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## **Annual Report**

**by**

**Chief William Blair, President  
Canadian Association of Chiefs of Police**

**at the**



**CACP Annual General Meeting  
Edmonton, AB**

**25 August 2010**

(2,200 words)

Members of the Canadian Association of Chiefs of Police:

It has been a privilege to serve as your President for the past year and I can report that it has been a full and productive year for the CACP. I have also been appointed to the Executive Committee of the International Association of Chiefs of Police, which is an important partner of the CACP.

In keeping with CACP tradition, I convened the President's Council on Strategic Direction in January for the purpose of setting out priorities for the work of the Association during my mandate. Nine priorities, which include both our own corporate matters and national public safety policy issues, were confirmed by the Board of Directors in March.

My report begins with

- I a general overview of the health of the Association, followed by
- II a summary of our progress in each of the priority areas and
- III a brief run-down of this year's professional development events and other professional activities.

## **I Overview of the health of the Association**

The CACP has had a very successful year by any measure.

The Executive and Board of Directors met in Calgary in November, in Ottawa in March and here in Edmonton in advance of the Annual Conference. The police leaders who have taken on these responsibilities have done so whole-heartedly and I thank them for their commitment to the Association's values, mission and objectives.

On the financial side, the audited financial statements of the Corporation show that the CACP is stable, despite the current difficult economic times. We have not been immune to the general downturn, which has had a major impact on small businesses in Canada. Specifically, *Canadian Badge in Uniform*, publisher of the *CACP Bulletin* and *CACP Bulletin Annual Review*, experienced significant losses in the past year, resulting in a \$40,000 decrease in revenues for the CACP. Another factor is the pressure on police agency budgets, and cutbacks we are seeing to conference attendance and professional development. This has an impact on a major business line of the CACP. Our Secretary-Treasurer and Chair of the Business Action Committee, Debra Frazer, is to be commended for her fine work in advising the Board of Directors on its financial decisions.

CACP membership numbers continued to grow slightly, as we welcome new members and strive to retain our strong membership base. Membership is currently at 1,041, comprising 431 active members, 115 associate members, 490 life members and 5 honorary members. As police budgets feel the pressure in

the coming year, our challenge is to keep our membership numbers from declining.

## **II Priorities**

I'll now report briefly on each of the nine strategic priorities and what we have achieved in each area.

### **1. Membership services**

Within the membership priority, the Board identified three areas of focus: professional development, membership communication and block membership.

We are addressing our professional development mandate through the Annual Conference, giving an increased profile to the work of our committees, re-instituting regional executive training workshops. We have identified the theme for the Institute of Strategic International Studies program for 2011 and are pleased to be able to continue this important work.

A second area of focus is communications with our members. We are doing so more often, more quickly and more effectively through a variety of means. We continue to publish the *CACP Bulletin* (twice a year), *Canadian Police Chief Magazine* (3 times a year), the *CACP Annual Review* and the *Membership Directory*. Members receive these in hard copy and digital format. Our updated website has been supplemented by regular e-mails and detailed monthly communiqués that set out CACP activities, Committee updates and actions by the President. We also now track developments on Parliament Hill and report on significant items for our members. Very shortly members will see a "First Responder's Magazine", which will be published in the fall as a joint effort of the CACP and the Emergency Medical Services Chiefs of Canada.

Third, the Board of Directors is examining the pros and cons of discounted membership rates for block membership and will consider this question at a Board meeting in the fall. This would provide a financial incentive for police agencies to encourage more officers to join the CACP. In so doing, our police agencies would be providing current and upcoming senior executives and police leaders with the ongoing professional development and networking opportunities that are found within the CACP.

### **2. Government relations**

The CACP historically has had a close working relationship with the federal government of the day, and this is an increasingly important role in today's environment about political decisions around crime and public safety matters. I have identified the legislative priorities of my mandate as lawful access, gun control and a national firearms policing strategy, interoperability and the radio

infrastructure to support it, emergency preparedness and justice reform and efficiency. These are reported in more detail further in this report.

The CACP needs a more robust mechanism for communicating its positions not only to government, but indeed to all federally-elected and other officials. To this end, I have met with the following in the past months:

- leader of the federal Liberal Party, Michael Ignatieff on CACP priorities;
- leader of the New Democratic Party Jack Layton on our priorities and specific issues;
- the Ontario Privacy Commissioner Dr. Ann Cavoukian on lawful access;
- the Federal Privacy Commissioner Jennifer Stoddart on lawful access;
- the federal Minister of Justice The Honourable Rob Nicholson on lawful access, firearms registry and criminal justice reform;
- the federal Minister of Transport John Baird on CACP resolutions, lawful access, firearms registry and radio infrastructure;
- the federal Minister of Public Safety The Honourable Vic Toews on emergency preparedness; and
- in addition I communicate with the Deputy Minister of Public Safety on a regular basis.

### **3. Strategic communications**

The need for more regular and timely communication from the CACP to both government and public audiences has been identified for many years as an area requiring more attention. A public policy advocacy role is set out in the CACP objectives. Our members and the National Office have identified several measures that are needed in order to enhance this role, including

- support to members in the form of CACP position papers and speaking points about national priorities, so that they can present consistent CACP messages to politicians in their respective jurisdictions;
- a government relations plan; and
- a Public Safety Advocacy Day.

The company that was contracted to do this work failed to meet CACP expectations, and we are currently exploring other possibilities.

### **4. CACP governance**

A number of governance issues have been percolating for several years within our Association. In response, I appointed Assistant Commissioner Peter German and Chief Dale McFee to co-chair a Special Purpose Committee that is

- reviewing the CACP governance model,
- revisiting the nomination guidelines and
- reviewing the election process.

A number of direct questions were posed to guide the work of this Committee, which reported back to the Board here in Edmonton and at the conference during the plenary session on Monday. The overall objective of this initiative is a more effective and efficient Board, with representation that more accurately reflects Canada's population distribution.

## **5. Committee structure and administrative responsibilities**

The Association currently has 19 standing Committees (some of which have sub-committees\*) whose mandates have been approved by the Board of Directors. There are approximately 350 CACP members now working with their colleagues on the following committees, which are detailed on the CACP website:

- Aviation Security Committee
- Counter Terrorism and National Security Committee
- Crime Prevention/Community Policing Committee
- Drug Abuse Committee
- Electronic Crime Committee
- Emergency Management Committee\*
- Ethics Committee
- Human Resources Education Committee
- Informatics Committee\*
- International Committee
- Law Amendments Committee
- National Police Services Committee
- Organized Crime Committee
- Police Information and Statistics Committee (POLIS)
- Policing with Aboriginal Peoples Committee
- Private Sector Liaison Committee
- Professional Standards Committee
- Quality Assurance Law Enforcement Committee
- Traffic Committee

The membership criteria for committees has been clarified, with a view to ensuring eligibility, a national perspective, diversity of gender and language representation and linkages with provincial committees and other CACP committees. The policy and administrative responsibilities of Committees have also been established. These measures are designed to ensure conformity with CACP positions and appropriate "ownership" of committee work.

In addition, in the past year we have established Special Purpose Committees to examine

- the CACP Governance Model and Election Process, co-chaired by Assistant Commissioner Peter German and Chief Dale McFee;
- a National Firearms Policing Strategy, chaired by Directeur adjoint Jean-Guy Gagnon and Chief Superintendent Marty Cheliak,

- the Canadian Association of Chiefs of Police Research Foundation Renewal, chaired by Director General Debra Frazer
- a National Strategy on Urban Street Gangs, co-chaired by Deputy Commissioner Vince Hawkes and Assistant Commissioner Mike McDonnell; and
- the Canadian Law Enforcement Forum chaired by Chief Tom Kaye to continue the CACP's work on non-lethal force options, including conducted energy weapons.

I want to commend these CACP members for their active engagement in the important affairs of the Association.

## **6. Canadian Association of Chiefs of Police Research Foundation Renewal**

As you learned last year, the future of the Canadian Association of Chiefs of Police Research Foundation was the subject of consideration by the Board of Directors this past year. A Special Purpose Committee was mandated to identify the actions necessary to renew the Foundation. In February Committee Chairperson Debra Frazer, Chief Tom Kaye, Chief Larry Gravill (ret'd) Trevor McCagherty and Peter Cuthbert met for this purpose. In March the report of that committee was presented to the Board of Trustees, which approved an action plan for renewing the Foundation that includes six tasks:

- a) review and renew the aims and objectives of the Foundation,
- b) consult with the Board and membership to identify 10 research topics,
- c) identify and recommend a new governance model,
- d) revise the Research Foundation Constitution,
- e) consider and recommend Research Foundation management options, and
- f) identify fund-raising initiatives.

## **7. Legislative priorities**

The legislative agenda of the CACP is led by the Law Amendments Committee, which continuously monitors developments on Parliament Hill, keeps members advised of legislative initiatives, and presents the CACP position to Parliamentary Committees examining Bills. The Board supports the legislative priorities established by the Law Amendments Committee, which are

- lawful access,
- gun control and the gun registry,
- electronic counter measures,
- investigative subpoenas,
- random breath testing, and
- cyber-bullying.

In the past year I have promoted these legislative priorities in meetings with Ministers, Deputy Ministers, the other two national policing associations and provincial associations of chiefs of police, in appearances before Parliamentary Committees, and through media articles and interviews.

Committee members have submitted briefs and/or appeared before the following Parliamentary Committees:

- House of Commons Standing Committee on Justice and Human Rights on Bill C-15 (*Controlled Drugs and Substances Act* amendments);
- Senate Standing Committee on Legal and Constitutional Affairs on Bill C-15 (*Controlled Drugs and Substances Act* amendments);
- Senate Standing Committee on Legal and Constitutional Affairs on Bill S-2 (protecting victims from sexual offenders); and
- House of Commons Standing Committee on Public Safety and National Security on Bill C-391 (repeal of long gun registry).

Our strong working partnership with other national associations was clearly demonstrated in our unified front on the issue of Bill C-391, An Act to amend the Criminal Code and the Firearms Act (repeal of long-gun registry). Our campaign was very effective in raising public awareness and gaining media attention not only to the facts around gun control, but also the position of the CACP and many diverse stakeholders.

## **8. Interoperability, Radio Infrastructure and Emergency Preparedness Management**

In addition to the corporate priorities of the CACP, we have given particular focus to a number of operational priorities. One of these is the ability of first responders to work in an integrated fashion, with the support of the necessary tools and technology. In the past few years the CACP has forged effective partnerships with the national associations of other first responders. During my mandate I have worked to strengthen this relationship in very concrete ways:

- by meeting with the Presidents of the Canadian Association of Fire Chiefs and the Emergency Medical Services Chiefs of Canada in February along with the Co-Chair of the CACP Emergency Management Committee, former Deputy Chief Sue O'Sullivan,
- by joining them in meeting the Minister of Public Safety The Honourable Vic Toews in May, and
- by being represented by the CACP Executive Director at the annual conference of the Emergency Medical Services Chiefs of Canada in June.

The three national associations are now planning a national conference on emergency planning for the coming year. This will allow us to further build upon and benefit from the excellent work of CITIG—the Canadian Interoperability Technology Interest Group—and the leadership of Lance Valcour.

## 9. Justice reform/efficiency

In 2003 the federal, provincial and territorial governments initiated work on efficiencies within the justice system. The Justice Efficiencies and Access to Justice Working Group was created by the federal government, and the CACP was invited to join. We have been represented on this working group by the Co-Chairs of the Law Amendments Committee, Vince Westwick and Deputy Chief Murray Stooke, QC. The Committee comprises federal and provincial judges, Crown attorneys, defence counsel and senior government officials. Since the initial meeting, the CACP also participated in a follow-up event called “Continuing the Conversation”.

Because justice reform is one of the CACP priorities, we hosted our own national conference entitled “The Times They Are a-Changing” in Toronto in April, to discuss a policy framework for coordinated and timely criminal justice reform. This will be followed by a third meeting of the Justice Efficiencies and Access to Justice Working Group, to take place in January 2011.

## III Professional events and activities

### Professional development

The CACP has twelve business lines, which guide the ongoing work of the Association. While the priorities of each President’s mandate may differ, the business lines remain constant. One of these is professional development, through conferences, workshops and symposiums. This year’s program including the following:

- In October the CACP was represented by Chief Tom Kaye at the *International Law Enforcement Forum* in England.
- The Coalition on Community Safety, Health and Well-being, chaired by the CACP, held a national conference *Youth Mental Health and Justice: Strengthening Integration and Coordination*, in Winnipeg in October.
- I travelled to India in February for a two-week Police Executive Information Exchange designed to establish relations with India’s senior police and government officials and explore opportunities for information-sharing.
- In April in Toronto the CACP hosted the Canadian criminal justice system conference *The Times They Are A-Changing*.
- The CACP partnered with the PENNSYLVANIA Justice and Safety Institute and others in the *International Conference on Results-Driven Policing* in Maryland in May.
- The CACP was one of several partners in the sixth International Conference for Police & Law Enforcement Executives, held in Richmond Hill in May on the theme *Strategic Policing: The Future is the Present*.

## **Coalition for Sustainable Public Policing**

The CACP has worked for many years now on the question of sustainable policing. At the March 2010 meeting of the three national police associations the Canadian Association of Police Boards tabled a number of statements for discussion, and again calling for the federal government to convene a meeting of all orders of government to explore developing a framework for policing that would align responsibilities with resources. It was agreed that the CAPB would act as the lead association in advancing this issue with the federal government.

## **Order of Merit of the Police Services**

In January and May I chaired meetings of the Advisory Committee to the Order of Merit of the Police Services. The Order was instituted by Her Majesty, Queen Elizabeth II in 2000 and the first awards ceremony was held in 2002. For 2009-2010 the CACP received 88 nominations, which were then vetted by regional committees, whose recommendations were put forward to the National Advisory Committee. In May the Governor-General invested thirty CACP members: Directeur-général adjoint Steven Chabot as Commander, 6 individuals as Officers and 23 as Members of the Order. Congratulations to all recipients for this well-deserved and prestigious honour.

## **Provincial Associations of Chiefs of Police**

When I assumed this office, I made the commitment to meet with all provincial associations of chiefs of police during my mandate. To date I have had fruitful meetings with chiefs in New Brunswick, Saskatchewan, Alberta and Ontario. In September I'll be meeting with chiefs in Nova Scotia, and in November with chiefs in Manitoba and British Columbia. In addition, the CACP is seeking more input from provincial associations in relation to recommendations for Board of Directors and Vice-President positions. These measures are designed to make the CACP truly national.

## **Closing**

In closing, let me express thanks to our Executive Director, Peter Cuthbert, and the National Office team of Magda Mitilineos, Veronica Lahti, Sara Sowieta, Laurie Farrell and Jessica Botsford-Baker. The CACP's successes this past year could not have been realized without their help and support.

Thank you.