



# Canadian Association of Chiefs of Police

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



## **CACP Handbook** **for General and Special Purpose Committees**

**February 2023**

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## Purpose of Committees

Committees of the Canadian Association of Chiefs of Police (CACP) help advance the association's mandate by guiding strategies and implementing initiatives that align with the organization's [strategic direction](#). General and special purpose committees perform an advisory function.<sup>1</sup>

## Type of Committees

The CACP has three (3) different types of committees:

1. **General Standing Committee:** This type of committee generally remains in existence for an extended period time because it addresses a strategic policing priority and/or monitored issue that is expected to require the attention of law enforcement agencies in the short-, medium- and long-term. (i.e., Drug Advisory Committee, Electronic Crime Committee, Victims of Crime Committee, etc.)
2. **Special Purpose Committee:** This type of committee generally remains in existence for a short period of time to address an immediate policing priority/issue that is not expected to change, evolve or require the attention of law enforcement agencies in the medium- or long-term. Once the key deliverables are completed, the special purpose committee is generally dissolved. (i.e., Special Purpose Committee on the Cannabis Act Review, the Special Purpose Committee on NG9-1-1 Tri-service Data Sharing, etc.)
3. **Community of Practice:** This is a cross-functional working group that may be created in situations of multi-committee and/or multi-organization involvement to focus on a specific issue or project. While the community of practice is not considered to be an official CACP committee, a lead will be appointed, and reporting to the CACP Executive Director will be required. The existence of the community of practice may be short- or long-term depending on the focus of the working group. (i.e., National Strategic Communications Group, the Canadian Police Finance Professionals Group, etc.)

All CACP committees will be required to consider the following five (5) themes as they outline their priorities and initiatives:

1. **CACP Strategic Direction:** All committee initiatives should be *aligned* with the [CACP's strategic direction](#). Priorities/issues are generally national in scope, making them relevant to law enforcement agencies at all levels (federal, provincial, regional, municipal, First Nations) and in all regions of the country.
2. **Research:** Deliverables (i.e., policy statements, research, frameworks, etc.) produced by committees should be *evidence-based*. To identify any data gaps or research requirements, contact the co-chairs of the Research Advisory Committee.

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<sup>1</sup> CACP Constitution, Section 10.2, August 2013

3. **Communications:** All key milestones, achievements, and deliverables should be *shared* with CACP members and perhaps with the general public. To seek assistance in developing a communications plan, including media relations, contact the CACP’s Communications Manager at [communications@cacp.ca](mailto:communications@cacp.ca).
4. **Government Relations:** Some committee initiatives involve seeking *legislative amendments* to achieve desired outcomes. To seek assistance in working with the House of Commons, the Senate, parliamentary committees and/or federal government agencies, contact the CACP’s Executive Director at [arotenberg@cacp.ca](mailto:arotenberg@cacp.ca).
5. **Equity, Diversity, and Inclusion:** All committees should be *representative* both in the composition of the working group and in the delivery of its projects and initiatives. Consideration should be given to gender, bilingualism, as well as geographic representation. To seek assistance with issues related to this topic, reach out to the co-chairs of the Equity, Diversity, and Inclusion Committee.

## Delegation: Forming a Committee

“The Board may, by motion, establish general and special purpose committees as it deems advisable.”<sup>2</sup> The process for the creation of a new CACP committee consists of the following:

- Prepare a business case to be submitted to the CACP Executive Director outlining your proposal.
- The CACP Executive Director will review the proposal and may, at his/her discretion, submit the proposal to the CACP Board of Directors for their consideration and approval.

To access a list of existing CACP committees and co-chairs, refer to the “[Committees](#)” section of the CACP website at [www.cacp.ca](http://www.cacp.ca).

## Terms of Reference: Defining the Purpose of a Committee

Each committee is defined by a written *terms of reference* which clearly articulates the mandate and strategic priorities/objectives of the working group. The terms of reference of each general or special purpose committee are defined by motion of the Board of Directors.<sup>3</sup>

The CACP has produced a template (refer to the ‘Templates’ section of this handbook) to guide the articulation of the following essential components of the *terms of reference*:

1. **Name:** Specify the official name of the committee.
2. **Type:** Specify if this is a general standing committee, special purpose committee, or community of practice.
3. **Mandate:** Define the purpose of the committee and describe how it will support the CACP’s strategic direction.
4. **Objectives:** Clearly describe the desired outcomes to be achieved by the committee (Note: Emphasis should be on expected changes, not on the initiatives to achieve the outcomes.)

<sup>2</sup> CACP Constitution, Section 10.1, August 2013

<sup>3</sup> CACP Constitution, Section 10.3, August 2013

## Composition: Structure and Membership of a Committee

### Roles & Responsibilities

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#### Co-Chairs

Each committee is required to have dual leadership, with two (2) individuals from different categories of policing (federal, provincial, municipal, First Nations) who will:

- a. Participate in a mandatory orientation session provided by the CACP National Office to review committee guidelines and practices.
- b. Provide overall leadership and management of the committee — guide and facilitate the work of the committee to further the mission and goals of the association.
- c. Represent the committee at CACP functions.
- d. Develop necessary work plans and meeting agendas.
- e. Serve as facilitators during committee meetings to guide, mediate, probe, and stimulate discussion.
- f. Make the final decisions for the committee after reasonable committee consultation and in the absence of clear consensus and/or tied votes.
- g. Review the membership of the committee on an annual basis and manage the rotation of members (estimated 20% of the group) to ensure continuity but also the creation of opportunities for new members to participate.
- h. Ensure the composition of the committee aligns with the CACP criteria outlined in the 'Representation' section of this handbook.
- i. Serve as the primary spokespersons for the committee at CACP meetings or events, before parliamentary committees, and/or in response to media inquiries.
- j. Submit triannual reports to the CACP National Office in advance of CACP Board of Directors meetings generally held in March, August, and November of each year.
- k. Deliver presentations to the CACP Board of Directors, as required.

#### Secretary

Each committee should assign an individual to provide the following administrative support services:

- a. Coordinate the administrative functions of the committee including but not limited to, meeting logistics, meeting agendas/minutes, correspondence, etc.
- b. Maintain a listing of current members and their contact information, to be shared with the CACP National Office.
- c. Upload committee documentation and resources (e.g. agendas, minutes, documents, videos, etc.) to the committee's folder located in the CACP members-only website ([www.cacp.ca](http://www.cacp.ca)).

**Note:** In lieu of a secretary, the co-chairs are responsible for the above tasks and may assign these tasks to other committee members.

## Members

Members are expected to actively participate in the work of the committee. They shall:

- a. Review all relevant material before committee meetings.
- b. Attend committee meetings.
- c. Provide thoughtful and objective input and opinions into committee deliberations with a focus on the best interests of the association and committee, not their own personal interests.
- d. Pay attention to association activities that affect or are affected by the committee's work.
- e. Carry out individual assignments made by the co-chairs and provide updates on the status of these tasks.
- f. Ensure that the committee's work and recommendations are in keeping with the association's mandate and strategic direction.
- g. Declare any real or potential conflict of interest regarding the material business of the committee (i.e., projects, voting, etc.).
- h. Maintain their membership with the CACP as an Active, Associate or Life Member to remain on a committee.

## Technical Advisors

The committee may have members who are subject matter experts in various areas of law enforcement but are not eligible to become members of the CACP. Under the general direction of the co-chairs, these advisors would:

- a. Participate in committee meetings.
- b. Be included in committee communications.
- c. Not have voting privileges.
- d. Provide research, position papers, and input into current issues being addressed by the committee.
- e. Respect the confidentiality of committee deliberations.

## Representation

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Committees shall generally consist of 15 to 25 CACP members determined based on the following criteria:

1. Members shall be confirmed as CACP Active, Associate, or Life members in good standing prior to being invited or appointed to join a committee. (Confirmation email requests shall be directed to the CACP National Office at [admin@cacp.ca](mailto:admin@cacp.ca)).
2. Prior to final membership approval, each applicant who wants to become a member of the committee must first obtain the approval of their respective Chief, Commissioner, or senior officer.

3. Committee membership should strive to achieve adequate representation of:
  - a. **All levels of policing:** federal, provincial, regional, municipal, and First Nations police services
  - b. **Non-police public safety partners:** Canadian Forces and other governmental agencies.
  - c. **All regions of Canada:** Pacific, Prairies, Ontario, Quebec, Atlantic and the North
  - d. **All ranks/roles:** from Inspectors to Chiefs/Commissioners/Directeurs including other senior officers and/or senior civilian managers.
  - e. **Professional experience/expertise:** operational, administrative, technical, etc.
  - f. **Personal demographics:** gender, race, etc.

## Nominations and Appointments<sup>4</sup>

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All appointments to committees are confirmed as follows:

### Co-Chairs

- These are elected positions determined by a majority of eligible voting committee members.
- The President of the CACP approves and designates each co-chair.
- Co-chairs are appointed for a term of three (3) years, with the possibility of renewal for an additional two (2) years.

### Members

- The committee co-chairs identify and confirm the participation of committee members, in accordance with the objectives outlined in the 'Representation' section of this handbook.
- All individuals serving on CACP committees shall be Active, Associate or Life CACP members in good standing.
- At any time, the co-chairs may initiate substitutions in the membership of their committee, provided they report any such changes promptly to the CACP National Office.
- The co-chairs may also appoint, with the prior approval of the President of the CACP, non-members of the association to serve as technical advisors.
- Members are appointed for a term not to exceed five (5) years. Any exceptions will require the approval of the President of the CACP.

## Dismissals

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If, after volunteering for service on a committee, a member is not able to participate for two meetings in a row, under or 50% of the annual meetings without reasonable notice of regrets and with no appropriate reason for missing the meetings, or is not actively engaged in implementing the committee's action plan, then the individual's membership will be reviewed by the committee co-chairs and the member may be asked to withdraw from the committee.

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<sup>4</sup> CACP Constitution, Section 10.4, August 2013



## Committee Administration

### Meetings

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There is an expectation that those who meet the criteria for CACP membership for a committee, must be prepared to commit time and resources to attend and participate in committee meetings.

#### Schedule

- All members must be reasonably advised of meeting dates to allow for schedules to be blocked. It is the responsibility of each member to arrange to attend and to notify the co-chairs of any meeting that they will miss in whole or in part.
- Each committee is expected to hold a minimum of three (3) meetings per year. These are generally expected to take place as follows:
  - **Spring:** To allow for an update to the Board of Directors in August
  - **Summer:** Generally expected to take place at the CACP Annual Summit in August and to allow for an update to the Board of Directors in November
  - **Fall:** To confirm resolutions to be tabled for the consideration of the membership in the following year and to allow for an update to the Board of Directors in March

#### Location

- The CACP must approve and book all meeting venues given the budgetary impact of the site selection: room rental, hospitality, and technical requirements.

#### Type

Meetings may be conducted in one of the following formats:

- **Face-to-face/in person:** In addition to the face-to-face committee meeting that the CACP has planned for during the association's Annual Summit in August, each committee can hold one (1) additional face-to-face meeting per year.
- **Teleconference:** Committees may use the CACP's teleconference lines.
- **Videoconference:** Committees may use the CACP's Microsoft Teams platform.

#### Costs

- With respect to in-person meetings, the CACP will only cover the costs for room rental, hospitality services, and technical requirements (e.g., audio-visual equipment, telephone lines, etc.). Travel and accommodations are the responsibility of each committee member.
- Committee co-chairs or secretaries are to communicate with the CACP event management team ([taylor@cacp.ca](mailto:taylor@cacp.ca)) to work out an appropriate budget for expenses related to committee meetings and initiatives.
- All contractual agreements related to committee meetings where costs will be assumed by the CACP must be negotiated and signed by the CACP event management team.

## Agendas

Members will receive agendas at least one week in advance of the meeting dates. The agenda will specify the following:

- **Agenda items:** Identify the topics to be addressed during the meeting.
- **Support documents:** Provide the background information or resources related to each agenda item (where applicable)
- **Purpose:** Indicate whether the item is for information, discussion, or decision, and if action is expected.
- **Duration:** Specify the amount of time to be devoted to each agenda item.
- **Presenters:** Identify the person(s) who will be responsible for presenting each agenda item.

**Note:** A CACP agenda template is available. Refer to the “Templates” section of this document.

## Minutes

Members will receive minutes within 30 days of meeting dates. The minutes shall be posted in the committee folder located on the CACP members-only website and may be shared with the committee with a request that members contact the co-chairs if errors or omissions are noted. The minutes will specify the following:

- **General information:** Identify the date, time, and location of the meeting. Note the name of the co-chairs, members present and absent, and other key people in attendance.
- **Key highlights:** Identify the following:
  - a. Decisions reached, including formal motions passed or defeated.
  - b. Follow-up actions to be taken, with deadlines for implementation, as well as the individuals responsible for completing specific tasks.
  - c. A brief summary of discussions. Do not attribute comments to members except possibly where formal motions are introduced.
- **Next meeting:** Specify the date, time, format, and location (if appropriate) for the next meeting.

## Quorum

Unless otherwise specified by a motion of the Board of Directors, establishing the committee, a quorum consists of two members, one of which being the Co-Chair.<sup>5</sup>

## Decision Making

- Committees shall strive to achieve consensus.
- If consensus cannot be achieved after reasonable committee consultation, then majority (50% + 1) rules.
- In the event of a tied vote, committee co-chairs will make the final decision for the committee.

**Reminder:** Only CACP members in good standing sitting on a committee are eligible to vote. Technical advisers are not able to cast a vote.

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<sup>5</sup> CACP Constitution, Section 10.8, August 2013

## Remuneration

Committee co-chairs, secretaries, members, and technical advisers are not paid any remuneration for their services.<sup>6</sup>

## Confidentiality

All participants in the deliberations/meetings of a committee are requested to maintain and respect the confidentiality of such deliberations.

## Reporting

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### Annual

- Review and update (as required) the committee's Terms of Reference. Any proposed changes must be submitted to the CACP National Office for approval by the Board of Directors.
- Consider the submission of a resolution proposed and endorsed by a majority of the committee as a result of its work, for consideration by the membership during the Annual General Meeting.
- Consider sharing the work of the committee with CACP members by producing one or more articles or briefing notes to be included in the association's *Canadian Police Chief Magazine* or as a feature item in the weekly *CACP News Alert* e-broadcast newsletter.

### Triannual

- Produce a status update on committee projects as they relate to the association's strategic direction, to be submitted in advance of each meeting of the CACP Board of Directors (March, August, November).

**Note:** The CACP Communications Manager provides each committee with their updated triannual report template based on the previous triannual report received from the committee co-chairs and the outcome of the latest CACP Board of Directors meeting.

### Ongoing

- Produce an agenda and minutes for each meeting of the committee.
- Upload committee documents to the committee folder located in the CACP members-only website.
- Review and update (as required) the committee's membership list. Any updates must be submitted to the CACP National Office.

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<sup>6</sup> CACP Constitution, Section 10.5, August 2013

## Resolutions

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### Definition

Members can make suggestions for the strategic direction or course of action of the 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

### Format of a Resolution

- **Title:** Statement that specifies the topic of the resolution
- **Name of Sponsor:** Statement that identifies the committee(s) submitting the resolution.
- **Preamble:** Statements that identify the purpose of the resolution. These background statements identify the issue to be addressed and the impact of the problem. All preamble clauses begin with "WHEREAS".
- **Operative Clause:** Statements that specify the call-to-action. These statements identify the strategic direction or course of action to be taken and the desired outcome(s) to be achieved. All operative clauses begin with "THEREFORE BE IT RESOLVED" or "BE IT FURTHER RESOLVED".

### Process and Deadlines

- **April 1<sup>st</sup>:** Deadline to submit proposed resolutions to the CACP National Office who will forward them to the CACP Law Amendment Committee's Resolutions Sub-Committee and the CACP Research Advisory Committee for their review and comment. (Note: Resolutions received after the April 1<sup>st</sup> deadline will not be accepted unless approved by the CACP Executive Committee.)
- **May 15<sup>th</sup>:** Deadline for the Resolutions Sub-Committee and Research Advisory Committee to complete their review and return the proposed resolutions to the CACP National Office.
- **Mid-June:** Deadline to distribute proposed resolutions to the Board of Directors for their review and consideration.
- **End of June:** Deadline to hold a teleconference meeting of the Board of Directors and Resolutions Sub-Committee to discuss the proposed resolutions. At this time, the Board will decide to approve or request the amendment or withdrawal of proposed resolutions.
- **July or August:** Resolutions approved by the Board of Directors are presented to the membership for discussion and acceptance at the Annual General Meeting.

Additional information on the [resolution process](#) and [resolution guidelines](#) can be found in the "Resolutions" section of the CACP website ([www.cacp.ca](http://www.cacp.ca)), or in the "About CACP" section, under "Policies/Guidelines".

## Deliverables

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Documents and deliverables (e.g., policy statements, strategies, frameworks, checklists, etc.) produced by CACP committees are the property of the CACP and only become final and official once they have been reviewed and approved by the CACP Board of Directors, the Executive Committee, the President and/or the Executive Director.

## Marketing & Communications

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Committee members may be called upon to serve as spokespeople on behalf of the committee to discuss the group's strategic issues or projects/initiatives. These individuals may be approached as subject matter experts to respond to media inquiries, to appear before a parliamentary committee, to help author an article, or to serve as a presenter during CACP or partner conferences/events.

If the committee would like to promote their projects and initiatives with CACP members, other law enforcement agencies, partners, or the general public, please communicate with the Communications Manager at [communications@cacp.ca](mailto:communications@cacp.ca). This individual can provide assistance with the development of a communications plan that can maximize the use of the CACP website ([www.cacp.ca](http://www.cacp.ca)), the *Canadian Police Chief Magazine*, the weekly *CACP News Alert*, CACP social media channels and perhaps other communication vehicles that would help reach the intended target audience(s).

## Media Relations

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The media is considered to be an effective vehicle for communicating information about the CACP and its strategic priorities and for increasing public awareness and education regarding the projects, initiatives, events and positions of the association and its committees. The CACP is committed to developing and maintaining professional working relationships with the media (print, broadcast and electronic) that reach national, regional, and/or local audiences. The CACP encourages committee members to be actively involved in this communications process.

To ensure clear, factual, and consistent communications with the public, and to protect the interests of all CACP members, the following media relations policies are to be respected by all CACP committee co-chairs and members:

- **Press Releases:** All press releases pertaining to the CACP and the work of its committees are to be approved and issued by the CACP National Office. Please communicate with the Communications Manager at [communications@cacp.ca](mailto:communications@cacp.ca) who will assist you with the development, approval, and distribution processes.
- **Media Interviews:** Committee co-chairs or member subject matter experts approved by co-chairs may serve as official CACP spokespeople. Prior to granting any media interview, committee members must inform the CACP National Office by contacting the Communications Manager at [communications@cacp.ca](mailto:communications@cacp.ca) or by telephone at 613.838.8807 or 613.595.1101 in order to:
  - Obtain the Executive Director's approval of the key messages to be conveyed on behalf of the association
  - Confirm the media inquiry details (e.g., name of the journalist, media outlet, type of interview, etc.) for CACP media tracking purposes

The above-mentioned steps do not apply if a committee member is offering their personal views on a topic or is speaking to the media on behalf of the individual law enforcement agency they work for. In these circumstances, committee members are reminded not to include statements pertaining to the CACP unless they are consistent with an official public statement that has already been released by the association.

- **Social Media:** The CACP currently has an official Twitter account that is managed by the CACP National Office. If you would like to promote committee projects or initiatives via the association's social media channels, please communicate with the Communications Manager at [communications@cacp.ca](mailto:communications@cacp.ca). Committee members are also encouraged to share, like and/or comment on messages issued by the CACP National Office.

## Sponsorship Guidelines

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Sponsorship opportunities in support of committee initiatives (e.g., research projects, conferences, webinars, strategies, frameworks, etc.) must be referred to the Executive Director at [arotenberg@cacp.ca](mailto:arotenberg@cacp.ca) for consideration and follow up. No committee may act alone. All sponsorship opportunities must be in keeping with the [CACP Sponsorship Guidelines](#) available on the CACP website ([www.cacp.ca](http://www.cacp.ca)), in the "About CACP" section, under "Policies/Guidelines".

## Endorsement Guidelines

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Committees may be approached to endorse third-party organizations, projects, initiatives, or upcoming events. Requests for endorsement may range from a letter of support to financial support, to logistical support and/or the use of the CACP logo. All requests for endorsement should be forwarded to the CACP National Office and be in keeping with the [CACP Endorsement Policy & Procedure](#) available on the CACP website ([www.cacp.ca](http://www.cacp.ca)), in the "Partners" section.

## CACP Support

### Services

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The following services are available from the CACP National Office:

- **Training:** Co-chairs will receive a mandatory orientation session following their appointment to the leadership of a general standing committee or special purpose committee. The orientation session will include a review of the content of the *CACP Handbook for general committees and special purpose committees*, a committee membership list, access information for the appropriate committee folder on the CACP members-only website where previous minutes and background information on recent committee activities and resources can be found. Contact the Executive Director at [arotenberg@cacp.ca](mailto:arotenberg@cacp.ca).
- **Administrative support:** For support with CACP processes and procedures as well as communications between the committee and the CACP President, Executive Committee and/or Board of Directors, please contact the CACP Executive Director at [arotenberg@cacp.ca](mailto:arotenberg@cacp.ca).

- **Communications:** For support with strategic communications plans, media relations, social media, publications, and website communications, please contact the CACP Communications Manager at [communications@cacp.ca](mailto:communications@cacp.ca).
- **Government Relations:** For support with legislative amendments and interactions with the House of Commons, the Senate, parliamentary committees, and federal agencies, please contact the CACP Executive Director at [arotenberg@cacp.ca](mailto:arotenberg@cacp.ca).
- **Logistics:** For support with planning and meeting requirements related to travel, meeting rooms, hospitality and technical equipment (e.g., teleconference phone, laptop, projector, microphone, etc.), please contact the CACP event management team at [taylor@cacp.ca](mailto:taylor@cacp.ca).

## Templates

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To facilitate the administration and management of committees and to ensure consistency between the various working groups, the CACP has developed the following templates:

- **Agenda:** to outline the topics to be addressed during a specific committee meeting
- **Membership list:** to confirm the list of CACP members and technical advisors (if applicable) participating in the committee
- **Minutes:** to report on the key issues, decisions, action items, and timelines addressed during a specific committee meeting
- **Terms of reference:** to outline the mandate, objectives, and strategic priorities of the committee
- **Triannual report:** To provide the CACP National Office with a status update on projects and initiatives of the committee in relation to the association's strategic orientation and general action plan.