



**Resolutions Adopted
at the
103rd Annual Conference**

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CANADIAN ASSOCIATION OF CHIEFS OF POLICE
Leading progressive change in policing

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**IMPROVING PUBLIC SAFETY
VOICE COMMUNICATIONS INTEROPERABILITY**

Submitted by the Informatics Committee

- WHEREAS** the Canadian Association of Chiefs of Police (CACP), the Canadian Association of Fire Chiefs (CAFC) and the Emergency Medical Services Chiefs of Canada (EMSCC) have passed or are in the process of passing a resolution similar to this, and;
- WHEREAS** the safety, security and prosperity of Canadians including police officers, fire fighters, paramedics and other emergency medical service providers depends upon effective voice communications between public safety agencies, and;
- WHEREAS** there must be a coordinated national partnership amongst all levels of government to ensure the timely provision of sufficient and consolidated radio spectrum, support for the key interoperability issues of governance, standard operating procedures, technology, training and exercises, usage, and interconnection of infrastructure, and;
- WHEREAS** international studies and Canadian public safety responder experience show that the lack of adequate voice communications interoperability increases the number of associated casualties, the severity of injuries, the number of lives lost, and the economic impact of emergency incidents, and;
- WHEREAS** the Canadian Association of Chiefs of Police has submitted numerous resolutions (07-2002, 08-2003, 09-2003, 04-2004 and 05-2005) calling upon the Government of Canada to take action to improve public safety voice communications interoperability, and;
- WHEREAS** in January 2005, the Government of Canada, through Public Safety Canada and Industry Canada, committed to put together a team by the end of October 2005 mandated to create a national strategy that would enable the implementation of a fully interoperable voice communications environment in Canada in 10 years, and;

WHEREAS Public Safety Canada has yet to create a national strategy, and;

WHEREAS in support of a national strategy the CACP, CAFC and EMSCC have consolidated efforts to address the critical requirement to improve voice communications interoperability by establishing and participating in the Canadian Interoperability Technology Interest Group (CITIG) supporting over 100,000 public safety personnel as the “One Vision – One Voice” of public safety agencies, and;

WHEREAS over the past year CITIG has held regional voice communications interoperability forums and a national voice interoperability workshop with over 170 leaders from across Canada and the United States in attendance, and;

WHEREAS numerous reports, studies, workshops, each of the regional forums, and the national workshop have indicated an immediate requirement for the Government of Canada to provide national vision, leadership and funding to improve public safety voice communications interoperability.

THEREFORE BE IT RESOLVED that the Canadian Association of Chiefs of Police requests that the Government of Canada recognize the Canadian Interoperability Technology Interest Group as the national representative of public safety personnel whose mandate it is to improve public safety voice communications interoperability, and;

BE IT FURTHER RESOLVED that the Canadian Association of Chiefs of Police requests the Government of Canada, through Public Safety Canada, to fully support the Canadian Interoperability Technology Interest Group within the federal government in developing a national strategy, and;

BE IT FURTHER RESOLVED that the Canadian Association of Chiefs of Police, requests that the Government of Canada commit financial, policy, and other human resources in Public Safety Canada in partnership with the Canadian Interoperability Technology Interest Group to provide vision and leadership as required to accomplish voice communications interoperability amongst public safety agencies across Canada.

IMPROVING PUBLIC SAFETY VOICE COMMUNICATIONS INTEROPERABILITY

Commentary:

The Canadian Police, Fire and EMS Chiefs Associations recognize that achieving voice communications interoperability is one of the greatest challenges facing emergency management and emergency services today. They agree that timely and effective action in this regard bears the potential to have a high impact on public safety operations and the safety, security and prosperity of all Canadians now and into the future. The Chiefs have supported the completion of foundational research and establishing CITIG. However, it is crucial now for the Government of Canada to join and lead efforts going forward. Public Safety Canada is urged through this resolution to make an important contribution to CITIG, become its federal flag bearer and work with its members in developing a national strategy. Indeed some of the vital work ahead is interdepartmental at the federal level. For example, Industry Canada regulates radio frequency spectrum allocation and usage and change needs to be effected in these areas.

Sampling of Studies, Reports, and Workshops:

- “Public Safety Radio Communications Project” report presented to Industry Canada in March 2003; and,
- “Interoperability for Policing in Canada” a white paper prepared on behalf of the Informatics Committee of the Canadian Association of Chiefs of Police in 2005; and,
- “Keeping Canadians Safe” report jointly prepared by the Canadian Advanced Technology Alliance and the Canadian Police Research Centre in 2007; and,
- “First Responder Voice Interoperability: Governance, Standard Operating Procedures and Technology” report prepared by IDC Canada on behalf of the London Police Service and the Canadian Police Research Centre; and,
- “Setting a Voice Interoperability Roadmap: Leadership, Priorities and Enablers” report submitted on behalf of the over 170 participants in the March 2008 National Voice Interoperability Workshop held at the Chateau Laurier Hotel in Ottawa.
- Numerous other international studies, commissions and Congressional reports.

IMPROVING PUBLIC SAFETY VOICE COMMUNICATIONS INTEROPERABILITY

Media Lines:

- **Progress on public safety agency interoperability has been slow — the CITIG aims to accelerate efforts.** While the lack of interoperability has been known for some time, the agencies and jurisdictions that should be able to communicate with each other still often cannot. Some good work has been completed. However, there is a need for a more wide-scale and inclusive approach to interoperability work across the country. The CITIG aims to do exactly that — the time is right for CITIG!
- **The CITIG is the catalyst for change** — the group aims to become the *de facto* vehicle for the exchange of information and ideas about advancing Canadian public safety interoperability. By facilitating communications amongst Canadian public safety interoperability stakeholders and by providing opportunities for meaningful interoperability research and development, the CITIG will foster much needed advancements in Canadian interoperability.
- **The ultimate goal of the CITIG is to improve the ability of public safety providers to do their job** — A focus on interoperability improves the ability of public safety providers to work together, especially when responding to emergencies. Equally important, a focus on interoperability presents a significant opportunity to promote cost-savings and take advantage of leveraging existing investments and/or resource sharing.
- **The CITIG is open to all who are interested in furthering Canadian public safety interoperability** — in an effort to improve public safety communications and interoperability through collaborative leadership, the CITIG aims to bring together representatives from public safety, industry, academia, government and non-governmental organizations to help shape the direction of research and development activities related to interoperability amongst Canadian public safety providers. The more like-minded people we can assemble, the greater our chance for success.
- **The CITIG will deliver results** — the CITIG is structured to be agile, responsive and geared to deliver meaningful research and development outcomes. By drawing on the National Public Safety Telecommunications Council (NPSTC) from the United States, aligning partners together in a scalable framework and working toward identified interoperability goals, the CITIG is well positioned to succeed.

Key Media messages

- Crisis may be too strong a word, but Canadian public safety interoperability should certainly be a concern. Work in Canada has been slow compared to our global counterparts.
- A more focussed and inclusive approach to Canadian interoperability will bring about results. The CITIG aims to foster exactly that.
- The CITIG offers a collective means to improve individual agency/organization approaches to interoperability. The onus is on each sector to ensure they are not left behind when it comes to shaping the future of Canadian public safety interoperability.
- Those who contribute will see a return on their investment. Not only will the CITIG deliver tangible results in the form of interoperability research and development, it provides participants with the opportunity to shape the future of interoperability standards and direction.
- CITIG is currently working with both Canadian and US officials to begin the process of improving public safety voice interoperability.
- The need is clear: work on interoperability will improve public safety both for service providers and the general public.
- Having the CITIG makes good business sense. It will drive improvements in Canadian public safety provider interoperability while maximizing efficient use of resources.
- The CITIG will work on responding to Canadian interoperability needs, as defined in direct consultation with public safety stakeholders and other key opinion leaders.
- Over time, the CITIG will continually evolve to meet public safety agency operational needs while meeting stakeholder's expectations.

BACKGROUND INFORMATION ON CITIG

About the Canadian Interoperability Technology Interest Group, a partnership between the Canadian Association of Chiefs of Police, Canadian Association of Fire Chiefs and Emergency Medical Services Chiefs of Canada.

The CITIG's ultimate aim is to improve Canadian public safety interoperability. The CITIG's goals include:

- creating forums for the exchange of information and ideas;
- facilitating communications amongst Canadian public safety interoperability stakeholders;
- bringing together the collective wisdom of public safety and communications leaders and experts (best and brightest);
- responding to regulatory issues that impact public safety communications; and
- providing a test bed where aspects of the five elements of SAFECOM®'s interoperability continuum (governance, standard operating procedures, technology, training & exercise and usage) can be understood, designed, tested, negotiated, implemented, trained, exercised, standardized or shared.

**NATIONAL RESPONSIBILITY CENTRE FOR
COMMUNITY SAFETY, HEALTH AND WELL-BEING**

Submitted by the Crime Prevention Committee

- WHEREAS** the Canadian Association of Chiefs of Police advocates achieving safer communities through a comprehensive response that balances rigorous law enforcement, a meaningful court process and effective corrections with proactive crime prevention measures that address the root causes of offending and victimization, and;
- WHEREAS** the Canadian Association of Chiefs of Police is concerned that the federal government shift away from proactive prevention and towards short-term intervention reduces understanding about the measures that reduce economic, educational and social disparities within and across communities, and;
- WHEREAS** community safety and positive social measures are valued by all those who choose to make Canada their home, and;
- WHEREAS** the CACP-led Coalition on Community Safety, Health and Well-being includes over thirty national non-governmental organizations representing policing, municipal police governance, health and mental health, child and youth welfare, education and literacy, sports and recreation, immigrant and refugee integration, support to seniors and Aboriginal peoples, literacy, assisted living, cross-cultural understanding and substance abuse prevention, and;
- WHEREAS** the Coalition partners support investments in accessible social services and activities that support individuals and families (which are the foundation of safe and healthy communities) and that yield cost savings for policing, the courts, corrections and other social service areas funded by federal, provincial and municipal governments, and;
- WHEREAS** Canadians thirst for a vision of achievable community safety, health and well-being based on values of inclusion and community partnerships, and;
- WHEREAS** the United Nations, with Canadian leadership, urges Member States to establish a national responsibility centre for crime prevention.

THEREFORE BE IT RESOLVED that the Canadian Association of Chiefs of Police calls upon the federal/provincial/territorial governments to collaborate in creating a new national responsibility centre for community safety, health and well-being, with a mandate to harness existing evidence-based knowledge, serve as a policy coordination body for all orders of government and a resource centre to support community-based strategies and partnerships to achieve safe and healthy communities.

NATIONAL RESPONSIBILITY CENTRE FOR COMMUNITY SAFETY, HEALTH AND WELL-BEING

Commentary:

The Canadian Association of Chiefs of Police (CACP) is the respected and credible voice of police leaders on policing and community safety issues. The CACP supports a comprehensive, inclusive approach that comprises rigorous law enforcement, a meaningful court process, effective corrections and crime prevention in all its forms. The CACP promotes pro-active crime prevention that addresses the root causes of crime through social measures that are proven to reduce the risk of offending and victimization.

It is accepted that community safety, health and well-being spans disciplines and cannot be addressed solely through the criminal justice system. The root causes of crime cannot be tackled without attention to such systems as medical (health, mental health, addictions treatment) and social (education and training, literacy, violence prevention, positive youth development, employment, social inclusion, housing, recreation). These systems and activities are largely within the mandates of the provinces and are delivered and experienced locally.

The CACP has been joined by more than 30 national partners in the Coalition on Community Safety, Health and Well-being. The Coalition represents a broad spectrum of expertise on building safe and healthy communities. The Coalition has stated that community safety, health and well-being is a shared responsibility that requires a national infrastructure, national leadership and national coordination to bring together orders of government in support of local efforts that address the multiple factors contributing to crime and social disorder.

The CACP has previously called for leadership by the federal government and the provincial-territorial governments through the National Crime Prevention Strategy [CACP Resolution #5-2006]. The Strategy has been supported by the CACP as the vehicle through which governments could exercise leadership in such tangible ways as developing a national strategic framework that would respond to the needs identified by the Coalition on Community Safety, Health and Well-being and would assist local community efforts.

The National Crime Prevention Centre was established in 1998 as the federal policy centre responsible for implementing the National Crime Prevention Strategy, a “broad framework to bring together many of the different efforts to prevent crime in Canada”. The Strategy was national, rather than federal, in recognition of the federal leadership role shared with the provinces and territories whose responsibilities include administration of justice and the social programs that constitute primary prevention measures. Over time the policy role and coordinating function of the Centre have ceased. In addition, the direction of the Strategy has shifted from crime *prevention* through social development to targeted *intervention*, which is an important response to crime and those at immediate risk of offending but which represents an important policy shift from the Strategy as originally designed.

As a result, what was conceived to be a vibrant federal policy centre with a coordinating function federally and nationally is now a funding program within the federal criminal justice portfolio. The impact of its programs will have effect further downstream than its primary prevention measures. The Centre supports time-limited projects across the country, has no discernible connections to other federal ministries with social mandates and has a reduced profile within the menu of government priorities. It has no mandate to support the development of a comprehensive approach to addressing the root causes of crime and victimization.

As a result, there is no national entity to fill the gap in terms of coordinating a national prevention strategy across federal and provincial-territorial jurisdictions and based on proven social development measures. Such a responsibility centre is needed in Canada and is recommended by the United Nations *Guidelines for the Prevention of Crime (2002)*, developed with Canadian leadership at a meeting of UN Experts hosted by Canada.

The role of a national responsibility centre for community safety, health and well-being could build upon the work to date of the National Crime Prevention Centre and other components of the federal criminal justice portfolio. However, it would go further, by:

- bringing focus to the existing expenditures in social services, including within the criminal justice system;
- identifying investments needed by Canadian communities and in particular those that would offset social service and criminal justice expenditures;
- stimulating and promoting community safety partnerships;
- serving as a national repository of research knowledge, practical expertise and tools and making these accessible to all orders of government; and
- developing a strategic framework to ensure that Canada’s broadly-based knowledge, expertise and resources are used for the betterment of the community.

There are several models to consider, including those national responsibility centres that reside outside of the federal government, with appointed Boards of Directors drawn from jurisdictions and disciplines. The Canadian Centre on Substance Abuse and the Mental Health Commission of Canada are two such precedents. The time has come for federal and provincial-territorial governments to consider how best to assist their communities in achieving community safety, health and well-being, and to create a responsibility centre mandated to perform this important leadership role.

NATIONAL RESPONSIBILITY CENTRE FOR COMMUNITY SAFETY, HEALTH AND WELL-BEING

Media Lines:

- Community safety requires well-functioning individuals, families and community institutions.
- When crime and victimization are prevented, there is less need for police, the courts and the corrections system.
- It makes good economic sense to invest in prevention measures that are proven to work, in both the short and longer term.
- Most of these measures are outside the criminal justice system such as: health, mental health, addictions treatment, education and training, literacy, violence prevention, positive youth development, employment, social inclusion, housing and recreation.
- The Canadian Association of Chiefs of Police (CACP) and its partners in the Coalition on Community Safety, Health and Well-being have identified the need for government leadership to bring together these ingredients.
- The CACP is asking federal and provincial-territorial governments to collaborate in creating a national responsibility centre for community safety, health and well-being.
- It could be established outside of government, along the lines of other such bodies (Canadian Centre on Substance Abuse, Mental Health Commission of Canada).
- This responsibility centre would assist federal and provincial governments in coordinating their community safety efforts, using evidence-based knowledge and serving as a resource centre to support community based strategies.

NATIONAL POVERTY REDUCTION STRATEGY

Submitted by the Crime Prevention Committee

- WHEREAS** the World Health Organization identifies poverty as an indicator to be taken into account when developing strategies for community safety, health and well-being, and;
- WHEREAS** the United Nations *Guidelines for the Prevention of Crime (2002)* urge national governments to “integrate crime prevention considerations...into all relevant social and economic policies and programmes, including those addressing employment, education, health, housing and urban planning, poverty, social marginalization and exclusion”, and;
- WHEREAS** Canada’s social service spending ranks 24th of 30 member states according to the Organization of Economic Cooperation and Development, and;
- WHEREAS** the World Bank reports that the widening gap between rich and poor in Canada is on a par with developing countries, and;
- WHEREAS** Statistics Canada reports that some 3.5 million people in Canada live below the low-income cut-off line (often used as the unofficial “poverty line”, in the absence of a standard measure of poverty), and;
- WHEREAS** the Aboriginal population is over-represented in the poor population of Canada and the poverty rate of Aboriginal people is many times that of the non-Aboriginal population, and;
- WHEREAS** the poverty rate of the recent immigrant population is three times higher than that of more established immigrants, at a time when Canada is relying on immigrants to bolster its economic growth, and;
- WHEREAS** the child poverty rate in Canada remains at 11.7%, the same as it was in 1989, with poverty affecting an estimated 1 million children: 1 in 2 children in recent immigrant families, 1 in 2.5 in First Nations children living outside First Nations communities, 1 in 3 children in racialized families, 1 in 4 children with disabilities, and 1 in 4 children living in First Nations communities, and;
- WHEREAS** disparity between rich and poor is a risk factor leading to crime and victimization, and;
- WHEREAS** some jurisdictions in Canada have implemented poverty reduction strategies that are designed to reduce the inequality between rich and poor, and;

WHEREAS the CACP-led Coalition on Community Safety, Health and Well-being includes over thirty national non-governmental organizations representing policing, municipal police governance, health and mental health, child and youth welfare, education and literacy, sports and recreation, immigrant and refugee integration, support to seniors and Aboriginal peoples, literacy, assisted living, cross-cultural understanding and substance abuse prevention, and;

WHEREAS the CACP-led Coalition has identified poverty as a risk factor that contributes to crime and victimization.

THEREFORE BE IT RESOLVED that the Canadian Association of Chiefs of Police calls upon all levels of government to collaborate in developing a comprehensive, multi-faceted national poverty reduction strategy as a key plank in creating safe, healthy, inclusive communities in which our citizens can reach their potential as parents, community members and contributors to Canada's economic and social fabric.

NATIONAL POVERTY REDUCTION STRATEGY

Commentary:

The link between poverty and increased risk of crime and victimization is well-accepted, not necessarily as a cause but certainly as a contributing factor. “Low income, in itself, is not necessarily a cause of delinquency. However, when multiple disadvantages in health care, education, family life and leisure activities accompany poverty, the possibility of persistent and serious delinquency increases”. [reference: *Crime Prevention Through Social Development: a Discussion Paper for Social Policy Makers and Practitioners*, Canadian Council on Social Development and Canadian Criminal Justice Association, c.1984].

In 1997 Canada’s National Crime Prevention Council, in *The Dollars and Sense of a Comprehensive Crime Prevention Strategy for Canada*, identified the reduction of child poverty as a “significant factor in reducing crime internationally”. Since 1984, the Canadian Council on Social Development has promoted social development initiatives focused on those risk groups that are socially and economically disadvantaged.

The World Health Organization advocates “collective action” to achieve community safety, health and well-being. The collaboration and input of diverse sectors allows a community to consider indicators other than those seen through the crime lens. Such indicators include poverty, educational attainment, employment, school staying, prenatal health, housing and many other social indicators that speak more comprehensively to the values of community safety, health and well-being.

The United Nations *Guidelines for the Prevention of Crime (2002)*, developed with Canadian leadership by a group of UN Experts hosted by Canada, urge national governments to “integrate crime prevention considerations...into all relevant social and economic policies and programmes, including those addressing employment, education, health, housing and urban planning, poverty, social marginalization and exclusion”.

Renowned Norwegian criminologist Nils Christie, in his keynote address to the International Centre for the Prevention of Crime *Seventh Annual Colloquium on Crime Prevention*, in November 2007 noted that, as disparity between rich and poor in a society increases, so too do crime and fear of crime. He challenged police to reveal their insights into social conditions. The current experience in Alberta reflects this disparity: unprecedented economic growth accompanied by an increase in homelessness (even among the working poor,) and increasing reliance on charities (such as the Salvation Army) for practical assistance with shelter and food.

There is much debate in Canada with respect to the measure of poverty, because there is no standard measure used. It is not the intention of the CACP to enter this debate.

However, irrefutable facts speak to the situation of many people in Canada affected by poverty, and can be attested to by the observations of police in communities across Canada. Statistics Canada reports that some 3.5 million people in Canada live below the low-income cut-off line, which is generally considered the unofficial “poverty line”. The situation of Aboriginal people stands out within this context; their poverty rate is many times that of the non-Aboriginal population. Statistics Canada also reports that immigrants are a group at risk of experiencing higher levels of low income, and that it now takes longer for immigrants to rise out of poverty than it did in past decades. The poverty rate of the recent immigrant population is three times higher than that of more established immigrants, at a time when Canada is relying on immigrants to bolster its economic growth.

The child poverty rate in Canada remains at 11.7%, the same as it was in 1989, with poverty affecting an estimated 1 million children: 1 in 2 children in recent immigrant families, 1 in 2.5 in First Nations children living outside First Nations communities, 1 in 3 children in racialized families, 1 in 4 children with disabilities, and 1 in 4 children living in First Nations communities. [reference: *2007 Report Card on Child and Family Poverty in Canada*, Campaign 2000].

The CACP-led Coalition on Community Safety, Health and Well-being includes over thirty national non-governmental organizations representing policing, municipal police governance, health and mental health, child and youth welfare, education and literacy, sports and recreation, immigrant and refugee integration, support to seniors and Aboriginal peoples, literacy, assisted living, cross-cultural understanding and substance abuse prevention. Coalition partners identify poverty as a risk factor that contributes to crime and victimization and is amendable to change. They encourage investment in sustainable social development programs that are accessible to everyone, including the most marginalized groups in society.

Canada’s spending on social services, according to the Organization of Economic Cooperation and Development, ranked 24th of 30 member nations in 2001, the last year for which these statistics are available.

Canada, a prosperous country by international standards, requires a multi-faceted national poverty reduction strategy as a key plank in creating safe, healthy, inclusive communities in which our citizens can reach their potential as parents, community members and contributors to Canada’s economic and social fabric.

NATIONAL POVERTY REDUCTION STRATEGY

Media Lines:

- Poverty is not a cause of criminal behaviour. But, when combined with other disadvantages such as poor health, literacy challenges, social exclusion and unstable family life, poverty can increase the likelihood of involvement with crime, as victims and offenders.
- The statistics on poverty in Canada paint a bleak picture of the situation of our most vulnerable, for example the elderly, Aboriginal Canadians, single parent families headed by mothers, new immigrants and the disabled.
- The rate of childhood poverty is serious and alarming, and the situation has not improved since 1989 despite Canada's healthy economy. Poverty affects over 1 million children, with First Nations, immigrant, visible minority and children with disabilities the most seriously affected.
- Many jurisdictions, in other countries and here in Canada (Quebec, Newfoundland and Labrador) have implemented poverty reduction strategies that are designed to reduce the inequality between rich and poor.
- The Canadian Association of Chiefs of Police (CACP) and its partners in the Coalition on Community Safety, Health and Well-being have identified poverty as a risk factor for individuals, families and communities.
- The CACP encourages all orders of government to develop a comprehensive poverty-reduction strategy that will benefit the safety, health and well-being of Canadians today and in the future.

Resolution # 04 - 2008

FIRST NATIONS POLICING

Submitted by Commissioner Julian Fantino, Ontario Provincial Police

WHEREAS recommendation #56 of the Report of the Ipperwash Inquiry released on May 31, 2007 stated that:

The federal and provincial governments should update their policies on First Nations policing to recognize that self-administered First Nations police services in Ontario are the primary police service providers in their communities; and,

WHEREAS since June 1991 the implementation of the federal First Nations Policing Policy (FNPP) has provided funding to support community-based First Nations policing; and,

WHEREAS that funding is based on a cost-sharing formula between the federal and provincial/territorial governments at 52/48% respectively; and,

WHEREAS the federal funding policy provides for frontline officers only, thereby limiting First Nations policing development; and,

WHEREAS the federal government support lacks sustainability due to the funding being in terms of grants; and,

WHEREAS the present challenges of dealing with emerging First Nations issues would be best addressed by police services that are representative of the communities served; and,

WHEREAS recognizing that best serving the needs of a given community and its residents will come from a police service that is abreast of the emerging and diverse socioeconomic, political and cultural goals of each First Nation community.

THEREFORE BE IT RESOLVED that the Canadian Association of Chiefs of Police urges the federal government to ensure its policies support community vision and to commit to and maintain support for the provision of First Nations policing that is adequately funded for sustainability, representative of, and meets the needs of the communities served.

Resolution # 04 - 2008
FIRST NATIONS POLICING

Commentary

- The federal government's First Nations Policing Policy (FNPP) is not meeting the needs of First Nations communities, First Nations police services, provinces/territories or the police services that either assist First Nations policing or provide direct service delivery.
- The primary objectives of the FNPP are to:
 - Ensure First Nations have access to policing services that are responsive to their needs and that meet acceptable quality and service standards; and,
 - Support First Nations communities to establish structures free of political influence for the management, administration and accountability of their police services; and,
 - Implement and administer the FNPP in partnership with First Nations communities.
- Funding First Nations policing under the FNPP is based on tripartite agreements between the federal and provincial/ territorial governments and First Nations. Under a cost-sharing formula, the federal government and the provincial or territorial governments respectively pay 52/48% toward the cost of First Nation policing services.
- The FNPP manifests in the following two main policing models:

Self-Administered Tripartite Agreements:

 - Self-administered tripartite agreements are negotiated among Canada, the participating province/territory and the First Nation community. Under such an agreement, the First Nation is responsible for managing its own police service through a police governing authority.

Community Tripartite Agreements (CTA's):

 - Like self-administered agreements, CTA's are negotiated among Canada, the participating province/territory and the First Nation community. Under a CTA arrangement, the First Nation community is served by dedicated officers from an existing police service.

Resolution # 04 - 2008
FIRST NATIONS POLICING

Media Lines

1. The First Nations Policing Policy (FNPP) was implemented in June 1991 to provide funding for community-based First Nations policing.
2. The FNPP outlines the cost sharing arrangement between the federal and provincial/territorial governments for First Nations policing – 52% and 48% respectively.
3. The FNPP is owned and administered by the federal government.
4. The FNPP is not meeting the needs of First Nations communities, police services, or the provinces/territories.
5. The FNPP support lacks sustainability as funding is provided in terms of grants; and provides for front-line officers only, thereby limiting policing development.
6. The Resolution is intended to provide First Nations policing that is determined by community choice and responsive to community needs.

**ONTARIO SEX OFFENDER REGISTRY LEGISLATION AND
SOFTWARE APPLICATION BE CONSIDERED AS A MODEL AT
NATIONAL LEVEL**

Submitted by Commissioner Julian Fantino, Ontario Provincial Police

WHEREAS in 1988 eleven year old Christopher Stephenson was brutally murdered by a convicted sex offender on federal statutory release. At the 1993 inquest into Christopher's death, the Coroner's Jury recommended creating a national registry for convicted sex offenders, requiring them to register with their local police. With the encouragement and support of the Stephenson family, victim's groups and law enforcement organizations, Christopher's Law (Ontario Sex Offender Registry) was proclaimed on April 21, 2001.

WHEREAS a National Sex Offender Registry (NSOR) was legislated on December 15, 2004 with the passing of the Sex Offender Information Registration Act (SOIRA).

WHEREAS to ensure the safety and security of all Canadian residents, the legislative and software features of the Ontario Registry should be considered as a model for enhancing the National Sex Offender Registry Program including but not limited to:

- mandating automatic registration of sex offenders upon conviction rather than pursuant to a Judge's Order.
- ensuring members of all police services in Canada have access, use and disclosure of registered offender information for crime prevention or other law enforcement purposes.
- creation of an electronic link between all Provincial and Federal Corrections Agencies to the National Sex Offender Registry. This link will assist Provincial Centres and Police Services in identifying offenders being released from institutions and ensure their compliance.
- ensuring the Police Service of jurisdiction verify the registered offender's reported home address.
- allowing data matching which includes comparison of other electronic applications with the NSOR that is currently prohibited by SOIRA.

WHEREAS to further enhance public safety, consideration should be given to the following:

- mandating Federal and Provincial Correctional Services to notify Sex Offender Registry Centres of offender release dates.
- amending the Criminal Code of Canada to allow for hybridization of the first offence provision in section 490.031 (Fail to comply with Order).

THEREFORE BE IT RESOLVED that to support Municipal and Provincial Police Services in implementing the National Sex Offender Registry using Ontario as a model, the Federal Government provide the program's development, implementation and maintenance costs required, and;

BE IT FURTHER RESOLVED that the Canadian Association of Chiefs of Police call upon the Government of Canada through the Minister of Justice and Attorney-General and the Minister of Public Safety to conduct a review and consider adoption of Ontario's Sex Offender Legislation and Software Application as a model to maximize public safety in all of Canada's provinces.

ONTARIO SEX OFFENDER REGISTRY LEGISLATION AND SOFTWARE APPLICATION BE CONSIDERED AS A MODEL AT NATIONAL LEVEL

Commentary:

- Ontario Provincial Police Commissioner Julian Fantino requests that the Canadian Association of Chiefs of Police call upon the Government of Canada through the Minister of Justice and Attorney General and the Minister of Public Safety to amend the Criminal Code and consider the Province of Ontario's Sex Offender Registry Legislation and Software Application as a model for enhancing the National Sex Offender Registry to maximize the public safety of all Canadian residents.
- With only minor modifications, Ontario's Provincial Registry is capable of capturing any address in Canada and making it directly accessible to all police officers in Canada in support of their criminal investigations and/or investigations of crimes of a sexual nature.
- Sex Offenders are very transient and commonly move from province to province and are difficult to monitor. With the assistance of Federal and Provincial Corrections all offenders who are incarcerated, paroled, or on probation could be monitored by all Canadian police services to enhance public safety.
- On May 13, 2008 Ontario Provincial Police hosted a teleconference with representatives from the Sûreté du Québec and twelve municipal police services across Canada. The majority of the police services consulted during the conference call supported Commissioner Fantino's proposed resolution and provided comments expressing frustration with the NSOR application and its lack of investigative value. On June 26, 2008 the Ontario Provincial Police also consulted with the RCMP regarding this resolution.
- Should the Resolution be adopted, its Action Plan will include the formation of a multi-provincial steering committee to review and consider the adoption of Ontario's Sex Offender Legislation and Software Application as a model for enhancing the National Sex Offender Registry to maximize public safety in all of Canada's provinces and address all action items, timelines, etc. Report back to CACP Board of Directors per Resolution Guidelines.

**ONTARIO SEX OFFENDER REGISTRY LEGISLATION AND
SOFTWARE APPLICATION BE CONSIDERED AS A MODEL AT
NATIONAL LEVEL**

Media Lines:

Ontario Provincial Police Commissioner Julian Fantino has requested that the Canadian Association of Chiefs of Police call upon the federal government to consider Ontario's Sex Offender Registry Legislation and Software Application as a model for enhancing the National Sex Offender Registry. Ontario has the only provincial registry in the country and Commissioner Fantino believes it provides greater public safety than the existing federal registry. Consultations conducted by the Ontario Provincial Police with municipal police services across Canada indicate support for the Commissioner's efforts to enhance the investigative value of the national registry and its ability to enhance public safety.

**CACP SUPPORT OF COORDINATED MULTI-PROVINCE
(NATIONAL) APPROACH IN THE DEVELOPMENT OF A SINGLE
ANALYTICAL SOFTWARE PROGRAM (DATABASE) TO HOUSE
INFORMATION PERTAINING TO BOTH MISSING PERSONS AND
UNIDENTIFIED HUMAN REMAINS**

Submitted by Commissioner Julian Fantino, Ontario Provincial Police

- WHEREAS** the Ontario Provincial Police’s Missing Persons Unidentified Bodies Unit (MPUB) has partnered with the Offices of the Chief Coroner in the Provinces of Ontario and British Columbia for the purpose of sharing information to enhance missing persons and unidentified remains investigations known as the “Resolve Initiative,” and;
- WHEREAS** the Ontario Provincial Police has developed and implemented an analytical software program to assist with missing persons and unidentified human remains investigations; the program houses information pertaining to both missing people and unidentified human remains and enables police to conduct comparisons between the two sets of data, and;
- WHEREAS** other provinces in Canada are currently examining opportunities to develop analytical software programs to assist with missing persons and unidentified remains investigations, and;
- WHEREAS** the development of independent programs within different provinces at this nascent stage may lead to the compartmentalization of information and future concerns over software and data incompatibility. The coordination of an integrated multi-province (national) strategy at this crucial point would be highly beneficial, and;
- WHEREAS** it is imperative that Canada’s provinces work together to develop integrated multi-province (national) practices/policies for conducting missing persons investigations. It is recommended that the first step be the formation of a multi-province steering (national) committee, and;
- WHEREAS** an important feature of the Resolve Initiative is the ability to post information about missing persons and unidentified bodies/remains onto a public website which allows public access to case information, and;

WHEREAS the number of Aboriginal women who are reported missing or are murdered in Canada continues to be of concern to both police agencies and the public in general (CACP Resolution #07-2006). Therefore, there is a need for consistent police investigative approaches for Aboriginal and marginalized individuals need to be incorporated into a standard multi-provincial (national) policy for missing persons, and;

WHEREAS in British Columbia, the outcome of the Robert Pickton trial and the potential for further inquiries into how missing persons cases are investigated can be expected to have a substantial impact on how police services treat missing person and unidentified human remains cases, especially in the case of marginalized or Aboriginal people. Public concern in Ontario and across Canada for consistent and quality police investigations into missing person matters continues to exist.

THEREFORE BE IT RESOLVED to support the integrated multi-province (national) adoption of a single analytical software program (database) and the establishment of a consistent program of best practices in the resolution of missing persons and unidentified human remains investigations, that the Federal Government provide the program's development, implementation and maintenance costs required, and;

BE IT FURTHER RESOLVED that the Canadian Association of Chiefs of Police support the adoption of a coordinated multi-province (national) approach in the development of a single analytical software program (database) to house information pertaining to both missing persons and unidentified human remains.

**CACP SUPPORT OF COORDINATED MULTI-PROVINCE
(NATIONAL) APPROACH IN THE DEVELOPMENT OF A SINGLE
ANALYTICAL SOFTWARE PROGRAM (DATABASE) TO HOUSE
INFORMATION PERTAINING TO BOTH MISSING PERSONS AND
UNIDENTIFIED HUMAN REMAINS**

Commentary:

- The Ontario Provincial Police (OPP), Missing Persons Unidentified Bodies Unit (MPUB), and the Offices of the Chief Coroner in the Provinces of Ontario and British Columbia are currently involved in a formal partnership to ensure missing persons and unidentified human remains cases in their respective Provinces are investigated completely. The partnership is named the Resolve Initiative.
- The Ontario Provincial Police has developed an analytical software application that is used to compare missing persons cases with unidentified human remains cases in an attempt to identify potential matches.
- The Resolve Initiative utilizes a web-based application to provide the public with information pertaining to missing persons and unidentified human remains and allowing them to play a role in helping to resolve these cases.
- A further goal of the Initiative is to support and encourage consistent and quality investigations in all cases where a person is reported missing regardless of personal traits or circumstances, in particular, the challenges impacting cases where marginalized persons go missing.
- Since the launch of the Resolve Initiative in May 2006, twenty-six investigations have been solved either directly by unit members or by way of providing important investigative information to front line police investigators. Seven of these cases were unsolved unidentified human remains cases, the oldest of which dated back to 1968.
- On May 16, 2008 Ontario Provincial Police hosted a teleconference with representatives from municipal police services, RCMP and Coroner Services across Canada. The more than thirty participants unanimously supported this Resolution and the need for a coordinated and timely approach to adopting a similar national program.
- With the Resolve Initiative as a highly successful example, Ontario Provincial Police Commissioner Julian Fantino requests that the Canadian Association of Chiefs of Police call upon the Government of Canada through the Minister of Justice and Attorney General to support the adoption of a coordinated multi-province (national) approach in the development of a single analytical software program (database) to house information pertaining to both missing persons and unidentified human remains.

- Should the Resolution be adopted, its Action Plan will include the formation of a multi-provincial steering committee to assist in the implementation of a standard analytical software program and to further develop standardized protocols and procedures for missing persons investigations. The Committee would outline all action items, timelines, etc. Report back to CACP Board of Directors per Resolution Guidelines.

**CACP SUPPORT OF COORDINATED MULTI-PROVINCE
(NATIONAL) APPROACH IN THE DEVELOPMENT OF A
SINGLE ANALYTICAL SOFTWARE PROGRAM (DATABASE)
TO HOUSE INFORMATION PERTAINING TO BOTH MISSING
PERSONS AND UNIDENTIFIED HUMAN REMAINS**

Media Lines:

Ontario Provincial Police Commissioner Julian Fantino has requested that the Canadian Association of Chiefs of Police support the research, development and adoption of a coordinated multi-province (national) approach in the development of a single analytical software program (database) to house information pertaining to both missing persons and unidentified human remains.

The Ontario Provincial Police in partnership with the Office of the Chief Coroner for the Province of Ontario launched such an initiative in May 2006 called “Project Resolve”. The Resolve Initiative utilizes a web-based application to also provide the public with information pertaining to missing persons and unidentified human remains and allowing them to play a role in helping to resolve these cases. To date, twenty-six Ontario investigations have been solved either directly by unit members or by way of providing important investigative information to front line police investigators. Seven of these cases were unsolved unidentified human remains cases, the oldest of which dated back to 1968.

The Ontario Provincial Police conducted consultations with representatives from municipal police services, RCMP and Coroner Services from across Canada. The more than thirty participants unanimously supported the need for a coordinated and timely approach to adopting a similar national program to that of “Project Resolve” in Ontario.

**THE SIX PRINCIPLES OF MODERN POLICING:
ESTABLISHING THE FOUNDATION FOR A
NATIONAL FRAMEWORK FOR PROGRESSIVE POLICING IN
CANADA**

Submitted by the NFPP Special Purpose Body – Chief Jack Ewatski (Rtd.), Chair

- WHEREAS** the practice of policing in Canada is built upon long-established principles, values and traditions and continues to be an exemplary model for a democratic society, and;
- WHEREAS** changes in Canadian society have combined with global factors to alter the nature and patterns of crime, increase the demands for emergency preparedness, and introduce new threats to public safety, and;
- WHEREAS** the modern practice of policing in Canada must continually adapt to address these new realities, and;
- WHEREAS** the varying matters of governance and administration of policing in Canada are constitutionally established at federal, provincial and local levels, and;
- WHEREAS** the modern practice of policing in Canada increasingly demands greater flexibility in the administration of policing than current structures and policy frameworks provide, and;
- WHEREAS** the police services of Canada must currently meet the challenges of these new realities through informal cooperation agreements and ad hoc adaptations often outside of established governance frameworks, and;
- WHEREAS** the citizens of Canada expect and demand a policing system which is sustainable, accountable, affordable and ethical in all of its operational and governance practices, and;
- WHEREAS** the establishment of laws, policies and governance frameworks is a responsibility of elected officials and policy-makers, and;
- WHEREAS** Canada's police leaders have a responsibility to fully inform such policy-makers and officials of the operational demands and changing characteristics of the modern practice of policing, and;
- WHEREAS** a representative group of Canada's police leaders from all levels of policing have achieved consensus on the nature of the modern practice of policing and its expression in the form of six progressive principles.

THEREFORE BE IT RESOLVED that the Canadian Association of Chiefs of Police urges its members and their agencies to collectively adopt the Six Principles of the National Framework for Progressive Policing in Canada, and;

BE IT FURTHER RESOLVED that the Canadian Association of Chiefs of Police calls upon the policy-makers at all three levels of government to consider the Six Principles as the foundation upon which all discussions and reviews of current legislation and policies related to policing, public safety and criminal justice administration should proceed in the future, and;

BE IT FURTHER RESOLVED that the Board of Directors of the Canadian Association of Chiefs of Police be immediately empowered, in the manner and timing which it may deem appropriate, to undertake such subsequent steps as:

- public communication of the Six Principles,
- the identification of current and projected obstacles to their realization,
- the engagement of policing stakeholders at all levels toward resolving these barriers,
- working with policy-makers to interpret the ongoing legislative and policy implications of the Six Principles, and
- whatever additional steps it deems necessary to advance the application of the Six Principles toward the development of a sustainable National Framework for Progressive Policing in Canada.

**THE SIX PRINCIPLES OF MODERN POLICING:
ESTABLISHING THE FOUNDATION FOR A
NATIONAL FRAMEWORK FOR PROGRESSIVE POLICING IN
CANADA**

Commentary:

For more detailed commentary, please review the 15-minute NFPP Presentation available on the Members Only page of www.cacp.ca

Canada's police leaders have made repeated attempts to engage all levels of government in pursuit of the policy and legislative reforms necessary to support the modern realities of policing. These efforts exposed some gaps in the clarity and consistency of our own message, gaps which challenged the unity of our membership, and in turn, may have permitted others to dilute the urgency behind these issues.

The National Framework for Progressive Policing in Canada represents a new level of clarity and consensus among police leaders.

Adoption of the six principles as proposed in this Resolution represents the first step in engaging government and other partners with renewed confidence. The NFPP represents our expression of the challenges and opportunities which define the modern practice of policing.

As police professionals, the CACP asserts that this is the definition which must stimulate, inform and guide policy and legislative reform across all levels of public safety administration in Canada.

**THE SIX PRINCIPLES OF MODERN POLICING:
ESTABLISHING THE FOUNDATION FOR A
NATIONAL FRAMEWORK FOR PROGRESSIVE POLICING IN
CANADA**

Media Lines:

- Over the past several years, the practice of Canadian policing has adapted to meet new challenges brought about by globalism, trans-border crime, and other increasing public safety complexities in Canadian society. Integration of police efforts and resources across jurisdictions has gone from being an occasional requirement to a way of life for most police agencies. At the same time, our historic concepts of police administration and our complex, multi-level governance structures in Canada have not kept pace.

This misalignment between policy and operational realities presents barriers to police effectiveness, impedes the administration of criminal justice, increases the costs of policing to Canadian citizens, and severely limits the capacity of the policing system to fulfill its roles.

- The CACP believes that these six principles serve to redefine the modern requirements of police operations and thus provide a new basis for wide-spread review of the policy and governance frameworks at every level of administration, a review which is urgently required.
- The CACP believes this is the first time that Canada's police leaders are speaking clearly and concisely in one voice about the true nature of modern policing in Canada. The principles are the result of extensive member consultations and intense debate. They represent the most thorough expression of policing realities as understood by the men and women who must lead the execution of policing responsibilities across the country, from small towns, to major cities and regions, to national concerns.
- The CACP respects the roles of governance authorities in all matters of policy and legislation. But, as police leaders, we believe we have a responsibility to ensure that such matters are examined within the fullest appreciation for the operational realities of modern policing.
- The principles are based upon the public safety needs and expectations expressed by Canadians. The work of our members is informed by extensive public input in the form of town hall meetings, community consultations, national surveys and research studies.

- Now that our members have passed a resolution to adopt the NFPP principles, we will be seeking to engage others in both local and national discussions about their implications for policy and legislative reform.
- CACP Past-President Chief Jack Ewatski (Rtd.) will continue to lead a working group representing local, provincial and federal policing, and that group will determine the next steps in our approach to government officials and other partners in public safety.

Resolution #07-2008 - Appendix
Proposed NFPP Principles in Brief

Principle #1	Access to adequate policing is a universal right and expectation for all Canadians.
Underlying Concepts	In today's world citizens' expectations and needs have increased in terms of public safety and protection from crime and disorder. While some expectations may be beyond police capacity to respond, the Canadian public today expects professional, quality policing wherever they may live. In turn the policing community is striving to ensure a consistent approach to policing regardless of the capacity of the various policing organizations.
Why is Important to Canadian Policing?	Fundamental to ensure equality amongst all citizens. <ul style="list-style-type: none"> • Guaranteed Equality Rights under S.15 Charter Of Rights And Freedoms • Canadian societal expectation • Ethnic and regional diversity • A core ethical responsibility • Ensures police develop professional standards, policies and practices • Protects less privileged citizens
What is the Ideal State?	A consistent approach established within Canada with a standard of practice that ensures a quality and effective policing response. Seamless and equitable services provided for citizens. Service delivery not constrained by unnecessary barriers to resources.
Preview: External Stressors	Access to & availability of human and non-human resources and competing demands for resource allocations. Differences in fiscal spending priorities by region and level. Primary source of funding expects and monitors police services at that level.
Preview: Internal Stressors	Capacity is the prime stressor in achieving this state. Police community must end issues of jurisdictional 'turf' protection.

Principle #2	The nature of policing in Canada is predominantly local.
Underlying Concepts	The Constitution establishes the responsibilities for policing in Canada at federal and provincial levels. For much of Canadian policing, oversight, budgeting, organizational effectiveness and efficiency are governed by locally-elected officials who are the stewards of public funds. Today's local governments often lack the capacity to provide the necessary funding for extraordinary policing events such as major crimes, massive protests or first response to natural disasters. As a single entity, the taxpayer expects full service regardless of which level of government is responsible for public safety.
Why is Important to Canadian Policing?	Government and citizen input into police service design, priority setting, and objectives is critical and ensures police respect and are accountable to local realities and expectations.
What is the Ideal State?	A greater harmonization of funding at all three levels of government to support uniform local capacity to respond to local, national and global events. Rapid and effective local response to dynamic changes in service demands.
Preview: External Stressors	Issue of 'who pays for what' must be dealt with at the political level by all levels of government. Current guidelines are not aligned with local policing functionality.
Preview: Internal Stressors	Difficulty in sustaining approaches which respect jurisdictional realities while optimizing efforts. Current ad hoc shuffling of resources and leadership control of service delivery.

Principle #3	Modern policing requires extra-jurisdictional response capability.
Underlying Concepts	Policing is a local service. It must be provided to individuals and communities within a geographical location regardless of who perpetrates the crimes or from where the threats to public safety originate. Criminals have no regard for jurisdictions, and although police services must respect established boundaries of governance, budgetary control and accountability, they must also be able to transcend them to be effective in their mandate.
Why is Important to Canadian Policing?	Professional policing requires flexibility in response. Effective and efficient use of all available resources is vital since demands greatly exceed capacity. Service delivery must be based on intelligent approaches to meeting local, regional, national and global needs.
What is the Ideal State?	Investment by governments and resource distributions which provide sufficient capacity and flexibility to meet anticipated security & crime threats everywhere that they may occur. Participation of all levels of government to facilitate and ensure inter-agency cooperation concerning public safety risks and threats. All police agencies working seamlessly regardless of jurisdictional structures.
Preview: External Stressors	Jurisdictional barriers which prevent full participation, engagement & investment. Unwillingness of governments to view jurisdictional overlap as an acceptable approach to policing, and thus discouraging collaboration. Ineffective legislation.
Preview: Internal Stressors	Extra-jurisdictional issues arise from differing policing standards, questions of accountability and oversight when jurisdictional boundaries are crossed. Unevenness in multi-jurisdictional collaboration, respect for established mandates, employment of effective & efficient approaches to organized crime and national security threats, and investment in intelligence models. Some "We vs. They" attitudes linger due to political pressures to remain the police service of choice.

Principle #4	There exists an ongoing need to optimize police assets, nationally.
Underlying Concepts	All police agencies must provide a range of efficient and effective services to fulfill their local mandates while also meeting their shared regional and national obligations to all Canadians. As the costs of policing continue to rise, this dual challenge forces Canadian police leaders to collectively examine the duties, roles and systems they get the job done without police agencies trying to “be all things to all people in all places”. Only through a national commitment to optimization, resource sharing and the removal of impediments can the efforts of all police in Canada be continuously and fully optimized.
Why is Important to Canadian Policing?	The Policing System in Canada must draw upon available solutions and best practices that will: <ul style="list-style-type: none"> • Optimize and rationalize human and non-human resource utilization nationally • Encourage and promote economies of scale • Reduce barriers and impediments due to interoperability of systems and methods • Encourage ongoing improvement of existing policing systems
What is the Ideal State?	Universal application of systems which support full interoperability. Continuous, collective R&D to improve our approaches, tools and the application of best practices. Wide use of buy-vs-make thinking among cooperating police agencies.
Preview: External Stressors	Lack of standards in legislation to encourage sharing and acceptance of fundamental systems. Lack of centralized R & D to invest & develop effective approaches.
Preview: Internal Stressors	Adequate optimizing systems are not available. Not-invented-here syndrome and/or lack of capacity to consider, accept and implement efficiencies. Historical investments in approaches which prevent participation in new methods. Uneven appreciation of the benefits of interoperability.

Principle #5	An environment that promotes reciprocity and synergy is essential to achieving efficiency and effectiveness in modern policing.
Underlying Concepts	Policing today requires the ability to give as well as receive, as reaching out for additional support has become the new reality across all Canadian police operations. Police leaders realize that they must provide value for money to the taxpayers in their own jurisdictions as they compete for local financial resources in a time when policing costs continue to escalate. But, they must also ensure that decisions are made within this reciprocal environment in support of public safety effectiveness for all Canadians. The challenge is to work together to provide effective, modern policing services in the most efficient manner possible.
Why is Important to Canadian Policing?	There is never enough money, tools or people to do everything. Police need to maximize the effect of all the available resources. The law enforcement community needs to demonstrate collective progress against modern public safety threats.
What is the Ideal State?	Seamless exchange of information, experience, skills, and support. Enhanced collective professionalism of Canadian law enforcement agencies.
Preview: External Stressors	Government does not clearly understand, participate in nor fund efforts to ensure efficiency and effectiveness. Political pressure to look after local issues and problems.
Preview: Internal Stressors	Law enforcement needs to balance accountability with flexibility in how they account for resources. Inadequate recognition given for sharing knowledge, skill development or achieving collective successes.

Principle #6	Ongoing and legitimized collaboration among police agencies is essential to sustaining modern policing practices.
Underlying Concepts	This principle will serve as the bottom line for a successful approach to developing a national framework for policing today and into the future. In order to meet public expectations for seamless police performance, police services must have adequate, workable mechanisms, together with a compatible and supportive policy framework from governments, for their ongoing efforts at optimization. Ideally a formalized forum would exist to ensure there is ongoing collaboration and collective decision making.
Why is Important to Canadian Policing?	The public expects uniformity with regards to police competence and capabilities. Unrestricted collaboration is fundamental to integration.
What is the Ideal State?	An environment where collaboration & integration is an expected behaviour. Continual dialogue on operational and strategic issues among police professionals at all levels and within all areas of policing, across Canada and internationally.
Preview: External Stressors	Governments do not fully understand, fund, nor participate in collaborative approaches. Governments at all levels must accept their responsibility and not leave this to the good will of police agencies and organizations such as the CACP to drive this change.
Preview: Internal Stressors	Policing community is currently limited in its ability to maximize on opportunities for collaboration. Police accounting fails to fully illuminate lost opportunities for collaboration.

**SUPPORT FOR THE CANADIAN CRIMINAL INTELLIGENCE
MODEL (CCIM)**

*Submitted by the CCIM Project Team - a sub committee of the Criminal Intelligence
Service Canada (CISC) National Executive Committee (NEC)*

- WHEREAS** it is recognized that organized and serious crime has an adverse effect on the people of Canada, and;
- WHEREAS** police in Canada recognize their responsibility in combating organized and serious crime affecting Canada through the principles of an integrated and intelligence-led approach, and;
- WHEREAS** police in Canada recognize the responsibility to promote effective integrated intelligence-led law enforcement on a national basis by establishing standards for intelligence-related structures, processes and practices, as well as operational decision making processes across all levels of law enforcement in Canada, and;
- WHEREAS** police in Canada through the CISC National Executive Committee recognized the need to establish a made in Canada National Intelligence Model and agreed to support a business process to ensure the successful implementation of the Canadian Criminal Intelligence Model (CCIM), and;
- WHEREAS** the CCIM Project Team has been endorsed by the CISC National Executive Committee to develop a detailed Project Plan, Objective Statement and Business Case to ensure the successful implementation of the Canadian Criminal Intelligence Model to strategically align intelligence and operations at the municipal, provincial and federal levels across Canada.
- THEREFORE BE IT RESOLVED** that the Canadian Association of the Chiefs of Police recommends that all CACP members in Canada fully endorse the efforts of the CCIM Project Team to develop a detailed Project Plan, Objective Statement and Business Case to ensure the successful implementation of the Canadian Criminal Intelligence Model to strategically align intelligence and operations at the municipal, provincial and federal levels across Canada.

SUPPORT FOR THE CANADIAN CRIMINAL INTELLIGENCE MODEL (CCIM)

Commentary:

The CISC National Executive Committee in April 2008 unanimously voted to support and endorse the development of a detailed project plan, objective statement and business case to ensure the successful implementation of the Canadian Criminal Intelligence Model (CCIM) to strategically align intelligence and operations at the municipal, provincial and federal levels.

In March, 2006 the CISC NEC unanimously supported the development of a made in Canada National Intelligence Model for the Canadian Law Enforcement community in order to further the principles of intelligence led policing and integration.

The CCIM project was given to CISC Central Bureau to coordinate, develop and a CISC NEC Champion was elected by the National Executive Committee to collaborate with CISC Central Bureau in this project; from the initial design, through the research phases to final implementation.

Much has been accomplished within the Canadian Law Enforcement community towards the added benefits and value of intelligence led law enforcement and integration within the overall law enforcement model in Canada. These accomplishments have come about through broad consensus building as opposed to mandatory or legislative requirements imposed on the policing community – thus strengthening our collective commitment to realizing the full benefits of an integrated and intelligence led approach to policing at all levels in Canada; whether municipal, provincial or federal. A number of the major accomplishments and best practices in place include:

- the adoption of a single criminal intelligence database for the entire criminal intelligence community across Canada (ACIIS.)
- an annual integrated provincial/national criminal intelligence/information collection plan
- the production of the annual Provincial and National Threat Assessments on organized and serious crime in Canada.
- the implementation of National Service Delivery Standards (SDSs) for the CISC community
- support for the development and implementation of the CACP Organized Crime Committee's intelligence led Canadian Law Enforcement Strategy to combat organized crime in conjunction with the Council on Public Safety (CoPS); and

- support for the development and implementation of CCIM as a new law enforcement model in Canada, based on the principals of integration and intelligence led policing.

**SUPPORT FOR THE CANADIAN CRIMINAL INTELLIGENCE
MODEL (CCIM)**

Media Lines:

Criminal Intelligence Service Canada is a strategically focused organization which ensures the timely production and exchange of criminal intelligence among CISC member agencies while striving to be the centre of excellence in support of the national effort to detect, reduce and prevent organized and other serious crime affecting Canada.

Criminal Intelligence Service Canada is governed by the seven national Service Delivery Standards for the CISC community.

The CISC National Executive Committee approved the development and implementation of the integrated intelligence led Canadian Law Enforcement Strategy to Combat Organized Crime.

The ongoing and continuous development and implementation of the CISC Canadian Criminal Intelligence Model will serve as a business process for effectively managing intelligence led law enforcement activity at all levels of government across Canada.



July 2008

What is CCIM?

CCIM stands for Canadian Criminal Intelligence Model. It is an “end-to-end” business process for effectively managing and integrating intelligence-led policing (ILP) activity at all levels of law enforcement across Canada - municipal, provincial, federal and international. Its basic objective is to better inform strategic and tactical decision-making with sound intelligence products and services.

The Purpose of CCIM

- To promote effective intelligence-led policing on a national basis,
- To establish standards for intelligence related structures, processes and practices, and
- To establish operational decision making processes across all law enforcement agencies in Canada

Background

In 2006, the Criminal Intelligence Service Canada (CISC) National Executive Committee unanimously supported the development of a Canadian-made “National Intelligence Model” for use by law enforcement in Canada. CISC Central Bureau was asked to coordinate and develop the Canadian Criminal Intelligence Model (CCIM).

CCIM Framework

The project team studied law enforcement in countries around the world to learn from their expertise, best practices and lessons learned. The CCIM model will be based loosely on the model used in the United Kingdom, as it was determined to be the most similar to what we are looking for in Canada.

CCIM will also be based on existing successes from across Canada, including:

- | | |
|---|---|
| ▪ National Criminal Intelligence Database | ▪ Project Minerve |
| ▪ Integrated Threat Assessments | ▪ Meaningful Participation Reviews |
| ▪ Local/District Intelligence Officers | ▪ Crime Reduction Strategies |
| ▪ Intelligence Probe Teams | ▪ Protected ‘A’ Reports to Government |
| ▪ Integrated Intelligence Training | ▪ Combined Forces Special Enforcement Units |
| ▪ Intelligence Steering Committees | ▪ Integrated Enforcement Response Teams |
| ▪ Tasking & Coordinating Committees | |

How will the CCIM change law enforcement in Canada?

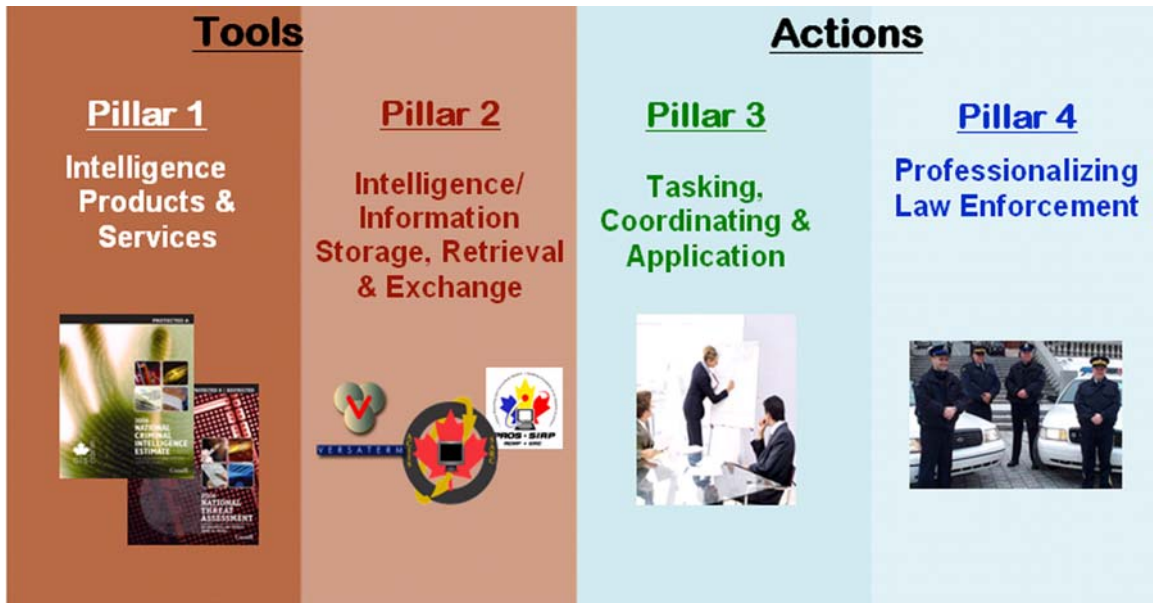
Many of these best practices may be integrated into the Canadian Criminal Intelligence Model to be used by law enforcement agencies across the country.

All new intelligence and operational systems and products within all law enforcement agencies will need to be aligned with the CCIM.

Business practices will need to be aligned, including: support processes, dedicated intelligence positions, professional staff, tasking and coordinating functions, infrastructure capacity and active leadership.

Pillars of CCIM

The CCIM model will consist of four pillars.



What is the intended result of CCIM?

The practice of law enforcement will become more efficient and effective.

Short Term Outcomes

- Improved collaboration among law enforcement agencies
- Improved information/intelligence gathering & sharing
- Increased enforcement successes

Long Term Outcomes

- Contribution to an improved sense of public safety
- Contribution to an improved quality of life in our communities
- Contribution to a reduction in crime
- Reduce the threat and harm of organized crime

The CCIM Team

Champions - Chief William Blair, Toronto Police Service and Colonel Donald Dixon, CISC

Sponsors - Criminal Intelligence Service Canada (CISC) National Executive Committee

Project Manager - Inspector Michael Bell, CISNS

The project team is made up of analysts from Nova Scotia and Ottawa.

It is also important to note that every law enforcement agency in Canada will be involved in developing the CCIM and even more involved in its implementation.

For more information about the Canadian Criminal Intelligence Model, please contact:

CCIM @rcmp-grc.gc.ca

Or (902) 426-7485

CHRONIC OFFENDERS

Submitted by the Law Amendments Committee

WHEREAS research has determined that a minority of offenders commit the majority of crime, and;

WHEREAS research has established that significant numbers of these individuals can be fairly categorized as chronic or prolific offenders, and;

WHEREAS these chronic offenders are often given judicial interim release despite the fact that they have lengthy criminal records and have many times in the past broken conditions of bail, and;

WHEREAS these chronic offenders who are released on bail conditions frequently commit further crimes soon thereafter, and;

WHEREAS these chronic offenders rarely receive increased sentences to reflect their habitual criminal behaviour and in fact sometimes receive shorter sentences on subsequent convictions, and;

WHEREAS incarceration is the only effective means by which to redress the problem of incorrigible offenders and thus reduce victimization in our communities.

THEREFORE BE IT RESOLVED that the Canadian Association of Chiefs of Police calls upon the Federal Minister of Justice to amend the *Criminal Code* so as:

- To establish a definition for the term “chronic offender” based upon a threshold number of offences committed over a distinct period of time;
- To establish the principle in bail hearings that being a chronic offender is *prima facie* proof that section 515(10)(b) & (c) of the *Criminal Code* have been satisfied;
- To place the onus on a chronic offender who is facing a bail refusal application to show cause why they should be given judicial interim release;
- To remove the sentencing principle established in the *Criminal Code* that requires sentencing judges to consider alternatives to incarceration if the case in question relates to the sentencing of a chronic offender; and
- To mandate ever increasing sentences of incarceration in cases involving chronic offenders for the specific purpose of decreasing victimization.

CHRONIC OFFENDERS

Commentary:

It is well established that a significant minority of offenders commit the preponderance of crime. Notwithstanding this fact, research has demonstrated that the prolific nature of an individual's criminal record has little impact on the results of either bail refusal applications or sentences that are currently imposed on those who are convicted. This is especially the case with respect to offences which relate to what is commonly referred to as "property crime".

In light of the foregoing, the criminal justice system has demonstrated its inability to effectively manage chronic and prolific offenders. Specifically, it fails to redress the incorrigible behaviour of many individuals who, over a significant period of time, have demonstrated that they will continue to victimize others regardless of any bail conditions imposed on them or sentences handed out pursuant to current sentencing practices. Accordingly, thousands of Canadians are unnecessarily victimized each year.

While it is appreciated that many of these prolific offenders suffer from addiction and mental health issues, it is submitted that the public's right to be protected from their criminal behaviour must be given far greater weight than is currently the case when bail and sentencing matters are considered. The proposed resolution calls for amendments to both the bail and sentencing provisions of the *Criminal Code* with a view to protecting the public from those offenders who have clearly demonstrated their unrelenting willingness to engage in criminal behaviour that directly impacts on other citizens by creating victims, and indirectly impacting the community through higher policing costs.

CHRONIC OFFENDERS

Media Lines:

- A minority of offenders commit most of the crime in Canada.
- The chronic nature of offending by this minority of individuals is not recognized in either current bail or sentencing practices.
- The failure to recognize the chronic nature of offending by specific individuals in bail and sentencing practices results in the needless victimization of thousands of Canadians and greater costs for policing than are otherwise necessary.
- The most effective manner in which to reduce victimization by chronic offenders is to incarcerate them for periods of time commensurate with their pattern of offending.
- This resolution calls for changes to the law of bail and sentencing so that chronic offenders are more effectively dealt by taking into account their habitual criminal behaviour.

DRUG EVALUATION & CLASSIFICATION PROGRAM

Submitted by the Traffic Committee

- WHEREAS** impaired driving is the leading criminal cause of death in Canada responsible for approximately 1,100 fatalities annually, and;
- WHEREAS** estimates indicate 10- 20 percent of impaired driving in Canada is due to drug impairment, and;
- WHEREAS** technology exists for detecting the presence of drugs that cause drug impairment, however, this technology cannot determine the level of impairment caused by these drugs, and;
- WHEREAS** the International Association of Chiefs of Police (IACP) governing body for the Drug Recognition Expert (DRE) Program has recognized the U.S. DRE Program since 1987 for the delivery of enforcement training and research around drug impaired driving, and;
- WHEREAS** the International Association of Chiefs of Police (IACP) governing body for the U.S. Drug Recognition Expert (DRE) Program has recommended that all front line uniformed police officers receive “Standardized Field Sobriety Training” (SFST) and, that 10 percent of these SFST police officers be trained and certified as DRE officers, and;
- WHEREAS** previous resolutions 2003-14 (Drug Recognition Expertise) and 2005-11 (Standardized Drug Awareness Training for Police Officers) passed by the Canadian Association of Chiefs of Police have recognized the necessity of adequate training for police officers in this area, and;
- WHEREAS** the Government of Canada through the renewed Canada’s Drug Strategy has allocated \$2.05 million in annual ongoing funding to support the Canadian Drug Evaluation & Classification (DEC) Program to deliver SFST and DRE training and conduct research on new drug detection technology, and;

WHEREAS new legislation known as Bill C-2 in the Second Session of the Thirty-ninth Parliament, 56 Elizabeth II, 2007, includes provisions authorizing police officers to:

- a) demand a driver submit to Standardized Field Sobriety Tests where a suspicion of impairment exists,
- b) where grounds exist to believe that the driver is under the influence of drugs a demand be given submit to an evaluation by a Drug Recognition Expert (DRE),
- c) where the DRE believes that the driver is impaired by drugs a demand be given to provide a body fluid sample to refute or confirm the DRE's findings, and;

WHEREAS the regulations for the Canadian legislation respecting drug impaired driving are adopted from the IACP standards for their DRE Program, and;

WHEREAS application of the IACP training needs formula to Canadian policing reveals that in Canada funding is required to train 30,000 SFST officers 3,000 of whom would require additional DRE training and certification, and;

WHEREAS Canada presently has only 2,642 certified SFST officers, 322 DRE officers and only 59 certified DRE Instructors, and;

WHEREAS the Canadian DEC Program has formed partnerships with more than 50 police agencies within Canada plus the United Kingdom and the US law enforcement community, and;

WHEREAS as was the case with breath testing technology for alcohol impaired drivers, the drug impaired driving strategy requires leadership and funding support from Federal, Provincial/Territorial and Municipal governments.

THEREFORE BE IT RESOLVED that the Canadian Association of Chiefs of Police recognize the Drug Evaluation & Classification (DEC) Program currently under the stewardship of the Royal Canadian Mounted Police (RCMP) as being the sole approved training for SFST, DRE and DRE Trainers for Canadian police personnel.

DRUG EVALUATION & CLASSIFICATION PROGRAM

Commentary:

Impaired driving is the leading criminal cause of death in Canada and is responsible for approximately 1,100 fatalities annually. Estimates indicate 10- 20 percent of impaired driving in Canada is due to drug impairment. Although technology exists for detecting the presence of drugs in drivers, existing technology cannot determine the level of impairment caused by these drugs.

The policing community has long recognized the need develop and adapt techniques to enable officers to more effectively detect, apprehend and convict drug impaired drivers. The U.S. police community developed their Drug Recognition Expert (DRE) Program to fill this void. Since 1987 the International Association of Chiefs of Police (IACP) has had a governing body for the Drug Recognition Expert (DRE) Program for the delivery of enforcement training and research around drug impaired driving.

In 1995 the Drug Recognition Expert program was introduced in British Columbia and since 2003 the Canadian federal government has provided funding to the Royal Canadian Mounted Police (RCMP) through Canada's Drug Strategy to support the Canadian Drug Evaluation & Classification (DEC) Program to deliver Standard Field Sobriety Test (SFST) and Drug Recognition Expert (DRE) training and conduct research on new drug detection technology. This training is intended for all Canadian police agencies.

On 2008-07-02 the drug impaired driving provisions of Bill C-2 came into effect giving police officers the authority to: demand a driver submit to Standardized Field Sobriety Tests where a suspicion of impairment exists; where grounds exist to believe that the driver is under the influence of drugs a demand be given submit to an evaluation by a Drug Recognition Expert (DRE); and where the DRE believes that the driver is impaired by drugs a demand be given to provide a body fluid sample to refute or confirm the DRE's findings. The regulations for the Canadian legislation respecting drug impaired driving are adopted from the IACP standards for their DRE Program. There is now an expectation from the public that police agencies will utilize these tools to combat impaired driving.

Now that federal legislation based on the International Association of Chiefs of Police (IACP) Drug Recognition Expert (DRE) Program standards is in place to empower Canadian police to more effectively investigate drug impaired drivers, it is imperative that the our police community take steps to ensure that all personnel conducting these types of investigations are in compliance with the new legislation and regulations. The purpose of this resolution is to meet this need.

PARTNERSHIPS

The Drug Evaluation & Classification (DEC) Program has a project working group that was formed to plan and conduct the various stages of an evaluation that addresses both the quality of implementation of DRE in Canada and its effectiveness in the longer term. They include the Canadian Center for Substance Abuse, Public Safety Canada, Transport Canada and the Royal Canadian Mounted Police.

The Drug Evaluation and Classification Program is governed by a Steering Committee composed of representative stakeholders at the National/Federal, provincial and municipal levels. They include Canadian Association of Chiefs of Police, Canadian Council of Motor Transport Administrators, Transport Canada, Health Canada, Public Safety Canada, Canadian Society of Forensic Science, Canadian Council of Senior Officials and the Royal Canadian Mounted Police. This Committee is responsible for providing general direction and advice regarding the implementation of the Drug Evaluation & Classification Program in Canada and more specifically will include:

- review training needs and contribute to plans for building national capacity in the detection and successful prosecution of drug impaired drivers;
- contribute to the development of drug impaired driving enforcement standards to meet Canadian needs, as may be required;
- make recommendations to the Drug Evaluation & Classification (DEC) Program manager on legislative and policy changes as may be required to address emerging drug impaired driving issues;
- promote the implementation of Drug Evaluation & Classification (DEC) Program training in Canada;
- review progress made on the implementation of the Drug Evaluation & Classification (DEC) Program and provide guidance to the Working Group on future program direction;
- provide comment to the Drug Evaluation & Classification (DEC) Program manager on the evaluation of Drug Evaluation & Classification (DEC) Program deliverables, as applicable, and;

The Drug Evaluation and Classification Program currently partners with more than 50 agencies domestically and internationally. Some of the larger partners include: the Royal Canadian Mounted Police, Ontario Provincial Police, York Regional Police, Toronto Police Service, Vancouver Police Department, Victoria Police Department, Edmonton Police Service, Calgary Police Service, Regina Police Service, Winnipeg Police Service, Saint John Police Force, Fredericton Police Force, Halifax Regional Police, Charlottetown Police Service and the Royal Newfoundland Constabulary.

SUCSESSES TO DATE

There are currently more than 300 Canadian police officers trained as drug recognition experts and more than 2,700 trained in SFST techniques.

In 2007 more than 150 operational drug impaired evaluations were conducted in Canada, the majority of which contributed to impaired driving convictions. There have been over two dozen police officers declared experts in Canadian Provincial Courts in British Columbia, Alberta, Saskatchewan, Manitoba and Nova Scotia.

DRUG EVALUATION & CLASSIFICATION PROGRAM

Media Lines:

- Standard Field Sobriety Test (SFST) training and Drug Recognition Expert (DRE) training are crucial enforcement tools for police as they encounter drivers impaired by drugs other than alcohol. By helping police determine impairment by drugs other than alcohol, this training saves lives.
- The Canadian Drug Evaluation & Classification Program meets all of the Canadian legislative and regulatory standards and conforms to the standards of the International Association of Chiefs of Police governing body for their Drug Recognition Expert Program which has been in existence for more than 20 years.
- The Canadian Drug Evaluation & Classification Program is under the stewardship of the Royal Canadian Mounted Police. This program is intended for the entire Canadian police community. All training courses include participants from a variety of Canadian police services.
- SFST training courses take 4 days to complete and DRE training is completed in 9 days followed by a certification component that takes 5 days. The DRE instructors course takes 5 days to complete.
- The SFST course consists of learning how to demonstrate and properly interpret divided attention tests. The students also learn how alcohol is absorbed and eliminated in the body, how to take proper notes, prepare for trial and give evidence in impaired driving cases.
- The DRE evaluation is a 12-step standardized procedure that involves the observation of visual clues (eyes, divided attention abilities and psychomotor skills) and vital signs, and questioning to determine whether somebody is impaired. The evaluations also include the taking of a urine, oral fluid or blood sample for analysis.
- To certify as a Drug Recognition Expert, students must pass eight exams and two practical tests. They must also complete at least 12 drug evaluations — detecting a minimum of four classes of drugs — and have these evaluations confirmed by toxicology.
- The Canadian Drug Evaluation & Classification Program has a 98.6 percent confirmation rate. This means that when a Drug Recognition Expert offers a professional opinion that a person is impaired by a specific drug or combination of drugs, subsequent toxicology of a biological sample taken from that person confirms that opinion in 98.6 per cent of the cases.

Drug Recognition Expert training has other applications in law enforcement. Some of these include: assessing intoxicated prisoners and assessing whether they require medical attention; determining if sexual assault victims unknowingly ingested a date rape drug; determining if those giving statements are under the influence of drugs; and assessing if persons on parole/conditional releases have violated imposed drug abstinence conditions of their release.