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**Report of
Chief Edgar A. MacLeod, President
Canadian Association of Chiefs of Police
August 2004**

Members of the Canadian Association of Chiefs of Police:

As I complete the first year of my tenure as President, I am privileged to report on the achievements of our Association in the past year. There are three areas on which I shall focus.

- First, I will report to you on the CACP's activities and events of the past year. These have contributed to taking the CACP in the direction set a year ago when you elected me as President. I will use examples drawn from the very active and fruitful work of our Committees, in which many of you are involved.
- Second, I will report on our outreach and bridge-building, designed to broaden and deepen the scope of the CACP's influence. I am personally committed to establishing relationships with other associations that share some of our objectives. We will use those relationships to propel key issues to the attention of decision-makers.
- Third, I will summarize our work in taking, to government, the key issues of concern to our Association. This includes the subject of governance, on which I am concentrating my attention during my tenure as CACP President.

1 Activities and Events

Let me touch briefly on some of the highlights of this past year.

- The Executive and Board of Directors met regularly throughout the year, both in Ottawa and on the edges of other CACP events. The Board met last August in Halifax, the Executive met in September, followed by Board meetings in November, February, April and now here in Vancouver.
- In addition, I held a 2-day facilitated session in Toronto in February, called the President's Council on Strategic Direction, in order to receive advice on the direction ahead.

Thirty-one members of the Executive, the Board of Directors, staff and Committee Chairs came together. We had full and lively discussions with a view to re-focusing our strategic direction for the coming years.

A number of themes emerged:

- most Committees want to see cross-Committee fertilization,
- “integration” is a value we accept, and want to reflect in all CACP operations,
- the national scope of the CACP is a priority, not only in respect of Quebec and the francophone community, but also Aboriginal and multi-cultural communities, and
- most important, the CACP is committed to serving as an impartial and expert “trusted and deliberate voice for public safety in Canada”.

These decisions will mean some shifts of focus for us. We made a commitment to use partnerships better. We want to be less reactive and to improve our ability to address issues on a factual basis. We want to be informed more fully by the knowledge of our committees.

Finally, a list of specific strategic initiatives was proposed

- for the immediate term,
- for mid-term implementation (subject to capacity and momentum), and
- in the longer term (if we can develop sufficiently as an Association).

The output of the President’s Council on Strategic Direction will guide us in the coming years, and will contribute to making the CACP increasingly relevant and credible to our stakeholders.

- Our operational Committees continued to meet throughout the year to advance the CACP’s work on many fronts. Often the Committees convened quickly to develop a CACP response to a significant issue, such as a court ruling, or the tabling of legislation.
- Last August you heard the findings of the three teams that participated in the International Best Practices Research Project, called “Global Themes in Criminal Justice”. This project was initiated and championed under the leadership of former CACP President Commissioner Gwen Boniface and Chief Larry Gravill early in 2002.

This past fall the report of the Project was completed and submitted to the Board of Directors. The lessons learned from the Project are informing the broader program and agenda of the CACP.

- There have been three special CACP conferences of special note.

1. One was the November conference held in Montreal, called “Police and Enforcement Partnerships: Making Information Sharing Happen”. This conference was an initiative of the CACP Informatics Committee. The conference explored how we might overcome the barriers to effective information sharing among police and law enforcement agencies. This is a key issue of our time, when we are feeling our way through “integrated policing” and coming to terms with what it may mean.
 2. The second was the Fifth Annual Conference, sponsored by the British Columbia Ministry of Management Services, entitled “Security and Privacy: Friends, Foes or Partners?” held in February. As CACP President I offered a police perspective on the implications of privacy and security. We have had an excellent response to this address. Press coverage has made it clear that our profession is actively involved in this key dilemma of balancing competing interests.
 3. The third was the Annual Conference on Technology and Counter-Terrorism, held in Ottawa in April. It was called “Strategies for Public Safety Transformation: Technology and Counter-Terrorism: Prevention – Protection – Pursuit”. The Minister of Public Safety and Emergency Preparedness and her officials attended. You may have read the press coverage on the remarks of Richard A. Clarke, former White House security advisor to US President George W. Bush. His book “Against All Enemies: Inside America’s War on Terror” was released shortly before the Conference, and provided another fascinating dimension to the conference.
- Again this year the CACP joined with the Canadian Association of Police Boards and the Canadian Professional Police Association. The Third Annual Joint Meeting, held on April 17, 2004 in Ottawa, took the form of three panel discussions, each on a theme selected and led by one of the Associations. This year’s themes were
 - Police Governance: What is the Best Model (CAPB lead),
 - Community Safety, Health and Well-being (CACP lead), and
 - A Police Officer’s Bill of Rights (CPPA lead).

The three Associations agreed to continue to work together on these issues, and to speak to government with one voice whenever possible.

- The CACP Executive Forum Series dates from 2001. We have continued the Series, because it supports the CACP objective of promoting excellence in policing.

To date, there have been Forums on five themes. The two most recent sessions were:

- “Managing Risk in a High Risk Organization” (held in Banff, November 2-5, 2003) and
- “Policing with Cultural Competency” (held in Dalvay-by-the-Sea, June 2-5, 2004).
- Finally, another national initiative is the Law Enforcement Aboriginal and Diversity (LEAD) Network. The Honourable Jean Augustine announced funding for the Network at the CACP Annual Conference in Halifax last year. This initiative has moved ahead rapidly since then, with support from the Royal Canadian Mounted Police and the CACP Policing with Aboriginal Peoples Committee. I encourage you to check out the website www.lead.ald.ca .

The first phase of the LEAD Network has been accomplished, and we are moving into the next phase.

The CACP has posted an announcement seeking candidates to work on this project on a full-time basis and we expect to be able to announce progress in the months ahead.

2 Outreach and building bridges

My commitment to the CACP last year was to seek opportunities to build bridges and establish partnerships wherever feasible and beneficial to our Association.

a) Police associations are the first place for the CACP to start.

I am pleased to be able to tell you that I have had fruitful meetings with the Chiefs of British Columbia, Quebec and Ontario.

BC Chiefs were most interested in discussing integrated policing and the theme of governance in this context. We have followed up on their concerns about CACP fund-raising. Most significantly, we talked about improving communication between the CACP and the BC Association of Chiefs of Police.

The CACP Board of Directors has in the past signalled its interest in strengthening ties with our colleagues in Quebec. This means not only welcoming Quebec chiefs into the CACP, but also collaborating at the Association level.

In May I had the pleasure of meeting with Jean-Pierre Gariépy, Service de Protection des Citoyens de Laval, who is President of the Association des

directeurs de police du Québec, along with Normand Proulx, Directeur-Général and Stephen Chabot, Directeur-Général Adjoint of the Sûreté du Québec, Serge Meloche of CN Police, and Joël Cheruet, Police Gatineau Métro (retired). We had a fruitful discussion about increasing membership in the CACP amongst Quebec police chiefs, and about strengthening links between our Associations.

I also met with the First Nations Chiefs of Police Association in May, and took to them the CACP commitment to building a strong relationship with their Association and individual members who may wish to join the CACP.

I am confident that our mutual relationship with the FNCPA will be strengthened in the coming years. The new President of the FNCPA, Chief Brian Rupert, expressed his commitment to serving on the CACP Board of Directors, and the past President, Chief Wes Luloff, is continuing to serve on a number of the CACP operational committees. We welcome this active involvement.

In June I met with the Ontario Association of Chiefs of Police, whose strength is such an asset to the CACP, and whose voice is responsible for carrying many significant issues forward on behalf of police leaders. I was pleased to be able to assure them that the Ontario perspective is well reflected within the CACP!

b) Other national associations are another area of outreach and bridge-building.

Many of our Committees have long-standing working relationships with other national organizations. Building on this work, we have made a commitment to reach out to other national associations with whom our shared interests may not be obvious. This reflects our overall aim of speaking as an authoritative and informed voice on issues of public safety.

- One example is the CACP work, spearheaded by the Crime Prevention Committee, in building a Coalition on Community Safety, Health and Well-being. The CACP is building on a resolution passed two years ago, to bring together numerous voices around the broad theme of greater community involvement in crime prevention, and less reliance on police.

The CACP is bringing important allies into this Coalition, and is in the process of seeking funding from the National Crime Prevention Strategy to pursue this work. To date, the Federation of Canadian Municipalities has committed its support, as have the Canadian Association of Police Boards and the Canadian Professional Police Association.

Once resources are in place, the CACP will broaden the Coalition to include other social-mandate associations and will move into the specific planned activities that will support the Coalition's objectives. The

Canadian Council on Social Development, and Family Service Canada, are two such organizations that have expressed interest.

3 Taking CACP priority concerns to government

Police remain at the top of the list of those professions about whom Canadians feel a “great deal” of confidence, at 82% (Statistics Canada, as reported in The Globe and Mail, Wednesday, July 7, 2004).

The CACP takes this public trust seriously. I am pleased to report that in the past year we have continued our tradition of speaking credibly for our public and our profession.

Following last year’s Annual Conference, the CACP was proactive in taking forward to key federal Ministers our resolutions on issues and concerns that have been identified by our Members. These resolutions formed the agenda for further discussions with federal Ministers, Parliamentary Secretaries, and officials.

We have also responded to government on an issues-driven basis in the past twelve months. Our Committees have provided us with rapid analysis, allowing us to make informed and thoughtful public comment in the aftermath of government policy decisions, such as the new gun control package, and court decisions and coroners’ reports that may have an impact on our profession and our use of certain operating procedures or equipment.

Amongst those strategic and longer-term issues to bring to the attention of the federal government, and to governments at all levels, is that of “governance”.

This is an issue that I have taken on as the main focus of my mandate as CACP President. It is an issue that touches us all, regardless of what community we serve, or what uniform we wear.

We can illustrate this issue by using national security as a case study.

We are living in a time when local crime and safety concerns are closely linked to threats of a global magnitude. The organized drug trade and smuggling are examples. So too is terrorism. These global threats have a real impact in our communities. Many of you who serve as municipal chiefs can identify with this issue.

In all regions of the country, police are moving towards “integrated policing”. At its simplest level, integrated policing involves an integration of information systems, asset use and training. This is to support more effective gathering and use of intelligence and more effective ongoing criminal investigations and crime prevention.

We all agree that this must happen and we can point to some impressive successes at the operational level.

The reality is that police are among the local first responders who attend incidents within their jurisdictions. Municipal police services are responsible for citizen safety at the local level. The personal safety of our citizens is compromised by the threats of organized crime and terrorism, both of which lie within the *national* policing mandate.

The CACP, the Canadian Association of Police Boards and the Canadian Professional Police Association have agreed that we will encourage federal and provincial governments to discuss what integrated policing means. It is our hope that we can reconcile the national agenda – which calls for a seamless and integrated response to organized crime and national security threats – with the agenda of our local communities' policing needs.

The CACP will be convening a small round table in late September to explore this issue and possible next steps. I look forward to the involvement of those CACP members most concerned about this issue, so that our Association can participate fully in the public policy discussion around policing in the 21st century.

In closing, I want to thank the Executive, the Board of Directors, and the membership for your work in supporting the CACP in this past year. Let me reiterate my commitment to the CACP and the work of our Association in the coming year.

I also want to acknowledge with gratitude the exceptional work of our Executive Director and the staff of the National Office. Their team is small and their efforts are often not visible to our Members. But the successes of our Association are the result of their efficiency, competence and commitment.

Respectfully submitted,

Chief Edgar A. MacLeod
President