadian Integrated Response to Organized Crime (CIROC) Committee.

Police Information & Statistics Committee

- Tabled a motion requesting the development of a framework for the collection of demographic data related to Indigenous peoples and ethno-cultural groups, which was approved by the CACP Board of Directors. A [joint CACP-Statistics Canada statement](#) was issued announcing the new race-based data collection initiative signaling a significant statistical enhancement for Canada's Justice System.
- Responded to recommendations from the Canadian Centre for Justice Statistics to fill data gaps on firearms and crime by implementing changes to the Uniform Crime Reporting (UCR) Survey to be conducted in 2021 which will now reflect new definitions of 'crime gun' and 'shootings'.
- Responded to recommendations from the Canadian Centre for Justice Statistics to fill data gaps on hate crimes by implementing changes to the Uniform Crime Reporting (UCR) Survey to be conducted in 2021 which will now include new hate crime categories.

Policing With Indigenous Peoples

- Initiated the planning process for a CACP conference on the calls for justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) and the role for police in renewing trust. Due to the COVID-19 pandemic, this event was postponed to 2021.
- Participated in discussions regarding the development of a recruitment and retention program for Indigenous employees and police officers.
- Initiated discussions on the development of a guide for police officers on best practices related to missing persons investigations.
- Initiated discussions on the development of a guide for families of missing persons and victims of homicide to help them under the investigation process and related operational and communications parameters.
- Initiated discussions with the Police Information and Statistics Committee regarding an action plan to address the CACP call for justice 121 on data collection identified in the final report of the National Inquiry into Missing and Murdered Indigenous Women and Girls.

Private Sector Liaison Committee

- Presented the annual [CACP Policing Partnership Award](#).

Research Advisory Committee

- Published five (5) Subject Matter Expert (SME) Research Briefs related to national strategic policing priorities and monitored issues. (Refer to the 'Research' section to learn more.)
- Conducted a Canadian survey on the impacts of the COVID-19 pandemic on policing in Canada. (Refer to the 'Research' section to learn more.)
- Reviewed requests for CACP advice and/or endorsement of proposed research projects and provided guidance to the CACP Board of Directors.
- Reviewed proposed CACP resolutions and provided guidance to the CACP Board of Directors.

Traffic Safety Committee

- Coordinated and implemented the *Canada Road Safety Week* (May) and *Operation Impact* (October) national road safety public awareness campaigns. (Refer to the 'Public Education' section to learn more.)
- Provided the Canadian Council of Motor Transport Administrators (CCMTA) with input regarding the update of the [Canadian Jurisdictional Guidelines for the Safe Testing and Deployment of Highly Automated Vehicles](#).
- Presented the annual [CACP National Police Award for Traffic Safety](#) and the [CACP Road Safety Lifetime Achievement Award](#).

Use Of Force Advisory Committee

- Conducted the *National Use of Force Research Study*. Results are expected in 2021. (Refer to the 'Research' section to learn more.)
- Monitored the testing of the new TASER 7 C.E.W. conducted by Defense Research & Development Canada.

Victims Of Crime Committee

- Supported the development of the new online course on [Using a Trauma-Informed Approach](#), available through the Canadian Police Knowledge Network.
- Initiated discussions on the development of a trauma-informed investigative toolbox for police services.
- Initiated the planning process for a CACP National Human Trafficking Symposium that was postponed to 2021 due to the COVID-19 pandemic.
- Initiated the planning process for a CACP Victims of Crime National Forum that was cancelled due to the COVID-19 pandemic.

Our Membership

The CACP is proud to represent over 1,350 members from all regions of Canada. In 2020, our membership increased by 5% going from 1,296 in 2019, to 1,362 in 2020. 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% of police agencies in Canada. Moving forward, we strive to continue to increase this number with a continued goal to improve the number of police leaders from the province of Quebec and First Nations police services.

In the last quarter of 2020, the CACP launched a membership drive seeking to improve our representation. The goals were to 'look across' the country to ensure every police service in Canada was represented by the CACP and to 'drill down' within the leadership team of each police service to encourage all eligible individuals to become members of the CACP.

To facilitate the membership recruitment process, a membership invitation letter template was produced for members to personalize and send to colleagues in their region who were not yet members of the CACP. The template of a notice of registration letter was also created to encourage police leaders to enroll members of their team as a professional development opportunity and to inform candidates that this was done on their behalf in recognition of their important role as members

of the leadership team. Finally, the CACP waived the membership fees for all new members who joined the association before April 1, 2021 so that they could enjoy the benefits of membership until the end of the current membership year which would come to an end on March 31, 2021.

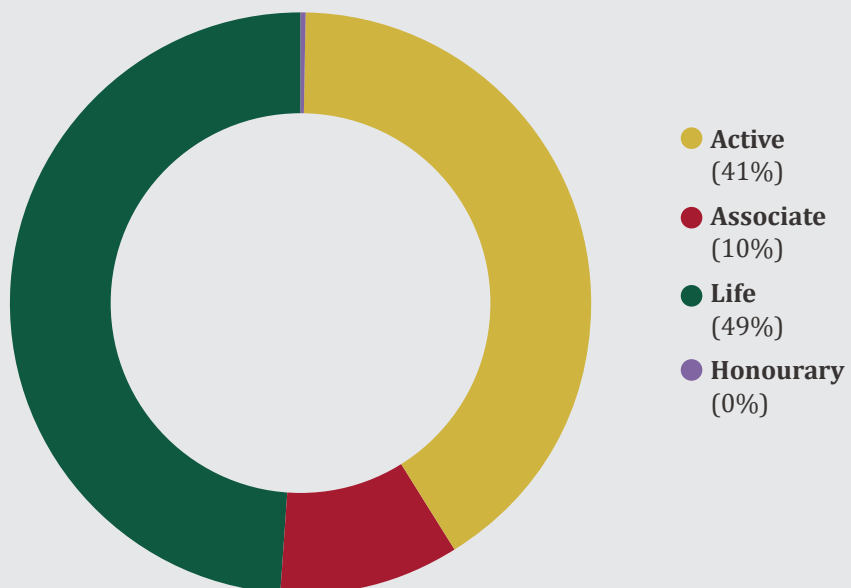
The following content provides a snapshot of the makeup of our membership which consists of **active members** who are sworn officers serving as senior representatives in their respective agencies and **associate members** who are not actively serving in a Canadian police service but are qualified in 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 below may show 0% for **honourary members**, there are currently five (5) individuals who are not eligible to be active or life members but who were recognized as having distinguished careers in policing.



Membership Classes

In 2020, the CACP counted 557 active members, representing an increase of 8% in this membership category over the 2019 figure of 515.

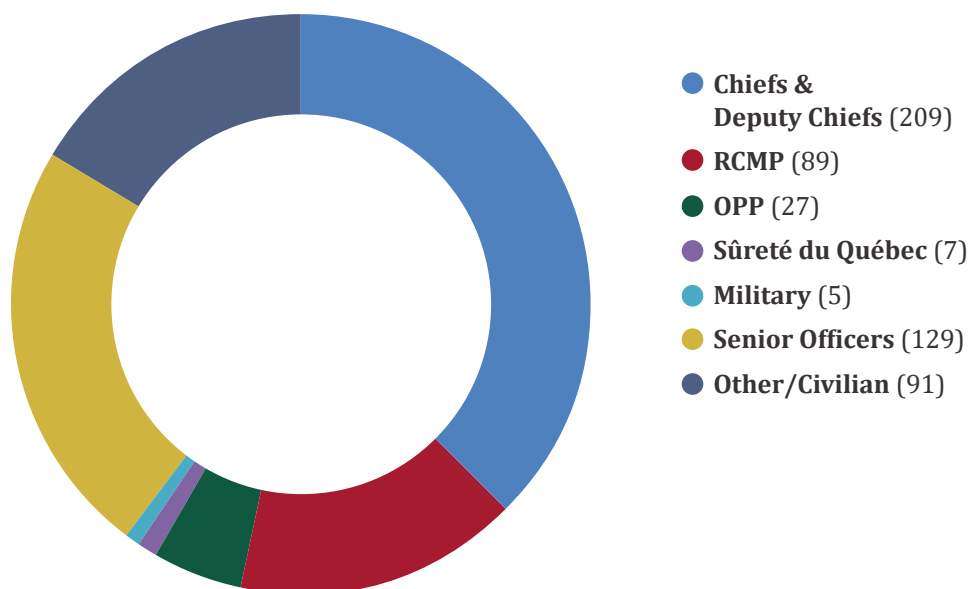
The number of associate members decreased by 1%, from 141 in 2019 to 139 in 2020, while the total number of life members increased by 4%, moving from 635 one year ago, to 661 in 2020.



Membership by Organization or Rank

In 2020, the CACP represented 209 Chiefs and Deputy Chiefs, 89 Royal Canadian Mounted Police (RCMP) representatives, 27 Ontario Provincial Police (OPP) leaders, 7 Sûreté du Québec leaders, 5 representatives from military police agencies, 129 senior officers and 91 senior civilian personnel members.

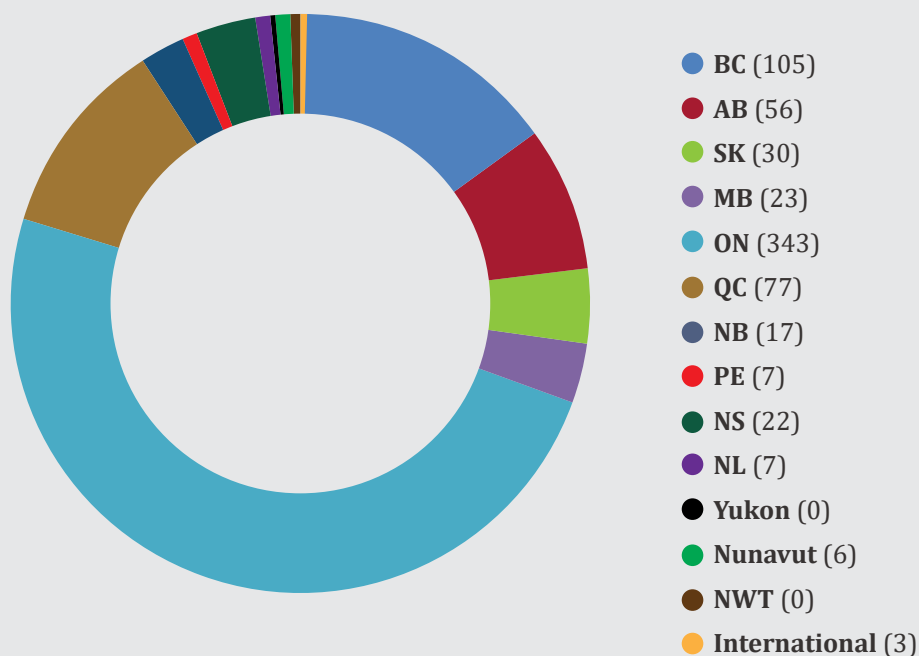
While there was a noted reduction in the number of OPP representatives (-23%), significant membership increases were seen in the RCMP leader (+14%), senior officer (+9 %) and senior civilian personnel (+49%) categories.



Active and Associate Membership by Province/Territory

The chart on the right provides a geographic breakdown of active and associate members only.

The biggest increase in these membership categories in 2020 was seen in the province of British Columbia, with some progress made in the provinces of Ontario and Québec. Representation in all other regions remained essentially the same.



New Members

► In 2020, the CACP welcomed the following new members...

Active

- Ms. Jaclyn Addison, Vancouver Police Department
- Deputy Chief Robert Allan, Barrie Police Service
- Inspector Miguël Alston, Service de police de la Ville de Montréal
- Inspector Kathryn Andrews, Port Hope Police Service
- Ms. Marnie Ayotte, Peterborough Police Service
- Mr. Simon Baldwin, RCMP
- Ms. Anna Beatty, Ottawa Police Service
- Superintendent Jeff Beaulac, RCMP
- Deputy Chief Jason Bellaire, Windsor Police Service
- Superintendent Russell Bellman, York Regional Police
- Deputy Chief Frank Bergen, Hamilton Police Service
- Inspector Kevin Bernardin, Vancouver Police Department
- Inspecteur Jean-François Bernier, Service de police de la Ville de Québec
- Inspector Michael Berry, Fredericton Police Force
- Superintendent Mathieu Bertrand, RCMP
- Superintendent Suzanne Black, RCMP
- Chief Jamie Blunden, Weyburn Police Service
- Mr. Paul Boudreau, RCMP
- Superintendent Lisa Byrne, Vancouver Police Department
- Superintendent Darren Campbell, RCMP
- Superintendent Franca Campisi, Ontario Provincial Police
- Ms. Lynn Carpentier-Joanisse, Service de police de Gatineau
- Directeur Marco Carrier, Régie Intermunicipale de Police Richelieu-Saint-Laurent
- Inspector Dave Casey, RCMP
- Superintendent Tina Chalk, Ontario Provincial Police
- Ms. Anne Chamandy, Service de police de la Ville de Montréal
- Superintendent Kelvin Chantiam, York Regional Police
- Ms. Vaughn Charlton, RCMP
- Mr. Jason Cheung, Vancouver Police Department
- Superintendent Navdeep Chhinzer, Peel Regional Police
- Inspector Stephen Cocks, RCMP
- Inspector Neil Collins, Peterborough Police Service
- Ms. Jen Condict, Waterloo Regional Police Service
- Superintendent Rhonda Corsi, York Regional Police
- Superintendent Dermot Coughlan, Peel Regional Police
- Superintendent Derek Davis, Halton Regional Police Service
- Deputy Chief Darren Derko, Edmonton Police Service
- Inspecteur-chef Benoit Desautels, Service de police de Granby
- Deputy Chief Ryan Diodati, Hamilton Police Service
- Inspector Michael Domony, Chatham-Kent Police Service
- Acting Inspector Paul Douglas, Saanich Police Department
- Inspecteur Benoit Dubé, Sûreté du Québec
- Chief Dean Duchrow, Deep River Police Service
- Ms. Sandra Dueck, Peterborough Police Service
- Inspector Trevor Dyck, Saanich Police Department
- Deputy Chief Kirk Earley, Chatham-Kent Police Service
- Assistant Commissioner Brian Edwards, RCMP
- A/Assistant Commissioner Richard Emery, RCMP
- Inspector Ken Eng, Vancouver Police Department
- Superintendent Eugene Fenton, Waterloo Regional Police Service
- Ms. Betty Froese, Vancouver Police Department
- Superintendent Anita Furlan, Metro Vancouver Transit Police
- Deputy Chief Raj Gill, Calgary Police Service
- Superintendent Isobel Granger, Ottawa Police Service
- Ms. Cherri Greeno, Waterloo Regional Police Service
- Mr. Clae Hack, Executive Director, Saskatoon Police Service
- Deputy Chief Cecile Hammond, York Regional Police
- Ms. Kirsten Hand, Waterloo Regional Police Service
- Superintendent Sharon Havill, Waterloo Regional Police Service

- Inspector Ian Hill,
York Regional Police
- Superintendent Hubert Hiltz,
Peel Regional Police
- Ms. Tara Holowka,
Winnipeg Police Service
- Ms. Lisa Hoogstins,
Vancouver Police Department
- Ms. Karen Howran,
Peterborough Police Service
- Ms. Nadine Huggins, RCMP
- Mr. Justin Hull,
Vancouver Police Department
- Mr. Darrin Hurwitz,
Vancouver Police Department
- Ms. Shirley Ivan, RCMP
- Ms. Gail Johnson, RCMP
- Ms. Jessica Johnson,
Vancouver Police Department
- Mr. Andrew Kozma,
Halifax Regional Police
- Mr. Raymond Lai,
Vancouver Police Department
- Inspector Alexandre Laporte, RCMP
- Ms. Melissa Lee,
Vancouver Police Department
- Superintendent Phillip Lue, RCMP
- Inspector John Lyons,
Peterborough Police Service
- Superintendent Bryan MacKillop,
Ontario Provincial Police
- Ms. Catherine MacPherson,
Vancouver Police Department
- Mr. Drazen Manojlovic,
Vancouver Police Department
- Chief Paul McDougall,
Kitigan Zibi Police
- Deputy Chief Katie McLellan,
Calgary Police Service
- Chief Shahin Mehdizadeh,
Lethbridge Police Service
- Mr. Gary Melanson,
Waterloo Regional Police Service
- Superintendent Taylor
Mickleborough, Moose Jaw Police
Service
- Chief Mark Mitchell,
Kawartha Lakes Police Service
- Chief Darren Montour,
Six Nations Police Service
- Ms. Kimberly Morals,
Vancouver Police Department
- Ms. Stacey Moreau, RCMP
- Inspector Donald Moser, RCMP
- Inspector Marco Napoleoni,
York Regional Police
- Ms. Trang Nguyen,
Peterborough Police Service
- Superintendent Wayne Nichols,
RCMP
- Deputy Chief Edmund Oates,
Royal Newfoundland Constabulary
- Inspector Melanie Oncescu,
Calgary Police Service
- Mr. Robert O'Reilly, RCMP
- Assistant Commissioner Chesley
Parsons, RCMP
- Inspector Nick Paulet,
Winnipeg Police Service
- Chief Superintendent Dwight Peer,
Ontario Provincial Police
- Chief Superintendent Matt Peggs,
RCMP
- Inspector Blair Pellerin,
Saskatoon Police Service
- A/Superintendent André Phelps,
Ontario Provincial Police
- Superintendent Rob Pilon,
Ontario Provincial Police
- Mr. Niquel Pritchard-Pataki,
Peterborough Police Service
- Inspector Kimberly Quartermain,
Fredericton Police Force
- Inspector Dawn Richards,
Vancouver Police Department
- Ms. Kate Richardson,
Waterloo Regional Police Service
- Director General Jennifer Richens,
RCMP
- Inspecteur-chef Vincent Richer,
Service de police de la ville de
Montréal
- Acting Chief Stephane Roy,
Bathurst Police Force
- Chief Superintendent Sorab Rupa,
RCMP
- Deputy Chief Dale Ruzyski,
Canadian Pacific Police Service
- Commandant Salvatore Serrao,
Service de police de la Ville de
Montréal
- Inspector Jamie Sheridan,
Waterloo Regional Police Service
- Superintendent Dean Simmonds,
Halifax Regional Police
- Inspector Tim Skinner,
York Regional Police
- Superintendent Randy Slade,
York Regional Police
- Deputy Chief Martin Smith,
Kentville Police Service
- Mr. Colin Stairs,
Toronto Police Service
- Ms. Katrina Swan,
Regina Police Service
- Ms. Virginia Torrance,
Waterloo Regional Police Service
- Mr. Sean Tout,
Edmonton Police Service
- Superintendent Howard Tran,
Vancouver Police Department
- Mr. Denis Turcotte, Service de police
de la Ville de Québec
- Superintendent Holly-Ann Turton,
RCMP
- Ms. Stephanie Weber,
Waterloo Regional Police Service
- Inspector Dale Weidman,
Vancouver Police Department
- Inspector Colleen Yee,
Vancouver Police

Associate

- Mr. Eric Adams, United States Secret Service
- Ms. Leticia Aplin, Alberta Association of Chiefs of Police
- Mr. Sylvain Baillargeon, Unité permanente anti-corruption (UPAC)
- Mr. Bradley Cotton, WB Global Partners
- Mr. Ronald Dehne, Axon Public Safety, Canada
- Mr. Kyle Eltherington, Brink's Canada Ltd.
- Mr. Anthony Gilligan, ECOMM 911
- Ms. Alana Jones, Ministry of the Solicitor General
- Mr. Robert Lamour, United States Secret Service
- Mr. David MacLean, Nova Scotia Public Safety
- Ms. Julie Sauvé, Statistics Canada
- Mr. Gord Schumacher, Manitoba Association of Chiefs of Police
- Mr. Christopher Taylor, Bureau of Alcohol, Tobacco, Firearms & Explosives
- Mr. Sami Zahry, Ville de Montréal

Life

- Assistant Commissioner Jeffery Adam (Rtd), RCMP
- Superintendent Cita Airth (Rtd), Vancouver Police Department
- Deputy Chief Shane Barber (Rtd), West Vancouver Police Department
- Deputy Chief Rick Barnum (Rtd), Ontario Provincial Police
- Chief Superintendent Paul Beesley (Rtd), Ontario Provincial Police
- Chief Michael Bellai (Rtd), Saugeen Shores Police Service
- Deputy Chief Ingrid Berkeley-Brown (Rtd), Peel Regional Police
- Superintendent Stephen Blom (Rtd), Peel Regional Police
- Chief Constable Andy Brinton (Rtd), Oak Bay Police Department
- Superintendent Dave Brown (Rtd), Durham Regional Police Service
- Capitaine Steeve Carrier (Rtd), Service de police de la Ville de Québec
- Deputy Chief Kevin Chalk (Rtd), Waterloo Regional Police Service
- Deputy Chief Mark Chatterbok (Rtd), Saskatoon Police Service
- Deputy Commissioner Gary Couture (Rtd), Ontario Provincial Police
- Deputy Chief Andre Crawford (Rtd), York Regional Police
- Inspector Trent Edwards (Rtd), Saanich Police Department
- Superintendent Marcie Flamand (Rtd), Vancouver Police Department
- Chief Eric Jolliffe (Rtd), York Regional Police
- Deputy Chief Derren Lench (Rtd), Central Saanich Police Service
- Chief Glenn Lickers (Rtd), Six Nations Police
- Chief Eric MacNeil (Rtd), New Glasgow Regional Police
- Chief Paul Martin (Rtd), Durham Regional Police Service
- Ms. Jeanette May, Toronto Police Service
- Deputy Chief Christopher McCord (Rtd), Peel Regional Police
- Superintendent Dale Mumby (Rtd), Peel Regional Police
- Assistant Commissioner Joe Oliver (Rtd), RCMP
- Deputy Chief Satpal Parhar (Rtd), Calgary Police Service
- Directeur Bruno Pasquini (Rtd), Régie Intermunicipale de Police Richelieu-Saint-Laurent
- Superintendent James Perrin (Rtd), Halifax Regional Police
- Deputy Chief Greg Preston (Rtd), Edmonton Police Service
- Deputy Chief Ray Robitaille (Rtd), Calgary Police Service
- Chief Mark Saunders (Rtd), Toronto Police Service
- Deputy Chief Darren Strongman (Rtd), Port Hope Police Service
- Deputy Chief Darren Sweazey (Rtd), Woodstock Police Service
- Chief Constable Les Sylven (Rtd), Central Saanich Police Service
- Deputy Chief Kevin Thaler (Rtd), Waterloo Regional Police Service
- Deputy Chief Kenneth Weatherill (Rtd), Barrie 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 and the Research Advisory 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 four (4) resolutions were adopted during the 115th CACP Annual General Meeting held on August 24, the first to ever be held in a fully virtual format. Over 115 members logged in to participate and approved the following:

Resolution #1 - 2020

SUPPORTING VICTIMS OF TERRORISM, MASS VIOLENCE AND MASS CASUALTY

Submitted by the Counter-Terrorism and National Security Committee on behalf of the National Working Group (Supporting Victims of Terrorism and Mass Violence) and supported by the Victims of Crime Committee.

WHEREAS

The Government of Canada must be well prepared to support Canadians affected by mass victimization incidents, whether the incident occurs in Canada or Canadians are victimized abroad. Such types of incidents impact not only victims (including survivors and witnesses) and their families and loved ones, but also first responders (e.g., police officers, paramedics, firefighters), other service providers (e.g., Red Cross, victim support services), and the broader community. The development and operationalization of a coordinated and evidenced based victim-centered response in Canada is a large undertaking that requires expertise, leadership, and centralized support. Other countries have implemented centres of expertise to guide and help inform these efforts. The United States (US) established the National Mass Violence Victimization Resource Center (NMVVRRC) in October of 2017 and, in January 2020, the European Union (EU) Centre of Expertise for Victims of Terrorism commenced its activities.

WHEREAS

An office which functions as a center of expertise could assist police services and communities by increasing Canadians preparedness in developing a more consistent standard of victim response across jurisdictions in Canada, while building in flexibility to respond in ways appropriate to the specific community. The office would also create a pool of subject matter experts who could be consulted to ensure that a victim's lens is applied in the development of emergency response frameworks throughout Canada. More broadly, a victim-centred approach would offer significant benefits for victims and their loved ones in the context of mass victimization. It would allow them to feel heard and promote healing and resiliency. It would also reduce the potential for further harm, re-victimization and post-traumatic stress. The office could also facilitate cross-border referrals of foreign victims, thereby helping to mitigate a lack of access to resources due to language barriers, lack of social networks, or the lack of awareness of the existence and accessibility of resources, or the lack of familiarity of the justice systems.

WHEREAS An office which functions as a centre of expertise would be consistent with an integrated approach to mass victimization and or terrorist incidents in *Canada's CT Strategy (2012)* and *Federal Emergency Response Plan*. It would allow for the mandates of all three levels of governments to be respected, while building capacity across each to pre-plan for and respond effectively to victims in the short, medium and long-term.

WHEREAS The establishment of an office, which functions as a center of expertise will improve Canada's capacity to serve victims of mass violence through research, planning, training, technology, and collaboration. It may also help build public trust and confidence in the government's response to national security and mass violence incidents. This expertise may also have wide reaching benefits relevant to other crimes.

**THEREFORE,
BE IT RESOLVED** that the Canadian Association of Chiefs of Police supports the ongoing work of the CACP National Working Group – Supporting Victims of Terrorism and Mass Violence and its vision of improving Canada's capacity to serve victims of mass violence through research, planning, training, technology, and collaboration.

**BE IT FURTHER
RESOLVED** that the Canadian Association of Chiefs of Police encourages Public Safety Canada to build on the work of the National Working Group and calls upon the Canadian Government to establish an office that functions as a center of expertise, and a coordinating body that connects federal, provincial, territorial, regional and local responses to victims of terrorist, mass violence and mass casualty events, including;

- long-term, strategic, and comprehensive planning to consistently meet the needs of Canadian and foreign victims, families and community members impacted by acts of terrorism, mass violence and mass casualty incidents;
- information management to ensure an effective victim support response immediately following and in the longer term after a mass casualty incident;
- standardized messaging and communications between government, police, emergency management, and local partners;
- Ongoing research and development to maximize the impacts of specialized victims support training, collaboration, and accessibility; and
- Provide support to both police and government agencies in times of crisis or during an incident.

Resolution #2 - 2020

SUPPORTING THE CREATION OF A NATIONAL PUBLIC SAFETY BROADBAND NETWORK

Submitted by the Information and Communications Technology Committee

WHEREAS the Canadian Association of Chiefs of Police (CACP) and its members have been sharing information since 1972 with the creation of the Canadian Police Information Centre (CPIC) and many other systems that followed, and

WHEREAS	the safety, security and prosperity of Canadians including law enforcement officers and their partners are reliant on high priority and uninterrupted continuity of communications, including secure and encrypted, cell and data services regardless of the environment to enable the effective sharing of timely information, and
WHEREAS	numerous Canadian inquests, inquiries and studies have consistently identified the lack of information sharing and interoperability, both in relation to the ability to access databases and receive information in order to conduct their missions, between police organizations, and other public safety agencies, and
WHEREAS	in 2014 the ICT Committee, with funding from the Government of Canada's Centre for Security Science, completed a National Law Enforcement Information Management Study that clearly outlined the lack of interoperability between law enforcement information management systems in Canada and recommended the creation of a national strategy to improve information sharing, and
WHEREAS	a national Public Safety Broadband Network (PSBN) will provide a robust and resilient capability to share information amongst those who need it and may legally access it, thus enhancing public safety and officer safety, and
WHEREAS	a national Public Safety Broadband Network will enhance Canadian first responder capability to respond to local, regional, national, and international incidents, and
WHEREAS	a national Public Safety Broadband Network will enable ongoing enhancement and innovation in mission-critical public safety communications and information sharing in Canada for the benefit of all public safety stakeholders,
THEREFORE, BE IT RESOLVED	that the Canadian Association of Chiefs of Police encourages Public Safety Canada, provincial counterparts, territories, and municipalities to proceed rapidly to establish a national Public Safety Broadband Network (PSBN), and
BE IT FURTHER RESOLVED	that the Canadian Association of Chiefs of Police encourages Public Safety Canada and Provincial/Territorial jurisdictions to coordinate and fund the continued work of a national working group to develop plans for deployment, operations and monitoring of a PSBN in accordance with the ten PSBN Principles, thereby enhancing first responder effectiveness throughout Canada, and
BE IT FURTHER RESOLVED	that the Canadian Association of Chiefs of Police recommends a national governance approach that includes direct representation from police, fire and paramedic stakeholders and establishes and enforces national common standards through a not-for-profit structure that promotes nationwide interoperability and deployment; and
BE IT FURTHER RESOLVED	that the Canadian Association of Chiefs of Police endorses the Temporary National Coordination Office (TNCO) recommendations that the PSBN be implemented using a Shared Network approach, leveraging the infrastructure of Canadian commercial wireless service providers, while functioning as a single, integrated national network for Public Safety; and

**BE IT FURTHER
RESOLVED**

that the Canadian Association of Chiefs of Police recommends that multiple deployment approaches be utilized to implement the coverage and capacity required to cost effectively deliver a national PSBN in Canada; and

**BE IT FURTHER
RESOLVED**

that the Canadian Association of Chiefs of Police recommends that the national Public Safety Broadband Network, when established, have an evaluation of its ongoing cost-benefit and impact of the network on operational effectiveness, and

**BE IT FURTHER
RESOLVED**

that the Canadian Association of Chiefs of Police encourages Provincial and Territorial officials to establish or confirm existing entities to oversee the development of a PSBN in their jurisdictional areas.

Resolution #3 - 2020

IDENTIFYING THE MISSING CHILDREN SOCIETY OF CANADA'S CHILD SEARCH NETWORK AS A KEY COMPONENT OF THE NATIONAL STRATEGY FOR MISSING CHILDREN

Submitted by the CACP Board of Directors

WHEREAS

the Board of Directors of the Canadian Association of Chiefs of Police (CACP) has approved motions endorsing the development, promotion and implementation of Missing Children Society of Canada (MCSC) initiatives that look beyond traditional enforcement tools to engage the community and expedite the search for and location of missing children and youth in Canada (MCSC Search Program in March 2014, the MCSC Technology Network in July 2017, and the Child Search Network in November 2019); and

WHEREAS

the MCSC is an identified program of the RCMP's National Centre for Missing Persons and Unidentified Remains (NCMPUR), has a signed memorandum of understanding with the RCMP (2019) and has obtained the endorsement of a number of police organizations (refer to background); and

WHEREAS

the CACP identified an organizational priority to increase the involvement of, and partnerships with, private sector and non-government organizations during the CACP President's Council in February 2019; and

WHEREAS

the MCSC, in partnership with Microsoft and Esri Canada, has already created the *Child Search Network*, a turn-key technology system with the capabilities for data management, visualization, analytics and collaboration available at no cost to police organizations;

**THEREFORE,
BE IT RESOLVED**

that the Canadian Association of Chiefs of Police calls on the Government of Canada (Public Safety Canada) to identify the Missing Children Society of Canada's *Child Search Network* as a complementary tool and national system to be used in the search for all cases of missing children and youth that do not meet the strict criteria for the AMBER Alert national strategy for missing children.

Resolution #4 - 2020

THE URGENT REPLACEMENT OF THE AUTOMATED CRIMINAL INTELLIGENCE INFORMATION SYSTEM (ACIIS) FOR LAW ENFORCEMENT IN CANADA

Submitted by the Organized Crime Committee

- WHEREAS** Canada's law enforcement community works together everyday to combat increasingly complex criminal threats to public safety, including money laundering and financial crimes, the inter-jurisdictional flow of illicit drugs, cyber information as well as guns and gang activity, and
- WHEREAS** the efficient sharing of criminal information and intelligence is critical for law enforcement and public safety, particularly with half of the assessed organized crime groups in Canada operating interprovincially and/or internationally, and
- WHEREAS** Criminal Intelligence Service Canada (CISC) is an inter-agency organization that produces, coordinates and shares criminal intelligence among its law enforcement member agencies. The CISC has a central bureau in Ottawa that is co-located with the RCMP and a bureau in each province offering services to over 400 member agencies across Canada, and
- WHEREAS** since 1976, CISC and its members have relied on the Automated Criminal Intelligence Information System (ACIIS) to assist in the production and sharing of intelligence assessments, which contributes to operational decision making, priority setting and targeted enforcement activities. As Canada's only national serious and organized crime information and intelligence databank, law enforcement agencies use ACIIS daily, and
- WHEREAS** introduced over 40 years ago, ACIIS is showing its age and is no longer an effective platform for the collection, analysis and sharing of large volumes of information that is generated by today's law enforcement community. ACIIS was not designed to handle the information and intelligence requirements of law enforcement and its ever-expanding 21st century data collection and processing needs, and
- WHEREAS** as technology issues and information silos grow, Canada's law enforcement agencies will be significantly hampered in their ability to input, obtain, analyze and share modern criminal intelligence, thus leading to an overall lack of criminal intelligence and collaboration across Canadian law enforcement. There is also a significant risk that ACIIS may be rendered unusable by future law enforcement computing upgrades, and
- WHEREAS** CISC's National Executive Committee (NEC) provides CISC with its strategic leadership and is comprised of 25 ex-officio members who are leaders from Canada's law enforcement community at the municipal, provincial and federal levels. CISC's NEC has recognized the critical and urgent need to replace ACIIS and has tasked CISC to identify a replacement. Upgrading ACIIS is not viable as it is no longer supported by the vendor and has no additional program development capability, including interoperating with modern technology such as videos and the automatic uploading of intelligence data, and
- WHEREAS** ACIIS has been fully funded by the RCMP since its introduction. Although CISC is currently considering available replacement options, there is currently no approved funding mechanism for this initiative. Without urgent funding for an ACIIS replacement, Canada's law enforcement agencies will continue to be hampered in their ability to input, obtain, analyze and share 21st century criminal intelligence and Canadians will not benefit from improved public safety provided by more fulsome law enforcement collaboration, and

WHEREAS

police services at the municipal, provincial and national levels require a modernized system in order to effectively combat the evolving threats posed by serious and organized crime in Canada. Ensuring that Canadian police are provided the tools to enable efficient sharing and analyzing information is key to the integration of joint investigations; supports operational decision making to ensure finite resources are focused appropriately; and significantly impacts both police and public safety, and

**THEREFORE,
BE IT RESOLVED**

that the Canadian Association of Chiefs of Police urges the federal, provincial and territorial (FPT) Ministers responsible for Justice and Public Safety to support the urgent replacement of ACIIS as a top public safety priority. Without a replacement, Canada's law enforcement community and Canadians from coast-to-coast-to-coast will continue to not fully realize the full public safety benefits of a modern, robust criminal intelligence platform.

Leadership Development

The CACP is a leading provider of police leadership and industry continuing professional learning opportunities to develop new police competencies and capacity. These events are designed to provide participants 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 guest speakers and panelists.

In light of the extended COVID-19 social distancing restrictions recommended by health officers across Canada, large in-person gatherings were not possible between March and December 2020. As a result, and with the health and wellness of all CACP members, delegates, and staff in mind, the CACP cancelled, postponed, or transitioned events to a virtual environment.

In 2020, the CACP hosted, partnered and/or supported the following continuing professional development events to help advance police leadership in Canada:

CACP Strategic Foresight Pilot Program

Introducing a new CACP Pilot Program

CACP Strategic Foresight

CACP SF is a new pilot project of a four month domestic only research & learning program of primary interest to sworn and civilian supervisory levels.

Approved for the pilot launch in January 2020.

A Unique Futures Focused Learning Program for Diverse Talent Across the Canadian Policing Sector

The policing sector requires new capacities and, wherever possible, a unified voice to have a meaningful impact on public policy in response to long-view trends that may impact community safety. In 2020, the CACP introduced the new [*Strategic Foresight Program*](#) designed to provide current police leadership with informed perspectives on broad societal trends, anticipated future challenges for community safety and well-being, and opportunities for early engagement on innovative and responsive public policy.

The program offers a unique leadership development opportunity that promotes critical, creative, and transformative thought and essential skills, early enough in policing careers to have a sustained effect on community safety & well-being. Each cohort is called upon to develop well-informed perspectives on their identified themes, ultimately producing one or more "One Voice" proposals for immediate consideration and potential action by the CACP Board of Directors.

Created, driven, and coached by the members of CACP Executive Global Studies 2019 cohort, the *CACP Strategic Foresight Program* immerses select early-to-mid-career policing employees into an online learning environment, integrated with two intensive residential sessions, over a four-month period. Each candidate invests approximately 120 hours in completing the program.

While the inaugural edition of the *CACP Strategic Foresight Program* was launched in January 2020, due to the COVID-19 pandemic, completion of the 2020 edition was postponed to 2021.

CACP Police Executive Mentorship Program

2020 also marked the year when the CACP launched the new [CACP Police Executive Mentorship Program](#) designed to enhance the knowledge, skills, and ability of senior level executives such as Deputy Chiefs, Superintendents, or equivalent, who have a career aspiration of becoming a Chief of police or equivalent.

The program addresses six key learning themes: preparing for the position, arriving in the position, managing and affecting change, navigating and meeting the challenges of being a Chief of police, identifying opportunities to lead change, and considering the future position and issues the participant may face. As a result, participants learn about labour relations, working with governing



authorities and the fundamental rules of politics and political processes, financial management, community relations, communications, building a management team, ethics, mental health and resilience, mentor qualities, as well as decision making.

The program consists of 35 learning modules broken down into two separate

group sessions separated by a mentoring period spent in the mentor's police service.

While the inaugural edition of the *CACP Police Executive Mentorship Program* was originally intended to be launched in 2020, due to the COVID-19 pandemic, it was postponed to 2021.

12th National Criminal Justice Symposium / January 24 and 25

RE-INVENTING CRIMINAL JUSTICE:
RÉINVENTER LA JUSTICE PÉNALE :
The Twelfth National Symposium
Le douzième symposium national

The Canadian Association of Chiefs of Police was entrusted with providing the logistical support for this event hosted by the Department of Justice Canada. A number of our members participate in this annual forum that invites justice leaders to share candid perspectives and solutions regarding the challenge of fashioning a responsive, accessible and accountable criminal justice system.

The theme for this year's symposium was 'Alternatives to Short-Term Custody'.

It allowed for frank discussions about the ineffectiveness of incarceration and more positive outcomes associated with community-based alternatives. The session acknowledged the crisis of overrepresentation in Canada's jails of Indigenous people, people with mental disorders and other vulnerable groups. It also recognized the damaging and counter-productive effects of administration-of-justice offences; and concerns over the "revolving door"

aspect of a justice system where the typical jail sentence is too short to allow rehabilitation but long enough to cause serious disruption to stabilizing aspects of offenders' lives and to their families and communities. The [report](#) contains nine (9) recommendations made by participants.

ICT Blue Team Summit / February 23 to 26

<p>ICT Blue Team Summit: Transformation.Sustainability. Community Safety.Humanizing Technology</p> <p>The CACP Information and Communications Technology Committee Summit</p> <p>February 23-26, 2020 Vancouver, BC</p>		<p>Sommet de l'ICT pour les équipes des forces de l'ordre : Transformation. Durabilité. Sécurité des collectivités. Humanisation de la technologie</p> <p>Sommet du Comité sur la Technologie de l'information et des communications de l'ACCP</p> <p>Du 23 au 26 février 2020 Vancouver (Colombie-Britannique)</p>
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The 2020 edition of the CACP Information and Communications Technology Committee Summit was focused on transformation, sustainability, community safety, and humanizing technology. The [ICT Blue Team Summit](#) recognized that law enforcement is becoming increasingly complex, that the adoption of emerging technology is essential to effectively deliver police services in an equitable and efficient manner, and that navigating

the potential challenges can be daunting. As a result, the program offered sessions about cybersecurity, information sharing, information and digital evidence management and disclosure, deriving actionable intelligence from data collected by police services, using the Cloud to store police information, and the ethics of adopting new and emerging technologies. It also addressed the topic of resource shortages and the importance of working with the

community and benefiting from academic assistance. Participants were also reminded of the CACP's *Canadian Community Safety Information Management Strategy* (CCIMS), of the actions required to be ready for the next generation of emergency 9-1-1 services, and of the progress being made to implement a Public Safety Broadband Network in Canada.

IACP- CACP Global Policing Symposium: COVID-19 Challenges and Lessons Learned / May 28

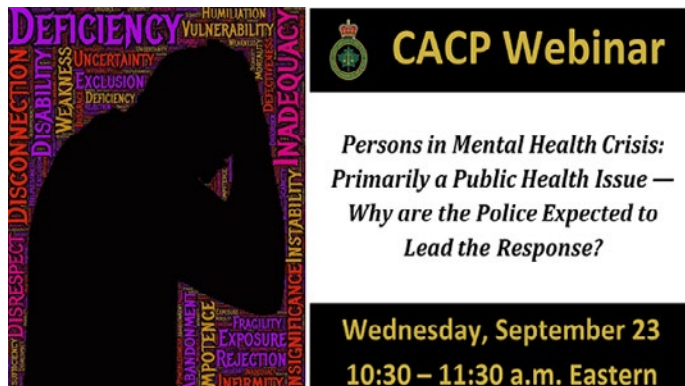


Police and public safety leaders from around the world were invited to participate in discussions on issues related to the impact of COVID-19 on policing.

This was a first of its kind Global Police Executive Virtual Forum. The CACP's President, Chief Constable Adam Palmer, as well as CACP members Commissioner Brenda Lucki, Chief Mark Saunders and Chief Nishan Duraippah were among the international guest speakers who provided a Canadian perspective.

CACP Webinar: Persons in Mental Health Crisis / September 23

The CACP and the University of Ottawa Professional Development Institute hosted a live, interactive webinar on *Persons in Mental Health Crisis* to examine the role of police in mental health crisis management. For those who were unable to attend the session, a [summary of the key themes and messages](#) conveyed during the session as well as a podcast were shared with the membership.



CACP-Axon Webinar: Equity, Diversity and Inclusion Leadership Awards / October 15



This webinar was designed to provide attendees with a high-level overview of the CACP's Equity, Diversity and Inclusion (EDI) Committee, their history, mission and ongoing activities. The session also included the presentation of the inaugural CACP/Axon Equity, Diversity and Inclusion Leadership Award and thoughtful discussions about best practices in EDI.

CACP Town Hall / November 17

The CACP heard what the public had to say about policing in Canada. This Town Hall was an opportunity to hear the thoughts of our membership about some of policing's most pressing national issues: the decriminalization of illicit drugs, firearms, systemic racism, equity, diversity & inclusion, recruitment standards, technology, use of force, de-fund the police, confidence in policing and Indigenous policing.

Members were asked for their level of agreement with what the CACP had done, was doing, and was planning to do to support the membership.

A total of 133 police leaders participated in this session.



CACP Training Seminar:

Implementing the Sexual Violence Framework / December 15

The CACP's Crime Prevention, Community Safety and Well-being Committee organized a 4-hour training seminar on implementing the [Canadian Framework for Collaborative Police Response on Sexual Violence](#).

This virtual seminar was an in-depth and practical training opportunity designed to help participants understand and apply the Framework in their community. The training seminar aimed to clearly define what a collaborative police response on sexual violence is, what the goal of the CACP Framework is, how to adopt the Framework in individual police services and communities, how it benefits a police agency, the key principles involved in conducting reviews, as well as the issue of privacy as a barrier.



Cancelled or postponed CACP events due to the COVID-19 pandemic

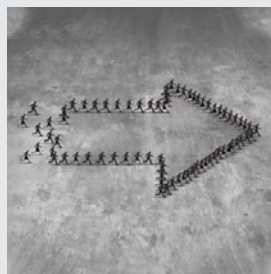


Gangs + Organized Crime Conference

March 23-26, 2020

Theme:
Hindsight 20/20

Vancouver
(British Columbia)



National Human Trafficking Symposium

June 21-23, 2020

Theme: Moving forward together:
A collaborative approach to ending human trafficking

Toronto (Ontario)



Canadian Policing Research Conference

June 21-23, 2020

In collaboration with the École nationale de police du Québec (ENPQ) and the International Centre for Comparative Criminology at the University of Montreal

Over 70 submissions were received as a result of the call for papers.

Montreal (Quebec)



115th CACP Annual Conference

August 23-26, 2020

Theme: The Future of Policing

A special edition magazine on The Future of Policing was produced as an alternative to the in-person event (refer to 'Communications' section to learn more)

Victoria
(British Columbia)



Victims of Crime National Forum

September 27-29, 2020

Theme: Empowering Victims Through Collaboration

Ottawa (Ontario)

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:

COVID-19 and policing

On March 11, 2020, the World Health Organization officially declared COVID-19 a pandemic. This had implications for both the communities we serve and the agencies we oversee. The CACP issued a [message from the President](#) designed to help members prepare for and manage the COVID-19 situation in their respective jurisdiction by being informed, planning well, protecting the front line, and coordinating responses with other first responder partners, medical and social services personnel, government and health authorities.

In April, we issued a second [statement on policing during a state of emergency](#) emphasizing that federal, provincial and municipal governments had legislation they could draw on to impose and enforce restrictions on Canadian residents and businesses during a pandemic or emergency situation. The intent of this statement was to help clarify what was expected of the police when they do.

This statement was followed by communications about regulatory amendments under the *Contraventions Act* and the *Quarantine Act*.

As an association, we provided our members with links to relevant resources from the government of Canada, the

International Association of Chiefs of police, provincial associations of chiefs of police, the Canadian Institute for Public Safety Research and Treatment, the Canadian Police Knowledge Network, etc.

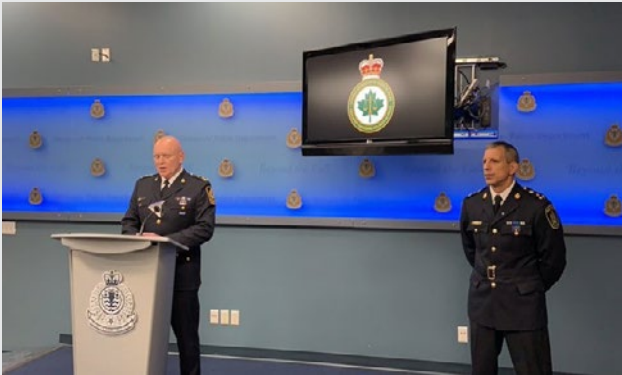
In September and October, the CACP highlighted the new emergency Orders in Council issued for *Minimizing the Risk of Exposure to COVID-19 in Canada (Prohibition of entry into Canada from any country other than the United States)* ([Order in Council 22](#)) and for *Minimizing the Risk of Exposure to COVID-19 in Canada (Mandatory Isolation)*, No. 4

([Order in Council 23](#)). We also shared the Public Health Agency of Canada's letter stressing the important role that law enforcement plays in promoting and supporting more intensive public health compliance and enforcement follow up activities as it related to travellers in quarantine or isolation. This letter was intended to help clarify the enforcement authority of peace officers within federal, provincial, municipal, and Indigenous police services across the country with respect to the *Quarantine Act*.



CACP Report:

Decriminalization for simple possession of illicit drugs



On July 9, the CACP hosted a virtual news conference presided by Chief Constable Adam Palmer (President of the CACP) and Chief Constable Mike Serr (Co-Chair of the CACP's Special Purpose Committee on the Decriminalization of Illicit Drugs). The association also issued a [news release](#) announcing that the association was recommending that all police agencies in Canada recognize substance abuse and addiction as a public health issue to help reduce drug overdoses and was endorsing the decriminalization of personal possession of illicit drugs. We also published a report produced by the CACP's Special Purpose Committee on the Decriminalization of Illicit Drugs, with the support of the 2019 cohort of the CACP's Executive Global Studies Program, entitled [Decriminalization for Simple Possession of Illicit Drugs: Exploring Impacts on Public Safety & Policing](#). A CACP Brief containing background information, key messages, and a series of Qs & As were shared with the membership.

Joint CACP-Statistics Canada statement on race-based data collection



On July 15, we issued a [joint statement](#) with Statistics Canada announcing a commitment to work together, with the policing community and key organizations to enable police to report statistics on Indigenous or ethno-cultural groups in police-reported crime statistics on victims and accused persons. Our Police Information and Statistics (POLIS) Committee is leading this initiative.

CACP Glossary of terms on equity, diversity and inclusion

In September, the CACP's Committee on Equity, Diversity and Inclusion published a [glossary of terms](#) to inform and educate members about equity, diversity and inclusion-related terminology. This tool was intended to help the police community engage in meaningful dialogues and to speak intelligently and respectfully during all interactions with colleagues and the public.



CACP Presentation and Teaching Guide on Systemic Racism



In September, the CACP's Committee on Equity, Diversity and Inclusion published a [slide presentation](#) and [teaching guide](#) to help police leaders address the topic of systemic racism with their team. This training seminar focuses on the four levels of systemic racism and what is needed to change systems of discrimination, including systemic racism.

CACP 2SLGBTQ+ Apology and Toolkit

On December 10, 2020, on Human Rights Day, the CACP issued an [apology](#) to the 2SLGBTQ+ communities and released a [toolkit](#) to assist members in building or strengthening their local relationship with 2SLGBTQ+ communities. Special thanks to the members of the CACP's Equity, Diversity and Inclusion Committee for their valuable assistance.



SME Research Briefs



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 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 'Research' section to learn more about this project and the five (5) research reviews completed in 2020.

CACP Briefs

CACP Briefs are communications documents developed with, and approved by, one or more CACP general or special purpose committees. These include background information, links to relevant resources, as well as proposed key messages and Qs & As police services can adopt and/or adapt to assist them with media and public inquiries they may receive on national strategic policing priorities.

In 2020, the CACP produced the following CACP Briefs:

- 2nd Professionalism in Policing Survey (January, update in February)
- Firearms (May)
- Missing and Murdered Indigenous Women and Girls (update in May)
- De-funding the police (June)
- Decriminalization of illicit drugs (July)
- Race-based data collection (July)
- Next Generation 9-1-1 (October)
- Police Use of Force (October)

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 2020 at the following events and conferences:

Privacy and Security Conference / February 2020



CACP member Inspector Dan Jones, from the Edmonton Police Service, attended the 21st Annual Privacy and Security Conference in Victoria, BC on February 6th, 2020 as a panelist on the topic of “*Legitimacy by Design*” in *Community Safety and Well Being: Designing a Better Experience for Everyone*. The discussion revolved around reframing the challenge of delivering a better experience of the

human services system, especially for the most vulnerable and marginalized, from a “Privacy by Design” framework to a “Legitimacy by Design” framework.



IACP-CACP Global Policing Symposium:

Challenges and Lessons Learned / May 2020



Police and public safety leaders from around the world were invited to participate in discussions on issues concerning COVID-19 during a first of its kind Global Police Executive Virtual Forum. The CACP's President, Chief Constable Adam Palmer, as well as CACP members Commissioner Brenda Lucki,

Chief Mark Saunders and Chief Nishan Duraipapp were among the international guest speakers.

Blue Line Virtual Symposium & Product Showcase / July 2020



Chief Constable Adam Palmer was invited to pronounce the opening address for the Blue Line Virtual Symposium featuring sessions that discussed drones, body-worn cameras, the HUB model for community safety, and other innovative concepts that seek to help improve and advance policing in Canada. Chief Palmer seized the

opportunity to emphasize that, despite the COVID-19 pandemic, police work continued and ideas and technology continued to evolve. He stressed the importance of focusing on the mental health and cognitive skills officers need to complement the physical skills and techniques we teach them. He also underlined the need to maximize the new and innovative products, approaches, and services that become available to support the work of our teams on the front line and behind the scenes.

The symposium also involved the participation of CACP members Commissioner Brenda Lucki from the Royal Canadian Mounted Police, Superintendent Paulo Da Silva from the York Regional Police Service, and Chief Wayne Balcean from the Brandon Police Service.

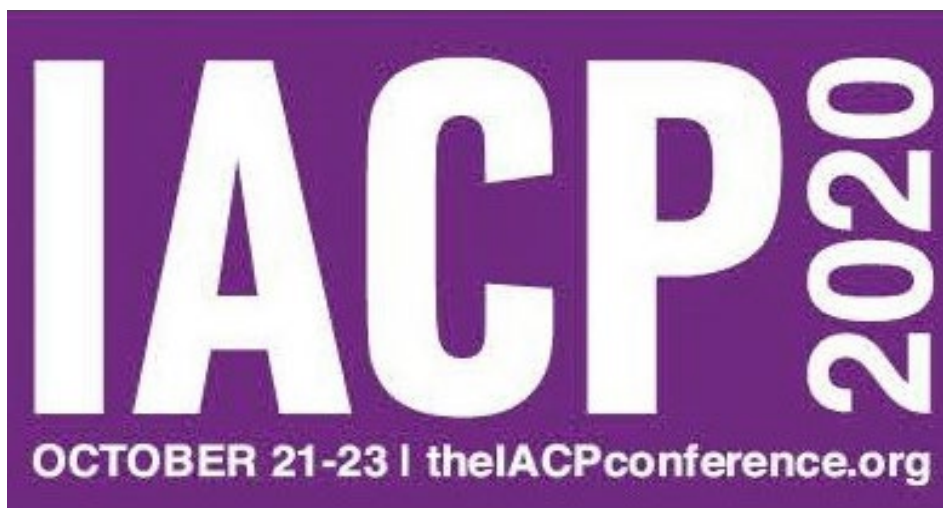
CPKN Webinar:

Let's Talk Policing in Challenging Times / August 2020

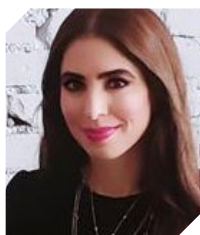
As part of the Canadian Police Knowledge Network webinar series, CACP member Chief Constable Del Manak joined a panel assembled to discuss systemic racism, de-funding the police, and the mental health of police service members.



IACP 2020 Virtual Training Expo / October 21 to 23, 2020



The International Association of Chiefs of Police hosted their 2020 Virtual Training Event and Expo in the fall of 2020. The program featured the following CACP members as conference speakers: Chief Bryan Larkin, Commissioner Brenda Lucki, Commissioner Thomas Carrique, Chief Scott Tod, Deputy Chief Shawna Coxon, Unit Commander Suelyn Knight, retired Deputy Chief Sue O'Sullivan, Dr. Katy Kamkar, and Director Vince Hawkes. Thank you for being such great ambassadors for Canada and the CACP!



CAPG Annual Conference / October 30, 2020

On October 30, Chief Bryan Larkin represented the CACP and served as a panelist alongside Mr. Tom Stamatakis (CPA) and Mr. Micki Ruth (CAPG) for a panel discussion on how to incorporate and embrace wellness into your Police Services Strategy and Framework – Wellness of Employees and Community.



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



**Mr. Eldon
Amoroso**

Member
International Association
of Chiefs of Police
Computer Crime
and Digital Evidence
Committee
eCrime Cyber Council



**Mr. Francis
Brabant**

Member
Justice Efficiencies
Committee



**Assistant
Commissioner
Serge Côté**

Member
Canadian Institute for
Public Safety Research
and Treatment



**Assistant Director
Didier Deramond**

Chair
National Joint
Committee



Chief Neil Dubord

International Chair
International
Association of Chiefs
of Police Mid-Sized
Agency Division



Bob Hilhorst

Member
Canadian Police
Information Centre
– Information
Technology Sub-
Committee
National Police
Information Services
Advisory Board
Niche National User
Group



**Deputy Chief
Constable Richard
Lucy (Retired)**

Coordinator
National Advisory
Committee to the Law
Enforcement Torch Run



**Chief Constable
Adam Palmer**

Director - Canada
International
Association of Chiefs
of Police - Board of
Directors



Mr. Shawn Rehill

Co-chair
International
Association of Chiefs of
Police Criminal Justice
Information Systems
Committee



**Deputy Chief
Lucie Tremblay**

Member
Canadian Institute for
Public Safety Research
and Treatment



Michael Webb

Member
European Emergency
Number Association



**Deputy Chief
Fiona Wilson**

Member
International
Association of Chiefs
of Police Task Force on
Women in Policing



Ms. Kathy Wunder

Member
Major City Chiefs
Technology Committee



**Deputy Chief
Peter Yuen**

Member
National Joint
Committee

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 leaders across Canada.

While the CACP monitors several federal government bills on an ongoing basis, in 2020, the CACP was actively involved in the preparation and presentation of submissions to parliamentary committees on the following:

CACP Statement: Ban on assault-style firearms / May 2020

On May 1, the federal government announced a ban on assault-style firearms in Canada involving [*Regulations Prescribing Certain Firearms and Other Weapons, Components and Parts of Weapons, Accessories, Cartridge Magazines, Ammunition and Projectiles as Prohibited or Restricted*](#) as well as an [*Order Declaring an Amnesty Period*](#) for Canadians who own or possess a specified device. Technical briefing materials were shared with CACP members via the CACP RF Connect portal. The CACP also issued a [*statement regarding the ban on assault-style firearms*](#) confirming that the CACP has advocated for this type of initiative in the past, and the Special Purpose Committee on Firearms would review the proposed legislation to determine the impact on public safety as well as the implications for, and expectations of, police services in Canada.



Image by bluebudgie from Pixabay

CACP Letter: COVID-19 and the Identification of Criminals Act and the Criminal Code / June 2020



Image by Free-Photos from Pixabay

On behalf of the CACP's Law Amendments Committee, CACP President Chief Constable Adam Palmer sent a letter to the Department of Justice requesting emergency amendments to Canadian legislation to resolve critical public safety concerns that arose during the COVID-19 pandemic. The first was a proposal to amend section 2(1)(a) of the *Identification of Criminals Act* to allow judges to include the "report for fingerprint" condition in a release order. The second was a proposal to amend section 490 of the *Criminal Code of Canada* to increase the initial statutory period of detention of exhibits seized by police from 3 months to 9 months.

CACP Statement: Death of George Floyd / June 2020

The CACP released [a statement](#) in the wake of the death of Mr. George Floyd in Minneapolis, Minnesota, USA at the hands of a police officer. The association called for the officers involved to be held accountable for their actions. This incident was followed by many Canadian demonstrations and protests condemning police brutality and racism and calling for the de-funding and reform of the police. The CACP acknowledged that racism is painful, inexcusable and not be tolerated and that a response from the entire community, including policing, is required to address the issue. The association seized the opportunity to emphasize the difference between policing in Canada and the United States, that police routinely try to find solutions for people in crisis where significant gaps in other services exist and long-term solutions are simply not available, and that police training and civilian oversight in Canada are among the best in the world. The CACP indicated its openness to thoughtful and constructive discussion on possible reform to our public safety systems, but that discussion needs to be informed and evidence-based with police at the table.



Photo: Taymaz Valley

CACP Statement: Systemic Racism / August 2020



Image by UnratedStudio from Pixabay

On August 14, CACP President Chief Bryan Larkin appeared before the Standing Committee on Public Safety and National Security to present the [CACP statement on Systemic Racism in Policing in Canada](#). This statement emphasized that the approach to policing in this country has significantly evolved and changed over time. Chief Larkin highlighted that diversity, equity and inclusion is one of our association's national strategic priorities. He went on to underline that police training and civilian oversight in Canada are among the best in the world, and that officers are carefully selected, trained, and are increasingly facing more rigorous scrutiny and screening to try and ensure that they meet and espouse our values. And finally, Chief Larkin reminded

the committee that the CACP and Statistics Canada issued a joint statement announcing our commitment to work together to collect the much needed data on the experience of Indigenous and ethno-cultural communities with Canada's criminal justice system. The CACP affirmed that police services are part of a broader system focused on community health and safety and that all components of this system must adapt, evolve, change and collaborate to effectively advance racial equity.

CACP Intervener Status at the Supreme Court of Canada / October 2020



Ms. Rachel Huntsman, Q.C., a member of the CACP Law Amendments Committee, appeared before the Supreme Court of Canada as an intervener on behalf of the CACP, on October 15, in the case of *AG (Ont) v. Jamie Clark et al.* The CACP intervened in support of the Respondent police officers with the Toronto Police Service to emphasize the impact on police officers and police agencies when unsubstantiated allegations of serious misconduct are made against police officers.



Photo: Taymaz Valley

Meetings with the Honourable Bill Blair: CACP Resolutions / October & November 2020



On October 22, Chief Bryan Larkin met with the Honourable Bill Blair, Minister of Public Safety and Emergency Preparedness, to discuss the four [resolutions approved by CACP members during the 2020 Annual General Meeting](#) (refer to 'Governance' section to learn more) and other matters related to public safety.

On November 26, retired Deputy Chief Sue O'Sullivan, chair of the CACP's National Working Group on Supporting Victims of Terrorism and Mass Violence, met with the Honourable Bill Blair to discuss next steps regarding the action plan on [CACP resolution 2020-01 on Supporting Victims of Terrorism, Mass Violence and Mass Casualty](#) calling for the creation of a centre of expertise and a coordinating body that connects federal, provincial, territorial, regional and local responses to victims of terrorist, mass violence and mass casualty events.



Meeting with the Honourable David Lametti / November 2020



On November 19th, Chief Bryan Larkin met with the Honorable David Lametti, Minister of Justice and Attorney General of Canada, to discuss the decriminalization of illicit drugs, firearms, the judicial system and the *Criminal Code*, restorative justice and diversion programs sentencing, as well as the CACP resolution on the urgent replacement of the Automated Criminal Intelligence System (ACIIS).

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 procedures to ensure sustainability, best practices, and the responsible management of public resources.

SME Research Briefs



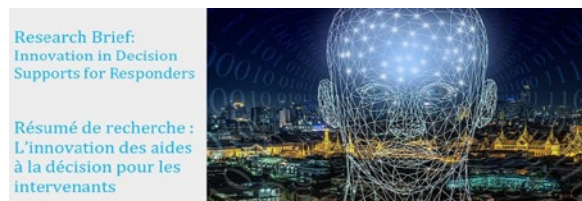
In October 2019, the Research Advisory Committee launched the SME Research Briefs initiative. Each brief consists of a summary of the best available evidence on a specific policing topic, produced by an academic expert in that area. Each brief provides a primer on the research surrounding the issue, provides insight on the implications for practice, begins a discussion on that issue, and points individuals to further resources to learn more.

The authors and Subject Matter Experts (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.

Five (5) SME research briefs were released in 2020:



In January 2020, Carleton University Professor Dr. Craig Bennell authored a brief on the [Use of Force](#) addressing the frequency of this type of police action, the factors influencing use of force decisions, the safety and effectiveness associated with use of force intervention options, the attitudes and knowledge of use of force, and the implications for policing.



In February 2020, Mr. Gerry Doucette, from the Centre for Security Science of Defence Research and Development Canada, completed a research review on the topic of [Innovation in Decision Supports for Responders](#). His article focused on our readiness for advanced decision supports like artificial intelligence for first responders. This research brief touched on how science and technology requirements can be effectively articulated by operators including police, fire and paramedics, with a view to informing

federal investments intended to support innovation. The author addressed the topic of incentivizing responder research and development, the intersection of capability maturity and operator readiness to leverage technology, as well as the implications for first responders and solution developers.



Hate crimes make up only 0.1% of all police-reported crimes in Canada (Moreau, 2020). Why, then, has hate crime prevention and control become an operational priority for a growing number of Canadian police services? That is the research question Dr. Sara K. Thompson, Criminology Professor at Ryerson University, tackled in her [research review on hate crimes](#) released in April 2020. This research brief provided insight into what the evidence says, key considerations to contemplate, and the implications for police practice.



Intimate partner violence (IPV) is a serious, widespread problem. Some IPV incidents are believed to be precipitated by violent or aggressive impulses that can be triggered by televised sporting events. Simon Demers, from the Vancouver Police Service, authored a [research brief on sporting events and domestic violence](#) in June 2020 suggesting that the size of the effect depends critically on the specific context and outcome of each individual contest. The report also indicates that many IPV incidents are unreported and therefore are not captured in police data. The author also goes on to suggest what some of the implications might be for policing.



This research brief authored in July 2020 by Dr. Mary Ann Campbell, Director of the Centre for Criminal Justice Studies and Director of Graduate Studies in Psychology at the University of New Brunswick allowed readers to learn how risk appraisal instruments inform police response to intimate partner violence. Processes for [assessing risk of violence, including intimate](#)



[partner violence](#) (IPV), have been in existence for decades and are often conducted by clinicians and correctional professionals at the post-conviction and/or post-sentencing phase to inform supervision, risk reduction case management strategies, and release decision making. However, given the central role police play in responding to IPV on the front line, it is important to understand whether risk appraisal instruments meaningfully inform police response and case prioritization in IPV situations when acute risk concerns are often most salient.

Surveys and Research Projects

CSA Group Consultation:

First Responder Fatigue Risk Management / February 2020



The CSA Group launched a project to develop a new, evidence-informed *National Standard on First Responder Fatigue Risk Management* as well as supporting implementation tools. To undertake this work, a new technical committee was being established. The CACP promoted the call for participation to CACP members interested in sharing their knowledge and expertise during discussions about all forms of first responder fatigue including cognitive fatigue, physical fatigue, perceptual fatigue, emotional fatigue, and burnout.

Transport Canada Survey:

Search and Rescue enforcement issues due to COVID-19 / April 2020



In response to the COVID-19 pandemic, Transport Canada implemented a number of measures applicable to vessels operating in Canada, including the [*Interim Order Respecting Passenger Vessel Restrictions Due to the Coronavirus Disease 2019 \(COVID-19\)*](#) and the [*Regulations Maintaining the Safety of Persons in Ports and the Seaway*](#). In April, Transport Canada evaluated the need for measures or

recommendations that could be applicable to pleasure craft, considering that the boating season was already underway on the West Coast, and that it would be starting soon in the eastern part of the country. One of the elements under consideration was the potential pressure on Search and Rescue (SAR) and enforcement operations due to potentially reduced capacity or other measures in place during the COVID-19 pandemic. To support the analysis, Transport Canada requested CACP member feedback on their SAR or enforcement mandate. The data collection period ended on May 1, 2020

CACP Survey:

Medical Cannabis Criminal Investigations / May 2020



The CACP's Drug Advisory Committee invited members to complete the Survey on *Medical Cannabis Criminal Investigations* in order to better understand the enforcement of cannabis, past and present, in relation to the Health Canada-led medical cannabis regime. The goal was to articulate the impact and criminal element involved in the medical designated grower regime. The information from this survey will be used to identify trends and demonstrate impacts on resources and public safety, thereby helping the CACP make informed recommendations to the federal government regarding the *Cannabis Act* and medical cannabis regimes when a review is undertaken in the near future. The data collection period ended on June 30, 2020.

Statistics Canada Survey:

Impacts of COVID-19 on Canadians' Perceptions of Safety / May 2020



From May 12 to 25, 2020, Statistics Canada collected information on the impacts of COVID-19 on Canadians' Perceptions of Safety through crowdsourcing. In order to address this information gap and to ensure all Canadians were aware of the initiative and had the opportunity to participate, CACP members were asked to reach out to the communities they serve to invite the public to complete the online questionnaire. The results on [Canadians' perceptions of personal safety since COVID-19](#) were published in June, providing insight on feelings about the level of crime in neighbourhoods, safety when walking alone in neighbourhoods after dark, race-based harassment or attacks, etc.

PSHSA Survey:

Early Recognition for OSI Risk / July 2020



The Public Services Health & Safety Association (PSHSA) invited CACP members to complete the assessment of the *Early Recognition for OSI Risk* screening tool that was being designed as an early detection, educational tool that could be used to get feedback on individuals' vulnerability for operational stress injuries (OSI). The purpose of the new tool is to increase awareness so nurses and first responders can take accountability for their mental health by taking action.

IACP Survey:

Training Needs During COVID-19 / August 2020



CACP members were encouraged to complete this global assessment survey being conducted by the International Association of Chiefs of Police to help better understand the evolving needs and complex challenges faced by police services. CACP member input was critical to providing a Canadian perspective that would help inform public policy, improve service delivery, and shape the future of the profession. The data collection process ended on August 20, 2020.

CACP Survey:

COVID-19 and pandemic policing in Canada / September 2020



The CACP's Research Advisory Committee requested that members take the time to complete the *Survey on COVID-19 and Pandemic Policing in Canada*. The brief 10-minute survey was conducted with support from the Ontario Provincial Police, the École nationale de police du Québec, and the Université de Montréal. The data collection period ended on September 29, 2020. This survey was designed to align with the IACP's COVID-19 survey work, using very similar questions in order to obtain a Canada-specific dataset. This survey was separate from, and not in conflict with, the study completed by the Ontario Association of Chiefs of Police and Wilfrid Laurier University.

CACP Executive Global Studies Program

The CACP Executive Global Studies 2020 cohort were asked to focus on the theme of *The Future of Policing ... for Police*. How will the future of policing play out for our own sworn and civilian members, for those in formal leadership roles, for our agencies, and for our future recruits?

Continuing budget and staffing shortfalls, inadequate capacity and deployment levels, dissonance in career expectations and realities, growing mental and physical health accommodations, greater reliance on non-traditional skill sets ... these and many others are real time experiences that promise to grow in intensity given current trajectories.

While the 2020 cohort did begin their session as planned in 2020, they were unable to complete the various portions of the program due to the COVID-19 pandemic. As a result, the deliverables from this group of participants are expected in 2021.



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 agreeing to serve as subject matter experts to respond to inquiries received from the media.

To highlight key 2020 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
May	Ban on assault-style firearms	Statement
	Canada Road Safety Week	News release
June	The death of George Floyd in Minneapolis, Minnesota, USA	Statement
July	Virtual media conference: Simple possession of illicit drugs	Media Advisory
	Canada's police leaders recommend adopting a public health led diversionary approach to illicit substance use	News release
	Joint Statement Signals Significant Statistical Enhancement for Canada's Criminal Justice System (Race-based data collection)	Joint Statement
August	The CACP elects a new Board of Directors for 2020-2021	News release
	Chief Bryan Larkin becomes the new CACP President	News release
	The CACP membership adopts four new resolutions	News release
September	Members of the Kennebecasis and Edmonton Police Services receive CACP Traffic Safety Awards	News release
	Members of the Niagara Regional Police and Vancouver Police Services receive CACP/Axon Equity, Diversity and Inclusion Leadership Awards	News release
October	Operation Impact 2020: Safety Doesn't Happen by Accident!	News release
November	The Edmonton Police Service received CACP/Motorola Solutions Community Safety and Well-Being Award	News release
December	CACP apology to 2SLGBTQ+ Communities	Statement

Over the past year, the CACP was approached by the media to discuss many police-related topics. We received a total of 122 media inquiries.

Year	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Total
2020	8	11	6	7	11	11	32	14	2	7	7	6	122

The CACP's statement on the decriminalization for simple possession of illicit drugs was by far the topic that generated the most interest in 2020. Firearms continued to be a topic of public interest as the incidences of gun violence remained high. Rounding out the top four CACP stories of 2020 were its joint statement with Statistics Canada on race-based data collection, and the public demands for de-funding/reforming the police following the death of George Floyd at the hands of a police officer.

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

1. **Apology to the 2SLGBTQ+ communities**
2. **Body worn cameras**
3. **Canada Road Safety Week**
4. **Child pornography:** statistics, sex crime units, holding social media companies accountable
5. **COVID-19 pandemic:** enforcement of regulations, closures for non-emergency services, crime rates, wellness checks
6. **Crime statistics**
7. **Decriminalization of illicit drugs:** statement on the decriminalization for simple possession of illicit drugs, new federal government directive to federal prosecutors
8. **De-funding the police/Law enforcement reform**
9. **Emergency alert systems** in police services in Canada
10. **Facial recognition software**
11. **Firearms:** Handgun ban, ban on military assault-style firearms, physicians identifying persons at risk, rising gun violence, homemade/improvised guns, markings regulations,
12. **Hate crimes:** East Asian hate crimes, statistics,
13. **Legalization of cannabis:** roadside testing devices, impaired driving, Access to Cannabis for Medical Purposes Regulations, black market, illegal sales of medical cannabis
14. **Race-based data collection**
15. **Systemic racism**
16. **Use of force:** RCMP carotid control hold review

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

1. **Civilian oversight of policing**
2. **Clare's Law:** disclosure of a partner's past violent behaviour
3. **Compensation**
4. **Counter protests** (rail blockades)
5. **Criminal drug infractions related to ayahuasca**
6. **Jury composition**
7. **Mandatory alcohol screening**
8. **Missing and Murdered Indigenous Women and Girls:** Progress update on the anniversary of the National Inquiry report
9. **Next Generation 9-1-1**
10. **Operation Impact**
11. **Policing in Canada following the September 11th terrorist attacks**
12. **Resolutions:** supporting victims of terrorism, mass violence and mass casualty
13. **Responding to calls for service involving persons in mental health crisis**
14. **Ring doorbell cameras**
15. **Road safety** statistics
16. **Thin Blue Line symbol**
17. **Use of genetic genealogy** to support police investigations

Public Education Campaigns

The CACP once again assumed the leadership and coordination of three national public awareness campaigns — National Police Week, Canada Road Safety Week and Operation Impact.

National Police Week / May 10 to 16, 2020



National Police Week began in 1970 as a way for the police to connect with their communities and to increase awareness about the services they provide. 2020 marked the 50th anniversary of the campaign which seeks to promote the policing profession as an essential component of public safety.

Organized by the National Strategic Communications Group for the first time in 2020, the theme for the campaign was ***One Uniform. Many Specialties.*** It aimed to demonstrate to Canadians the diversity of police work in Canada. Police services across the country seized the opportunity to feature some of the specialized units (e.g. canine unit, diving team, etc.) and behind-the-scenes teams (e.g. dispatch, lost and

found, etc.) involving sworn and civilian professionals who deliver police services that help ensure community safety.

A campaign toolkit was developed which included a poster, social media content, and a news release template.

National Road Safety Awareness Campaigns / May & October

The Canada Road Safety Week and Operation Impact campaigns organized by the Traffic Safety Committee focus 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.

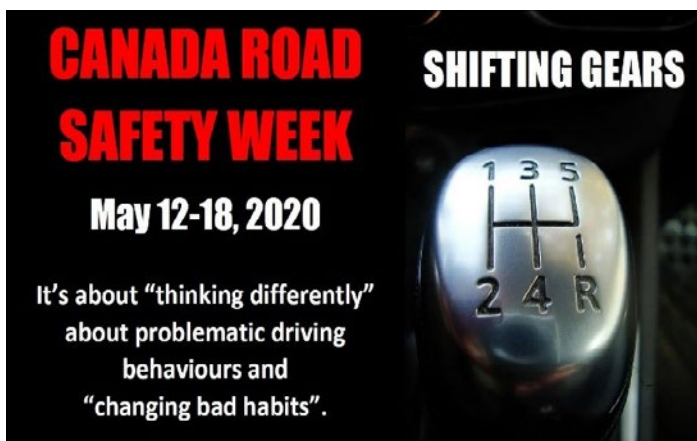
Road safety remains a key priority for Canadian police agencies because our country still has one of the highest motor vehicle fatality rates among high-income countries in the world and impaired driving remains the leading criminal cause of death and injury in Canada.

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 long 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 for 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 national facts and statistics
- Proposed social media content

While the focus and objectives for these two campaigns are identical, a unique theme was adopted for each initiative:



The Canada Road Safety Week campaign took place from May 12 to 18, 2020. The theme for the 2020 campaign was ***Shifting Gears***. It encouraged the public to “think differently” about problematic driving behaviours and to “change bad habits” related to impaired driving, distracted driving, and aggressive driving. The campaign aimed help Canadians broaden their understanding of road safety rules and to acknowledge the bad habits they many not have realized they had.



Operation Impact took place between October 9 and 12, 2020 featuring the theme ***Safety Doesn't Happen by Accident***. During the campaign, Canadians were reminded that most collisions are not accidents. They are generally the direct result of a conscious decision an individual driver has made. It emphasized the accountability and the role each driver has to play to support traffic safety on the streets and highways in their community.

Partnerships

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

Canadian Centre for Justice and Community Safety Statistics (CCJS)



The CCJS is a division within Statistics Canada that administers several surveys on police-reported crime and on police personnel and expenditures. A number of CCJS statistical reports on police-related topics were shared with the membership via the weekly *CACAP News Alert* throughout the year.

A key partnership initiative between the CACAP and the CCJS is the *Uniform Crime Reporting Survey* (UCR) which seeks to measure the incidence of crime in Canadian society and its characteristics.

The information collected from police services across the country is used by federal and provincial policy makers as well as public and private researchers. The CACAP's Police Information and Statistics Committee, in particular, strives to help improve the consistency and quality of the data collected.

In 2020, the CACAP responded to recommendations from the CCJS to fill data gaps on firearms. Suggested changes to the UCR data collection on this topic were brought forward by the Special Purpose Committee on Firearms and approved by the CACAP Board of Directors in November 2019. The implementation process was completed in 2020. As a result, the UCR survey to be conducted in 2021 will reflect new UCR survey codes as well as definitions of 'crime gun' and 'shootings'. The data collected will be put through analysis to determine trends

that will inform educational messaging, information sharing and possible legislative changes. Data will need to be collected for a full year before proper analysis can be completed.

This past year, the CACAP also responded to recommendations from the CCJS to fill data gaps on hate crimes. A hate crime incident may be carried out against a person or property and may target race, colour, national or ethnic origin, religion, sexual orientation, gender identity or expression, language, sex, age, mental or physical disability, or any other similar factor. New hate crime categories have been implemented and will be reflected in the UCR Survey to be conducted in 2021.

In 2020, the CACAP also made important progress to improve the availability of cybercrime data.

Canadian Institute for Public Safety Research and Treatment (CIPSRT)

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. Their mandate aligns perfectly with the CACAP's national strategic policing priority to improve the mental health and

well-being of police personnel. The CACAP was proud to have members representing the association within the CIPSRT organization.

In February 2020, the CACAP promoted CIPSRT's *Road to Mental Readiness (R2MR) Bridging/Recertification, Train-the-Trainer, and Master Trainer* courses offered in March in various cities across the country.

R2MR

Road to Mental Readiness



In April 2020, CIPSRT hosted a free webinar for Canadian public safety personnel entitled *Managing the Pandemic: Promoting the well-being of public safety personnel and their families*. Dr. Jim Thompson presented a well-being framework that considered how a person is doing in the seven major domains of life. All CACP members were encouraged to participate or to access a recording of the session.

In June 2020, CIPSRT released a short video titled "[Help Us Help You](#)" featuring public safety personnel (PSP) from various partner agencies. The CACP helped promote this video given its helpful tips on how the public can support first responders and what the best practices are for helping PSPs during the COVID-19 pandemic.

June also marked the launch of CIPSRT's two-week [PTSD awareness campaign](#) to bring awareness to the post-traumatic syndrome disorder (PTSD) and its effects on public safety personnel across Canada. On PTSD Awareness Day (June 27), the CACP also promoted the campaign, the [educational video](#) on the history of PTSD, and CIPSRT's [online self-assessment tools](#).

These initiatives were meant to remind CACP members that, in addition to the general stressors that affect all workplaces, police personnel are exposed to a unique and difficult set of job-related hazards. The association seized the opportunity to encourage police services to ensure they have appropriate mechanisms in place to support their team members.



Canadian Integrated Response to Organized Crime (CIROC)



On January 5, a [news release](#) featuring a quote from CACP President Bryan Larkin was issued announcing the launch of the national methamphetamine public awareness campaign designed to provide indicators of methamphetamine production and to encourage the public

to report suspicious activity. All CACP members were invited to actively support this campaign organized by CIROC and to access a toolkit that was made available via the Members Only section of the CACP's RF Connect portal.

On April 23, the CACP supported the release of the [Closing in on Meth: The Canadian Enforcement Strategy \(2020-2021\)](#), along with key messages. While the *Canadian Drugs and Substances Strategy* emphasizes the need for a balanced approach in both reducing supply through enforcement, and

demand through prevention and intervention, this national strategy recognizes the responsibilities of law enforcement in reducing the supply of methamphetamine and suppressing organized crime activity.

On June 26, the International Day Against Drug Abuse and Illicit Trafficking, the CACP seized the opportunity to remind CACP members to review and implement the strategy in their respective police service.

Canadian Police Association (CPA)

On October 28, members of the Executive Committees of the CACP and Canadian Police Association met to discuss a number of policing topics of common interest, to find alignment where possible, and to advance policing in Canada.

Joint letters addressed to Minister Blair were drafted in support of Indigenous Policing and the mental health and well-being of police officers.

Joint briefs, including key messages, were also developed on the topic of defunding the police and systemic racism.



Canadian Police College (CPC)

Since 1976, the CPC has provided advanced and specialized training and executive development to law enforcement officers from all jurisdictions to help them combat crime and increase the safety of Canadians.

In 2020, the CACP helped promote some of their executive development programs such as the [Senior Police Administration Course](#), a 13-day training program designed for managers in law enforcement, at the sergeant rank or equivalent, with some supervisory experience and who are ready to accept the leadership challenges of more senior or complex managerial roles.

The CACP's Electronic Crime Committee

also participated in the evaluation of current cybercrime courses to modify, update or create new content to be part of the curriculum.

In December, the CACP shared the [modernization plan](#) that was presented to the National Police Services National Advisory Committee and the RCMP's Senior Executive Committee focused on improving sustainability and service.

In 2020, the CACP also provided members with regular updates regarding in-class courses and alternate mechanisms for continuous learning during the COVID-19 pandemic. New and innovative solutions were being explored following a survey of police services conducted in May



2020 inquiring about the current most sought-after CPC training offers and the potential benefits of a regional course delivery model.

Canadian Police Knowledge Network (CPKN)



The CACP was actively involved in a project led by CPKN to modernize police leadership competencies. In 2020, a report was delivered in March and a Competency Based Management (CBM) Steering Committee was formed to guide next steps. The CACP's Human Resources and Learning Committee recommended that the CACP sign the draft letter tabled by CACP Vice-President Chief Kimberley Greenwood, on behalf of the CBM Steering Committee, urging the federal government to provide the necessary funding to support the ongoing review and update of the existing CBM Framework. This letter was co-signed by the respective presidents of the CACP, the Canadian Police Association (CPA) and the Canadian Association

of Police Governance (CAPG) and was addressed to the Minister of Public Safety and Emergency Preparedness, the Honourable Bill Blair. The CACP Board of Directors indicated that the association should continue to engage the government for support around the establishment of national guiding principles such as those being developed via the CBM Framework project. This initiative will identify non-mandatory minimum standards to ensure improved consistency and to promote the sharing of best practices in training and pedagogy across the country.

The CACP and CPKN also benefited from a profit-sharing agreement related to the development and/or promotion of certain police-related online training modules. In 2020, a number of these modules were developed in consultation with and/or promoted by the CACP.



The [Canadian Credible Leadership Series](#) is a fully online and affordable leadership education program for officers, at any stage in their career. It develops skills and competencies that were identified as being "most in need of development" in a recent leadership survey. The 4-part series can be used as a stand-alone or as part of an organization's leadership development strategy.



[Personal Protection Strategy for Infection Prevention and Control](#) was a new online training module released in March that was made available to police services, free of charge, during the COVID-19 pandemic. It promotes the Personal Protection Strategy as a resource for awareness and guidance on the prevention of communicable diseases and to reduce the risk of police officers contracting an infectious disease.



[Investigating Serious Injuries and Fatalities in the Workplace](#) was a new course released in November, developed by the RCMP in collaboration with Employment, Social Development Canada and the Department of Justice as well as a number of police services, to ensure the “[Westray Law provisions](#)” in the *Criminal Code* are applied effectively in situations of potential criminal negligence related to incidents of occupational health and safety. This 1.5-hour online course was made available free of charge for one year and was designed to help officers gain a greater understanding of their roles and responsibilities when it comes to investigating a workplace and determining if criminality is present.

In addition to the promotion of online training modules, the CACP also promoted CPKN’s July webinar entitled [Let’s Talk Policing in Challenging Times](#) which featured CACP member Chief Constable Del Manak and Canadian Police Association President Tom Stamatakis who contributed to discussions about systemic racism, de-funding the police, and the mental health of police service members.

Competition Bureau of Canada & Canadian Anti-Fraud Centre



[Fraud Prevention Month](#) is a national public education campaign, endorsed by the CACP, 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. The CACP continued to be an official partner of this fraud prevention campaign organized by the Competition Bureau of Canada.

As COVID-19 continued to spread globally, the Canadian Anti-Fraud Centre warned Canadians to watch out for associated scams. Fraudsters

sought to profit from consumers’ fears, uncertainties and misinformation, exploiting the pandemic crisis to facilitate fraud and cybercrime.

During the Fraud Prevention Month campaign, the CACP shared a number of Competition Bureau and Canadian Anti-Fraud Centre resources and amplified their messages to help increase the reach and impact of this national public safety initiative.

Department of Justice Canada

In January 2020, the CACP continued to play an important role in the organization and logistical management of the Department of Justice's annual *National Criminal Justice Symposium: Re-inventing Criminal Justice*.

RE-INVENTING CRIMINAL JUSTICE:
RÉINVENTER LA JUSTICE PÉNALE :
The Twelfth National Symposium
Le douzième symposium national

This event was 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.

January also marked National Stalking Awareness Month, an opportunity for the CACP to educate the public that stalking is a form of criminal harassment under the Criminal Code of Canada and to promote Justice Canada's [Handbook for Police and Crown Prosecutors on Criminal Harassment](#).

On May 19, Justice Canada published draft legislative proposals which outlined potential solutions that the Government



could implement to address the issues for many Canadians and Canadian businesses that could be impacted and face possible legal repercussions if, due to the COVID-19 pandemic, they failed to meet deadlines and time periods set by law with respect to legal proceedings and some key regulatory matters. CACP members were invited to share their comments with Justice Canada.

Also in May, a call for nominations for the Minister of Justice National Youth Justice Policing Award was issued by the CACP



to identify police officers and others involved in police-led initiatives who, individually or as a team, developed innovative approaches or promising practices that went beyond the formal court system when dealing with youth in conflict with the law. The award is presented by the Department of Justice, in collaboration with the CACP and the Canadian Police Association, to celebrate innovative policing and to inform the police and wider community about creative responses to youth crime.

On November 19, Chief Bryan Larkin met with the Honourable David Lametti to discuss the decriminalization of illicit drugs, firearms, the judicial system, the *Criminal Code*, restorative justice and diversion programs, as well as sentencing and the CACP resolution regarding the urgent replacement of the Automated Criminal Intelligence System (ACIIS).



Drug Free Kids Canada

August was National **Drug Drop Off Month** and Drug Free Kids Canada took the lead on this national campaign that invited 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 was 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 by dropping 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.



International Association of Chiefs of Police (IACP)

While a number of CACP members represented the association on various IACP committees (refer to the Governance section to learn more about this), the CACP continued to work with the international association to implement joint initiatives that help support Canadian police chiefs and allow Canada to share its experience with police agencies around the world.



The first such initiative took place on May 28. The virtual *IACP-CACP Global Policing Symposium: COVID-19 Challenges and Lessons Learned* event assembled police and public safety leaders from around the world for a discussion on issues related to policing during the COVID-19 pandemic. The CACP's President, Chief Constable Adam Palmer, as well as CACP members Commissioner Brenda Lucki, Chief Mark Saunders and Chief Nishan Duraipappah were among the international guest speakers.

The IACP also organized the *2020 Virtual Training Event and Expo* in October. While this was not officially a joint IACP-CACP event, the CACP was very

well represented. The program featured the following Canadian members as conference speakers: Chief Bryan Larkin, Commissioner Brenda Lucki, Commissioner Thomas Carrique, Chief Scott Tod, Deputy Chief Shawna Coxon, Unit Commander Suelyn Knight, retired Deputy Chief Sue O'Sullivan, Dr. Katy Kamkar, and Director Vince Hawkes.

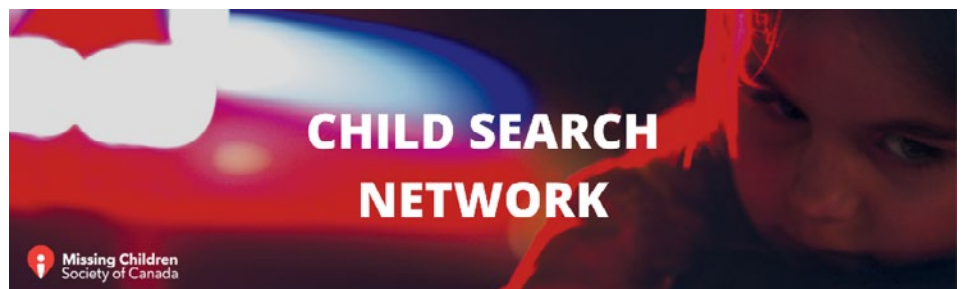


Missing Children Society of Canada

In February 2020, the CACP hosted a national virtual news conference and issued a [news release](#) to announce its endorsement of the Missing Children Society of Canada's Child Search Network to help support the police and expedite missing children investigations in Canada. The news conference led off with a 6-minute [video](#) about the Child Search Network. All police services were invited to adopt and implement this new tool as a standard practice to support all high-risk missing children investigations. They were also asked to invite their respective community to get involved by downloading the [MCSC rescu app](#).

The Missing Children Society of Canada (MCSC), Microsoft, and Esri Canada made the new [Child Search Network](#) available to all police services in Canada, free of charge. The [MCSC Police Hub](#) is a password protected portal where police services can upload missing children

cases and find a toolkit including templates to support internal and external communications. All members were invited to access the [tip sheet to help operationalize](#) the system in their police service.



Public Health Agency of Canada



**FEDERAL FRAMEWORK
ON POSTTRAUMATIC
STRESS DISORDER**
RECOGNITION, COLLABORATION AND SUPPORT

On February 13, the Public Health Agency of Canada released the [Federal Framework on Posttraumatic Stress Disorder](#) which aims to ensure greater collaboration with partners

to reduce stigma surrounding PTSD and to promote best practices around diagnosis, treatment and management. This framework was shared with CACP members via the *CACP News Alert* as a tangible way to help achieve progress on the national strategic policing priority focused on the mental health of Canada's police force.

During the COVID-19 pandemic, the CACP also shared a number of information updates with the membership on behalf

of the Public Health Agency of Canada. The federal government approached the CACP as a key partner to reach out to police services across the country to request support in promoting and ensuring compliance with mandatory quarantine and isolation orders. Communications primarily pertained to the *Quarantine Act*, as well as the *Mandatory Isolation Order* and the *Prohibition of Entry Orders*.

Coronavirus disease (COVID-19)

Mandatory isolation requirements for travellers with COVID-19 symptoms arriving in Canada by LAND or WATER

Public Safety Canada

The alignment between the mandates of Public Safety Canada and the Canadian Association of Chiefs of Police is undeniable. As a result, the CACP had ongoing meetings and consultations with this federal government agency.

On May 1, 2020, the federal government [announced a ban on assault-style firearms](#) in Canada. The CACP participated in a technical briefing hosted by Public Safety Canada and shared the following reference materials from this session with CACP members via the CACP RF



Connect portal: *Regulations Prescribing Certain Firearms and Other Weapons, Components and Parts of Weapons, Accessories, Cartridge Magazines, Ammunition and Projectiles as Prohibited or Restricted and an Order Declaring an Amnesty Period* for Canadians who own or possess specified devices.

In September 2020, the CACP supported the launch of Public Safety Canada's new [Drug Stigma Awareness Training](#) available via the Canadian Police Knowledge Network. The course was designed to help address the current opioid crisis by further informing members on substance use disorder and the negative impacts stigma can have on people who suffer from this medical condition. CACP members were encouraged to complete the short online course that was made available free of charge for a period of two years, as an

important way to positively influence the ways in which problematic substance use is addressed in Canadian communities.

On October 22, Chief Bryan Larkin met with the Honourable Bill Blair, Minister of Public Safety and Emergency Preparedness, to discuss the four resolutions approved by CACP members during the 2020 Annual General Meeting, firearms, Indigenous policing, and other matters related to policing and public safety.

And finally, during National Community Safety and Crime Prevention Month in November, the CACP promoted Public Safety Canada's [Crime Prevention Inventory](#) which consists of a searchable database of crime prevention programs in Canada based on keywords or a combination of filters to facilitate access to public safety resources.

TELUS



In 2020, the CACP maintained its endorsement of [TELUS Wise](#), a national education program empowering Canadians to stay safe in the digital world by protecting their online security, privacy, and reputation, rising above cyberbullying and using technology responsibly. This program continued to align very well with the CACP's national

strategic policing priority on electronic crime.

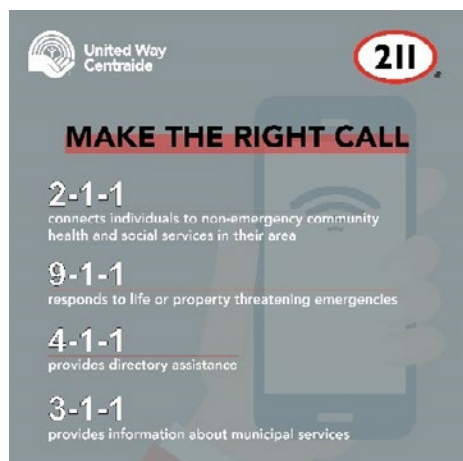
Due to the COVID-19 pandemic, Canadians were spending more time online than ever. During Cyber Security Awareness Month in October, shortly after students returned to school, all CACP members were encouraged to take advantage of the free resources available for police services and school resource officers to help educate and keep Canadian youth safe online.

The annual [Smart Social](#) national cyber-security campaign engaged teens and young adults on issues including cyberbullying, sexting, identity theft, and on protecting their personal, 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 agreed on the importance of ongoing education intended for Canada's youth to help them stay safe online.



United Way



The CACP was pleased to partner with the United Way to promote #211Day, a public awareness campaign designed to help educate Canadians on how to "Make the Right Call". 211 is a national service that connects people to health, community, and social services. By teaching Canadians about 211, it was hoped that the CACP could help reduce non-emergency calls to 911 and help people access the right services, when they need them.

Communications

The CACP seeks to provide effective and timely communications to its members and partners. The association is focused on developing and disseminating communication materials to advance and support the CACP's mission and position on issues of relevance to policing across the country.

Publications

With a goal of keeping 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 that generate revenue for the CACP but, more importantly, that expose the membership to products and services that can help support the operational and strategic objectives of their police service.

In 2020, 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*.

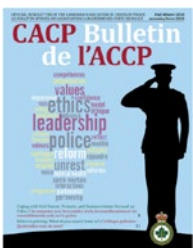
The CACP wishes to take this opportunity to thank the national office team, its publishing partners, the various authors and contributors, as well as the advertisers who made it possible for us to produce each of the following publications:

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 recap of the key initiatives and achievements of the association since the previous edition was published, as well as a CACP calendar of events and a number of feature articles. Two issues of the *CACP Bulletin* were released in April and October of 2020.



The [Spring/Summer](#) edition featured articles on the CACP's national public awareness campaigns — National Police Week, Canada Road Safety Week, Operation Impact and other national campaigns supported by the association. This issue also introduced the CACP's new Canadian Police Finance Professionals Group, and provided readers with a Next Generation 9-1-1 self-assessment form developed by the Information and Communications Technology committee to help police services assess their level of readiness for the mandatory changes to come.



The theme for the [Fall/Winter issue](#) of the *CACP Bulletin* was police reform. The President's Message highlighted the three Rs of Reform: Reflect. Refine. Respond. The newsletter went on to introduce the newly elected CACP Board of Directors who were selected to help guide and orient the CACP's role in facilitating change. The publication also included articles on coping with civil unrest, protests and demonstrations focused on police as well as a feature article on ethics in policing.

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 association's national strategic policing priorities and monitored issues.

Each edition contains a message from the President as well as a number of feature articles. A Winter edition was published in February, followed by the Spring/Summer edition in June, and the Fall edition in November.



The theme for the [winter edition](#) was about being ready for the expected and the unexpected. It featured articles about the CACP's new [National Framework for Police Preparedness for Demonstrations and Assemblies](#), the new [CACP Police Executive Mentorship Program](#), Next Generation 9-1-1, and the importance of bridging the gap in the fight against gangs and organized crime by tying national priorities and strategies to the work of front-line officers.

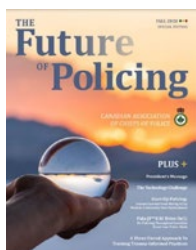


The [Spring/Summer issue](#) contained feature articles about the new Canadian Enforcement Strategy on Methamphetamine and the need to push for changes to existing challenges that limit or delay investigations. It also addressed the topic of equity, diversity and inclusion and how to be a progressive police leader. Finally, there was an article on the Quebec Association of Chiefs of Police's unique approach to adopting a coordinated pooling approach to road safety.



The [Fall issue](#) included content on protests and 'copaganda' to highlight some of the challenges faced by corporate police communications teams. Readers also learned about competency-based management and initiatives underway to establish leadership competency standards which affect how police services recruit, manage and promote talent. The last article provided a summary of the content addressed during a CACP webinar delivered on persons in mental health crisis and why the police are expected to lead the response.

Special Edition - The Future of Policing Magazine



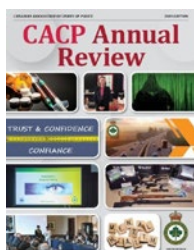
[The Future of Policing Magazine](#) was a new addition to the CACP's publication lineup in 2020. This magazine was an alternate way for the CACP to share some of the information, updates and learning that were going to be featured during the annual conference that was cancelled due to the COVID-19 pandemic. Maintaining the conference theme of 'The Future of Policing' for the publication, the content was intended to focus on topics related to probable events, trends, and developments that are expected to have an impact on the workforce, public safety, and policing in general in the foreseeable future. Readers benefited from an article focused on the technology challenge in policing. It touched on Next Generation 9-1-1 services, the ethical evaluation of new technology such as artificial intelligence, predictive analytics, body worn cameras, digital evidence, as well as police structures and tradition. It also addressed the issue of de-policing throughout Canadian front-line police work. This content was balanced by a feature article on exciting new innovative approaches such as working with start-up incubators and training trauma-informed practices.

The 2020-2021 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 with one another and within 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 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.

Three regional versions were produced. While the editorial content remained the same for all three issues, each regional version contained advertising from local businesses supporting policing in that specific region.

The Eastern Canada edition focused on Ontario, Quebec and the Maritime provinces and was issued in April. The Central Canada edition was shared with members in Manitoba, Saskatchewan, and Alberta in May. The Western Canada edition was issued in August and was addressed to members in British Columbia and Canada's Northern Territories.

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 regarding association products, events, achievements, new members, as well as job opportunities, leadership appointments and retirements in police services across Canada. The alert also contains partner updates highlighting products, services and opportunities developed by reputable partners and agencies in the public safety and policing sector. Finally, the alert includes a media monitoring section highlighting the latest national policing news items from mainstream media outlets.

CACP Connexions



CACP Connexions is a summary of the motions approved during CACP Board of Directors meetings. Three issues were produced following the meetings held on March 10, August 24 and November 25, 2020.

Online Resources

CACP 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.

This secure password-protected online portal now serves as the CACP's Members-Only website and is home for all CACP general and special purpose committees to collaborate and archive their agendas, minutes, background materials, and project documents.

In 2020, the CACP Members Only Community of practice was created, thereby discontinuing the use of the password-protected members website. This new community is where members can find CACP governance documents (e.g. Annual General Meeting materials, *CACP Connexions*, CACP Action Plan, etc.), the Membership Guide, complete resolutions including media lines and action plans, and other materials that are not necessarily available to the general public.

The CACP Website (cACP.ca)

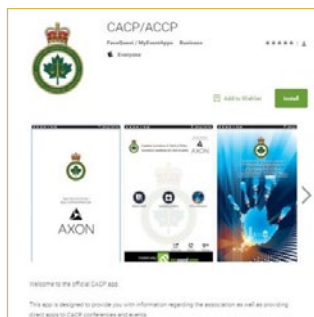


The CACP website is the association's official public online presence providing access to general information about the association, its membership structure, policies, committees, professional development opportunities, awards as well as its government and public relations activities.

Although the CACP articulated its client requirements, undertook a thorough content audit of the existing website, and assessed the capabilities of potential suppliers to develop a modernized CACP website in 2019, the redesign project was suspended in 2020 due to the operational impact of the COVID-19 pandemic.

A new 'Resources' section was introduced in 2020 to facilitate access to the various deliverables produced by CACP general and special purpose committees.

The CACP/ACCP app



Due to the cancellation or postponement of most of the CACP's conferences and events in 2020, there was limited use of the CACP app in 2020. The app does contain information about the association in general but was primarily designed to provide members with direct access to CACP conference registration, program, and presentation details.

Twitter: @cacp_accp



The CACP's social media presence is currently restricted to the use of the Twitter platform. By the end of 2020, the number of followers grew from 8,366 in 2019 to 9,357. The platform is increasingly being used by police services to support their community relations function. As a result, it is considered to be 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	13	156	75
February	27	167	47
March	13	141	69
April	16	357	92
May	27	429	79
June	9	717	94
July	9	557	192
August	13	437	67
September	17	254	61
October	24	339	62
November	5	90	30
December	8	242	27

CACP e-broadcast messages



Direct e-mail messages to CACP members continued to be one of the most effective ways to reach and inform them in a timely manner about 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).

Town Hall Session – November 17



Throughout the year, the CACP heard what the public had to say about policing in Canada. The Town Hall session gave the association the opportunity to hear what members thought about some of policing's most pressing national issues. Members were provided with updates on 10 different topics and were asked their opinion about what the CACP has done, was doing, and was planning to do to support them. The results of the Town Hall session would help guide the orientation of the CACP's work into the future.

2020 Sponsors



The following companies remained champions of the CACP's vision and mission and continued to support our association despite the impacts of the COVID-19 pandemic in 2020.

We wish to thank them for their financial contributions and their ongoing investment in the research and development that help us advance policing and police leadership in Canada.

THANK YOU TO OUR 2020 SPONSORS

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MOTOROLA SOLUTIONS

PLATINUM SPONSOR



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BANQUE DU CANADA**



**ASSOCIATION DES BANQUIERS CANADIENS
CANADIAN BANKERS ASSOCIATION**

SILVER SPONSOR



BRONZE SPONSOR



Recognition

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.

In 2020, the CACP was proud to acknowledge the efforts and accomplishments of Canadian law enforcement and public safety professionals by presenting the following awards:

CACP Award of Excellence for Combating Organized Crime

The [*CACP Award of Excellence for Combating Organized Crime*](#) recognizes and rewards the contributions of individuals and/or teams who have exhibited excellence, innovation and initiative to detect, disrupt, and dismantle criminal organizations.

The 2020 award celebrated the joint efforts of the **Integrated Proceeds of Crime (IPOC) Unit of Division C of the Royal Canadian Mounted Police (RCMP)** and the **Criminal Investigations Division of the Canada Revenue Agency's Quebec region** for the successful implementation of *Project Collecteur*, one of the largest money laundering investigations in Canada.

Project Collecteur was an investigation led by the Quebec RCMP IPOC Unit and the Canada Revenue Agency (CRA) from 2016 to 2019 as a result of information received from the Drug Enforcement Administration in the United States. Members of the investigated network facilitated the collection of money from criminal groups in Montreal and then laundered the proceeds of their illicit trade. In particular, the network offered a money transfer service to narcotic drug exporting countries and disposed of the accumulated money in Montreal through various individuals and foreign exchange offices in Toronto. The network used an informal value transfer system (IVTS)

with connections in Lebanon, the United Arab Emirates, Iran, the United States and China. The funds were then returned to drug-exporting countries such as Columbia and Mexico.

On February 11, 2019, investigators (IPOC-CRA) arrested 17 individuals associated with this vast network which was closely linked to several criminal organizations. This investigation, which fully meets one of the strategic priorities of the RCMP and the Canadian Integrated Response to Organized Crime, resulted in the seizure of significant quantities of drugs valued at \$2.2 million and the seizure and



restraint of assets valued at nearly \$30 million. The investigators' creativity in the use of innovative and high-tech investigative techniques uncovered a sophisticated national and international network in addition to the laying of charges in relation to money laundering, trafficking in property obtained by crime, participation in the activities of a criminal organization, as well as importations and exportations.



The CACP would like to thank ibi, a TIBCO company, for sponsoring this award.

CACP – Motorola Solutions Award for Community Safety and Well-Being

2020 was the inaugural year for the new [CACP-Motorola Solutions Award for Community Safety and Well-being](#) conceived to recognize outstanding effort and contributions to improving community safety and well-being in Canada through the process of inter- or multi-sector partnership, community mobilization, shared issue/problem ownership, shared outcomes and shared measurement. The award underscores a growing commitment among government, community-based, academic and private sector organizations to think differently about human service delivery, when and how it is applied, in what configuration it is delivered, and how success is defined.

The first recipient of this new award was the **Edmonton Police Service** for the successful creation and implementation of the *Heavy Users of Service (HUoS) Program*.

This program evolved from a collective understanding that despite frequent interactions with health, justice and social services, the needs of some of Edmonton's most vulnerable

people were not being met. Similar conversations were occurring in different sectors, and there was a recognition that the most frequent users of one system were often frequent users of other systems, but that the "systems" did not often communicate with each other.

The HUoS was established in 2013, in response to this shared recognition. The initiative supports community members who are highly vulnerable, cycle through community support systems and repeatedly "fall through the cracks". Struggling with a range and multitude of mental, physical and addiction issues, this population is faced with challenges such as homelessness and chronic involvement with social disorder incidents, as both victim and offender. This results in frequent and often inappropriate involvement with justice, health and other emergency supports.

A Memorandum of Understanding (MOU) was established with all partners identifying project responsibilities, oversight, communications protocols, information sharing, indemnification, duration, dispute resolution, contacts, and definitions. A set of criteria was developed to select several vulnerable individuals who were the greatest draw on Edmonton's social, health and justice services. A personalized case plan was developed and executed. Individuals were tracked over a 12- to 24-month period, allowing the working group to gather information to identify and act on gaps, overlaps and strengths in the existing service model.



This HUoS program strives to increase the quality of life for vulnerable Edmontonians, increase the safety in communities, increase instances of appropriate services being delivered, increase the alignment of costs to deliver those services, and maintain and further increase communication amongst all stakeholders.



The CACP would like to thank Motorola Solutions for sponsoring this award.

CACP National Police Award for Traffic Safety

The [*CACP National Police Award for Traffic Safety*](#) recognizes excellence, dedication and initiative in the field of traffic safety by enforcement officers across Canada. The purpose of this award is to identify and commend active enforcement personnel for their work to improve road safety and to encourage others to implement new initiatives or publicize those in which they are already involved.



In 2020, the award was presented to the **Kennebecasis Regional Police Force (KRPF) Frontline Operations — Patrol and Traffic Units** for the successful development, promotion, and implementation of the ***Strategic Traffic Priority Initiative***.

This year-long campaign was designed to make the roadways in the Kennebecasis region the safest of any municipality of comparable size in New Brunswick. The campaign consisted of a number of traffic check points at strategic locations and times to address traffic safety priorities. Educational sessions with the general public and in schools, including the use of a *Distracted Driving Simulator*, were also conducted. Other supporting initiatives included a media strategy aimed at getting more attention to traffic safety priorities and enforcement efforts, as well as a complete analysis of all collision statistics, complaints and enforcement efforts in order to develop an intelligence-led approach

to directing resources to the most problematic areas and important priorities. Finally, the KRPF pursued opportunities to conduct joint operations with enforcement partners such as the Saint John Police Force, the Royal Canadian Mounted Police, and the New Brunswick Department of Public Safety.

The results of these efforts greatly surpassed the targets set for the project. The outcome of 52 traffic check points, 17 educational sessions, the use of a Jamar Radar Recorder, and 16 joint enforcement operations was a 100% increase in the number of impaired driving charges, a 241% increase in distracted driving charges, a reduction of 28% in the number of injury collisions, and a reduction of 8% in property damage collisions.



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

CACP Road Safety Lifetime Achievement Award

The [*CACP Road Safety Lifetime Achievement Award*](#) recognizes those that have dedicated significant effort and time in the pursuit of road safety. It acknowledges members of the policing community that have made significant, outstanding contributions to road safety over a period of time through education, enforcement, training and/or community-based programs.

Sergeant Kerry Bates from the Edmonton Police Service (EPS) was selected as the 2020 recipient of this award.

Sergeant Bates has dedicated 34 years of his career to traffic enforcement. He began his career as a Constable in September 1996. During his tenure, Kerry was a member of the Selective/Integrated Enforcement Unit and the Collision Investigation/Enforcement Unit. In January 2009, he was promoted to the rank of Sergeant and has been in charge of the Hit and Run Unit, the Traffic Safety and Commercial Vehicle Investigation Unit, and is currently Acting Staff Sergeant in charge of the Special Traffic Section. Kerry was also seconded to the Alberta Transportation Office of Traffic Safety from June 2015 to May 2016.

As the Traffic Safety Plan Enforcement Coordinator, he maintains a portfolio which includes providing support to the Impaired Driving Administration Unit through quality assurance in relation to provincial impaired driving sanctions issued by police services under the Traffic Safety Act. He also serves as the liaison with the Registrar's Agent to ensure quality and timely disclosure of information to the Alberta

Transportation Safety Board and the registrar. He is also the liaison with the Justice and Solicitor General as well as Alberta Transportation to establish and coordinate enforcement strategies to meet the goals and targets identified in the Traffic Safety Plan. Kerry also acts as a cross ministry

link for all Traffic Safety Plan enforcement initiatives. He has represented the EPS with the Capital Region Intersection Safety Partnership (CRISP) and the 2019 Edmonton Road Safety Forum focused on distracted driving. He serves as a team member or project manager for complex cross-ministry traffic enforcement projects and strategies, including the development of the annual Traffic Safety Plan calendar.

Kerry has devoted much time to the education of enforcement agencies to ensure provincial traffic enforcement data (collisions, sanctions, violations, etc.) is collected and he proudly manages and monitors the Enhanced Alberta Check Stop Program. Kerry is well respected within the police service for his traffic knowledge and expertise, often serving as the face and voice of the EPS in media relation initiatives such as "Traffic Tuesdays".



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

CACP – Axon Equity, Diversity and Inclusion Leadership Awards



These awards recognize excellence, dedication and initiative to enhance community trust and create a corporate culture that is fair, supportive and inclusive. The [CACP/AXON Equity, Diversity and Inclusion Leadership Awards](#) are presented to an individual and a team who demonstrate a passion for achieving progress in this area.

In 2020, the **individual award** was presented to **Sergeant Tammy Morden** of the Niagara Regional Police Service for the successful creation of a *Chief of Police Community Inclusion Council*.



Thanks to the foundation of trust she established, the Council was formed in 2019 with representation from over 20 diverse community organizations. In addition to helping improve relations and engagement between the police and the diverse communities represented on the Council, this initiative provides a valuable resource for consultation and cooperation among the participating agencies.

Sergeant Morden organized a series of visits to cultural centers throughout the region and included new recruits and currently serving members on these visits. Community interest in hosting a visit has grown. She was also key in developing the 2020-2022 Niagara Regional Police Diversity, Equity and Inclusion Strategic Plan, with insights gathered through the Community Inclusion Council.

Sergeant Morden is a strong advocate for building mutual understanding and respect for diverse communities and overall inclusivity. She has served with the Niagara Regional Police Service for 29 years and has held a variety of postings including Uniform Patrol, Traffic Unit, Fraud Investigations, Training Unit / Use of Force, and Executive Services. She is currently the Sergeant in charge of the Policy & Risk Management Unit.

The **team award** was presented to the **Vancouver Police Department's (VPD) Diversity Inclusion and Indigenous Relations Section (DIIRS)**.



This team is responsible for advancing a strategic, structured approach to equity, diversity and inclusion (EDI), proactively developing an inclusive and equitable workplace while externally engaging with diverse, marginalized and vulnerable populations.

The DIIRS provides accountability to EDI by collaborating on VPD policy development, language, training and inclusive activities. This section prioritizes engagement with diverse communities and transmits this role organizationally through innovative, collaborative initiatives and core programming. Importantly, relevant programs are externally evaluated to ensure measurable outcomes are occurring.

The DIIRS operates as a team, supporting new concepts generated within the section, as well as from employees throughout the VPD, such as member-led programming that promotes the inclusion of women, 2SLGBTQ+ staff and employees of diverse cultures. The DIIRS consistently works beyond daily duties to include diverse personnel in the execution of programming.

The DIIRS continues to successfully develop and execute a myriad of EDI activities to ensure that VPD employees and the diverse and vibrant communities they serve feel supported and excel because of equitable opportunities and inclusive environments.



The CACP would like to thank Axon Public Safety Canada for their sponsorship of these awards.

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 2020, the following individuals were approved to receive the Order of Merit of the Police Forces:



Commander Level

1. Chief Constable Anthony Adam **Palmer**, Vancouver Police Department (Advancement within the Order)

Officer Level

- | | |
|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| 1. Inspector Lisa Byrne , Vancouver Police Department | 9. Assistant Commissioner Stephanie Marie Sachsse , Royal Canadian Mounted Police |
| 2. Commissioner Thomas W. B. Carrique , Ontario Provincial Police (Advancement within the Order) | 10. Provincial Commander Mary Ann Silverthorn , Ontario Provincial Police (Advancement within the Order) |
| 3. Deputy Chief Shawna Michelle Coxon , Toronto Police Service | 11. Inspector Clare Elizabeth Smart , Calgary Police Service |
| 4. Chief Wayne Gerard Gallant , Kennebecasis Regional Police Force (Advancement within the Order) | 12. Chief Constable Leslie John Sylvén , Central Saanich Police Service (Advancement within the Order) |
| 5. Chief Bryan Michael Larkin , Waterloo Regional Police Service (Advancement within the Order) | |
| 6. Deputy Chief Robin Emmanuel McNeil , Halifax Regional Police Service (Advancement within the Order) | |
| 7. Chief Paul E. Pedersen , Greater Sudbury Police Service (Advancement within the Order) | |
| 8. Deputy Chief Constable Satwinder (Steve) Rai , Vancouver Police Department (Advancement within the Order) | |

Member Level

1. Superintendent Steven Channing **Barlow**, Calgary Police Service
2. Inspector Christopher D. **Barry**, Belleville Police Service
3. Directrice adjointe Simonetta **Barth**, Service de police de la Ville de Montréal
4. Corporal Eugene J.L. **Belliveau**, Kennebecasis Regional Police Force
5. Superintendent Thomas E. **Berczi**, Waterloo Regional Police Service
6. Chief Superintendent Rhonda M. **Blackmore**, Royal Canadian Mounted Police
7. Detective Michael Alexander **Cavilla**, Calgary Police Service
8. Assistant Commissioner Bernadine Arlene **Chapman**, Royal Canadian Mounted Police
9. Deputy Chief André **Crawford**, York Regional Police
10. Assistant Commissioner Brian Francis **Edwards**, Royal Canadian Mounted Police
11. Chief Scott S. **Gilbert**, Peterborough Police Service
12. Sergeant Sandra **Glendinning**, Vancouver Police Department
13. Chief Superintendent Michael J. **Good**, Royal Canadian Mounted Police
14. Chief Superintendent Janis Bernadette **Gray**, Royal Canadian Mounted Police
15. Corporal David Paul **Lane**, Royal Canadian Mounted Police
16. Ms. Nadine A. **Langlois**, Belleville Police Service
17. Directeur Francis **Lanouette**, Régie intermunicipale de police Thérèse-De Blainville
18. Constable Richard **Lavallee**, Vancouver Police Department
19. Chief Superintendent Ian David **Lawson**, Royal Canadian Mounted Police
20. Superintendent Mark **Le Page**, Royal Canadian Mounted Police
21. Mr. Christopher Marc **Lett**, Royal Canadian Mounted Police
22. Chief Terry R. **McCaffrey**, Wikwemikong Tribal Police Service
23. Superintendent Colleen Anne **McCormick**, Ontario Provincial Police
24. Reverend Thomas S. **McCullagh**, Royal Canadian Mounted Police
25. Deputy Chief Barbara **McLean**, Toronto Police Service
26. Chief Superintendent Shahin **Mehdizadeh**, Royal Canadian Mounted Police
27. Mr. Gary V. **Melanson**, Waterloo Regional Police Service
28. Superintendent William D. **Merrylees**, London Police Service
29. Superintendent Larry David **Montgomery**, Royal Canadian Mounted Police
30. Inspector Glenn **Newman**, Vancouver Police Department
31. Sergeant Major Douglas Selby **Pack**, Royal Canadian Mounted Police
32. Staff Sergeant Ronald B. **Parker**, Royal Canadian Mounted Police
33. Superintendent Jason Walter **Popik**, Royal Canadian Mounted Police
34. Deputy Chief Dean R. **Rae**, Regina Police Service
35. Superintendent Elija Andrew **Rain**, Royal Canadian Mounted Police
36. Superintendent Gary Douglas **Ross**, Royal Canadian Mounted Police
37. Directrice adjointe Sophie **Roy**, Service de police de la Ville de Montréal
38. Deputy Chief Jeffery **Skye**, Treaty Three Police Service
39. Director Simmie **Smith**, Royal Canadian Mounted Police
40. Superintendent Grant Martin Ezra **St. Germaine**, Royal Canadian Mounted Police
41. Constable John David **Stewart**, Ottawa Police Service
42. Deputy Chief Kevin **Thaler**, Waterloo Regional Police Service
43. Colonel Giorgio **Tommaseo**, Italian Carabinieri Corps (Honourary)
44. Inspector Sharon Barbara **Warren**, Royal Newfoundland Constabulary
45. Deputy Chief Sheilah **Weber**, Greater Sudbury Police Service
46. Superintendent Fiona **Wilson**, Vancouver Police Department
47. Inspector Colleen **Yee**, Vancouver Police Department

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 2020 [*Bank of Canada Law Enforcement Award of Excellence in Counterfeit Deterrence*](#) were part of a joint investigation between the Sûreté du Québec (SQ) and the Canada Border Services Agency (CBSA).

Lyne Landry and Superintendent Renée Fontaine of the CBSA and Acting Lieutenant Serge Lachance (since retired) and Detective Sergeant Martin Parent of the Sûreté du Québec led the joint effort to neutralize a large-scale counterfeiting operation in Trois-Rivières, Quebec, in 2019.

The award recognizes their joint investigation leading to the seizure of sophisticated counterfeiting equipment. This equipment could have caused significant financial loss in the Canadian economy through the production of counterfeit bank notes.

Canadian Police and Peace Officers Memorial Service

Chief Bryan Larkin, President of the CACP, represented police leaders in Canada at the 43rd Police and Peace Officers Memorial Service on Parliament Hill on September 27, 2020. He laid a wreath on behalf of the CACP in tribute to the sacrifice of officers killed in the line of duty and 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 work of the Canadian Association of Chiefs of Police is focused 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. The association seeks to gather information from members in order to gain an understanding of what is happening at a national level today and to try and anticipate what lies ahead in the short to medium term. In doing so, the CACP believes it can help save time, effort, and lives.

2020 was an unprecedented year marked by a number of issues and priorities affecting police services in all regions of Canada including the COVID-19 pandemic, public protests demanding the de-funding or reform of the police, discussions about systemic racism, as well as an ongoing opioid and methamphetamine crisis.

The COVID-19 pandemic

The COVID-19 pandemic impacted police service delivery in many different ways. As provinces experienced significant increases in the number of COVID-19 positive cases, the police were called upon to help enforce national orders in council on isolation and quarantine.

Many police services saw an increase in the number of police officers presenting with duty limitations thereby adding to the need for continued research and guidance on operational stress injuries, fitness for duty, and the duty to accommodate. The pandemic required the implementation of prevention and treatment programs for impacted police officers and innovative ways to address the impact on police deployment.

As was the case for many other Canadian businesses, the pandemic resulted in the implementation of remote working arrangements for administrative and some operational personnel. As pandemic restrictions were expected to remain in place for some time into 2021, police chiefs began to consider whether the implementation of this kind of work practice would become permanent, and if so, what it would mean for agencies in terms of risk, policy, utilization of office space, demands on IT hardware, software, and specialized labour.

The pandemic also led to slower response times across all federal and provincial departments of partner agencies,



as well as foreign and US law enforcement agencies. Social distancing, restricted travel, and the need to implement COVID-19 safety protocols and practices delayed or halted in-person and mandatory training, inter- and intra-agency meetings and briefings, information-sharing and strategic sessions, as well as the ability to conduct witness interviews and warned statements, pursue sensitive investigative avenues and techniques (protected witnesses, confidential informers, agents and undercover operations). Courts and other justice-related offices delayed or postponed all aspects of process related to obtaining and executing judicial authorizations, seeking charge approval, laying charges, and conducting trials (voire dire, civil litigation, defence applications, etc.)

The pandemic not only affected how police and judicial services could be delivered but was also reflected in the calls for service the police received. Communities across the country started seeing higher and more toxic fentanyl concentrations, leading to spikes in the volume of fatal illicit drug overdoses. Social isolation, depression, and anxiety led to an increased number of cases of intimate partner violence, suicide, and incidents involving people in mental health crises.

During the pandemic, Ontario developed the *COVID-19 Response Framework: Keeping Ontario Safe and Open* which provided police services in that province with the parameters for dealing with the ongoing pandemic. As part of the *Ontario Onwards: Ontario's COVID-19 Action Plan*, the province developed a roadmap to improve the overall functioning of government at a rapid pace during the pandemic. The Action Plan outlined how government would make public sector services and service delivery modern and customer focused; make the public sector digital and data-driven; and increase efficiency, effectiveness and the speed of government operations and decisions. To realize this vision, Ontario looked to develop a digital identity ecosystem for both people and businesses to facilitate the secure sharing of identity information when interacting with public and private sector service. The government also committed to delivering a digital wallet by the end of 2021 as one component to enable secure access to services anytime, anywhere, from any device. The Ontario Association of Chiefs of Police participated in the consultation process.

In Quebec, as well as in other regions of the country, video appearances and testimonies in court became a new way to do business. For a number of years, the first appearance of the accused occurred during the week (Monday to Friday) in courthouses, with the exception of certain police agencies who completed their appearances over the telephone. Pandemic and social distancing measures increased the existing need to update practices between police services, courthouses and correctional services. In June 2020, Quebec police services quickly transformed their activities in order to offer video appearances as an option in all spaces dedicated to temporary detention. These changes required communications and an alignment between various police services in the province. The Minister of Justice, in collaboration with the Minister of Public safety and Police services, gradually expanded video appearances so that they did not only take place during the week but would also be available over the weekend and during statutory holidays. The national roll-out of this program began on September 5th and is expected to be maintained until March 6th, 2021.

Some judges also requested that bail hearings take place via video, thereby extending the temporary detention time of

certain defendants and resulting in an increase of the judicial component of the police officer's work. Judges also asked police officers to submit their testimony via video requiring many adjustments to accommodate the need for remote recordings, the use of personal computer equipment, the organization and maintenance of a home environment to record testimonies, as well as ensuring an environment that was free of distractions or influences. The use of video appearances had a significant impact on budgets, workloads and territorial coverage. These were new functions that had to be studied and developed in a collaborative manner with various parties such as unions, the CNESST (Commission on workplace standards, equity, health and safety), the informatics team, the property planning team, etc.

In Nova Scotia and the "Atlantic bubble", there were far fewer confirmed cases of COVID-19. However, the fear of complacency and COVID fatigue became real concerns for police chiefs in that region. All front-line officers had to be reminded of the need to stay on top of COVID protocols, the need to wear personal protective equipment (PPE), etc.

In New Brunswick, the sharing of information between public health and police services proved to be an issue, leading the New Brunswick Association of Chiefs of Police to lobby the provincial minister for changes.

In Prince Edward Island, police chiefs reported that efforts to assist with protection measures resulted in an increased demand by provincial health officials for resources in a variety of areas including the monitoring of 14-day self-isolation and quarantine requirements. Persons found violating the requirements were followed up by Conservation Officers and, where needed, assisted by police resources. Officers were stationed at points of entry/border check points to assist health officials with the screening of all persons entering the province.

Police Chiefs in Newfoundland and Labrador also identified challenges with obtaining fingerprints under the *Identification of Criminals Act* throughout the operational and logistical difficulties brought on by the COVID-19 pandemic. The Royal Newfoundland Constabulary also created a COVID-19 Response Team that implemented many initiatives including a COVID-19 Response Plan, decontamination stations, and safe work practices on a wide range of topics.

Many of these challenges were shared by First Nations police services who indicated that the COVID-19 pandemic simply highlighted the gaps that First Nations Police agencies are faced with when it comes to proper resourcing.

From a federal policing perspective, the COVID-19 pandemic did not reduce the ever-rising threat posed by ideologically motivated violent extremism (IMVE) as racially motivated

and ethno-nationalist individuals and groups leveraged the pandemic to spread disinformation and conspiracy theories, expanded recruiting efforts, and advocated violence. As threat actors sought to capitalize on perceptions of instability and chaos, law enforcement faced expanded service demands and capacity constraints. Further, IMVE threat actors proved to be adept at manipulating and framing aspects of the virus and response efforts through their different ideological lenses to destabilize response efforts and disrupt social order by fomenting increased racial, religious, socioeconomic and/or political polarization. Federal policing priorities and key target activities related to national security, transnational serious and organized crime and cybercrime were deemed to be sufficiently broad, yet focused enough, to allow the police to pivot investigations to target COVID-19 related cybercrime incidents, examine the nature and extent of organized crime fraud attempts related to the pandemic, and assess foreign investments by hostile state actors.

In response to the measures put in place by the Government of Canada to address the COVID-19 pandemic, the RCMP

enhanced its posture at the Canada-US border and developed a *National Border Integrity Operational Plan* (NBIOP) to ensure continued border integrity. The NBIOP recognized the flexibility of the federal policing program which continued to prioritize efforts towards addressing the most significant threats to the safety and security of Canadians. With its implementation, the RCMP increased its domain awareness over the Canada-U.S. border and solidified cooperation and coordination with Canadian and U.S. law enforcement partners, thereby enhancing the ability to deploy resources when and where needed to ensure the continued security of the border.

While the pandemic did present policing with a number of hurdles to overcome, there were also some positives during this crisis in terms of the collaboration between all levels of Canadian policing. The close operational coordination and collaboration between all levels of law enforcement was strengthened and helps position the police to collectively and more effectively combat crime and adapt operations in the future.

Public protests demanding the de-funding or reform of the police

Anti-pipeline protests began in Kitimat, British Columbia but quickly led to demonstrations across the country (blockades of railways and ports, protests at public offices, the interruption of business activities and political offices) to show support for the Wet'suwet'en hereditary chiefs who opposed the construction of the Coastal GasLink pipeline. Some of these protests had a significant impact on critical infrastructure, most significantly CN, CP, VIA and GO freight and passenger movement. The situation was critical for many shippers, customers and communities with a significant impact on the delivery of essential commodities and goods.

While these issues were negotiated by the various levels of government and elected officials, in many instances, the police were viewed as agents of the state, and not as independent law enforcement agencies. Injunctions were in effect in many locations. However, the timing and manner of enforcement action were determined by the police, based on a totality of circumstances. Unless the protests were properly managed, they risked not only having a negative impact on reconciliation with Indigenous Peoples, but also undermining the public's confidence in police to maintain public safety.

But pipelines were not the only topic moving Canadians to



organize public demonstrations. A protracted labour dispute involving a Canadian refinery led to significant protest activity in Saskatchewan, Manitoba and Alberta. There was significant political pressure for police to take action. The measured approach taken by the police generated considerable debate in the media and within political circles. Municipal police services and the RCMP developed crosstraining to enhance inter-agency responses to demonstrations, assemblies and protests. The

CACP also proceeded with the timely release of its *National Framework for Police Preparedness for Demonstrations and Assemblies* and the related Policing with Indigenous Peoples Liaison Course.

The public outcries to de-fund the police impacted the budget of some police services with some municipal councils considering “non-police” responses to mental health calls for service that would be funded, in theory, by decreasing allocations to police budgets and shifting them to other social/health/community services.

In Nova Scotia, public protests also involved the ongoing lobster fishery dispute occurring between the commercial fishery and

the Indigenous communities exercising their right to a modest income. The police response to this dispute added to the growing demand for police reform. The Nova Scotia Chiefs Association had an important voice during the ongoing dialogues and were actively engaged.

However, public concerns and expression were not limited to public demonstrations. Police chiefs noted increased interaction and pressure communicated via social media platforms, often reacting to officer misconduct with petitions to terminate officers without due process or attempting to delegitimize police leaders and policing in general.

Systemic Racism

A key theme of many public demonstrations was systemic racism, due to police actions, incidents involving police use of force and the over-representation of Indigenous and racialized communities in Canada’s justice system.

In June 2020, the CACP issued a statement following the death of George Floyd at the hands of a police officer acknowledging that Canada was not immune to racism and that it is an insidious part of Canada’s history that continued to be a reality in communities today. The CACP affirmed that it was time for change in all aspects of society, including policing.

In July 2020, the CACP also issued a joint release with Statistics Canada committing to work with Canada’s policing community and key organizations to enable police to report statistics on Indigenous and ethno-cultural groups in police-reported crime statistics on victims and accused persons. Race-based data collection has been a contentious topic for a number of years, but it was felt that current concerns were being greatly outweighed by the need to understand the extent to which people from Indigenous and racialized communities are represented in Canada’s criminal justice system, beginning with their interactions with the police.

In August 2020, CACP President, Chief Bryan Larkin, appeared before the Standing Committee on Public Safety and National Security to discuss systemic racism in policing in Canada seizing the opportunity to emphasize the shift in the focus of policing in this country from one on law enforcement to community engagement and well-being, as well as proactive crime prevention reflecting true partnerships. Also highlighted was the work of the association’s Equity, Diversity and Inclusion Committee who were responsible for the development and release of a *Glossary of Terms on Equity, Diversity and Inclusion*,



as well as a slide presentation and complementary teaching guide on systemic racism.

The First Nations Chiefs of Police Association also appeared before the Parliamentary Standing Committee and made it clear that First Nations policing wants to extend a hand in friendship and reconciliation despite concerns about the lack of appropriate funding for Indigenous Policing. They emphasized that the community collaboration and culturally responsive approach of Indigenous police services are models that could be helpful to rebuild public trust and confidence in conventional models of policing.

Clear statements were issued by a number of provincial associations of chiefs of police acknowledging that systemic racism exists in policing, as it does in other public institutions. Educational resources were developed in order to assist police leaders and personnel to better understand what systemic racism is, how it differs from individual racism, what the implications are for policing, and to promote honest and courageous conversations about what police leaders must do

to combat systemic racism in the profession. Statements and resources acknowledged that systemic issues exist in such areas as recruitment, training, policies, procedures, workplace relationships, etc. thereby fostering unacceptable systemic issues which undermine the high ethical standards police leaders set for their personnel.

On January 1, 2020, Ontario's *Anti-Racism Act* came into force. One controversial aspect of the legislation was the identification of seven racial categories (Black, Southeast Asian, Indigenous, Latino, Middle Eastern, South Asian, White) that police officers were required to select from, based on their perceptions, when completing a use of force report. The Ontario Association of Chiefs of Police communicated the concerns of police personnel regarding the prescriptive nature of the categories, specifically the fact that it did not account for incidents when officers may not be able to clearly identify an individual's racial category. Discussion with the Ministry of the Solicitor General and the Ontario Human Rights Commission were on-going.

The Ontario Association of Chiefs of Police also continued to develop a strong and positive relationship with the Ontario Human Rights Commission (OHRC) leading to the first signed memorandum of understanding (MOU) to implement legally binding measures to end systemic racism in policing by the Peel Regional Police, its Board, and the OHRC. The MOU flowed from the OHRC's policy on eliminating racial profiling in law enforcement released in September 2019.

With a goal to fight racism in society in a tangible way, the Government of Quebec created an Action Group Against Racism. Its mandate was to identify a series of effective actions

to combat racism, notably by identifying the sectors requiring priority measures (e.g. public safety, justice, education, housing, employment, etc.) Various measures were identified by relevant impacted sectors, including police services, who considered the realities experienced by individuals who were considered to be part of visible minorities and Indigenous communities.

In 2020 and in the couple of years before that, Nova Scotia experienced several high-profile issues regarding policing and racism in the media. In September, Premier McNeil issued a public apology to the African Nova Scotian and Indigenous communities, announcing a police and public safety transformation team that would work over the next 12-18 months to bring fundamental change in the way policing and justice are delivered in the province.

In Newfoundland and Labrador, the RCMP created a new Black Engagement Steering Committee to guide and inform on issues and concerns of the province's Black community and to assist in the delivery of the highest quality of police services. Agencies also looked to improve recruiting and application processes for regular members and public service employees and pursued educational and training improvements to provide police officers with a better understanding of various cultures and diversity.

In the Northwest Territories, reducing the short-term custody and remanded prisoners was a priority of the new Justice Minister. This included the increased use of diversion in the justice system with a goal to reduce the overrepresentation of Indigenous people held in custody.

Opioids and Methamphetamines

The opioid crisis continued to grow and spread across the country in 2020. While fentanyl continued to be a primary concern for most police services, a primary drug being consumed in many regions appeared to be methamphetamines. Cocaine, however, was the drug of choice of organized crime.

While the CACP participated in the launch of the *Canadian Methamphetamine Strategy* early in the year, Alberta developed a Prairie Provinces Methamphetamine strategy of its own highlighting the importance of this issue both nationally and provincially.

British Columbia indicated that the importation and BC-based methamphetamine production, and resultant distribution and exportation, continued to satisfy demand, both domestically



and abroad, and was directly linked to organized crime in all areas of this market.

Fentanyl, which had not been in the public eye due to the 'meth crisis', made a resurgence with large seizures and a significant number of overdoses. The problem was exacerbated by the increased availability of the products at reduced prices, the lack of treatment facilities, and the poor infrastructure and equipment in existing hospitals to deal with the addictions and patients impacted. The resurgence of meth also included a mix of fentanyl with heroin to create the new lethal "Purple Down" concoction.

Manitoba also noted an important impact in rural and remote communities where they experienced an increase in property offences, as well as violence and weapons use believed to be linked to the drug trade. Opiates were also identified as a key issue and priority by First Nations Police Chiefs and the Saskatchewan Association of Chiefs of Police began discussions with the province to establish brief detoxification facilities to move addiction responses out of the justice system and into the health system.

Crystal Meth and all of the associated crime and police calls became more and more prevalent in New Brunswick jurisdictions. The New Brunswick Association of Chiefs of Police and the Royal Canadian Mounted Police co-presented to

the New Brunswick Cabinet in 2019 at their request and chiefs continued to be approached for comments and strategies in their respective jurisdictions in 2020.

Prince Edward Island (PEI) began to experience issues with meth, but certainly on a more limited scale. This increase was partly attributed to the rise in the use of methamphetamine in New Brunswick crossing over into the western part of PEI and the ease of access to products by mail. While usage seemed to decline during the peak of the COVID-19 pandemic, likely due to the "lock downs" imposed, increased seizures were being seen near the end of the year.

From a federal policing perspective, the Drug Enforcement Administration (DEA) Signature Program consisted of using specialized equipment to conduct additional testing of drug samples in order to determine its geographical region of origin. As part of this program, the RCMP provided samples of cocaine, heroin, fentanyl, and methamphetamine to the DEA over a two-year period.

Finally, in July 2020, the CACP issued a report in favour of the decriminalization of simple possession of illicit drugs and recommended the adoption of a public health led diversionary approach to illicit substance use. This position was endorsed by all provincial associations of chiefs of police.

While there were a number of shared priorities that spanned the nation, there were also a number of regional concerns, opportunities and achievements worthy of mention:

British Columbia

STREET CHECKS: On January 15, 2020, the province of British Columbia enacted policing standards with respect to police stops. It became necessary to ensure that: “Written policy recognizes the responsibility of police officers to ensure that their interactions with community members, while critical to fulfilling their duties, must be consistent with the Canadian Charter of Rights and Freedoms (sections 7, 9, 10 and 15) and the values they reflect, including the right to be free from arbitrary arrest and detention; to move freely in society subject only to reasonable restrictions imposed by law; and to equal protection and benefit of the law, without discrimination”. These standards addressed procedures to safeguard rights during police interactions; ensure the decision to stop is not based on identify factors alone; confirm that random or arbitrary stops are not permitted; and provide clarity on the collection of identifying information, the refusal to cooperate, the documentation of interactions, as well as general policies and procedures. After implementing the new provincial standard in early 2020, this issue continued to be a matter of debate in some parts of the province. The BC government has struck a legislative committee to review the *Police Act* with one lens being focused on bias-free policing service delivery free of systemic racism.



POLICE ACT: On June 11, 2020, BC Public Safety Minister Mike Farnworth announced plans to update the *Police Act*. The work of the Province of British Columbia Special Committee on Reforming the Police Act began with a focus on five themes: governance, roles and responsibilities, oversight, service delivery and funding. Within these themes, there were several areas under consideration including the creation of a Provincial Police Advisory Committee, enhancing the First Nations Policing Program, the review of roles and responsibilities, the constitution of municipal police boards, the alignment of municipal police board priorities with provincial policing priorities, the mandated and enhanced integration of specialized police services, the mandated regionalization of police agencies, and the establishment of a separate Police Oversight Act.

LEGALIZATION OF CANNABIS: In 2020, the illegal online sale and distribution of cannabis and cannabis products by unregistered businesses and individuals not approved by Health Canada became an area of focus for the police. Illegal online vendors were almost always involved in distribution and shipping using domestic and international mail and parcel services.

MONEY LAUNDERING: The Cullen Commission of Inquiry into money laundering resumed in October 2020, hearing evidence from a variety of witnesses.

COMMUNITY INDUSTRY RESPONSE GROUP – QUICK RESPONSE TEAMS (CIRG QRT): The CIRG QRT consisted of operational Regular Members not currently part of existing specialized units such as Tactical Troop, ERT or Division Liaison Teams that were working regular duties at detachments or other RCMP units. The CIRG QRT completed proactive and uniformed enforcement duties independent of local detachment operational needs and conducted investigations during industry-related disputes throughout the province of British Columbia. The QRT assisted operations by providing a surge capacity. The CIRG QRT worked in teams using the Measured Approach and received enhanced training in labour law, injunctions, Indigenous culture and environmentalism in conjunction with other RCMP specialized units and other police agencies to ensure intelligence-led, impartial policing of disputes. Training in the use of quads, snow machines, watercraft, operational planning and protest management were also provided.

Alberta



POLICE ACT: The Alberta Association of Chiefs of Police supported the Government of Alberta Justice and Solicitor General's review of the *Alberta Police Act* (2021).

PROSECUTORIAL CAPACITY: In 2020, a significant portion of cases were being dropped at the prosecution stage due to a lack of resources and increasing caseloads. In an attempt to address prosecutorial capacity, Alberta Justice and Public Prosecution Service of Canada conducted a pilot study with three RCMP detachments. As a result, there was a proposal to require a pre-charge consultation with the Crown on a province-wide basis and changes to the *Alberta Mental Health Act* (2020) were proposed that would add obligation and responsibility to police officers, leading the Alberta Association of Chiefs of Police to request amendments.

CLARE'S LAW: An aggressive timeline was set to develop a framework and toolkit to implement the *Disclosure to Protect Against Domestic Violence Act* (Clare's Law) by late 2020.

IMPAIRED DRIVING: There continued to be difficulties obtaining evidentiary blood draws for impaired driving offences in rural communities due to the high cost of third-party contractors and the availability of Alberta Health resources. Changes to provincial impaired driving regulations were also implemented as a result of Bill 21.

CRIME LAB: Slow processing times with limited exhibit acceptance proved to be a challenge for police services in Alberta. Provincial funding for exhibit processing led police services to consider and explore the possibility of building a shared lab.

JUDICIAL INTERIM RELEASES: These provincial procedural changes resulted in persons being in custody over 24 hours, thereby leading to increased cell block costs to police as well as inconsistent release practices or charge withdrawals.

POLICING MODEL: There was an increased exploration of regional police models or other alternatives to RCMP contract policing for the province of Alberta, with consideration being given to the experience of areas in the country such as the BC lower mainland and Ontario. Alternative staffing models were also explored to contain costs and manage the competitive police recruiting environment and higher numbers of accommodated employees.

INNOVATION: The Community Solutions Accelerator was a think tank in Edmonton used for addressing and resolving major policing issues, with the involvement of public and private sector participants. The province also saw advances in DNA technology available for front-line members and cursory results.

FIREARMS: 2020 was marked by an increase in seizures and processing as well as handgun shootings, which were reflected in the increased crime severity index for the province.

E-TICKETING: Mandatory provincial compliance was confirmed in 2020 and is expected to be implemented in December 2021.

Saskatchewan

POLICING MODEL: The Police and Crisis Team program continued to expand across the province in 2020, putting police officers and mental health professionals together operationally. This initiative resulted in a reduction in repeated calls for police service, hospital attendance, and hospital wait times.

GANG VIOLENCE: The province noted an increase in gang-related homicides that presented ongoing challenges for several police agencies.

MENTAL HEALTH: In 2020, the Saskatchewan Association of Chiefs of Police partnered with Dr. Nick Carleton of the University of Saskatchewan to conduct post-traumatic stress injury research with police, fire, and emergency medical personnel.



Manitoba



FIREARMS: In 2020, Manitoba saw an increase in firearms offences where the weapons had been smuggled into the province, were stolen, altered, homemade, or obtained through straw purchases.

CALLS FOR SERVICE: Police services in the province remained very concerned about the lack of front-line mental health responders. As a result, the police continued to serve as primary mental health responders. To address this issue, the Health IM initiative and other pilot projects were launched in seven different police jurisdictions to help officers working in collaboration with mental health practitioners to assess risks with subjects encountering mental issues and to reduce the demand on police.

COMMUNICATIONS: The FleetNet radio system is past end of life making a transition absolutely necessary. This proved to be challenging for small and medium-sized police services due to the very high cost of P25 radios and the related airtime.

POLICING MODEL: Collective bargaining and the associated wage creep had an impact on police budgets and public opinion, thereby leading some municipalities to entertain alternative policing models such as third-party policing, private by-law enforcement, and the civilianization of non-policing functions. District Crime Reduction Teams were established and/or augmented to address drug trafficking, increased property crime and prolific offenders, but also to mentor and enhance intelligence across the districts. The goal was to achieve the best utilization of expensive and relatively limited investigative resources.

POLICING STANDARDS: Manitoba identified the lack of specific and enforceable provincial policing standards as an issue that could adversely affect operational assistance, particularly in emergency situations with regard to individual and organizational liability. As a result, extensive stakeholder consultations were conducted, and a final report is being produced by a consultant.

VIRTUAL POLICING PILOT PROJECT: This initiative by the Winnipeg Police allowed citizens to report property crimes (e.g. break and enter) to a police officer by video using their smartphones with follow-up by online reporting, thereby allowing the police to quickly assess the scene for evidence and to determine if forensic units were required.

STAFFING MODEL: The province of Manitoba introduced and/or expanded “fly-in” and “drive-in” staffing models for remote communities. Members reside in a location where amenities, schooling, and employment are available for families, while also having members stay in a community for up to five years rather than the current two-year limited duration post. The police presence is 24/7 with set periods in/out of the community. When members are out of the community, they work at Division Headquarters. This staffing model has proven to be very successful in generating interest in the postings, attracting candidates to these positions, allowing for a police presence to be maintained, while creating better work-life balance for members and their families.

RETAIL THEFT: Manitoba noted an increase in retail theft, especially in government liquor stores where a hands-off approach led to rampant stealing. A retail theft working group was established to tackle this issue.

PHOTO ENFORCEMENT: A review of the legislation announced by the provincial government on November 13, 2019, was completed in 2020 and its implementation is expected to facilitate the expansion or flexibility in the deployment of police officers.

Ontario

FACIAL RECOGNITION: The Ontario Association of Chiefs of Police (OACP) shared a letter from Ontario’s Information and Privacy Commissioner with all police leaders asking that Ontario police services discontinue the use of Clearview AI, a U.S.-based app providing an artificial intelligence-powered tool to law enforcement agencies (or similar applications), and to consult his office prior to considering the use of any such applications. The OACP considered ways in which police services could address this and other related issues.

SCHOOL RESOURCE OFFICER PROGRAM: The OACP issued a review of this program and found that the current state of the literature makes it difficult to justify school resource officer programming in schools. The literature does not suggest that the program is ineffective. There simply had not been enough research on this issue, particularly in the Canadian context, to arrive at a conclusion.

CRIME ANALYSTS: The OACP supported the Ontario Crime Analysis Network (OCAN) as it re-launched the network to support crime analysts within police organizations. The network was formed as a means to develop valuable contacts and increase the sharing of information and dissemination of analytical products. Members included crime analysts, intelligence analysts, and uniformed members from law enforcement agencies across the province of Ontario. OCAN is a nonprofit organization managed by volunteers and is comprised of 275+ members representing 30 law enforcement agencies.

OACP CONSTABLE SELECTION SYSTEM (OACP CSS): This new system was successfully launched on January 1, 2020 and was designed to provide successful applicants with a certificate that is administered, authorized, and approved by the OACP as part of their application process to become a police officer in Ontario. The program features measures to address barriers to potential recruits and qualified candidates and is more accessible than the previous selection system because it offers online convenience to potential recruits while being sensitive to the needs of candidates in different parts of the province. Individuals wishing to apply to Ontario police services now have access to an online three-phase constable selection process: phase 1 - Pre-hiring Stage (online information); phase 2 - General Mental Ability Assessment; phase 3 - Personality Assessment. The OACP CSS processed more than 6,600 certificates to potential police constable recruits. Almost all Ontario police services are now utilizing or accepting the OACP CSS certificate.



MOBILE CRISIS RESPONSE TEAMS (MCRT): The province created a working group to better understand the role, structure, and function of mobile crisis response teams that include representation from various municipal police services and the OPP, hospitals, and agencies in the community within the mental health and addiction sectors. This MCRT Provincial Working Group worked on a framework document that will be provided to police services, medical, and social services groups with the intent to provide tools necessary to support individuals experiencing a crisis.

HUMAN TRAFFICKING: The OACP and individual police services provided input during a series of provincial consultations on potential legislative changes regarding human trafficking. Feedback was provided on the topics of enhancing police investigative tools (hotels motels and short-term rentals); deterrence of trafficking via disruption advertising platforms; protecting children and youth; addressing gaps in support for survivors (e.g. restraining orders); and providing a sustained response to human trafficking by having an anti-human trafficking strategy maintained by the government.

BODY WORN CAMERAS: The Information and Privacy Commission (IPC) of Ontario requested each police service and board in the province commit to consulting with the IPC on the potential use of body worn cameras to help ensure that policies took into consideration the Commission's governance framework on transparency, accountability, and privacy in their respective jurisdictions.

ANIMAL WELFARE: The Government of Ontario initiated discussions to develop new regulations for the provincial *Animal Welfare Services Act, 2019* (PAWS Act), the first fully provincial government-based animal welfare enforcement system. The Ministry of the Solicitor General launched a multi-disciplinary PAWS Advisory Table to provide ongoing advice to the ministry on policy matters related to animal welfare in Ontario. The Table consisted of a wide range of experts representing various sectors, perspectives, experiences, backgrounds and characteristics, including the police, veterinarians, agriculture representatives, academics, and animal advocates whose priority was to provide advice to support the development of new regulations under the PAWS Act.

DRIVE-OFF GASOLINE THEFT: In the Spring of 2019, the OACP surveyed its member services on the issue commonly known as "gas-and-dash". The OACP Board of Directors passed a resolution in December 2018 calling on the Government of Ontario to develop legislation or regulations that would mandate the use of gasoline pumps equipped and activated with 24-hour pre-payment technology. In 2020, a Private Members bill was introduced that would help achieve these objectives.

Québec

CLANDESTINE LABORATORIES: This was the only item omitted from Bill C-37. The dismantlement of clandestine laboratories remained an issue, particularly with respect to forensic evidence. The disposal of dangerous chemical products was problematic for police organizations due to the health and safety concerns for officers who were called upon to handle these materials as they were put in storage. Agreements between the office responsible for prosecuting the offence and the police had to be considered in order to proceed with the destruction of these dangerous products as quickly as possible. The need for a clearer statement from the courts was identified.



DISTINCTIVE SYMBOLS WORN BY ORGANIZED CRIME: Discussions took place in 2020 to assess the possibility of enacting legislation that would ban criminal motorcycle gangs from wearing distinctive symbols in public and at festivals. A study was conducted by the Sûreté du Québec to determine if such a ban could be perceived as an infringement upon the freedom of expression protected by the Quebec and Canadian Charter of Rights and Freedoms.

ASSAULT WITH A WEAPON: The province of Quebec advocated for stronger legislation related to automatic and semi-automatic firearms, but also felt these should extend to incidents involving stabbings. The concern was that the severity of existing sentences did not correlate with the severity of the harm experienced by victims. With increased police efforts being invested in combating gun violence, criminals appeared to be resorting to alternative weapons, such as knives, which seemed to be perceived as being “less risky”, something police chiefs in Quebec felt should be addressed to ensure that perception did not become reality.

PROACTIVE POLICING: Police chiefs highlighted that street checks or routine checks were not conducted in a standard way across Canada. Discussions and a review took place in the province of Quebec regarding a standardized application of the practice to ensure public safety. A new policy and new police practice guidelines were released in August.

BODY WORN CAMERAS: Police services in Quebec faced a number of constraints and obstacles to the use of body worn cameras. Among other things were the management of evidence by the courts, financing the acquisition and maintenance of this equipment, as well as the management, analysis, storage and retention of the data and images collected. Quebec identified the need for national guidelines and funding sources.

PRESENTING EVIDENCE: The costs associated with requests from the courts for police expertise and the translation of documents and other evidentiary materials are currently assumed by police services. The increased demand for these services and the increased complexity of the requirements created a burden that was getting heavier and more difficult to bear by police services in the province of Quebec and raised possible issues with respect to the protection of personal data.

BILL C-75: As a result of this bill, there were fewer arrests and detentions taking place for violations of conditions. Therefore, individuals with conditions established by a judge were less inclined to respect these restrictions, thereby impacting the security of plaintiffs, victims, and the general public. With respect to police interventions related to crimes involving intimate partner violence, Quebec noted an increase in the number of onsite releases, while the victim was still in a state of shock and may have been unable to provide a complete account of the facts. Police Chiefs in Quebec emphasized that the new reverse onus in situations like these only applies in the case of repeat offences thereby requiring legislative amendments to address the outstanding areas of concern.

FIREARMS: In 2018, a partnership was established between the Sûreté du Québec and the Bureau du contrôle des armes à feu et des explosifs (BCAFE) to revoke firearm permits held by individuals linked to organized crime or to decline their requests for a license. The first exercise conducted in September 2018 led to the revocation of 82 permits and the refusal of 15 requests. As of July 23, 2020, only 8 permits were granted following challenges/objections. The Sûreté du Québec and BCAFÉ conducted their second annual exercise during the summer of 2020, consisting of the analysis of 37 cases.

SEX OFFENDER REGISTRY: In December 2004, the *Sex Offender Information Registration Act* was enacted in Canada, leading to the creation of the National Sex Offender Registry (NSOR). Access to the NSOR is restricted to police personnel with administrative functions within their provincial jurisdiction. In Quebec, the Sûreté du Québec is responsible for enforcing the Act and is therefore the only police agency able to access the registry. Access by all police services in the province was requested to improve the flow of police information.

MEDICAL CANNABIS: The number of licenses being granted to produce cannabis for medical purposes continued to be on the rise, but not without certain noticeable aberrations. In light of these, Quebec police services called for a moratorium on the issuance of licenses for the production of medical marijuana for personal use in the province of Quebec; requested that the federal government quickly establish a committee to align the public safety and health mandates related to the supply of medical marijuana in the province of Quebec; requested that regulations pertaining to access to medical marijuana be rescinded and that individuals with prescriptions be required to obtain their supply exclusively from licensed providers; and demanded that all existing licenses authorizing the production of medical marijuana by individuals in the province of Quebec be cancelled and that distribution be limited to authorized agents identified by the Société québécoise du cannabis.

REGULATING CANNABIS IN INDIGENOUS TERRITORIES: As was the case in the provinces of British Columbia and Ontario, the government of Quebec included provisions in the law allowing for the negotiation of agreements with Indigenous communities to identify exceptions to the provincial regulations related to the production and especially the sale of cannabis. In addition to the *Cannabis Act* and the *Act to constitute the Société québécoise du cannabis*, Indigenous communities had other relevant legislation such as the *Constitution Act*, 1982, historical and modern treaties, accords, and federal laws such as the *Indian Act* to draw on to establish their own regulations. Such regulations could be consistent with, or be contradictory to, federal and/or provincial laws, making enforcement a challenge in certain regions of the province.

CIVILIAN UNDERCOVER AGENTS: In 2019-2020, the Sûreté du Québec developed training for civilian undercover agents. In 2020, this training was delivered to all Sûreté du Québec personnel likely to be called upon to manage civilian undercover agents as part of their duties.

ELECTRONIC ACCIDENT REPORTS: The gradual implementation of electronic accident reports took place in various police agencies across the province, in partnership with the Quebec Automobile Insurance Association.

ONLINE PAWNSHOPS: A Web application was developed by a municipal police service to help manage the items that had been submitted to pawnshops in return for a loan, plus applicable fees. This new application helped facilitate the follow up with pawnbrokers and manage the cases of reported theft. This initiative generated a great deal of interest from other municipal police agencies in Quebec and potential provincial funding options were explored.

INDIGENOUS PEOPLES: Significant efforts continued to be made to develop and offer training on the realities and experience of Indigenous communities. A working group was established involving partners from Indigenous communities as well as academics (University of Quebec in Abitibi-Temiscamingue) to develop training and a police intervention strategy that would promote increased openness to Aboriginal diversity. On a different note, police services in Quebec also noted an increased presence of First Nations and Inuit peoples in urban areas of the province. In fact, more than half of the Indigenous population in Quebec was said to reside in urban settings, a phenomenon that was considered to be relatively new and complex. For some individuals, time spent in the city was an essential phase for them while, for others, it was a conscious decision guided by a desire for personal, professional or artistic growth and development. Within the urban Indigenous community in Quebec, a number of individuals were homeless and living in vulnerable situations. In order to improve cultural safety, the Sûreté du Québec put forth a request to create mixed intervention teams in certain cities consisting of a mix of police officers and community service representatives. The objective for these teams would be to improve police interactions, reinforce ties with community organizations, including the Indigenous friendship clubs, in order to guide vulnerable people toward the community resources best suited to meet their individual needs.

POLICING MODEL: The Minister of Public Safety published a Green Paper on Quebec policing in December 2019 following a consultation of police services and public safety experts in Quebec. Discussions were focused on three key themes: modernization, confidence, and efficiency. An advisory committee was established by the Minister of Public Safety. This committee is expected to report on its results in May 2021. The Quebec Association of Chiefs of Police, as well as other larger police organizations such as the Sûreté du Québec and the Montreal Police Service had the opportunity to participate in the process in September 2020. A committee was established to discuss the required changes in the administration of criminal justice in Quebec to address the fact that more than 70% of police interactions involved some form of mental health issue. As a result, this topic was a key consideration in the development of the Green Book.

DOMESTIC VIOLENCE: Crimes related to domestic violence continued to be of concern to police services in Quebec in 2020 due to the fact that many murders committed in the province in 2019 were related to domestic violence, catching the attention of both the population and police agencies. These events led Quebec police services to assess the risk of homicide related to service calls involving domestic violence and to enforce court orders.

Nova Scotia

CRIME LAB: Nova Scotia Chiefs identified the increasing costs of the national labs as an area of concern given that the cost for service continued to increase while the level of service remained problematic at times.

STAFFING MODEL: Nova Scotia Chiefs expressed concern about the lack of female officers in senior rank positions within police services and recommended a national focus on identifying best practices and training opportunities to ensure female officers have the interest and opportunities to attain senior leadership positions in the future.



New Brunswick



CARDING /STREET CHECKS: Police services in the province were criticized in the media for a lack of standardization among police agencies. The New Brunswick Police and Department of Public Safety commented favorably on the possible standardization of police policies in this regard.

SERIOUS INCIDENT RESPONSE TEAM (SIRT): New Brunswick police agencies continued to have to reach out to the Nova Scotia SIRT or other SIRTs in Canada to assist with high-profile incidents involving shooting fatalities. The government of New Brunswick continued to consider options for its own SIRT or other possible alternatives.

UNFOUNDED SEXUAL ASSAULTS: This topic continued to receive media attention in 2020. The New Brunswick Association of Chiefs of Police (NBACP) continued to work with Sexual Violence New Brunswick and Sunny Mariner to promote and implement the *Canadian Framework for Collaborative Police Response on Sexual Violence*.

INTIMATE PARTNER VIOLENCE (IPV): The University of New Brunswick Centre for Criminal Justice Studies completed a review of the use of the Ontario Domestic Assault Risk Assessment (ODARA) by New Brunswick police agencies.

POLICE ACT: The province hired retired RCMP Assistant Commissioner Alphonse MacNeil to complete the review of the *Police Act* that was commenced in 2018 and was to be completed by the end of 2020.

INTEGRATED MOBILE CRISIS RESPONSE TEAM: Such a team was created in the St-John/Bay of Fundy area for a three-year period. The unit consisted of trained mental health professionals from Horizon's Mobile Crisis Response Team with two officers from the Saint John Police Force. Officers received specialized training and orientation in mental health crisis intervention techniques, including de-escalation. Officers were paired with specialized nurses and were working in plain clothes.

Prince Edward Island

CANNABIS LEGALIZATION: Concerns on the Island remained with respect to drug-impaired driving, and more specifically with the impact on lab resources and the turn-around time imposed in light of potential Jordan impacts.

TRAFFIC SAFETY: Testing of automated license plate reader (ALPR) cameras to police patrol units and the integration and operation of several stationary public safety cameras at major intersections proved to be successful in identifying high-risk drivers (uninsured, suspended, etc.) through expired registration tags. An inquiry into its use was conducted by the Provincial Privacy Commissioner and all concerns were addressed through operational policy and guidelines. The Provincial Privacy Commissioner cleared the use of ALPR cameras to improve road safety and other related issues. Inquiries were made with Highway Safety Officials to use this technology to assist at COVID-19 check points at border points of entry.



OUTLAW MOTORCYCLE GANGS: These gangs continued to be a cause for concern in 2020 because the Charlottetown group and the Hells Angels received full patch status in 2019.

POLICE ACT: A review of policing was conducted during 2020.

COMBINED PROVINCIAL ENFORCEMENT TEAM: A business case was presented to the provincial government in the Spring of 2019 and an updated presentation was delivered in 2020 with the hope of establishing such a team through the 2020-21 budgeting process. A draft Memorandum of Understanding was prepared in the event that final approval was received. While the COVID-19 pandemic delayed progress in the creation of the integrated unit, a Cabinet presentation re-ignited work to bring the unit on line and agencies were cautiously optimistic that the unit might be functional in 2021.

MOBILE MENTAL HEALTH UNITS: Health and Addictions were in the process of finalizing and identifying resources to operate an overarching response capability in the area of mental health. Once completed, it would offer responses in a number of key areas, including 24/7 telephone triage, telehealth consultation capability, as well as a mobile mental health response delivered by a combination of mental health professionals and police officers working together in mobile response units in each of the province's three counties.

E-TICKETING/COLLISION REPORTING: Progress continued to advance the roll-out of an e-ticketing regime for provincial statute offences. A pilot/test program was scheduled to take place in 2020. Discussions took place with Provincial Highway Safety to pilot electronic collision reporting in the Charlottetown area.

Newfoundland & Labrador

CRIME LAB: Police services in the province experienced challenges working and solving cases due to the fact that National Forensic Laboratory Services (NFLS) severely minimized the acceptance of exhibits and had to extend turnaround times. The impact of these delays in receiving toxicology results for exhibits meant that certain charges could not be laid until results were received (e.g., drug-impaired driving).

CYBERCRIME: Police Chiefs in this region highlighted the increase and complexity of cyber-related crimes, as well as the importance of a national strategy to coordinate and establish equipment standards and training in crypto (virtual) currency and the dark Web.



EQUITY, DIVERSITY, AND INCLUSION: In 2020, the Royal Newfoundland Constabulary (RNC), the Royal Canadian Mounted Police (RCMP), the Memorial University School of Social Work, and St. John's Pride worked together to assess and address the Police-Pride relationship. The RNC's Gender and Sexual Diversity Committee also worked to enhance community relationships and provide a safer and more inclusive workplace.

SERIOUS INCIDENT RESPONSE TEAM (SIRT): 2020 marked the year when a SIRT was finally established in the province.

MEMBER TRAINING: A highly effective and experiential scenario-based training system was implemented in 2020. In addition, there was a search for a commitment from the membership and training expertise from Ontario and the United States to help promote drug education, enhanced police community relations and safer schools in the province.

MENTAL HEALTH: A Mental Health Strategy encompassing employee mental, physical, emotional, spiritual, social, personal and professional health was finalized for implementation. This was complemented by the RNC hire of an Employee Safety and Wellness Strategist, as well as the launch of the Support Dog Services Unit and the expansion of the Equine Therapy Program to include the Heroes Equine Learning Program (HELP) for first responders.

VICTIMS OF CRIME: The sex trade and human trafficking were identified as emerging issues. Child Youth Advocacy Centres were established and involved collaboration between police, child protection, medical, and mental health agencies to provide an individualized and child-friendly response for children who experienced abuse. The RNC also worked with the Sexual Assault Nurses Examiner (SANE) Program to finalize a Memorandum of Understanding regarding the long-term storage of SANE kits. And finally, Newfoundland Chiefs highlighted Canada's aging population and the worrisome rise of elder abuse and crimes committed against the often vulnerable senior population.

RESTORATIVE JUSTICE: Plans were underway to establish a restorative justice program focused on the rehabilitation of offenders through reconciliation with victims and the community at large.

CULTURALLY-SENSITIVE POLICING: The RCMP continued to host a Sweat Lodge open to partner agencies at the Divisional Headquarters, with the assistance of Indigenous Elders and Knowledge Keepers. The RCMP also participated in a number of Blanket Ceremonies.

HUMAN RESOURCES: The RCMP's Employee Relations Specialist role was expanded to include working with long-term "off duty sick" members to facilitate their return to work or transition to retirement. The RCMP also created a Women's Advisory Committee to support, recruit and engage women in policing. In addition, there were plans to implement benchmarking and senior investigating officer oversight of serious criminal investigations.

ORGANIZED CRIME: The RCMP and RNC engaged in Joint Force Operations to target inter-provincial organized crime groups. Chiefs in this region noted a continued expansion of the Outlaws and Bacchus Motorcycle Clubs throughout the province, and the movement of the Hells Angels Motorcycle Club towards the province.

ONLINE REPORTING: The first phase of an online reporting system and process for criminal record screening certificates and/or vulnerable sector checks were successfully implemented.

Northern Territories

COMMUNITY SAFETY OFFICERS (CSOs): This concept gained momentum in 2020. The CSOs were non-armed officers that enhanced the traditional police function in Indigenous communities by attending certain non-emergency calls for service, thus freeing up police resources to attend to more serious calls. They also helped police to de-escalate certain situations and acted as community intermediaries. CSOs worked side-by-side with police but were administered and managed by the First Nations communities.

VIRTUAL TRAINING AND EVENTS: The creation of video seminars enabled police leaders in the North to access and participate in training sessions and/or events that they had not been able to attend in the past due to cost, resourcing requirements, travel limitations, etc. This approach improved information sharing and filled a void left by the restricted travel and lack of in-person leadership training.

FLY-IN, FLY-OUT POLICING MODEL: Traditionally, some members in the Yukon had to live in community during their tenure in three man/woman isolated postings. In 2020, a model was tested where one member of the Detachment had a permanent residence in Whitehorse but would fly in to the posting and work eight days, then fly back out for six days off. The purpose of this pilot project was to improve member wellness in an isolated posting, reduce the staff turnover rate, and improve community policing by augmenting the constancy and familiarity of police officers with the people they serve.

RECRUITMENT OF INDIGENOUS OFFICERS: Nunavut ran a four-month literacy program for Inuit interested in applying for the RCMP as a regular member but who were unable to pass the RPAT entry exam. The funding for the program was made available through the Makigiaqta Inuit Training Corporation and literacy training was delivered through the Iltiaqsiniq Nunavut Literacy Council. Candidates from across the Nunavut territory who were at least 18 years of age, were invited to participate in the training program that took place in Iqaluit from January to April 2020. The literacy program was designed to give the young people skill sets in English writing, math and literacy in order to pass the entrance exam (RPAT). Each month, candidates were allowed to rewrite the exam as they worked through the literacy program. Once they passed the exam, the recruiting process would begin with interviews, a polygraph and medical examination in Iqaluit. This pilot project is being evaluated to identify the challenges, successes and future potential of the literacy program and required funding. All parties concluded that the literacy program was a success. Makigiaqta agreed to fund the program in 2021 and the Literacy Council agreed to run the four-month program in February 2021, in Rankin Inlet.

CCTV SYSTEMS: In the Northwest Territories, the installation of CCTV systems in all communities by the Northwest Territories Court Registry was approved. Offered in partnership with all stakeholders within the Justice System, this new technology allowed for show cause/remand hearings to occur in various communities within the territory. This initiative helped reduce the number of escorts for remanded individuals being held for short-term custody.



E-DISCLOSURE: In the Northwest Territories, “E-disclosure” was successfully launched with the Public Prosecution Service of Canada (PPSC) thereby making it possible to complete/receive disclosures in a timely and efficient way from twenty-three (23) detachments throughout the territory. Due to the limited amount of isolated posts with limited mail or courier services, this initiative allowed for better tracking and secure handling of documents between the police of jurisdiction and the PPSC.

MOBILE CRISIS UNIT: The Yukon Territory entered the initial planning stages of the implementation of a Mobile Crisis Unit providing a combined police and mental health response to mental health related calls for service. The Yukon Government’s Health and Social Services teamed up with the Whitehorse RCMP to pilot the project. The Yukon Government approved funding for 1.67 FTE Mental Health Workers to work with police to provide coverage during peak hours, seven days a week. Implementation is expected in April 2021.

BODY WORN CAMERAS: These became a priority for the Northern Territories because they were seen as a tool to support police accountability and a step toward transparency to rebuild trust. Nunavut began the roll-out of a three-phase, nine-month pilot project in November to equip officers with body worn cameras (BWC) in Iqaluit. Cameras are to be deployed to four watches between January 11 and February 15, 2021. A BWC Coordinator was identified and was responsible for managing the video uploaded to the hard drive system and redacting for court and ATIP purposes. The coordinator worked with the Nunavut Training Coordinator to provide a training course for select employees. Presentations about the project were delivered to stakeholders including elected officials (federal, territorial and community), non-government organizations and Justice department employees on the scope of the pilot project, how the cameras would be used, and the policy related to their use. This was followed up with a media opportunity to announce the pilot project as a first step in the public consultation process initiated in November.

ORGANIZED CRIME & GANGS: The Yukon Territory tackled organized crime groups or gangs coming from other regions of Canada to try and establish their drug trafficking and other illicit activities in the territory. These criminal groups brought more violence to Northern communities, increased substance abuse and contributed to the erosion of the social fabric in a way that was more impactful in this region given the small population base.

RECONCILIATION: This was a key priority for Nunavut. In 2019 and moving into 2020, the police worked with the Qikiqtani Inuit Association in accessing grant funding from Nunavut Culture and Heritage to have a full-size carving of a Special Constable harnessing a Qimmiit (sled dog) made in honour and recognition of the Special Constables in Nunavut and the recognition of the killing of the sled dogs between 1950 to 1975 by the RCMP. In addition, the RCMP’s V Division dedicated a room at the headquarters building to Special Constables and will be working on a Special Constable display over the next 2 years. The room will be named after: Special Constable Andrew Ooyoumut, the first Special Constable who died while on duty.

POLICE ACCOUNTABILITY: In 2020, none of the three territories had an independent investigation agency. The Yukon utilized ASIRT, while Nunavut and the Northwest Territories called upon the services of external police agencies from Ontario and Alberta through the development of a Memorandum of Agreement.

First Nations Policing

AN ESSENTIAL SERVICE: First Nations Police Chiefs communicated with the Minister of Public Safety and Emergency Preparedness as well as with the Minister of Indigenous Services to co-develop a legislative framework for First Nations policing that recognizes these agencies as an essential service and expands the number of communities served by First Nations policing. In 2020, the federal government committed to make Indigenous Policing an essential service.

HUMAN RESOURCES: First Nations Chiefs indicated that it was extremely difficult to recruit new officers due to the lack of resources and First Nations people interested in making policing their career. First Nations police agencies struggled with training due to the fact that training institutions were not properly equipped or lacked resources to provide the advanced training First Nation police services needed. Language issues also created gaps in terms of available programs, and there was inadequate funding for police services to participate in learning opportunities.

Federal Policing

WITNESS PROTECTION PROGRAM (WPP): This program was complicated by a number of municipal and provincial programs that also operated to relocate witnesses, 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. To this end, the WPP implemented the use of mapping software to assist in the relocation of witnesses by cataloging relocation sites. The WPP began consulting with several provincial WPPs across the country to establish relationships and facilitate de-confliction.

BORDER INTEGRITY: Challenges posed by a changing law enforcement environment resulted in the need for a new RCMP Border Integrity program delivery model. The RCMP began work on the development of a new Border Integrity Strategy (2020-2023) aimed at building and maintaining sustainable domain awareness by having a robust intelligence cycle, increasing integration with other RCMP program areas, and strengthening and leveraging partnerships to their fullest capabilities. The new strategy will enable the RCMP to prioritize and position its limited Federal Policing resources against the greatest threats within the border domain.

VIOLENT EXTREMISM: The National Intelligence-Strategic Advisory Group (NISAG) worked in collaboration with partner agencies (CSIS, police agencies, Government of Canada departments) to develop new terminology for right-wing and left-wing extremism in order to better reflect the threat landscape. This terminology included ideologically motivated criminality, which refers to individuals from across the traditional left/right ideological spectrum advocating, supporting, and/or engaging in criminal acts while ideologically motivated violent extremism refers to individuals advocating, supporting, and/or engaging in violence. The new terminology was adopted by a number of Government of Canada and law enforcement agencies, including RCMP National Intelligence.

WASTEWATER ANALYSIS: This initiative was conducted to determine the type and amount of illicit and licit drugs consumed within a population. The results helped illustrate and guide evidence-based discussions about the scope of the problem in order to help public health, social and educational services identify the need for, and effectiveness of, harm reduction interventions. The data also contributed to the threat picture, aiding law enforcement in prioritizing enforcement and disruption operations and quantifying their impact. Because wastewater analysis is already undertaken in monitoring for communicable diseases, monitoring for drug consumption is not expected to raise privacy concerns. This strategic approach was endorsed by CIROC and the CACP's Drug Advisory Committee. The RCMP's Federal Policing program worked with Health Canada, Public Safety Canada, Statistics Canada and the Canadian Centre for Drug Addiction to request increased Federal Government funding to pursue a broader testing program in Canada beyond the five major cities testing was conducted in.

ORGANIZED CRIME: With the support of the CACP's Organized Crime Committee, the RCMP Covert Operations Branch began work with the Public Prosecution Service of Canada to create a resource guide for international cross-border operations. This guide will contain specific questions Canadian law enforcement investigators should pose to foreign law enforcement early on in investigations, as well as a number of considerations that should be reviewed internally by Canadian police services. More complete information would allow Canadian law enforcement agencies to make informed decisions about the investigative steps to be taken, the end goal to be achieved, and the resources to be dedicated to each potential international cross-border operation. The resource guide will not be prescriptive with respect to approving operations but rather is meant to lead to faster and more efficient cross-border operations, fewer risks to Canadian prosecutions, and clear expectations between Canadian and foreign law enforcement.

The RCMP's Federal Policing Criminal Operations team also began work on the development of an *Organized Crime Disruption Manual* designed as a tool to guide alternatives to criminal charges against targets across a variety of crime types. It will include a compendium of extensive opportunities to deliver disruptive techniques to both established and emerging organized crime groups and their enablers.

CONTINUITY OF CONSTITUTIONAL GOVERNMENT: RCMP Protective Policing worked with Public Safety Canada and other Government Departments on updating Canada's official *Continuity of Constitutional Government Plan* which outlines the process to ensure the initial safety of Federal Cabinet Ministers and specific senior government officials in a crisis situation. As Parliamentarians regularly travel throughout Canada, it may be necessary for them to attend a police station within any provincial or territorial jurisdiction.

USE OF OPEN-SOURCE INTELLIGENCE (OSINT): The rise of social media made OSINT more complex in terms of the validation, collection, storage and retention of information. In the absence of standards on how to safeguard digital evidence in advance of laying criminal charges, an internal audit highlighted the requirement to have stricter processes around the use of OSINT within the RCMP. The RCMP initiated the process of responding to the audit and making the required internal changes.

THREAT TO LIFE NOTIFICATIONS ORIGINATING FROM SOCIAL MEDIA PLATFORMS: The development of a new protocol was undertaken to address certain threat to life posts made by individuals on social media platforms. An important focus of the initiative was to provide the tools needed by social media networks to expeditiously and efficiently communicate the information to the police of jurisdiction, when appropriate, thereby eliminating the numerous steps currently required that may cause considerable delays in police intervention.

PUBLIC ORDER THREAT ASSESSMENT (POTA): This tool was developed to provide analysts with a framework to assess the threat level of public order events in order to inform operational planning and senior management. The tool was shared with a number of law enforcement agencies for their information and use and pilot workshops with analysts responsible for public order intelligence were conducted in 2020.

ENCRYPTED COMMUNICATIONS/HARDENED SECURE COMMUNICATION (HSC): With support from the Canadian Integrated Response to Organized Crime, a working group on Hardened Secure Communications (HSC) was created by the RCMP. In 2020, work began to target HSC platforms used by organized crime groups (OCGs) in Canada, or with a nexus to Canada. The strategic approach was focused on five pillars designed to engage the Canadian judiciary, industry security managers, and regulatory legislators. Next, the strategy will expand internationally, with the aim of providing a single point of contact for operations targeting Canadian-based HSC platforms or Canadian OCGs, and obtaining intelligence or solutions for the HSC environment in Canada.