

**CACP  
Information and  
Communications Technology (ICT)  
Committee**

**2016-2017 Year-End Report**

**(Right Information - Right People - Right Time)**

**Co-Chairs  
Guy Slater  
Brendan Dodd**

## **CACP Mandate:**

*Safety and security for all Canadians through innovative police leadership*

## **Objectives:**

The CACP strives to uphold its mission through:

- 🏢 **CONSULTATION:** Enhance public safety and security by collaborating with professional and community partners.
- 🏢 **ADVOCACY:** Advance legislative and policy reform to prevent and investigate crime, support victims and solve problems in the interest of building healthy and safe communities.
- 🏢 **PROFESSIONALISM:** Broaden the body of professional knowledge in support of the development of progressive community-oriented leaders at all levels.
- 🏢 **SUSTAINABILITY:** Research and support innovative strategies and practices to lead the responsible management of public resources.

## **EXECUTIVE SUMMARY**

The ICT Committee has had a productive and exciting year in 2016-2017 reporting year. The ICT Committee assisted primarily in three areas of the CACP Mandate and Objectives.

**Consultation** – the ICT committee worked with partners in professional research organizations such as IDC Canada, Lansdowne and others to do research that would enhance our ability to manage information and provide it where it was needed.

**Professionalism** – the ICT committee enhanced professionalism by providing the theme for the 2017 CACP Annual Conference - “Policing in a Digital Society – Risks and Opportunities”. Details are listed below.

**Sustainability** – the ICT committee has taken significant action on CCSIMS. This remains a primary objective of the ICT Committee and a CACP Resolution has been submitted with respect to the support and ongoing development of CCSIMS. CCSIMS is a forward-looking objective that will attempt to define where we need to be in the future. Much progress was made in 2016-2017 including a grant from the Canadian Safety and Security to coordinate and further the effort.

These three CACP Objectives are referenced in **BLUE** throughout this report.

The number of issues for the Committee to track has increased as technology has continued to impact society and provide new and different ways to communicate. The concept of the ICT Committee focusing on fewer strategic objectives greatly assisted us in producing products that will be useful to the Chiefs. The ultimate goal was *Getting valuable information into the hands of the Chiefs (Professionalism)*.

Superintendent Guy Slater (Calgary) and Inspector Brendan Dodd (Windsor) served as the Co-Chairs for the entire year. The historical list of Chairs is listed in Appendix B.

We have maintained a strong connection with industry since many issues we pursue are developed in the private sector. To formalize this relationship, we have a permanent member of CATA on our committee. We also have a member of academia on the committee to provide that necessary perspective to the work we do. (**Consultation and Professionalism**).

There have been three face-to-face meetings over the past year:

- August 2016, in conjunction with the annual CACP convention in Ottawa, ON
- November 2016 in Vancouver, in conjunction with the CITIG Conference
- April 2017 in Ottawa, ON (one of the few stand-alone meetings)

We generally schedule meetings in conjunction with other events to reduce travel costs for the members.

We continue to have the CITIG Executive Director as a member of the ICT Committee. This allows us to work and support CITIG in creating a structure that will manage the 20 MHz broadband data spectrum for public safety in Canada. Presently there is no final structure to manage the spectrum however, the ICT Committee and CITIG have worked to provide input into the process and we continue to believe that these efforts will pay off. Although the second 10 MHz allocation has ***not been reconfirmed by the current federal government***, it is now time to move ahead with pilot projects and experimentation with this spectrum to demonstrate the benefits it provides to public safety in Canada. The University of Regina has set up a testbed for 700 MHz Broadband testing. (**Sustainability**).

The ICT committee enhanced professionalism by providing the theme for the 2017 CACP Annual Conference - “Policing in a Digital Society – Risks and Opportunities”. More details are listed below. (**Sustainability and Professionalism**)

We continue to work on pressing issues such as the use of Cloud technology and two factor authentication methods for hand-held devices – issues that enable our operational groups to get the right information to the right person at the right time.

The application of technology and the ability to support both the community and front line officers can enhance many aspects of policing, including the trust and confidence of the community. Given the current public relations issues with policing and the current budget pressures on policing, methods to better focus limited resources must be delivered. The mere provision of technology, in and of itself, is incapable of providing the kind of benefits that policing desperately needs at this time. CCISMS is important for this reason. It looks at the data we have, why we have it, what we can learn from it, and then uses evidenced-based processes to document what we learn from the data. (**Professionalism and Sustainability**)

As a final point, the ICT Committee supplied four representatives to sit on the following committees; CITIG (two members), CATA (one member) and CSSP (one member). These appointments to the Boards will ensure CACP interests are well represented.

## **COMMITTEE MANDATE**

The Committee Mandate was revised on February 21, 2012 and is listed as Appendix A.

## **STRATEGIC PRIORITIES**

Our strategies remained fairly constant this year, however we plan a full review in November of 2016. For the 2016-2017 year our priorities were as follows:

### 2016-2017 Strategic Priorities

- 2017 CACP Annual Conference Theme (highest priority)
- 2018 ICT Biennial Workshop – start planning agenda content for this event.
- Canadian Community Safety Information Management Strategy (CCSIMS)
- Analytics (continued work including CSSP-IDC Study – advanced analytic and visualization)
- Mobility (completed but ongoing work is being done)
- Next Generation 911 (some work continuing)
- Cloud Computing and Two Factor Authentication for mobile devices (continuing – working on getting proper process in place for the approval of cloud submissions)
- Cyber Security (ongoing work being done)

Also, the CCSIMS strategy has progressed over the past year. In 2015 a CACP Resolution directed the ICT Committee to develop the CCSIMS document and collaborate with others. The CCSIMS document, although a living document, is now complete for its purpose and the activities relating to that Resolution will cease. A new CACP Resolution has been submitted in 2017 to start the evangelizing and adoption phases of CCSIMS. For CCSIMS to achieve its objectives, law enforcement organizations must adopt it. The resolution looks to federal resourcing to achieve the desired goals. (**Professionalism and Sustainability**).

The theme of the **RIGHT INFORMATION** to the **RIGHT PEOPLE** at the **RIGHT TIME** was established as a simple explanation for a very complex project. (**Sustainability**).

## **SUMMARY OF ACTIVITIES AND ACCOMPLISHMENTS – 2016 - 2017**

### **2017 CACP Conference Theme**

The ICT committee enhanced professionalism by providing the theme for the 2017 CACP Annual Conference - “Policing in a Digital Society – Risks and Opportunities.” The following presentations have been arranged for in the program, making for an outstanding educational experience.

#### **What Visionary Leaders are Doing to Meet Disruptive Change**

Jonathan Kashare and Chuck Henry have an international vantage point to view technological trends in both the public and private sector. They will discuss how we must find better and more appropriate measures for our activities and what tools we need to accomplish this. However, this will not be a discussion of what can be done “someday”, but will provide examples of how many organizations, including police services, are making use of advanced techniques to change the way they do business and build trust and confidence in their communities. An action plan will be provided for the short and longer terms.

An executive panel from industry and policing will discuss the previous presentation on disruptive change. This will be a lively discussion of agreements, disagreements, questions and

alternatives. This is a rare opportunity to hear top level industry leaders, consultants and police leaders work together to set important directions.

### **Establishing Public Trust and Confidence in the Digital Society**

The Regina vs Jordan ruling, the public discussion on the use of Street checks in Ontario, the public perception regarding the use of force, racial profiling complaints and other themes speak to the current trust and confidence issues today. How do we manage current issues while keeping an “ear to the ground” for indicators of emerging problems?

### **Organizational Agility in Policing for the Digital Society**

The picture of what we need to do is becoming clearer, but how do we structure our organization to make those major achievements, evolve our culture and implement new capabilities? Our speaker will discuss the importance of what they have done to capture information, make meaningful measurements that can guide decisions, and structure the organization to bring the right players to the Executive Table.

### **The Imperative to Create Technology Advantages for Policing**

The York Police will describe what drove them to acquire their advanced analytics system. This system provides powerful investigative capabilities and drives operational decisions to enhance effectiveness. What process was necessary to implement such as system? They will discuss their process, which has been successful for them. Chief Constable Adam Palmer, of the Vancouver Police will speak about their Mental Health Tele-Triage that is changing the way that mental health calls are handled, and their Predictive Analytics system that is enabling the VPD to make better operational decisions.

### **The Future of Policing: Where Do We Go Next?**

Leadership in public safety is increasingly based on improving legitimacy and the capacity to deliver valued outcomes. In today’s world, this capacity needs to be geared toward not only reducing evermore complex crime, but also renewing the connection to stakeholder and community needs. Yet in a world with limited resources, how can leaders in policing do both? This session will recap critical lessons learned during the conference on this important question, illuminate capacity-building ideas and best practices, help leaders create an action plan for the future, and look to where we must go next. Dr. Antonio Oftelie, Executive Director, Leadership for a Networked World and Fellow, Technology and Entrepreneurship Center, and Harvard John A. Paulson, School of Engineering and Applied Sciences will summarize the information for the attendees.

## **2018 ICT Workshop**

The ICT Committee has approved the Biennial ICT Workshop, to be held in February of 2018, in Vancouver. The number of technological issues for law enforcement and policing is stunning and it is hard to fit them all into a 2-and-a-half-day conference. Some of the subjects that will be covered are Business Intelligence, advanced analytics, privacy versus security, an update on e-Crime, Digital Evidence Management, Mobile Device Management, recent findings on Body Worn Video, developing a Roadmap for the future in Your Organization, Embracing Organizational Change and Business Process Enhancement Models, Getting IT to Drive Business Outcomes, The Status of Cloud Implementations in Canada, and others. Workshops will be used to move issues forward.

## **CCSIMS**

We acquired grant for CCSIMS progress; CSSP supplied funding for part time assistance to the CCSIMS project to ensure progress. the ICT committee has taken significant action on CCSIMS. This remains the primary objective of the ICT Committee and a resolution has been submitted to the CACP with respect to the support and ongoing development of CCSIMS. CCSIMS is a forward-looking objective that will attempt to define where we need to be in the near future. Much progress was made in 2016-2017 including a grant from the Canadian Safety and Security to coordinate and further the effort.

The use of NEIM Standard for data elements (part of CCSIMS) had a slow adoption start. However, we are now seeing some projects that are committing to this standard. The government of Saskatchewan is considering its use as are the OPP in the development of a new query tool. As these standards become more widely used, the benefits will accumulate.

## **Visualization Study – CSSP and IDC Canada**

The ICT is working with IDC Canada by way of a CSSP grant to study the use of advanced analytics and visualization techniques being used in Real Time Crime Centers. Boston, Detroit, New York City, and York Regional police have already agreed to participate. This valuable study will be distributed to all CACP members and will be made available to all IACP members in a spirit of cooperation. The study should be completed by the end of 2017.

## **Technology for Moving Forward**

We continue to work on pressing issues such as the use of Cloud technology and two factor authentication methods for hand-held devices – issues that enable our operational groups to get the right information to the right person at the right time. We need to work with the RCMP to establish standards to meet in the application of these technologies.

## **The 700 MHZ Broadband Project**

Work continued to support CITIG in the task of getting 20 MHz of broadband data spectrum for public safety in Canada. During this year the second allocation of 10 MHz was assigned, for a total of 20 MHz of spectrum, however it has not been reaffirmed by the current federal government. It is now time to start moving things forward, which is a massive undertaking.

## **Working with the IACP – Cyber Security**

We continue to have strong working relationships with the IACP. We now have representation on the IACP Information and Communication Technology (ICT) Committee, the IACP Computer Crime and Digital Evidence (CCDE) Committee and the CJIS Committee. This continues to be a valuable connection to enhance sharing between the two organizations. Police systems and partner systems are being attacked, particularly when a negative event happens. We have provided a Cyber Security Checklist, written for the Chiefs, to assist them in ensuring they are as prepared as they can be.

## **CONCLUSION**

The Committee had a very busy and successful year. The usual meetings combined with major milestones in the strategic objectives made for an interesting and engaging year for ICT Members. The continued high attendance at each ICT Meeting (25 at every ICT Meeting) is evidence of the level of interest in the work being done here.

Respectfully submitted,

*Guy Slater*

Guy Slater  
Co-Chair  
Superintendent  
Calgary Police Service

*Brendan Dodd*

Brendan Dodd  
Co-Chair  
Inspector  
Windsor Police Service

## **Appendix A – ICT Committee Mandate**

### **COMMITTEE MANDATE**

The Committee Mandate was revised on February 21, 2012.

*The Information and Communications Technology (ICT) Committee identifies issues of concern and recommends courses of action regarding Information Management (IM) and Information / Communications Technology (ICT) for the endorsement of the Canadian Association of Chiefs of Police (CACP) and coordinates action with other CACP committees and stakeholders. The committee endeavours:*

*To promote and recommend Information Management (IM) and interoperability best practices and standards among public safety partners in Canada, as well as internationally, to enhance the safety of both the public and public safety responders; and,*

*To encourage the CACP's involvement in promoting information and communications technology opportunities and solutions that serve police and public safety requirements and to advance best practices among members within the law enforcement community, public safety partners, and, where necessary, through the criminal justice system; and*

*To monitor emerging technologies and trends for their impacts on policing best practices and to determine how they can be applied to improve the quality and effectiveness of policing and public safety.*

## **Appendix B – ICT Committee Chairs Chairs of the CACP ICT Committee**

- 1998 – Chief J.L. Delcourt, Barrie Police Service
- 1999 – 2000 - A/Commr. John L'Abbe, Director Informatics & Identifications Services, RCMP
- 2001 – 2004 - Assistant Commissioner Peter Martin, RCMP
- 2005 – D/Chief Const. Jim Chu, Vancouver Police Dept
- 2006 – A/Commr. John MacKillican, RCMP
- 2007 – 2010 - Chief Clive Weighill, Saskatoon Police Service and Sr. Director Eldon Amoroso, London Police Service
- 2011 – D/Chief Bill Moore, Halifax Regional Police and Michael Doucet, CIO, RCMP
- 2012 – 2013 – D/Chief Bill Moore, Halifax Regional Police and D/Chief Stephen Beckett, Waterloo Regional Police
- 2013 – 2015 – D/Chief Stephen Beckett, Waterloo Regional Police, September to March - D/Chief Bill Moore, Halifax Regional Police, April – August – Director Kathy Wunder, Vancouver Police Department
- 2014 – 2016 – Director Kathy Wunder, Vancouver Police Department
- 2015 – 20xx – Superintendent Guy Slater, Calgary Police Service
- 2016 – 20xx – Inspector Brendan Dodd, Windsor Police Service