



# CACP RESEARCH FOUNDATION CANADIAN POLICE EXECUTIVE RESEARCH AGENDA

March 2014

# ACKNOWLEDGEMENTS

A project of this scope and magnitude, launched by a fledgling board on the path of renewal, could not have been undertaken without the support of a wide range of people and agencies. The Board of the Canadian Association of Chiefs of Police (CACP) Research Foundation wishes to thank all those who have helped to advance the field of police research in Canada by contributing to this project.

- **The members of CACP**—who took the time to participate in the survey and provided feedback throughout the development of the Research Agenda;
- **The November 2012 Research Summit Participants**—listed in Appendix 2, who worked together, shared their insights and helped to frame the Agenda;
- **The team from Social Catalyst**—which deftly guided us through the Agenda development process;
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- **The CACP Board of Directors**—who provided financial support to the Research Foundation and advice as it was being developed;
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- **The Members of the CACP Foundation Board**—who have taken on this first project with great vigour and determination: Chief Bob Downie, Chief Larry Gravill (Retired), Chief Robert Lunney (Retired), Deputy Chief Bill Moore, and Chief Matt Torigian;
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I owe a personal thanks to Ottawa Police Services (OPS) Board Chair Eli El-Chantiry and OPS Chief Charles Bordeleau who are very supportive of my work with the Research Foundation. Thank you again.

Debra Frazer

Chair, CACP Research Foundation  
Director General, Ottawa Police Service  
March 2014

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# EXECUTIVE SUMMARY

By its nature, policing changes over time. It changes in response to the evolving needs of the communities we serve. It changes in response to new threats and criminal behaviours. Policing changes because it is a profession that is committed to improving its practices and using the best evidence available to do so.

As it changes, Canada's police executives require relevant, evidence-based research that will:

1. **Lead to better decision-making.** Today's police leader works in an increasingly complex environment. We require access to research in order to make informed decisions.
2. **Promote a broad approach to problem solving.** Today's police leader encounters problems and issues that are closely linked to community safety, health, housing and social service matters. We require access to research from a broad range of experts in order to develop strategies and solutions to the problems we face.
3. **Advance the profession of policing.** Each generation of police leaders needs to add to the body of evidence-based research that it passes on to its successors. This is one key way that a profession develops and matures.

The Canadian Association of Chiefs of Police (CACP) Research Foundation has undertaken to formulate and publish the first Canadian Police Executive Research Agenda to support Canada's police leaders. The Agenda is a tangible demonstration of the commitment of police executives to serve in the most effective ways possible. It is a commitment to continue to evaluate the most strategically important issues facing policing and use evidence-based research to guide the decisions that are made to address those issues.

## A Comprehensive Approach

To develop the Research Agenda, the Foundation undertook a number of activities to establish the research priorities of Canada's police executives.

We drew on the best practices of other organizations such as the International Association of Chiefs of Police (IACP) and the Police Executive Research Foundation (PERF) in order to refine our approach and methodology. CACP members were then surveyed to identify specific topics, themes, and information about their research needs and how they currently use research in their organizations.

The high-level research findings were presented to the CACP members to test the veracity of the findings and then a national Research Summit was held in Vancouver to explore these topics in detail and to refine the themes. We also received input from a cross-section of researchers and academics on the robustness and research appeal of the themes that emerged. The project drew on CACP members, academics, professionals working in the

### Key Messages from the Survey

A number of important messages emerged from the survey sent to Canada's police executives:

- We use research regularly to accomplish strategic and operational objectives.
- We need more research focused on specific issues that are challenging how we deliver service.
- Push research findings to us so we have a greater awareness of and ease of access to existing research.
- There are opportunities to work closely with partners to produce more valuable research.

policing field and other stakeholders, and we are deeply grateful for their insights, commitment, and leadership.

## Context of Police Executives' Decision-making

Understanding the decision-making context of today's police leader is critical to producing meaningful evidence-based research. At the Research Summit in Vancouver, police executives were asked to examine the strategic challenges they face from a systems perspective to help articulate to researchers the key strategic public policy factors that they take into account in their current decision-making context. They shared the following:

- *Improving the Quantification of Policing Activities & Impacts*—Police executives are looking for specific indicators that will help them optimize how policing services are delivered as well as for more sophisticated ways to quantify the costs and benefits of policing more broadly.
- *Operating in Canada's Changing Demographic & Cultural Context*—The composition of Canadian society has transformed significantly over the years and has introduced a host of changes for police services including civilianization, the attraction, recruitment and retention of employees, community expectations, and the nature of crime. To operate effectively in this environment, police leaders need to ensure that their organizations have the capability to adapt to demographic and cultural shifts, both those internal and external to their organizations.
- *Building Stronger Relationships with the Public*—Building stronger relationships with the communities we serve is a priority for Canada's police executives. These relationships are dependent on meaningful communication and we need better ways to interact with the public, explain what we do, the difference we make, and the value our work adds to a safe community.
- *Demonstrating Accountability*—Perhaps at the most fundamental level, police services need to show the return on investment—in whatever manner is appropriate—for each police officer serving the community. While it is recognized that police services across the country have to justify our activities, we are challenged to do so with metrics that make sense.
- *Understanding and Managing the Economics of Policing*—Police executives are looking to understand underlying systemic factors that are affecting policing models and to use that understanding to examine the overall economics of policing. Understanding the interaction between policing and other community safety initiatives is considered a priority. There are also many unanswered questions about the relationship between policing and other community priorities such as economic development, population growth, and other municipal development goals.
- *Enhancing Information Management and Information Sharing*—Police executives are seeking improved methods to learn rapidly from the experiences of others. Central to all of this is effective information management. Canadian police executives believe that better management and sharing of information—data, evidence, research, or best practices—will help to ensure that the right people have the right information at the right time.

# CACP Canadian Police Executive Research Agenda

Based on the facilitated discussions and in-depth assessments that were undertaken at the Research Summit, six priority issues were identified that form the Research Agenda for Canada's police executives. While no ranking of importance has been assigned, highlights of these issues are presented below.

## 1. *Human Resources*

Police leaders identified a number of key issues related to human resources where it was felt that additional evidence-based research would help to make critical decisions that affect both human resources strategies and operational models of police services. These include issues of leadership development, the impact of the changing face of society on human resource programs, and the issue of civilianization of roles that have been assigned traditionally to sworn police officers.

They also recognize the need to address a number of other issues including improving the efficiencies of training, better understanding and articulating workloads, enhancing ethics and professionalism, dealing with increasing levels of retirement and challenges of staff retention, and more effectively dealing with mental health issues.

## 2. *Funding & Financing*

Issues related to funding and financing are a clear priority for Canada's police executives—both today and in the years ahead. These are complex and important issues facing communities and police services. Police executives are looking to understand with greater nuance and clarity what is driving the cost of policing and how to evaluate the benefits to the community, not only from the perspective of policing but also in the context of investment for overall community safety.

## 3. *Community Engagement*

Building stronger relationships with the communities we serve is a priority for Canada's police executives. In consideration of the future of policing, a number of key issues came to the foreground including how the public wants to engage with police, how we communicate more effectively, and how we help the public understand the full range of what we do, the challenges we face, and the difference we make.

In times of increasing accountability for service delivery and value for the investment in policing, police leaders recognize we should not be the sole owner of public safety issues and need a better understanding how to engage the public in sharing the responsibility for safe communities.

## 4. *Operations*

Operational issues were seen as being very important and police executives focussed on the need for strategies to quickly adapt to new types of crimes and other issues surfacing in the ever-changing police environment. Specifically, we are concerned about the following questions:

- How do we capture knowledge (e.g., gained from major events) and exchange best practices with one another? How can our learning be improved?
- How do we best identify, share, and use research that has already been conducted?

Police executives are focused on creating a continuously learning community so that we are not duplicating efforts and so they can learn rapidly from the specific experiences of others.

### *5. Impact of Technology*

The obvious and on-going concern for the impact of technology was discussed in different terms including operations, the impact of social media, the affect on budgets, the changing nature of crime and investigations, and the need for far-reaching coordinated efforts to address these concerns. Also of concern was the specific issue of the need for more flexible laws and legislation to allow police to effectively investigate technology-centric crimes.

### *6. Policing Models*

Underlying the other priority issues is the theme of policing models. Police executives know that as the context and needs change, so too must policing. Challenges exist with respect to the specific changes that are required and the expected impacts that those changes will have. As a result, police leaders are asking important and essential questions:

- How do we quantify different models of policing (e.g., tiered policing, community policing)?
- What are the metrics and outcomes of new community policing models?
- Is there a common definition of “core policing”? Is it changing, and if so, how?
- What is the best community investment strategy to reduce crime and disorder and the draw on police resources?

## **Research Into Action**

The CACP Canadian Police Executive Research Agenda will equip police executives with the insights and evidence required to make decisions that will keep Canada’s communities safer.

The Research Agenda is very timely. Its publication is concurrent with a national discussion that has crossed into all professions about the need for evidence-based decision-making. It is occurring at a time when other research initiatives are also gathering momentum, such as:

- Public Safety Canada’s Summit in January 2013.
- The realignment of funding for research within the federal government under Public Safety Canada and Defence Research and Development Canada.
- A research paper series at the Canadian Police College.
- The Council of Academies Study on policing sponsored by the federal government.
- The creation of the Canadian Centre for Public Safety and First Responders at the University of Regina.

The issues facing Canada’s police executives are not exclusive to policing. As research is developed to address this Agenda, it will benefit all Canadian communities. We encourage Canada’s research communities to see how their strengths and knowledge and insights align to the Research Agenda. Together we can establish the reliable, evidence-based research required to tackle some of the most pressing issues facing Canada’s police executives.

# RENEWAL OF THE CACP RESEARCH FOUNDATION

The Canadian Association of Chiefs of Police has renewed its efforts related to the operation of its Research Foundation. A business case was developed outlining the need for police leaders to play a role at a national level to support and encourage research, accompanied by a go-forward business plan. In 2012 a new constitution was adopted to implement the new approach, including a new governance structure. A nine-member board will guide the operations of the Foundation, including four non-CACP members from academia, the private sector, the public sector, and a distinguished Canadian. The members of CACP supported the renewal initiative with a \$200,000 forgivable loan.

The objective of the Foundation is “To create and develop the highest standards of effectiveness in law enforcement by fostering and encouraging research into:

1. Leadership
2. Public Trust and Engagement
3. Human Resources
4. Funding and Financing
5. Information Management and Technology
6. Policing Models
7. Managing Operations including Preventing Crime, Enforcing Laws, Helping Victims, Maintaining Public Order, and Responding to Emergencies.”

The business case that supports research in the field of policing is simple, straightforward and compelling. Research into policing issues will:

1. **Lead to better decision-making.** Today’s police leader works in an increasingly complex environment. We require access to research in order to make informed decisions.
2. **Promote a broad approach to problem solving.** Today’s police leader encounters problems and issues that are closely linked to community safety, health, housing and social service matters. We require access to research from a broad range of experts in order to develop strategies and solutions to the problems we face.
3. **Advance the profession of policing.** Each generation of police leaders needs to add to the body of evidence-based research that it passes on to its successors. This is one key way that a profession develops and matures.

The CACP Research Foundation is working towards three primary goals. First, is to establish a Research Agenda that will help to bring focus to the most important strategic issues facing Canada’s police executives. This document marks the accomplishment of that goal.

Second, is to establish a means to ensure that Canada’s police executives have access to research that is aligned to the Research Agenda. This requires a distribution mechanism or research clearing-house that collects, synthesizes, and distributes relevant research.

Third, is to support the funding of research that is aligned to the Research Agenda. This will involve working with other organizations to find effective mechanisms and partnerships to help fund the research that Canada’s police leaders have identified.



The Research Foundation also has the opportunity to be a catalyst for a host of other benefits. At the Research Summit (Vancouver, 2012) held by the Research Foundation, participants were asked what impact they expect the Foundation will have. A number of themes emerged from their responses:

- **To prepare for change.** Police executives know that change is occurring and want to set a path that is clear and that can be followed with confidence. This includes improving our knowledge of key strategic issues in order to serve our communities more effectively, to be more innovative, to find best practices, to examine international perspectives, and to inform decision-making so we can make better choices.
- **To leverage their capabilities.** Police services are facing increasing financial pressures and we are focused on working more effectively with one another to improve efficiencies, avoid duplication, harness one another's initiatives, and share knowledge more easily.
- **Strengthen relationships.** Research cannot happen in a vacuum and Canada's police executives recognize that by working with a wider cross-section of partners, we will build stronger linkages with other organizations and help educate others about issues related to policing.
- **Create alignment and avoid duplication.** As this Research Agenda demonstrates, Canada's police executives face many common strategic issues. With common purpose and focus, we will be able to address these issues more rapidly. By working together, we will also be able to avoid duplication of effort.

The success of the renewal efforts will be measured over time and should be visible and apparent to police leaders and CACP members. The volume of research on police issues in Canada should increase and be more closely aligned to the needs of police leaders. Ease-of-access to relevant research should also increase. At the end of the day, Canada's police leaders will have a better base on which to make evidence-based decisions.

# ESTABLISHING A RESEARCH AGENDA

Canada's police executives recognize that reliable, evidenced-based research is essential to the future of policing. Policing today is not what policing looked like even a few years ago. Moreover, the years ahead will see changes continue—likely at a more rapid pace.

Canada's communities are changing, methods of communication are changing, and public expectations are changing. Together, we face new threats including cybercrime, increasing levels of civil disorder, and violence. We also face increasing financial pressures that bring an obligation to ensure the highest levels of efficiency and effectiveness in service delivery. We therefore owe it to the communities we serve to demonstrate with clarity and transparency the role we play and the impact we have.

## Stronger Research for Better Policing

In this context, police executives need more powerful information to make better decisions. The information needs to be evidence-based and give us confidence that we are making the best possible choices in the interest of public safety.

Stronger research leads to better decision-making. Canada's police executives are working in an increasingly complex environment and our operational challenges continue to grow. Perhaps now more than ever we need highly focused research that can be trusted and put into action.

Policing has always required an interdisciplinary approach. The sheer breadth of issues that are addressed by police services involve many different disciplines and fields of study. The range of issues covered by the Canadian Association of Chiefs of Police committees alone is a testament to that diversity:

- Aviation Security Committee
- CACP Use of Force Advisory Committee
- Counter Terrorism and National Security Committee
- Crime Prevention Committee
- Drug Abuse Committee
- Electronic Crime Committee—National Technological Crime Advisory Committee
- Emergency Management Committee
- Ethics Committee
- Human Resources and Learning Committee
- Information, Communication and Technology Committee
- International Committee
- Law Amendments Committee
- Organized Crime Committee
- Police Information and Statistics (POLIS) Committee
- Policing with First Nations, Metis & Inuit Peoples Committee
- Private Sector Liaison Committee
- Professional Standards Committee

- Traffic Committee
- Victims of Crime Committee
- Labour Relations Committee

Only by drawing on a broad range of academic expertise will police executives will be able to fully address the challenging issues that are encountered every day.

Ultimately, good research will advance the profession of policing. Every profession continues to grow and develop by increasing their breadth and depth of knowledge. To improve the efficiency, effectiveness, and integrity of policing, it is necessary to continue to expand the base of research, and prepare to pass that body of knowledge on to our successors.

To that end, the Research Foundation initiated this project to establish the Canadian Police Executive Research Agenda that will guide the activities of the Foundation for the next three to five years and signal to Canada's research communities the topics and issues that are most important to Canada's police executives.

## RESEARCH METHODOLOGY, FINDINGS & ANALYSIS

In order to develop the Canadian Police Executive Research Agenda, a number of steps were taken to encourage maximum participation of Canada's police executives, to build on work that has been undertaken by others, and to validate the findings in order to maximize the confidence of the research.

The International Association of Chiefs of Police (IACP) undertook a similar exercise several years ago and the research team had the opportunity to meet with key members of the IACP's Research Advisory Committee and discuss what they have learned. We are deeply grateful to the IACP for their insights and their generosity. In addition to the IACP, the Police Executive Research Forum (PERF) was also consulted. A high-level, preliminary literature review was also conducted to assess the current state of research related to strategic police issues.

With this context in place, a survey was developed to identify the most important strategic issues facing Canada's police executives in the next three to five years. The survey was distributed in English and French to all Active Members of the Canadian Association of Chiefs of Police in the spring of 2012. Potential respondents received two reminder notices encouraging their participation—approximately 40% completed and returned the survey.

The preliminary findings of the research were shared with the CACP Research Foundation Board of Directors, the Canadian Association of Chiefs of Police Board of Directors, and the full membership of the CACP at the Annual General Meeting held in August 2012 in Sydney, Nova Scotia.

As the preliminary findings were shared with each group, positive feedback was received along with confirmation that these findings reflected the most important issues facing Canada's police executives in the years ahead.

The next phase of the methodology was to hold the CACP Research Foundation Summit to examine the findings in greater detail and to define and endorse the Research Agenda that would guide the Research Foundation. Roughly 50 police leaders and key research personnel from across Canada gathered in Vancouver in late 2012 for two days to review the findings, examine the priority issues, explore the drivers behind those issues, and define the Research Agenda for the future.

The final phase of the methodology was to ensure that the Research Agenda is relevant and valuable to Canada's research communities. In order to validate this, the key elements of the Research Agenda were shared with five research leaders representing the academic community, think tanks, and other research-oriented organizations. Each expressed their support of the Research Agenda as a whole and indicated that the specific priorities were valuable as a means to work together more productively.

The Research Foundation is confident that the results of this project reflect the needs of Canadian police executives. There was a high response rate to the survey, active participation at the Summit with thoughtful input from subject matter experts, which included representation from all parts of the country, thought leaders from police services, academia, and various levels of government.

### **Methodology to Establish the Research Agenda**

A number of steps were taken to ensure that the Research Agenda would provide a valuable resource to police executives and members of the research community.

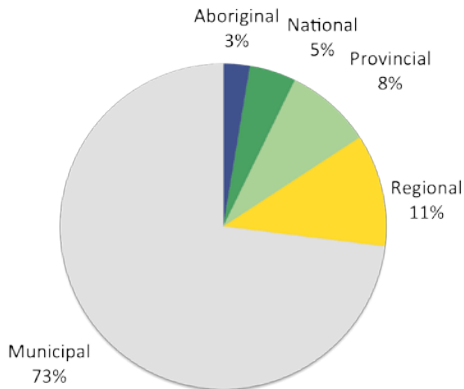
- Interview other practitioners undertaking similar or complementary work to refine the approach and methodology – March 2012.
- Survey Active Members of the CACP to gather detailed information on how they use research and on the most important and strategic issues they face in the next three to five years – May-July 2012.
- Present the preliminary survey results to CACP Membership to test the veracity of findings at a high level – August 2012.
- Hold a national Research Summit to explore the topics and refine themes – November 2012.
- Receive input from academics and researchers on both the robustness of the Research Agenda and the research appeal of themes.
- Present the high level themes of the Research Agenda to CACP members – August 2013.
- Publication of CACP Canadian Police Executives Research Agenda – March 2014.

## **Respondent and Agency Characteristics**

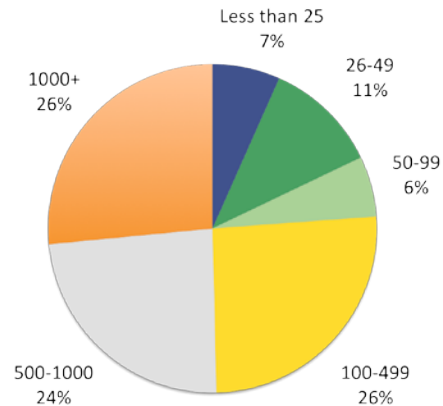
To contextualize the responses of the police leaders, they were asked to characterize their police service and to indicate the size of their service.

As shown in Chart 1, the majority of respondents (almost three quarters) represented municipal police services.

**Chart 1. Percentage of Respondents by Type of Police Service**



**Chart 2. Percentage of Respondents by Size of Police Service**



Respondents were also asked how large their police service was (by the number of sworn members). Chart 2 shows the distribution of their responses.

## Perspectives on Law Enforcement Research

Canada’s police executives value research and use it on a regular basis. When asked, “How often does law enforcement-related research influence the decisions you make?”, 62% of respondents indicated “Often” or “Always”.

To understand how they use law enforcement-related research in greater detail, they were also asked to characterize how helpful that research was for addressing specific categories of issues they face on a regular basis. Based on this, we found the following:

- 77% of respondents indicated that they find law enforcement-related research to be “Helpful” or “Very Helpful” for addressing **Strategic or Policy** issues.
- 73% indicated that they find law enforcement-related research to be “Helpful” or “Very Helpful” for addressing **Operational** issues.

These responses indicate that research is already a priority for Canada’s police executives and that they are using it to address some of the most important issues facing their services. It is worth noting that the responses did not vary substantially by the size of the police service.

### Key Messages from the Survey

A number of important messages emerged from the survey sent to Canada’s police executives.

- We use research regularly to accomplish strategic and operational objectives.
- We need more research focused on specific issues that are challenging how we deliver service.
- Push research findings to us so we have a greater awareness of and ease-of-access to existing research.
- There are opportunities to work closely with partners to produce more valuable research.

# Current Research Sources

Respondents were asked, “What sources do you turn to for relevant research?” They were provided with a list of options and could select all sources that applied to their activities. They were also given the opportunity to identify other sources of relevant research.

**Chart 3. Sources of Relevant Research**

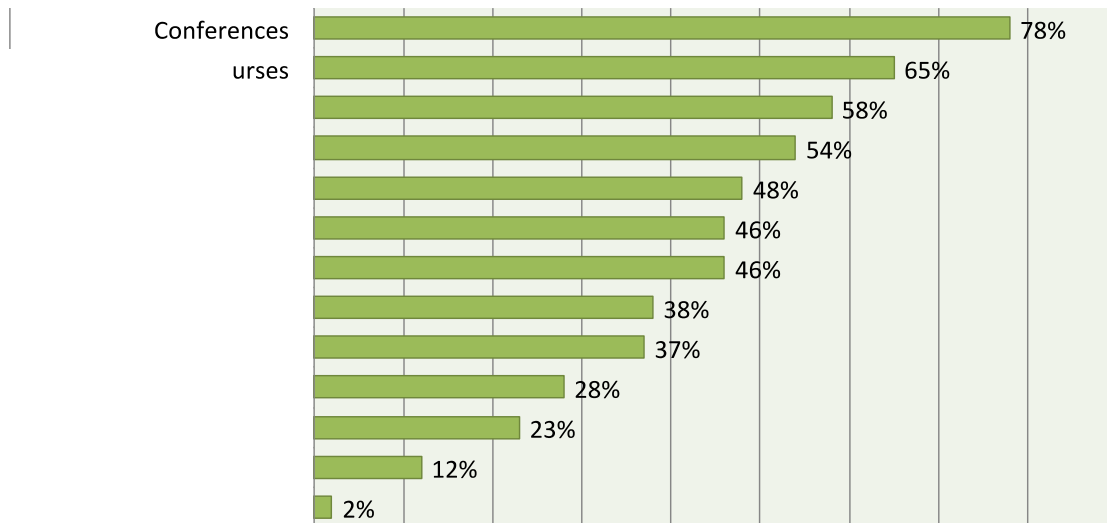


Chart 3 shows that Canada’s police executives draw on a range of sources for research relevant to their work. The most frequently identified source was “Conferences” with over three quarters of respondents selecting it as a source of relevant research.

For those who indicated that they draw on “Other” sources of relevant research, they were asked to identify the sources. They made reference to other police leaders, police-related publications, and online legal resources. They also identified a number of Canadian organizations including:

- Alberta Association of Chiefs of Police
- Canadian Association of Police Boards
- École nationale de police du Québec
- Ontario Association of Law Enforcement Planners
- Police Sector Council
- The Canadian Police College Library

Respondents also identified a number of international sources of research on which they draw including:

- Australian Department of Justice
- International Association of Law Enforcement Planners
- Police Executive Research Forum
- Stratfor Global Intelligence

- United Kingdom Home Office
- United Nations

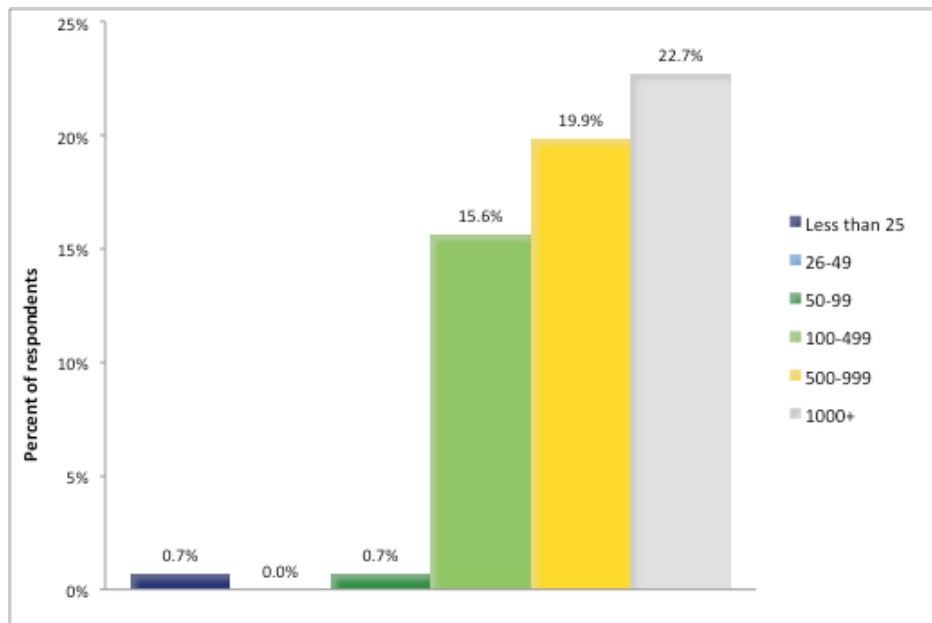
A small percentage of respondents indicated that they do not use research. These respondents were from small, municipal police services and their responses may be indicative of some of the challenges facing this group. We will discuss this in greater detail later in the report.

## Law Enforcement Research Capabilities

When survey respondents were asked, “Does your Service have a research unit?” (as demonstrated in Chart 4), 60% indicated that they did. However, of those who indicated that they have a research unit, some important variations emerged. The likelihood that a police service has a research unit goes up as the size of the police service increases.

In many ways this is not a surprise. Smaller police services simply do not have the same resources—financial or human—as larger police services and, as a result, are typically unable to dedicate staff to research activities.

**Chart 4. “Does your Service have a research unit?”**  
(Answered “Yes”) (By size of police service)



Respondents who reported that they did not have a research unit were asked “Why”. Their responses fell into a few basic categories.

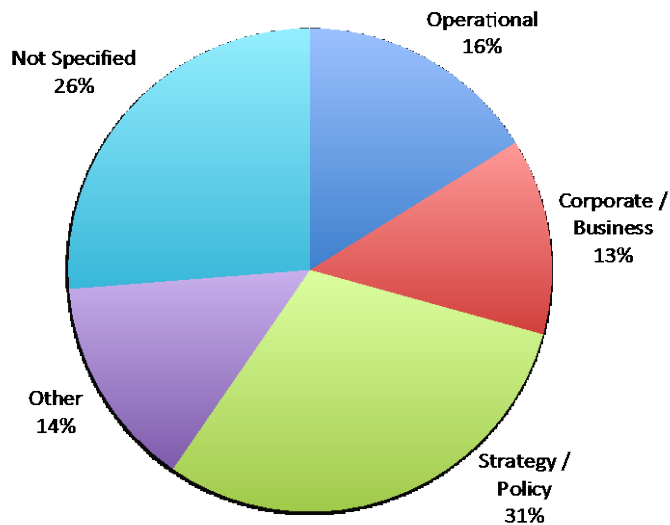
- Just under half of them indicated it was because of “Inadequate funding”.
- About one fifth stated that they “Do not see the need”.
- 14% reported that it was because of a “Lack of research capability”.
- 18% of those who did not have a research unit identified “Other” reasons including the following:

- They draw on the capabilities of local universities.
- They do not have the resources.
- The role is blended with the responsibilities of operational staff.
- They draw on the research of other organizations.

The police services that do have a research unit were asked what the primary focus of the research unit was, so it would be possible to better understand their capabilities.

As shown in Chart 5, the single greatest area of focus is on “Strategy / Policy” related issues. While just over a quarter of respondents did not specify the focus of their research unit, 14% indicated the category “Other”. When they were asked to specify what was included, most indicated a mixture of “Operational”, “Corporate / Business”, and “Strategy / Policy”. It is worth noting that the mix of focus did not vary substantially based on the size of the police service.

**Chart 5. “Which of the following best describes the primary focus of your research unit?”**



## Law Enforcement Research Activities

### Size of Research Units

To get a sense of the nature of these research units, police executives were asked a number of questions about their research teams, the projects they have undertaken, and the funding of research projects.

On average, the police services that have research units have about six full-time equivalents working in this capacity. It is worth noting that the answers of five respondents skew the results upwards. When these very large police services were factored out, the average number of staff falls to 3.7.



Respondents with a research unit were asked if their police service had initiated a research project in the last three years: 57% indicated that they had. Of these police services, it was found that slightly less than half (48%) had worked with a research partner.

## Research Funding

While funding is clearly an issue for many police services when it comes to their research capabilities, only 25% of those with a research unit sought outside funding for their research activities. A number of possible reasons for this emerged during the discussions at the Research Summit:

- Research activities are fully funded through existing internal budgets.
- A lack of knowledge about where funding might be available.
- Perception that pursuing external funding is too cumbersome an administrative process.

**Chart 6. External Sources of Research Funding**

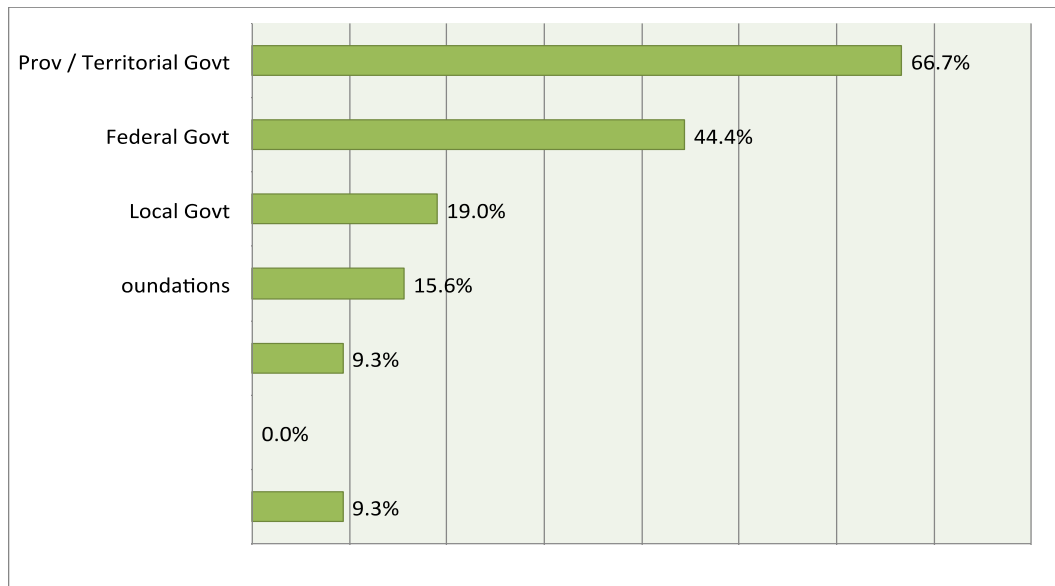


Chart 6 demonstrates that the police services that did seek outside funding to support their research activities most commonly reported that “Provincial / Territorial Governments” provided funding, followed by the “Federal Government”.

It is striking that no relationships were reported between police services and private companies with respect to research funding, though it should be noted that private companies do sponsor a number of events and activities at a national level with the Canadian Association of Chiefs of Police.

Respondents were also asked to estimate the average amounts that they spent on their research projects. The average expenditure per project was \$80,000, however the range of expenditures varied dramatically from as little as \$1,000 per project to as much as \$700,000. Furthermore, these amounts do not take into account the staff costs associated with these research projects.

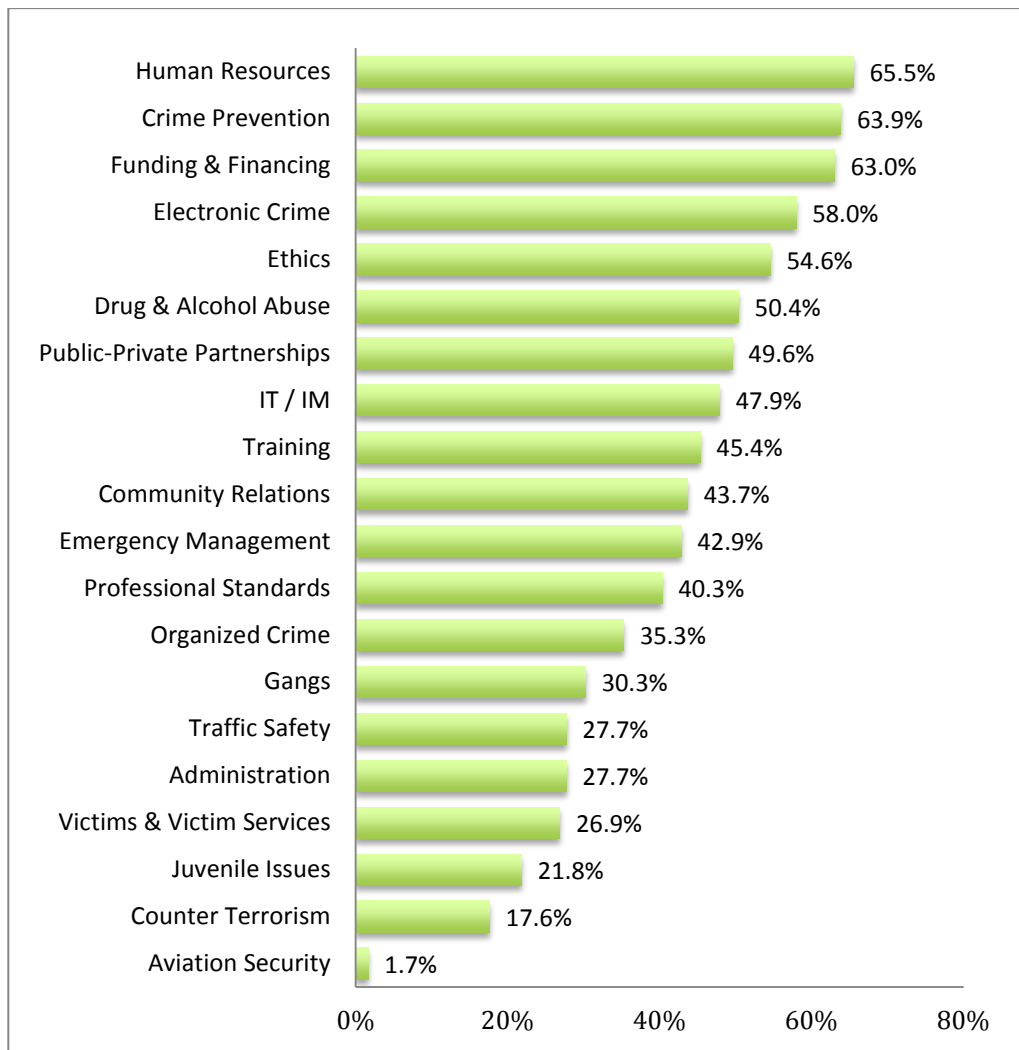
## Identified Research Themes

Within the survey, three separate approaches were taken to identify the most important research topics for the future of policing in Canada:

1. Respondents were asked to select topics from a list of choices.
2. An open-ended question was asked about what the most important issues facing law enforcement as a whole will be in the next five years.
3. Police leaders were asked what research project they would want to have conducted to address the most important issue facing their police service over the next five years.

The responses to these questions were strikingly similar and varied little based on the size or type of police service. Chart 7 shows the distribution of responses from the list of choices that respondents were given.

**Chart 7. Which of the following research topics do you believe are most important to the future of policing in Canada? (Select all that apply)**



When we asked survey respondents about the most important issues facing law enforcement as a whole and what research project they wanted to have conducted for their police service, and then conducted a thematic analysis comparing the responses to the list in Chart 7, five key themes came through clearly.

**Human Resources**—Respondents raised a number of specific issues related to human resources:

- The challenges of an aging workforce and the reality that many police members will soon be eligible for retirement.
- Identifying ways to improve the retention of experienced staff.
- Challenges related to recruitment including a shrinking pool of candidates, employee engagement, and succession planning.
- Dealing with a workload that is increasing both in volume and complexity.
- Finding more effective ways to deliver necessary training and certifications.
- Improving the mental health and wellness of police members.
- The impact of increasing levels of civilianization on policing.
- Questions around policing ethics and overall levels of professionalism.

**Funding & Financing**—Financial concerns are present in virtually all police services and were raised regularly by Canada’s police executives. In the survey, police leaders identified a range of concerns:

- Whether current funding models are still appropriate to the changing requirements of policing.
- Identifying effective methods of managing costs and resources.
- How to respond to an increasing breadth of service requests and limited or shrinking resources.
- Determining the most appropriate ways to prioritize service delivery and maintain the overall sustainability of policing services.

**Community Relations**—Canada’s communities are changing and Canada’s police executives have identified the need to continue to work closely at the community level. To do so, they have indicated a number of considerations that need to be taken into account:

- Understanding the changing composition of the communities they serve.
- Fostering a deeper understanding of the role of policing in the community.
- Continuing to build strong relationships with the community to foster trust and build confidence.
- Identifying ways to appropriately align the values of the community and the police services.
- Addressing and adapting to growing levels of scrutiny and oversight.

**Operations**—Police services are facing new and increasingly sophisticated challenges to maintaining public safety and are looking for effective ways to address them:

- Concerns exist related to changes in criminal activities including cross-border crime, changes in gang activities and organized crime, youth violence, and civil disorder, which call for strategies to prevent, reduce and respond to these issues.
- Rapid technological changes require research into a number of areas including how to address the impacts of social media, how to detect crime that has occurred over digital

networks, online international criminal activities, and the overall challenges of detecting and investigating cybercrime.

**Policing Models**—Police executives and others have recognized that the current models of policing are strained, that increasing financial and demographic challenges are testing operating models, and that public expectations are changing. As a result, they have questions related to:

- The social value proposition of policing and how it is changing.
- How best to deliver service and operate in a knowledge economy.
- What options exist for operational reform including service models, definition of core functions, and methods of prioritization.
- How new partnerships can be formed to enhance service delivery and improve the overall levels of public safety.

## Validating the Findings

Throughout the course of the project, input was sought from Canada’s police executives in order to test and validate the findings of the survey. Results were regularly shared with the Board of Directors of the Research Foundation. In August 2012, the preliminary findings were shared with the Board of Directors of the Canadian Association of Chiefs of Police as well as with the full CACP membership at the Annual General Meeting that was held in Sydney, Nova Scotia.

While not every member of the CACP completed the survey, we consistently received validation that the findings reflected the most important issues facing Canada’s police leaders in the next five years.

## CACP Research Foundation Summit

The survey told us *what* Canada’s police executives were concerned about, but it did not tell us, in depth, *why* these issues were so important, nor did it identify the specific questions that we are seeking to address.

In order to develop a deeper understanding, a National Research Summit was organized to bring together thought leaders to validate, refine and endorse the emerging Research Agenda. The summit was held in Vancouver, British Columbia on November 22 and 23, 2012.

Over the course of the two-day summit, approximately 50 participants from across the country worked together to understand what were the driving factors underlying the specific research topics that were identified in the survey.

Using a *Knowledge Café* approach, participants were divided into five groups and asked to identify the drivers behind each of the five topics that emerged from the survey—Human Resources, Funding & Financing, Community Relations, Operations, and Policing Models. After a predetermined period of time, the groups rotated and explored the work of the previous group in greater detail. Each of the topic areas had a facilitator and note taker who helped participants maintain their focus and captured the findings of each session. It was clear from the input on the

five topics that the issue of the “Impact of Technology” stood on its own and needed to be separated as new topic.

The complete agenda of the National Research Summit is included in Appendix 1 and the list of participants is included in Appendix 2 to this report. Appendix 3 includes the detailed list of drivers for each topic and sub-topic that was explored by the participants.

## Insights From Academic Community

In addition to the extensive consultation with police executives representing all sizes of police services from all regions of Canada, it was a priority of the Research Foundation to share preliminary findings of the Research Agenda with a cross-section of leaders from the research community. Our goal was to gauge the extent to which the topics that had been identified by Canada’s police leaders would resonate with, and be interesting to, the broad research community.

We spoke with seasoned research leaders who are deeply familiar with policing issues and who understand the nuances of leading in-depth academic research programs in a range of contexts. Their comments and insights were particularly valuable. Overall, they shared the following:

- These topic areas should generate genuine interest in Canada’s research communities.
- The topics are good, but are still quite broad. They are looking forward to greater detail and clarity as specific research projects are defined.
- The emphasis on improving metrics and quantification is a valuable direction to head.

We also asked what would help the research community interact with the policing community more effectively so that the Research Agenda can be pursued successfully. They offered the following:

- Help researchers access and navigate the hierarchies and culture of police services.
- Enter into long-term working relationships where series of research projects can be undertaken instead of one-off projects.
- Allow research proposals to respond to more than one priority area at a time.
- Leverage federally-funded projects through partnerships.
- Find ways to communicate in an on-going manner so the research community can continue to understand the issues facing Canada’s police leaders.
- Recognize the need for academic freedom and balance the research needs of police executives with this reality.

We are deeply grateful for the insights and observations that were shared in the course of this project and we are looking forward to working together closely in the future.

# A RESEARCH AGENDA FOR POLICE EXECUTIVES

## Decision-Making Context

Understanding the decision-making context of today's police leader is critical to producing meaningful evidence-based research. The duty falls to us to share the decision-making context that we face in the current environment.

At the Research Summit in Vancouver, police executives were asked to examine the strategic challenges they face from a systems perspective in order to help articulate to researchers the key strategic public policy factors which they take into account in the current decision-making context. These challenges are highlighted in the text box entitled “Strategic Challenges of Police Executives”.

The list provides great insight into the strategic environment in which a police leader functions and the areas in which they need to excel in order to be successful.

### Strategic Challenges of Police Executives

Canada's police executives identified the following challenges that set the context for decision-making and the need for evidence-based research.

- Understanding and using performance metrics and new measures and means to better quantify the impact of our work.
- Responding to the changing demographic and cultural context.
- Understanding and implementing effective and meaningful strategies to better communicate with the public and develop stronger relationships.
- Identifying improved methods to demonstrate the accountability police services have to the people we serve.
- Understanding and managing the economics of policing more effectively.
- Information sharing and the effective management of information—whether as evidence, research, or best practices—to ensure the right people have the right information at the right time.

For a research endeavour to be useful to them, Canada's police leaders need it to be undertaken so that it aligns with their decision-making context, reflects its complexity, and is strategically relevant. Put simply, research that connects to the strategic challenges facing Canada's police executives will produce evidence-based findings that help to keep Canada's communities safer.

**Improving the Quantification of Policing Activities & Impacts**—A key challenge facing policing is the need to establish new metrics to better quantify and evaluate the performance and impact of all aspects of police services. This challenge was raised repeatedly. There is a clear demand for better ways to measure the activities that are being undertaken and the impacts they are having.

Police executives are looking for specific indicators that will help optimize how policing services are delivered as well as for more sophisticated ways to quantify the costs and benefits of policing more broadly. This level of quantification is required to articulate the value added by a police service and also to allow for conversations about the standardization of measures and indicators across police services.

**Operating in Canada's Changing Demographic & Cultural Context**—The composition of Canadian society has transformed significantly over the years. For example, we have a large cohort of Baby Boomers who are retiring, we have a disproportionately young Aboriginal and

First Nations population, and we see communities comprised of individuals from countries around the world.

These changes, and others, create a host of challenges for police services including everything from civilianization to the attraction, recruitment and retention of employees, to community expectations, to the nature of crime.

To operate effectively in this environment, police leaders need to ensure that our organizations have the capability to adapt to demographic and cultural shifts, both those internal and external to our organizations.

**Building Stronger Relationships with the Public**—Building stronger relationships with the communities we serve is a priority for Canada’s police executives and we understand that these relationships are dependent on meaningful communication. Police executives shared that it is often difficult to communicate about what we do, the difference we make, and the value our work adds to communities and society more broadly. Traditional indicators do not seem to be effectively communicating the impact that policing has and new, more widely accepted indicators may be required.

Overall, police executives believe that the communications and media environments are changing in substantive ways and that we need to make better use of these channels. The challenge comes in understanding how best to do this.

The immediacy of social media raised many questions for police services, not only from the perspective of communicating with the public while following procedures, but also in terms of responding appropriately to media stories about police actions that are taken out of context.

**Demonstrating Accountability**—Police executives are committed to meeting the demands for accountability for the services provided and finding improved methods of demonstrating this to the communities we serve. As policing models are being challenged, police leaders recognize that the needs of communities are changing, and that policing needs to change with them.

While it is recognized that police services across the country have to justify our activities, we are challenged to do so with metrics that make sense. Police executives need to make choices that will ensure that our services are undertaking activities that will make the greatest positive impact in our jurisdictions.

Perhaps at the most fundamental level, police services need to show the return on investment—in whatever manner is appropriate—for each police officer serving the community.

**Understanding and Managing the Economics of Policing**—Issues related to funding and financing are a clear priority for Canada’s police executives—both today and in the years ahead. But these issues include more than standard needs related to budgeting and fiscal management.

Police executives are looking to understand underlying systemic factors that are affecting policing models and to use that knowledge to examine the overall economics of policing.

Understanding the interaction between policing and other community safety initiatives is considered a priority. There are also many unanswered questions about the relationship between policing and other community priorities such as economic development, population growth, and other municipal development goals.

**Enhancing Information Management and Information Sharing**—Canada’s police executives are focused on how to adapt rapidly to changing operational requirements and the role that more effective information management and information sharing can have. We are also specifically concerned with how to capture knowledge and share best practices. We want to find more productive ways to identify, share, and use research that has already been conducted.

One of the greater challenges that emerged from the National Research Summit was how to strengthen the ability to learn from each other so that police services are not duplicating efforts.

Police executives are seeking improved methods to learn rapidly from the experiences of others. This was recognized to have particular benefit to smaller police services that not only have limited resources, but may also have less experience facing particular kinds of threats or situations that are more common in other jurisdictions.

Central to all of this is effective information management. Canadian police executives believe that better management and sharing of information—data, evidence, research, or best practices—will help to ensure that the right people have the right information at the right time.

## The Research Agenda

Based on the facilitated discussions and in-depth assessments that were undertaken at the Research Summit, six priority issues were identified that form the Canadian Police Executive Research Agenda. While no ranking of importance has been assigned, highlights of these issues are presented below. More detailed information about the issues can be found in Appendix 3.

### 1. *Human Resources*

Police leaders identified a number of key issues related to human resources where it was felt that additional evidence-based research would help to make critical decisions that affect both human resources strategies and operational models of police services. The questions that were most important are:

- How do we ensure leadership development?
- What is the impact of the changing face of society on police human resource programs and models?
- When is it appropriate for a civilian to fulfil the role traditionally assigned to a sworn police officer, what is the evidence of past civilianization efforts, and what new opportunities are emerging?

Specifically, thought leaders expressed concerns about whether current members are prepared to progress in to senior officer ranks, and issues of changing expectations of recruits as noted in the discussion on demographics.

Summit participants recognized research is required to identify how best to engage civilian as compared to sworn members. The question of how to provide meaningful employment opportunities and a challenging robust career with a police service needs to be addressed.



Other issues, relating to human resources, that would benefit from research include: efficiencies of training; better understating and articulating workloads; ethics and professionalism; retirement / retention; and mental health issues.

## *2. Funding & Financing*

Issues related to funding and financing are a clear priority for Canada's police executives—both today and in the years ahead. Questions of particular concern include:

- What are the driving forces behind the costs of policing and how can they be addressed?
- What key indicators / metrics can be developed to reflect the costs and effectiveness of policing?
- How can the use of information management strategies and technologies across the public safety system reduce costs?
- How can we quantify the impacts of policing?
- What role can alternative funding sources play in the financial sustainability of policing?

These are complex and important issues facing communities and police services. Police executives are looking to understand with greater nuance and clarity what is driving the cost of policing and how to evaluate the benefits to the community, not only from the perspective of policing but also in the context of investment for overall community safety.

## *3. Community Engagement*

Building stronger relationships with the communities we serve is a priority for Canada's police executives. In consideration of the future of policing, a number of key issues came to the foreground:

- What is the impact of the immediacy of social media on public trust and confidence?
- How do we prepare our members for increasing levels of public scrutiny?
- How does the public want to engage with the police?
- How can we communicate more effectively and increase the public understanding of what police do and the challenges we face?

Some participants indicated that increased levels of public scrutiny have created more pressures for many of their members. For instance, they are still adapting to the reality that their actions are being recorded with greater frequency. This raises the question; are officers distancing themselves from the community in the face of increased public scrutiny?

In times of increasing accountability for service delivery and value for the investment in policing, police recognize we should not be the sole owner of all public safety issues, and need a better understanding of how to engage the public in sharing the responsibility for safe communities.

## *4. Operations*

Participants of the Research Summit are accountable for the effective execution of operational activities in their police services. The operational issues that were raised included very specific challenges arising from the changing face of crime, such as youth violence, gang activities, cross border issues, technology, increased public disorder, and increased violence.

Operational issues were seen as being very important, and police executives focussed on the need for strategies to quickly adapt and change to address new types of crimes and other issues surfacing in the ever-changing police environment. Specifically, they were concerned with the following questions:

- How do we capture knowledge (e.g., gained from major events) and exchange best practices with one another? How can our learning be improved?
- How do we best identify, share, and use research that has already been conducted?

The highest priority was focused on creating a continuously learning community of police services so that we are not duplicating efforts. We are seeking improved methods to learn rapidly from the specific experiences of others. This was recognized to have particular benefit to smaller police services that not only have limited resources but who may also benefit from the insights from other police services that deal with particular threats or issues more frequently.

### *5. Impact of Technology*

The obvious and on-going concern for the impact of technology was discussed in different terms including operations, the impact of social media, the impact on budgets, the changing nature of crime and investigations, and the need for far-reaching coordinated efforts to address these concerns. The questions that were of interest include:

- How can police understand and address the impacts of social media?
- How can police overcome the challenges and pressures of keeping current with and ahead of changing technologies?
- How can technology be managed and utilized to enhance the effectiveness police operations?

Also of concern was the specific issue of the need for more flexible laws and legislation to allow police to effectively investigate technology-centric crimes.

### *6. Policing Models*

Perhaps running through all of the other priority issues identified by Canada's police executives is the theme of policing models. We recognize that the context is changing, the needs are changing, and that policing needs to change as well. Challenges exist with respect to the specific changes that are required and the expected impacts that those changes will have. As a result, police leaders are asking important and essential questions:

- How do we quantify different models of policing (e.g., tiered policing, community policing)?
- What are the metrics and outcomes of new community policing models?
- Is there a common definition of "core policing"? Is it changing, and if so, how? What are the core roles of the agency? What are the core roles of sworn members?
- What is the best community investment strategy to reduce crime and disorder and the draw on police resources? For instance would investing in health or education help alleviate policing pressures?

These questions touch directly on the topics of accountability, funding and finance, quantification, community engagement, and operations. It is recognized that police services across the country have to justify our activities with metrics that make sense. Police executives need to make choices that will ensure our services are undertaking the activities that will make the greatest positive impact in our jurisdictions.

# CONCLUSION

By its nature, policing changes over time. Policing changes because it is a profession that is committed to improving its practices and using the best evidence available to do so. It changes in response to the evolving needs of the communities it serves. It changes in response to new threats and criminal behaviours.

The Canadian Police Executive Research Agenda is a tangible demonstration of the commitment of Canada's police executives to serve in the most effective ways possible. It is a commitment to continue to evaluate the most strategically important issues facing policing and use evidence-based research to guide the decisions that are taken to address those issues.

This is not a one-time exercise. This Research Agenda will be updated on a periodic basis to ensure that the profession continues to respond effectively to the changing landscape.

The issues facing Canada's police executives are not exclusive to policing. As research is developed to address this Agenda, it will benefit all Canadian communities. We encourage the engagement of all those who are committed to the same outcomes. We encourage Canada's research communities to identify how their strengths, knowledge, and insights align to the Research Agenda. Together we can establish the reliable, evidence-based research required to tackle some of the most pressing issues facing Canada's police executives.

# APPENDIX 1—RESEARCH SUMMIT AGENDA

## CACP Research Foundation Summit

November 22<sup>nd</sup> – 23<sup>rd</sup>, 2012

### AGENDA

**Thursday, November 22<sup>nd</sup>, 2012**

**Waddington Room**

**Vancouver Fairmont Hotel**

900 West Georgia Street, Vancouver, British Columbia V6C 2W6  
(604) 684-3131

*Dress:* Business Casual

#### Vancouver Fairmont Hotel – Waddington Room

**12:00 p.m. (noon)**

**Luncheon & Welcome**

Jim Chu  
President of the CACP

**1:00 – 1:30 p.m.**

**Overview and Introductions**

Debra Frazer  
Chair, CACP Research Foundation Board

A short overview of the Research Foundation and its objectives, as well as the impact it will have for law enforcement in Canada.

**1:30 – 2:15 p.m.**

**Research Agenda Findings to Date**

Trefor Munn-Venn  
President, Social Catalyst Inc.

A survey has been conducted with the members of the CACP to obtain their perspectives on the most important strategic issues facing law enforcement in Canada, today and in the future. Trefor will present the key findings to the participants.

**2:15 – 2:30 p.m.**

**Break**

**2:30 – 4:00 p.m.**

**Deepening Our Insights**

Trefor Munn-Venn  
President, Social Catalyst Inc.

Using the *Knowledge Café* format, we will build on the findings of the survey and identify specific questions that need to be addressed under each of the research agenda categories.

**4:00 – 4:45 p.m.**

**Presentation of Results from the *Knowledge Café* discussions**

Each of the Moderators will briefly present the findings of the Research Agenda Category they were facilitating and provide an opportunity for participants to provide additional insights and comments.

**4:45 – 5:00 p.m.**

**Next Steps & Adjournment**

Debra Frazer

Chair, CACP Research Foundation Board

**Friday, November 23<sup>rd</sup>, 2012**

**Waddington Room**

**Vancouver Fairmont Hotel**

900 West Georgia Street, Vancouver, British Columbia V6C 2W6

(604) 684-3131

*Dress:* Business Casual

**Vancouver Fairmont Hotel – Waddington Room**

**8:00 – 9:00 a.m.**

**Breakfast, Welcome & Recap**

Debra Frazer

Chair, CACP Research Foundation Board

**9:00 – 10:00 a.m.**

**Prioritizing Key Questions**

Trefor Munn-Venn

President, Social Catalyst Inc.

This facilitated session will prioritize the research questions within each of the research agenda categories.

**10:00 – 10:30 a.m.**

**Break**

**10:30 – 11:30 a.m.**

**Setting the Research Agenda**

Trefor Munn-Venn

President, Social Catalyst Inc.

Our final task is to establish a sense of priority among the research agenda categories. This activity will help us to clearly identify which topics are our top priorities.

**11:30 a.m. – Noon**

**Taking Action**

Debra Frazer

Chair, CACP Research Foundation Board

Debra will outline what will happen next as it relates to the development of the final outputs and for the Research Foundation itself.

**12:00 p.m.**

**Thank You and Adjournment**

# APPENDIX 2—PARTICIPANTS OF THE RESEARCH SUMMIT

## Participants

Denis Boucher	RCMP (BC)
Mike Cabana	RCMP
Jim Chu	Vancouver Police Department, CACP President
Peter Cuthbert	CACP Executive Director
John Domm	Rama Police Service
Dennis Fitzpatrick	University of Regina
Michael Gendron	Canadian Police Association
Stan Grier	Tsuu T'ina Nation Police Service, First Nations Chiefs of Police Association
Geoff Gruson	Police Sector Council (PSC)
Mario Harel	Service de Police de la Ville de Gatineau
Vince Hawkes	OPP
Rachel Huggins	Public Safety Canada
David Jones	New Westminster Police Department
Dr. Kate Kaminska	DRDC-CSSP
Scott Kolody	RCMP (MB)
Dr. Tijs Kreutzberg	Council of Canadian Academies
Costa Labos	Service de Police de la Ville de Montréal
Austin Lawrence	Public Safety Canada
Warren Lemcke	Vancouver Police Department
Bob Lunney	Edmonton Police Service (retired)
Julie McAuley	Canadian Centre for Justice Statistics
Trevor McCagherty	Durham Regional Police Service (retired)
Peter McIsaac	Cape Breton Regional Police
Steve McVarnock	RCMP Nunavut
Shelagh Morris	Guelph Police Service
John Neily	JD Neily Consulting
Steve Palmer	DRDC-CSSP
Tony Pickett	RCMP
John Pumphrey	Department of National Defence
Todd Shean	RCMP
Paul Smith	Charlottetown Police Services
Tim Smith	Halifax Regional Police
Sandy Sweet	Canadian Police Knowledge Network (CPKN)
Norman E. Taylor	CACP-ISIS
Lance Valcour	CITIG

## Research Foundation Board of Directors

Bob Downie	Saanich Police
Debra Frazer	Ottawa Police Service
Larry Gravill	Waterloo Regional Police Service (retired)
Bill Moore	Halifax Regional Police

## **Facilitation & Support**

Trefor Munn-Venn  
Bjorn Rutten  
Dina Kirkland

Social Catalyst Inc.  
Social Catalyst Inc.  
Ottawa Police Service



# APPENDIX 3—KEY DRIVERS

During the National Research Summit, participants were asked to identify the key drivers behind the five themes that emerged from the survey and were validated by the participants. The following provides the detailed findings of those drivers.

## *Human Resources*

1. Shrinking Pool of Candidates
  - Lack of interest in the profession, e.g., work/life balance, shift work
  - Looking for more educated people with life experience(s)
  - Adding level of education shrinks the pool
  - Lack of hiring strategy in place for some forces
  - Inability to attract multi-cultural candidates in some areas
  - Some people from other cultures have a negative view of policing in general
  - New generation of values, morals
  - Model doesn't necessarily fit today's candidates—inability of police agencies to bend or change “old ways of conducting business”
  - Changes in society too encompassing for officers dealing with problems in today's society → now social workers, guidance counsellors, etc.
2. Succession Planning
  - Future recruitment waves/retirement; sometimes too much at a time
  - Lack of on-going succession planning
  - Tends to be an internal process
  - Gaps tend to occur in spite of succession planning (e.g., if a promotion occurs, officers tend to be promoted out of a section)
  - Complexity of some positions makes it difficult to move/replace staff, resulting in some stagnation; rigid structures
  - Lack of horizontal movement; no inter-agency transfers
  - Lack of ability to plan “long-term”
3. Training
  - Lack of funds (cost)
  - Hard to determine cost / benefit analysis—in some cases it is unknown whether the candidate truly benefits
  - Demand for mandatory training—there is a lack of conclusive evidence that necessitates the requirements for officers to receive training on annual basis (requalification)—moreover, it is very expensive to do so
  - Reactionary to problems of the day (that may require additional training)
4. Workload—Volume and Complexity
  - Legislation and expectations of government are resulting in substantially higher levels of paperwork, forms, and process, leading to greater demands on time
  - White collar / technological crimes
  - Complexity of paperwork – Part Vs, expertise of testimony, etc.
  - Forensic investigations of frauds, cybercrimes, etc.—new levels of expertise required—sometimes better suited for civilian personnel rather than police personnel
5. Ethics and Professionalism
  - McNeil Decisions—These kinds of events are constantly driving how police must conduct their business.
  - How do we establish a common set of ethics and standards with the community

- Consider whether an established Ethics Program should be developed and adopted prior to candidates even considering a job in policing
  - Negative press / expectations have set a stage of negativity that many officers feel they can't live up to
6. Increasing Civilianization
    - Cost control
    - Competency factors matched to complexity of work
    - Employee satisfaction / engagement
  7. Retirement – retention
    - Retention issues –very rigid, para-military concepts in place
    - Necessity to continue to provide the flexibility and range of options required for female officers and other members to enable parenting commitments
    - College vs. university educated personnel—is one better than the other?
    - Cultural burn-out
    - Retention difficult in first five years
  8. Mental health and illness
    - PTSD: what more can be done by services to educate on this important matter
    - Can't continue to shroud in shame, stigma of having mental health issues
    - Policing world has a reputation for having a macho culture → how are these barriers knocked down?
    - What is the best method for getting ahead of/preventing mental health issues
    - Approach for developing mental health strategies
    - Unsure of how large the problem is—what is the best way to identify
    - Opportunity for proactive training approach to stress

### *Funding and financing*

1. Rising police salaries
2. Follow-on police contract settlement patterns—arbitrations
3. Municipal tax constraints
4. Pension plan shortfalls
5. Economic downturn
6. Model of police constable relatively unchanged
7. Increasing demands on training
8. Changes in criminal code
9. Court decisions
10. Complaints of investigations
11. Crime rate reduction—impact on resources?
12. Expectations of the community/Society (perception of safety)
13. Ineffective integration models
14. Inequitable funding models: Federal, Provincial/Territorial, Municipal
15. Don't do a good job telling the “performance” story
16. Haven't adopted different roles for officers
17. Geographical disparity of costs (x2)
18. Inflexibility of police budget—80%-90% devoted to salaries & benefits
19. Balancing act of municipality-police needs vs. other needs such as infrastructure
20. Police organizations can't say “no”
21. Expanding role—can't say no to other agencies, e.g., health and social services
22. Not looking at issues/organizational matters on a horizontal basis, e.g., Are other services such as Fire/EMS better suited to undertake some roles?
23. Associations have set firm boundaries that they are protecting

24. Complexity of operations—outside influencers (riots—I.C.E., High Tech Crime)
25. Urgency of the burning platform situation

### *Community Engagement*

1. Aging population, significant growth in crime against seniors
2. Youth issues
  - Parenting
  - Suicide
3. Cultural diversity
  - Recruiting
  - Who is committing crimes?
  - Who are the victims?
  - Trust issues (cultural)
  - Experience/Bias from (former) homeland
  - How do we manage expectations?
4. Changing values
  - Geographic diversity
  - Economic diversity/disparity (affecting perception of police)
  - Media-driven lack of public trust
5. Police don't own this issue alone
6. Understanding policing: how do we engage communities in building understanding?
7. Gathered additional work—over the years
8. Community input on policing priorities
9. Historic relevance (historic context)
10. Scrutiny—everything recorded—social media
11. Competencies required to address heightened scrutiny
12. Preparing members for microscopic review
13. Civilian oversight, after the fact
14. Fewer officers living in the community they police
15. Increasing fragmentation of community/culturally diverse
16. Role of Police Services Board

### *Operations*

#### Changing nature of crime

1. Cross-border
  - Technology advances and increased international trade
  - Changing face of criminality linked internationally, influences from abroad
  - Economic change, trade across border, greater access = greater opportunity for crime (guns, drugs), open border=negative impact on crime,
  - Not only Canada-US
  - Borders are disappearing for criminals, not for police
  - Communication barriers between police forces
  - Update authorities to act/investigate cross-province
  - Migrant vessel case
2. Gang activity
  - Greater prevalence of gang activity, more drive-by shootings
  - Rapid growth of gang activity in first nations communities and elsewhere, running gangs in schools,
  - Greater diversity of gangs (not just bikers anymore)

- Recruiting of younger kids
  - Role of corrections system in forming new links between different gangs and activities in different geographic areas (transfer between provinces)
  - Questions about the interaction between different gangs
  - Some communities seem to have become desensitized to the presence and threat of gangs
  - Would a stronger public reaction and outrage help?
  - So many gang taskforces and research already done, need clearinghouse to tell us where it is
  - Focus on prevention
  - Organized crime in the legitimate economy
3. Youth violence
    - Bullying, kids taking advantage of other kids
    - Role of social media in bullying
    - Legislative support and training needed to be able to effectively deal with this phenomenon
    - Authority to act and lawful access piece, ability to access information, do surveillance
    - Erosion of capacity due to technological evolution (stagnation)
    - Business case for police use of advanced technology to access information
    - Need to explain to public and law-makers what the problem is—skill, capacity and technology gap
    - Inside community we have pretty good idea what the gap is here but we need outside/independent view and confirmation/rigorous research
  4. Public disorder
    - Range of possible consequences
    - Mix of legal protesters and criminal element
    - Speed-of-communication challenge
    - Social issues, international affairs as drivers, diversity in Canada
    - Who is responsible for what part of the problem?
    - Major events coordination and post-event knowledge transfer
    - Alternative resolution mechanisms
    - Learning from international events
  5. Increasing violence
    - Public perception
    - Violence against police officers is clearly rising
    - Public less respectful of authority of police, would be good to have an evidence-based view of how bad the problem is
    - Research could inform public sentiment and policy around the use of CEW and the use of force in general

### *Impact of Technology*

1. Social media
  - Impact of social media on police service
  - Image of police, public perception
  - Complaints by third parties based on video posted to social media
  - Social media and communications expertise required to respond quickly and effectively
  - Minor incidents are being blown out of proportion
  - Amplification effect
  - Creates pressure to communicate and adds significant level of scrutiny
  - Public trust and public perception
  - Quick access to information needed

- Barriers in terms of resources (tech), authority (mandate), and skill
  - Luring of kids, sexual exploitation
  - Role of social media in bullying
2. E-crime, cybercrime
    - Shared definition of e-crime and cybercrime
    - Legislation is needed to use technology better
    - Opportunities for prevention and mitigation
    - Capacity and capability challenge
  3. Online international crime
    - Effort required to support international partners (to intervene or investigate on our behalf)
  4. Detection of crimes
    - Skills and technology needed to be able to identify, understand and investigate cybercrime and e-crime effectively

### *Policing Models*

#### Drivers:

1. Cost of Policing Models
2. Costs exceeding inflation
3. Cost—alternative responses
4. Health models
5. Knowledge is commodity: changing role—informed public
6. Alternative models
  - What is working?
  - How does this help me?
  - Different measuring/quantification
7. Eliminating silos
8. Demonstrating ROI / Social Value
  - Policing through the lens of Public Safety
9. Defending continuous investment in policing—empirical evidence
10. Competing demands
11. Different interpretations of policing social space / virtual worlds
12. 200 year-old funding model, 21<sup>st</sup> century issues: cyber etc.
13. Funding alternatives
14. Can't be all things to all people