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**Annual Report  
by  
Chief William Blair, O.O.M., President  
Canadian Association of Chiefs of Police**

**submitted at the**



**CACP Annual General Meeting  
Windsor, ON  
Monday 22 August 2011**  
(4,400 words)

Members of the Canadian Association of Chiefs of Police:

It has been my great honour to serve as your President for the past two years. I would describe them as eventful, challenging and productive. As my term comes to an end, I want to summarize the achievements of our organization during this period, with a focus on the highlights of the past year and what they mean for police leadership in Canada. We remained true to our priorities as they were established early on in my mandate, while adjusting to keep pace of developments in key areas of public policy, public safety and national security.

This report includes

- A a general overview of the Association as a corporation, followed by
- B a summary of our progress in each of the priority areas.

<b>A Overview of the health of the Association</b>
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The CACP has had yet another successful year by any measure.

The Executive and Board of Directors met in August immediately following the 2010 Annual General Meeting in Edmonton; on December 7-8, 2010 in Victoria; on April 16-17, 2011 in Montreal, and on Saturday in advance of the conference.

I want to emphasize that police leaders accept their responsibilities as CACP Board members over and above the already demanding work in their home agencies and communities. We are strong, as an organization, because their commitment to policing in Canada goes beyond their own jurisdictions. They are truly committed to the CACP values, mission and objectives.

We were profoundly saddened by the untimely passing in April of Chief Myles Burke of the Cape Breton Regional Police Service, the Provincial Director for Nova Scotia, and remember him as an admired friend and colleague.

I convened a second President's Council on Strategic Direction on January 12-13, 2011 in Toronto, with the financial support of the Police Sector Council and the participation of the Presidents of the provincial chiefs of police associations, to review the strategic priorities established early in 2010. The Council used this time to re-evaluate and confirm our direction; to receive and discuss annual reports from standing and special purpose committees; and to consider the business lines and opportunities facing the CACP.

On the financial side, the Corporation's audited financial statements show a healthy excess of net revenues over expenditures. The CACP has been able to purchase new accommodation for the National Office, which last month completed the move from the downtown Ottawa location it has occupied since 2002 to its new home in a commercial condominium unit in the Kanata North

Industrial Park, on the west side of Ottawa. The CACP did very well in these real estate transactions—let’s say it was a textbook case of “buy low, sell high”—and the National Office staff looks forward to serving CACP members from the newly-designed office space.

CACP membership numbers continued to grow slightly, as we welcome new members and maintain a strong and stable membership base. Membership is currently at 1,073, comprising 434 active members, 124 associate members, 510 life members and 5 honorary members.

As President, I have had the honour of chairing meetings of the National 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 2010 the CACP received 126 nominations, which were then vetted by Regional Committees. Eighty-eight nominations were recommended to the National Advisory Committee, which put forward 44 to the Principal Commander. All were accepted and on June 8 the Governor General invested these 44 police personnel, whose names appear on the CACP website. We congratulate all recipients for this recognition. Take a look at our special 10<sup>th</sup> anniversary booklet that recognizes all who have received the Order. Thank you to Joël Chéruef for his continuous work on this initiative.

Our focus on communications with our members has been successful, in my view and from the feedback we have received. 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* both in hard copy and in electronic versions. We issued the first *911: Magazine for First Responders*, a joint effort of the CACP and the Emergency Medical Services Chiefs of Canada. Finally, our detailed communiqués have proven to be a quick and effective way to inform you of CACP activities and issues of immediate interest.

<b>B      Priorities</b>
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I am very pleased at the movement on each of the strategic priorities identified by the Board, as well as on other important issues that arose during the past months and year.

**1.      Government relations**

The CACP’s legislative priorities received favourable attention from the Government. Some are reported in more detail further in this report.

With respect to firearms, the CACP has recognized the Government’s intention to amend the *Firearms Act* and the *Criminal Code* to remove the requirement to obtain a Registration Certificate for a long-gun. Our Association stands by its belief that maintaining the long-gun registry is the best option for the safety of

Canadians. However, under the circumstances we are constructively proposing solutions to help mitigate the effect of its dismantling.

The CACP acquired specialized services in Government Relations and Strategic Communications by hiring Mr. Timothy Smith this past year. As a result, we now benefit from

- regular communications updates for our membership on government initiatives and political platforms, in the form of the *Communiqué*;
- strategic messages to government on CACP priorities; and
- a members-only section on the CACP website that provides one-stop access to information about national law enforcement priorities, fact sheets on legislative issues, and links to Government of Canada websites and information.

Plans were in place for an Advocacy Day to take place on Parliament Hill on May 30, but these were put on hold when the federal election was called.

At the outset of my term, I made the commitment to strengthen communication with federally elected and non-elected officials, which is of course dependent upon their availability and interest. In the past year I have written to or met with:

- Ministers of Public Safety, Justice, Industry and National Defence,
- Liberal and New Democratic Party Members of Parliament,
- the Deputy Minister of Public Safety and
- both Assistant Deputy Ministers of Public Safety, who met with the Executive and Board of Directors.

## **2. Professional Development**

We have addressed our professional development mandate through our conferences, the new regional workshops, our working relationship with the Police Sector Council, and the Institute of Strategic International Studies program that took place in 2011.

This past April, the Board established future annual conference sites for the coming four years:

- Cape Breton/Sydney in 2012
- Winnipeg in 2013
- British Columbia (city to be confirmed) in 2014 and
- Quebec (city to be confirmed) in 2015.

We have held to our commitment to symposiums and conferences, with an impressive list of events designed for the professional development of our members and our partners in other professions:

- On October 24-26, 2010 the Third National CACP/OACP Traffic Symposium was held in Niagara Falls, ON with the theme *Innovation in*

*Road Safety: Safe Emergency Vehicle Operations.* Two CN and Transport Canada Traffic Safety Awards and three Criminal Interdiction Awards were presented at the symposium.

- On November 7-9, 2010 the Private Sector Liaison Committee and the Association des directeurs de police du Québec hosted an educational forum entitled *Building Relationships Today to Improve Public Safety Tomorrow* in Gatineau, QC.
- The 2010 Law Enforcement Quality Assurance conference *Quality Assurance Intended for the Citizen* was held in Quebec City, QC from November 28-December 1, 2010.
- *The Fourth Canadian Public Safety Interoperability Workshop: A CITIG National Forum* took place in Victoria, BC on December 5-8, 2010.
- The CACP and its multiple partners in the Coalition on Community Safety, Health and Well-being hosted *A Dialogue on Family Violence in Culturally Diverse Communities* in Toronto on March 6-8, 2011.
- On March 29-31, 2011 the CACP's national conference *Moving Forward Together: An Integrated Approach to Human Trafficking* took place in Ottawa, ON.
- On April 17-19, 2011 the CACP, the Emergency Medical Services Chiefs of Canada and the Canadian Association of Fire Chiefs held a joint conference entitled *The Way Forward—Governance and Integration, First Responders, Communities, Government and the Private Sector Working Together* in Montreal, QC.
- *Canada's National Pipeline/Convoy Conference* was held in Toronto, ON on May 1-4, 2011.

The Police Sector Council is important to the CACP and all organizations with policing responsibilities. In this past year the CACP Board endorsed the Council's Leadership Competencies and National Qualifications Framework, as we heard during the National Office presentation this afternoon.

Last year I reported on our intention to hold regional workshops, in order to make CACP's professional development program more accessible and affordable to police agencies. This past year the CACP, the Police Sector Council and the Canadian Police College have collaborated to develop a regional workshop on the *Economics of Policing*. It will be held in Toronto, Saint John, Regina and a BC location this autumn. Details will be available soon.

The Institute for Strategic International Studies has been a very successful venture for the CACP since it began in 2003. The 2011 ISIS program, the fifth, had 16 participants supported by police agencies across the country, as well as the Canadian Forces Provost Marshal. The CACP Board assigned the theme “Public Safety Leadership: The X Factor in Canada’s Emergency Readiness”. We heard from the ISIS team earlier this afternoon, and appreciate the recommendations they have put forward as a result of their work. Given the success of the program, and the continuing strong support from Canada’s law enforcement agencies, the CACP Board has decided to offer ISIS again in 2012. You heard about ISIS this morning, and I encourage you to consider this learning experience for the current and future leaders of your agency.

### **3. Special Purpose Committees**

Special purpose committees have proven to be a way for the CACP to explore and advance specific issues within defined timeframes, and depending upon the findings, to transform these into standing committees, or to bring them to an end with successful completion of the assigned work.

**3.1 The Special Purpose Committee on the National Firearms Policing Strategy** is currently co-chaired by Directeur-adjoint Jean-Guy Gagnon and A/Comm. Pierre Perron. The Committee was mandated to harmonize the work of the Canadian law enforcement community in identifying and developing national standards in addressing firearms and firearms-related incidents in the interest of community and officer safety. The CACP membership adopted a resolution to this effect last year. Look for the update on the work of this Committee during the National Office presentation on Tuesday afternoon.

**3.2 The Special Purpose Committee on Urban Gang Violence**, chaired by D/Chief Tony Warr, was set up in 2009 to develop a national strategic framework. The Committee examined best practices, strategies and published studies from law enforcement agencies, intelligence agencies and academic research from around the world. These materials were evaluated with an eye to which strategic concepts might apply in Canada. The Committee completed one important piece of its work—defining “street gang” in the Canadian context. What remains is the development of a national strategy, which requires political commitment and a source of funding.

**3.3 The Special Purpose Committee on National Police Services** has been co-chaired by A/Comm. Peter Henschel, Chief Richard Hanson and Chief Vern White. It was asked to review the sustainability of National Police Services, identify pan-Canadian public policy issues, and determine the role and mandate of the CACP’s National Police Services Committee. You will hear more about the status of this Committee’s work in the near future and its report will be posted on the CACP website.

**3.4** The **Special Purpose Committee on Research Foundation Renewal**, chaired by Director General Debra Frazer, was mandated last year to identify actions that would be required to renew the Foundation, which at one time represented a significant research thrust of the CACP. The Committee has proposed new aims and objectives of the Foundation, in order to create and develop a higher standard of effectiveness within five core policing law enforcement themes: preventing crime, enforcing laws, helping victims, managing public order and responding to emergencies. A new constitution is being written, new funding is being explored, and a police executive research agenda is being developed.

**3.5** The **Special Purpose Committee on Non-lethal Force Options** (Canadian Law Enforcement Forum) was chaired by Chief Tom Kaye until his retirement a few months ago. It was mandated to provide advice on matters related to police use of force, including use-of-force technology and use-of-force modalities (such as techniques, policies, procedures and practices). It also proposed a new mandate. Last August this special purpose committee became the 20<sup>th</sup> standing committee of the CACP, co-chaired by Deputy Chief Michael Federico and Supt. Jon Tod.

**3.6** Last year I appointed Deputy Commissioner Peter German and Chief Dale McFee to co-chair the **Special Purpose Committee on Governance**. The Committee was charged with recommending changes to the CACP Constitution that would ensure CACP compliance with the revised *Canada Corporations Act*, with an emphasis on accountability and transparency. The changes recommended by the Committee were passed by the Board of Directors in April. Following the decision of CACP members taken here at the Annual General Meeting, these changes will be forwarded to the government; if approved by government, they will take effect a year from now. This year's election falls under the existing Constitution, except that new Vice-Presidents will be elected for one year only.

The Board is to remain the representative voice of the membership, responsible for conducting the business of the CACP between Annual General Meetings. Its composition is streamlined from 21 to 19, with representatives from each province, the territories and First Nations as before. Ontario, Quebec and British Columbia will have two representatives and the Federal Policing Vice-President position reverts to a Board position. The Executive reduces from 9 to 6 members.

The President, Secretary-Treasurer and Board members from the provinces and territories continue to be elected by the membership at an Annual General Meeting. Only active members are eligible for nomination to these two-year positions, and recommendations will be sought from provincial associations of chiefs of police by the new Electoral Commission, chaired by the Past President and assisted by two appointed CACP members. The Executive continues as a

consultative body to the President, and is reduced from six Vice-Presidents to three, all of whom are elected by the Board from within.

#### **4. 700MHz Broadband for Mission Critical Public Safety Data**

The last day of this month marks the transition from analog to digital television in Canada, freeing up broadcast spectrum for potential use by public safety. The CACP has led the charge for a dedicated spectrum for many years, in order to allow emergency professionals to communicate across agencies and jurisdictions during both emergencies and regular operations. We have formed strong partnerships with the Canadian Association of Fire Chiefs and the Emergency Medical Services Chiefs of Canada, creating the Tri-Services Special Purpose Committee on 700MHz Broadband for Mission Critical Public Safety Data. Supt. Bill Moore has represented the CACP.

This Committee has monitored the issue as it has been discussed by government and other interested parties, has worked to increase awareness of the importance of allocating a dedicated broadband for public safety, and has formed a common position that we have communicated to government—the need to dedicate 20 MHz within the 700MHz broadband for public safety usage. Recently the Canadian Association of Police Board and Federation of Canadian Municipalities made this issue one of their priorities also. A decision by government is expected by late 2012.

#### **5. Interoperability**

For many, many years the CACP and our partners the Canadian Association of Fire Chiefs and the Emergency Medical Services Chiefs of Canada have pressed governments on the need for first responders to be able to work in an integrated fashion, with the support of the necessary tools and technology. We have brought industry into the discussion through the Canadian Advanced Technology Alliance (CATA). Lance Valcour has been the leading force on this initiative, from the time when the Canadian Interoperability Technology Interest Group, or CITIG, first recommended a National Strategy for Communications Interoperability and its Action Plan. He has continued to contribute his guidance to this priority.

The National Strategy sets out key national priorities that will promote interoperable voice and data communications. It is a federal-provincial-territorial initiative supported by Ministers through their Senior Officials Responsible for Emergency Management, which brings together officials from each province and territory and Public Safety Canada. The CACP and its partners are seeking targeted federal funding of \$5 million annually to enable professional first responders and volunteers to develop standard operating procedures and training programs.

## **6. Emergency Preparedness**

The CACP's Emergency Management Committee is now chaired by Staff Supt. Jeff McGuire. The Committee's mandate is to champion integrated emergency management at all levels of government. The Committee takes a holistic view of emergency management, from prevention, mitigation, preparedness, response and recovery, and promotes the integrated national framework for emergency management. The Committee held the highly-successful conference on Emergency Preparedness in April with the Canadian Association of Fire Chiefs and the Emergency Medical Services Chiefs of Canada, drawing over 200 participants. We continue to seek greater government engagement on this issue, which is of course also related to our strategic priorities of a dedicated part of the broadband spectrum and interoperability.

## **7. Criminal Justice Reform**

In 2009 the federal, provincial and territorial governments jointly held a symposium in Vancouver to address the lack of public confidence in the justice system. The CACP was invited to this and to the follow-up conversation that took place in Montreal in 2010. Participants, attending in their personal capacity and not as representatives of their organizations, recommended 15 collaborative measures designed to improve management of the justice system and promote non-traditional approaches that have proven to be effective. In January 2011 a third National Criminal Justice Symposium took place in Toronto and the CACP again took part.

The symposium resulted in several points of agreement related to mega-trials, disclosure, the proportionality of penalties for offences and the relative merits of administrative rather than criminal responses to some offences, and public participation in criminal justice, with attention paid to the front end social and mental health issues that often underlie anti-social conduct. We look forward to participating in the January 2012 discussions in Victoria, that will focus on issues such as mental health, probation services and Aboriginal over-representation in the system.

## **8. Lawful Access**

Lawful access has been a priority that the CACP has pushed for many years and with several successive governments whose Bills have died on the Order Paper. The widespread use of technology today benefits those engaged in criminal activity, while police are hampered in their investigations by legal authorities that date to 1974, when rotary telephones were in use. Police require investigative powers that meet the needs of the 21<sup>st</sup> century, and we will continue to press for new legislation. The Government has said that it is in support of this priority, and the CACP will hold them to this commitment.

## **9. Mental Health in the Workplace**

Mental health in the workplace was not initially a strategic priority for our Association. However, it has emerged as a critical issue for police and other first responders, and for many of our partners. We have greater awareness of the incidence and impact of mental health disorders in general. This impact can be acute for professions such as policing. Experiences in the street can have devastating effects on individuals, their families and their workplaces. For this reason we have included a plenary session on mental health in the workplace as part of our conference program—be sure to attend it on Wednesday. I anticipate that the CACP will undertake additional work to examine effective practices, perhaps holding an annual event to address the promotion of mental health and the prevention of mental health problems.

## **10. Chiefs of Police Provincial Associations**

During my term, I met with almost every provincial police association. I have been personally touched by the warm reception I have received from all provincial associations of chiefs of police, and am very pleased at the excellent relations the CACP enjoys with them. Presidents of the provincial police chiefs' associations participated in the second President's Council on Strategic Direction held this past January. This is the first time the provincial associations have been involved in CACP strategic planning. At the same time, we have formalized roles for the provincial associations within our nominations process, setting up a process to support this close relationship into the future. When the national and provincial associations are on the same page, we can genuinely speak with a national voice.

## **11. Committees of the CACP**

The CACP's 20 standing Committees are thriving and their work continues to move the CACP agenda forward. More than 350 CACP members participate in the committees, whose mandates, priorities and initiatives are provided on the CACP website.

- Canadian Aviation Security Committee
- Canadian Law Enforcement Forum (Non-lethal Force Options)
- Counter-Terrorism and National Security Committee
- Crime Prevention Committee
- Drug Abuse Committee
- Electronic Crime Committee
- Emergency Management Committee
- Ethics Committee
- Human Resources and Learning Committee
- Informatics Committee\* (Interoperability Sub-Committee)
- International Committee
- Law Amendments Committee

- National Police Services Committee
- Organized Crime Committee
- Police Information and Statistics (POLIS) Committee
- Policing with Aboriginal Peoples Committee
- Private Sector Liaison Committee
- Professional Standards Committee
- Quality Assurance Committee
- Traffic Committee

## 12. CACP Partnerships

We enjoy strong partnerships with other organizations, not only in the justice sector, policing and public safety. Our Committee composition reflects a wide and diverse pool of members from areas such as business, technology and societal health and well-being. These numerous partnerships, which I have mentioned in outlining our achievements over the past year, have made it possible to advance many of our priorities. By coming together with our partners we have been able to create a credible critical mass, speaking with one voice.

Here are some of our partnerships in action:

- In March in Ottawa we held the 10<sup>th</sup> Annual Joint Meeting of the Canadian Association of Police Boards, the Canadian Police Association and the Canadian Association of Chiefs of Police. We discussed four issues, all related to CACP priorities: mental health in the workplace, 700MH broadband, sustainable policing, and the competency framework.
- A new and important partnership is with the Canadian Advanced Technology Alliance (CATA Alliance), which is a high-tech association that matches businesses with opportunities, including interoperability of systems. This group is working with police on assessing front-line technology needs.
- The Canadian Police Research Centre is a long-standing partner with the CACP, and we continue to work together on using science and technology to increase public safety.
- The CACP Executive Director now represents our members at the Canadian Police Knowledge Network, whose mandate is to develop and deliver on-line training products for front-line officers. President and CEO Sandy Sweet will be presenting tomorrow morning on the future of e-learning in policing. He will speak of some of the research and development initiatives that are setting down the foundation for the future.
- The Police Sector Council and Canadian Police College are also strong partners on the issues of police learning and professional development, and we continue to work in collaboration with both on some of the most pressing questions on the future of policing in Canada. We heard earlier this afternoon about the Sector Council's work on leadership competencies and a national qualifications framework, designed to assist police executives in strategic human resource management. Watch for

- the upcoming workshop on the economics of policing, a CACP joint venture with the Police Sector Council and Canadian Police College.
- The CACP meets regularly with the Canadian Association of Fire Chiefs and the Emergency Medical Chiefs of Canada, strengthening a relationship that began with my predecessor President Steven Chabot. This partnership has been instrumental in pushing for an effective emergency response in Canada, and the required policies, tools and technologies to support it.
  - The CACP continues to chair the Coalition on Community Safety, Health and Well-being, which brings us together with other orders of government as well as agencies active in education, health, child welfare, immigrant and refugee settlement, and organizations supporting seniors, youth, Aboriginal peoples, victims and other groups.

These partnerships also have the benefit of bringing our attention to significant social trends and emerging issues in other areas. A case in point is social media—a rapidly moving phenomenon. We are very aware of the dual role of social media, both as a threat to personal and community safety and security, and a tool to assist investigations, identify perpetrators of crime, and promote prevention of victimization. This is surely a topic that will merit our attention as a priority in the coming years. Be sure to attend the session on Wednesday, which continues the discussion from the Edmonton conference and will lead into further discussions in Vancouver next March.

## **Closing**

In closing, let me express thanks to our Executive Director, Peter Cuthbert, and the very effective and efficient National Office team of Magda Mitilineos, Veronica Lahti, Sara Sowieta, Laurie Farrell and Jane Li Wing. The CACP's successes this past year could not have been realized without their professionalism and dedication.

My own police service and police services board have supported me throughout the past two years by allowing me to lead the CACP. I thank them for their confidence in me. I thank all of my Deputies at the Toronto Police Service, and in particular Deputy Chiefs Tony Warr and Kim Derry, who will both be retiring very shortly.

On a personal note, I do not have words that are adequate to convey my gratitude to my wife Susan and family. Their unfailing support and encouragement have made it possible for me to work at a vigorous pace, remain healthy and balanced, and treasure life and personal relationships. Thank you.