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**Annual Report  
by  
Chief Constable Jim Chu, O.O.M., President  
Canadian Association of Chiefs of Police**

**submitted to the membership at the**



**CACP Annual General Meeting  
Victoria BC  
Monday 25 August 2014**

Members of the Canadian Association of Chiefs of Police:

As my term as President of the CACP draws to an end, I am pleased to report on the successes and challenges our association has faced in this past year. We have a sound foundation and a strong record of achievement upon which the new Board of Directors can build, as it establishes the priorities for the coming years.

My report for the year 2013-2014 consists of

- A a general overview of the Association as a corporation, followed by
- B a summary update on CACP activities and priorities.

<b>A Overview of the Association as a corporation</b>
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The CACP has fulfilled the responsibilities of both the corporation and the Canadian Association of Chiefs of Police Research Foundation (1982) Inc. in accordance with the *Canada Not-for-profit Corporations Act*. The CACP constitutional amendments that were approved by the membership at the 2013 Annual General Meeting were duly filed with Industry Canada.

The Board of Directors, as elected at the 2013 Annual General Meeting, met in person on 21 August 2013 in Winnipeg, and again on 19 November 2013 in Charlottetown, by conference call on 12 March 2014 and 25 June 2014, in person on 27 March 2014 in Toronto and here in Victoria on 23 August 2014. At these meetings the Board of Directors received and discussed regular reports from the Executive Director and Government Relations and Strategic Communications consultant, administrative reports from the Secretary-Treasurer, Directors' reports, updates on the CACP Research Foundation and addressed items of new business.

The Executive met by conference call, as a cost-saving measure, on 22 October 2013, 19 November 2013 and 30 January 2014.

On the financial side, the Corporation's audited financial statements show a small deficit of expenditures over revenues. The deficit can be accounted for by the new accounting and report practices adopted by the CACP which requires the accounting of depreciation of the National Office building, the market value of CACP investments on 31 March 2013 and the expenses for future conferences. The Board has now formed a Finance Committee whose role is to support the Secretary-Treasurer and Executive Director in a variety of functions, including the development of operating and capital budgets and financial policies, the implementation of auditors' advice, service and supply contracts, asset acquisitions and new business lines with revenue potential.

CACP membership numbers are healthy, indicating that the Association is relevant and important in the professional lives of Canada's police leaders, other associations, and the communities served by our members. Membership as of early July 2014 was 1103, comprising 410 active members, 135 associate members, 553 life members and 5 honorary members. This represents an increase over last year's membership total of 1076.

With respect to the policy work of the Association, represented through the adoption of resolutions by CACP membership, the Board desire for a more expeditious process resulted in changes that include a firm date for submission of resolutions, review by the Law Amendments Committee Resolution Subcommittee, review of drafts by the Board of Directors in June and of finals in August, followed by presentation to the membership and voting on the resolutions at the Annual General Meeting.

Those who make the commitment to serve on a national level by taking on offices within the CACP do so on top of their duties within their home police agencies. They are commended for their dedication and contribution to police leadership.

## **B Priorities, Activities and Awards**

### **CACP legislative and policy priorities**

The new mission statement of the CACP, adopted last year, is "safety and security for all Canadians through innovative police leadership" and is supported by 1) consultation, 2) advocacy, 3) professionalism and 4) sustainability. With this mission statement in mind, the Board of Directors pursued the CACP legislative and policy priorities, at the same time as responding to those of the federal government.

Media releases were produced in response to federal decisions and legislation and on topics of importance to the CACP. Spokespersons for the CACP appeared before Parliamentary committees as witnesses, met with Ministers and their political staff, and maintained ongoing dialogue with departmental officials and other national associations that are CACP partners.

The CACP has pressed for modernized lawful access legislation for more than a decade, so that police may be equipped to investigate crimes that are committed using modern technology. The Government has included lawful access as one element of its cyber-bullying legislation, Bill C-13 *Protecting Canadians from Online Crime Act* and in so doing dropped the controversial provisions of former Bill C-30 relating to warrantless access to subscriber information and telecommunication infrastructure modification. In June the House of Commons Standing Committee on Justice and Human Rights presented its report on C-13

to the House of Commons, where it remains. The CACP has expressed support for the Bill, through published media and testimony before the Parliamentary committee.

On the issue of marijuana possession, the CACP has continued to press for a ticketing scheme for simple possession of small amounts of cannabis, where a formal criminal charge under the *Controlled Drugs and Substances Act* is not in the public interest, as outlined in Resolution #3-2013. The Minister of Justice has indicated that the Government is giving serious consideration to this option.

The economic sustainability of policing and community safety continues to be a conundrum across the country—one the CACP spearheaded beginning a decade ago. With Public Safety Canada in the lead, a Shared Forward Agenda has been developed to address the three pillars associated with sustainability: efficiencies within the justice system as a whole, new models of public safety, and efficiency and effectiveness of police services. The CACP remains committed to providing input in further discussions on this important topic, and has asked the Minister of Public Safety to include non-police members of the Coalition on Community Safety, Health and Well-being in forthcoming discussions because of the important role they perform in community safety and well-being. The CACP will determine whether or not to develop a position on this issue.

Another issue for which the CACP has pressed the Government over many years is the use of 20 MHz within the 700 MHz bandwidth for dedicated public safety purposes. Public Safety Canada has been awarded 10 MHz and is attempting to obtain another 10 to enable the formation of a national federated network model that would be funded by public safety agencies using the network. It is hoped that the federal government would fund an administrative body that would manage this entity.

Since the formation of the National DNA databank in 2000, Canada has had a forensic tool that provides key evidence in criminal cases, resulting in the exoneration of the innocent and the conviction of offenders. Canada's legislation permits collection of a DNA sample only upon conviction, whereas in other jurisdictions the collection of samples is permitted at time of arrest. Discussions are under way with the Government on permitting collection at time of arrest for serious offences, as proposed in CACP resolution #04-2011. In the meantime, the 2014 federal budget earmarked funding for a DNA index that would help police match the DNA profiles of missing Canadians with unidentified human remains, as called for in CACP resolution 2012-#04.

The complex and multi-faceted issue of mental health—from the police role in dealing with persons with mental health issues to the mental health and well-being of police officers and first responders themselves—is at the forefront in the minds of police agencies, mental health workers and advocates, stakeholders and communities. This CACP priority resulted in a highly-successful conference

in March and communications that included a media release and briefing notes for the use of CACP members. Plans are under way for a police wellness event to be held in conjunction with the Mental Health Commission and the release of the Police Training Framework under development by Chief Terry Coleman (retired) and Dr. Dorothy Cotton, both members of the former Mental Health and the Law Advisory Committee of the Mental Health Commission.

## **Federal Government Public Safety and Justice Priorities**

The CACP responded in the past year to federal government public safety and justice priorities.

In the first instance, the CACP acknowledges the positive developments emanating from the federal Budget of 2014, notably the creation of a DNA-based missing persons index, the National Anti-Drug Strategy to address prescription drug abuse and misuse; strengthening the anti-money laundering and anti-terrorist financing regime; and clarification on the sale or use of jamming devices.

The CACP has continued to monitor government actions and positions on firearms and their use. The Government has proposed changes to the firearms regulations. The Canadian Association of Chiefs of Police commends the fact that the Minister did seek the views of the CACP within his consultation. Consultation is a positive step forward. We recognize the Government's desire to find solutions aimed at streamlining firearm regulations while balancing them with public safety considerations. The CACP has stressed to the Government that our first and foremost goal is the safety and security of all Canadians and that we will have concerns if there are increased opportunities for legal firearms to be used illegally. The CACP will consult further with our membership in order to provide additional input as the regulations reach the committee stage.

In December 2013 the Supreme Court of Canada declared three prostitution-related Criminal Code offences to be unconstitutional (*Canada (Attorney General) v. Bedford*, 2013 SCC 72 (*Bedford*)): s. 210 (prohibits keeping or being in a common bawdy-house); s. 212(1)(j) (prohibits living on the avails of prostitution); and s. 213(1)(c) (prohibits communicating in public for the purposes of prostitution). The Government has until December 2014, when these provisions will cease to exist, to introduce any new legislation. The CACP provided input to the Government, noting that individual and community views on prostitution vary greatly and that many who are engaged in prostitution are harmed. The CACP offered principles to be followed by the Government in formulating new law, which was introduced in June as the controversial Bill C-36, the *Protection of Communities and Exploited Persons Act*.

The CACP voiced support for a number of federal initiatives: 1) the Government's *Canadian Victims Bill of Rights Act*, introduced in April 2014 as Bill C-32, that establishes statutory rights to information, protection, participation and restitution,

and ensures that a complaint process is in place for breaches of these rights; 2) the *Tougher Penalties for Child Predators Act*, introduced as Bill C-26 in Parliament in February 2014 calling for a publicly-accessible data base, a requirement for spouses to testify in cases of child pornography, increased minimum and maximum penalties for certain offences and requiring convicted sex offenders and their parole and probation officers to notify police of any international travel plans; and 3) Bill C-13, the *Protecting Canadians from Online Crime Act* that would give police a greater ability to investigate incidents of cyberbullying by giving courts the right to seize computers, phones and other devices used in an alleged offence and impose a penalty of five years in prison for anyone who posts an intimate image of another person without that person's consent.

## **Activities**

Our ongoing emphasis on communications appears successful in conveying timely information to our members, stakeholders and the general public.

Website renewal continues to be top of mind. The CACP engaged website specialists who have worked with project lead Eldon Amoroso to develop a website with new design and new features and a cleaner front page to better serve committee needs, advance the CACP's business lines and encourage advertising revenue

Our Multiview E-brief provides members with weekly international, national and regional headlines and links to the news reports on these headline stories. It also allows the CACP to highlight activities of the Board and the Association. Similarly the Multiview E-blast, the CACP presence on Linked-In and our twitter account all allow quick communication with our audiences. We continue to produce seven publications: the *CACP Bulletin* (twice a year); *Canadian Police Chief Magazine* (3 times a year); the *CACP Annual Review*; and the *Membership Directory*.

The CACP Research Foundation is a revitalized body, with a robust research agenda published in March 2014 that outlines six priority issues: 1) human resources (leadership development, impact of the changing demographics on police human resource programs and models, and civilianization), 2) funding and financing (driving forces behind costs of policing, metrics for cost and effectiveness of policing, information management strategies and technologies to reduce costs, quantification of impacts of policing, alternate funding sources as a means of sustainability in policing), 3) community engagement (impact of social media, preparing officers for public scrutiny, how the public wants to engage with police, more effective communication with the public on challenges police face), 4) operations (how to capture knowledge and exchange best practices, how to identify and use research already conducted), 5) impact of technology (understanding and addressing the impact of social media, keeping current and ahead of changing technologies, managing technology to enhance police

operations) and 6) policing models (how to quantify different policing models, metrics and outcomes of new community policing models, common definition of “core policing”, best community investment strategy to reduce crime and disorder).

A plan for the Public Safety Canada Police Research Portal is under development. Business and governance activities are being examined and fund-raising is being established.

The CACP’s 2014 Institute for Strategic International Studies program, (ISIS), commenced in January with a full complement of 16 participants, one of whom withdrew. The ISIS group focused on the very timely topic of police interactions with persons in crisis with mental illness.

As President, I had the opportunity to meet with the provincial Chiefs of Police of Atlantic Canada and British Columbia, where I reported on CACP strategic priorities.

The annual joint meeting of CACP, CPA and CAPG was organized by CAPG and held in Ottawa on 4 April 2014 with the CACP President, the Chief of Ottawa Police Service, CACP Secretary-Treasurer and the Government Relations and Strategic Communications consultant in attendance. Topics included the economics of policing, mental health and police, the hub police model, and politics and policing.

The CACP’s ongoing activities, notably through the 20 active operational committees, continued on a strengthened basis. More than 350 CACP members participate in the following committees, whose mandates are outlined in the CACP website:

- Aviation Security Committee
  - Counter-Terrorism and National Security Committee
  - Crime Prevention Committee
  - Drug Abuse Committee
  - E-Crime Committee
  - Emergency Management Committee (a tri-service committee)
  - Ethics Committee
  - Human Resources Committee
  - Information, Communication and Technology Committee
  - International Committee
  - Labour Relations Committee
  - Law Amendments Committee
  - Organized Crime Committee
  - Police Information and Statistics (POLIS) Committee
  - Policing with First Nations, Métis and Inuit Peoples Committee
  - Private Sector Liaison Committee

- Professional Standards Committee
- Traffic Committee
- Use of Force Advisory Committee
- Victims of Crime Committee

The CACP hosted a number of professional development events this past year, as follows:

1. On 27-29 October 2013, Toronto was the site of the CACP Private Sector Liaison Educational Forum “Making a Difference: The Increasing Role of the Private Sector in Public Safety”. Delegates explored the benefits of creating an environment conducive to law enforcement and the private sector sharing information in order to enhance public safety.
2. On 24-27 November 2013 the Seventh Canadian Public Safety Interoperability Workshop was held in Vancouver. Its title “Beyond Technology: Building a Culture of Interoperability”, accurately describes the focus on information exchange, the transfer of successful practices and experiences, and the development of a more unified approach to public safety interoperability at home, across nations, and internationally.
3. “Re-inventing criminal justice: the sixth national symposium” was held in Ottawa on 17-18 January 2014.
4. On 23-26 February 2014 in Vancouver the CACP held the Information Technology and Communications Technology Workshop entitled “Information Management: A Critical Success Factor in the Economics of Policing”. The objective of the workshop was to understand the critical role of information management in law enforcement, and harnessing technology with a view to enabling a mobile workforce to respond to community safety threats.
5. On 24-26 March 2014 the CACP and Mental Health Commission of Canada held a highly-successful national conference in Toronto entitled “Balancing Individual Safety, Community Safety and Life Quality: a Conference to Improve Interaction for Persons with Mental Illness”. It brought together multiple perspectives with a view to identifying new opportunities and promoting emerging effective practices for improving the quality of interactions and outcomes for persons with mental illness and the police, criminal justice, mental health and human services systems.
6. On 12-14 May 2014 the CACP partnered with Microsoft Canada to hold a workshop “Transformational Strategies and Best Practices to Improve Police Operations” in Mississauga. The event presented global trends that are changing the operating methods of law enforcement, the role of Microsoft in combatting cyber-crime, leveraging social analytics in investigation and enforcement, and sharing effective practices.

7. On 2-4 June 2014 the Canadian Outlaw Motorcycle Gang Investigators educational workshop “Policing Bikers Without Borders” was held in Ottawa for law enforcement agencies and justice officials. The workshop addressed current trends and evolving practices, the diversity of the criminal market, effective practices and information sharing, as well as investigative, tactical and analytical techniques.

An excellent professional development agenda is scheduled for the coming months. Police chiefs, senior executives and other key players are encouraged to attend and promote the following events:

1. The CACP will hold the “Counter-Terrorism and National Security Forum” on 16-17 September 2014 in Ottawa at RCMP National Headquarters, to increase understanding of the national security threat, the challenges associated with counter-terrorism investigations and information on the four pillars (prevent, detect, deny and respond).
2. On 28-30 September 2014 the CACP Victims of Crime International Forum “Empowering Victims Through Partnerships” will take place in Ottawa. The CACP Forum is designed to enhance the criminal justice response to victims’ needs, focus national attention on those needs, showcase promising practices, advance collaborative learning, and advance new and common measures of success.
3. On 20-22 October 2014 the Canada-US Bi-national Cross Border Interoperability Workshop “Focus on the Frontline” will take place in Windsor. It will address gaps in key voice and data interoperability issues, information exchange, and convene interactive break-outs to support the transfer of best practices and experiences and promote a more unified approach to public safety interoperability between these two countries.
4. The CACP and Microsoft Canada will partner in holding the workshop “Transformational Strategies and Best Practices to Improve Operations” in Calgary on 13-14 November 2014.
5. The Eighth Canadian Public Safety Interoperability Workshop, CITIG 8, will take place on 30 November-3 December 2014 in Ottawa, planned to again break new ground on key voice and data interoperability issues. Topics will include interoperability planning, next generation 9-1-1, spectrum management issues, trends in interoperability technology, situational awareness and social media for emergency management.
6. On 13-14 April 2015 the British Columbia Association of Chiefs of Police and the CACP will partner in offering the 2015 Police Leadership Conference in Vancouver, entitled “Leading with Vision and Values”. It will bring

internationally-recognized speakers, practitioners, authors and visionaries from policing and other disciplines to explore what being a leader today entails.

## **Awards**

Awards are a tangible recognition of achievement and effort that goes beyond the ordinary accomplishments of a leader in policing and public safety. The CACP itself recognizes excellence and innovation in policing through awards presented here at the Annual Conference. In addition, as President of the CACP I have had the honour and pleasure during the past two years of chairing meetings of the National Advisory Committee to the Order of Merit of the Police Forces. The Order was instituted by Her Majesty, Queen Elizabeth II in 2000 and the first awards ceremony was held in 2002.

Since the CACP developed a nomination template and guidelines, nominations have risen noticeably. In January the National Advisory Committee met to review the 91 nominations put forward by the five Regional Committees. Of these, 80 were recommended to the Principal Commander, RCMP Commissioner Bob Paulson. The 2014 investiture will take place on 9 September. Nominations for the 2015 investiture may be submitted to the CACP National Office before 15 September 2014.

## **Closing**

It continues to be a challenging and dynamic environment for policing in Canada. Technology has had an enormous impact on the commission of crime, its detection, confirmation, deterrence and prevention. Human behaviour continues to require a police role in society, one that is evolving and expanding to keep up with community needs and expectations. Governments at all levels are facing difficult decisions driven by financial realities and uncertainty about the sustainability of Canada's policing arrangements and models. Canada's police chiefs and senior executives are fully engaged in addressing these challenges, both locally and nationally through the CACP. I commend them for their commitment to finding solutions that lead to trusting relationships in safer and stronger communities.

The CACP National Office is a close-knit organization very effectively headed by our Executive Director, Peter Cuthbert. His team—Gayle Ryan, Magda Mitilineos, Veronica Sutherland, Sara Sowieta, Laurie Farrell and Jane Li Wing—is made up of individuals who are professional, knowledgeable, reliable and highly productive. I thank them for their fine work and unflagging energy. Our Government Relations and Strategic Communications consultant, Tim Smith, has assisted the CACP by keeping a finger on the federal government pulse so that we can advance our priorities.

The Executive and Board of Directors have worked diligently with me during my tenure and I thank them for their support of the CACP, its mission, and our priorities.

I wish to thank the Vancouver Police Board for allowing me to take on the position of CACP President two years ago. The Vancouver Police Department and its employees have been steadfast in their support of my CACP role and the broader objective of policing excellence. Wearing two different hats, one municipal and one national, is a rare privilege and it has been a valuable and rewarding professional experience for me.

Finally, I am indebted to my wife, Vicki, and my family.

Thank you.