

# THE Future OF Policing

FALL 2020 ●●●  
SPECIAL EDITION

CANADIAN ASSOCIATION  
OF CHIEFS OF POLICE



**PLUS +**

President's Message

The Technology Challenge

**Start-Up Policing:**  
Lessons Learned From Having A Cop  
Work In A University Start-Up Incubator

**Fido (F\*\*K It! Drive On!):**  
De-Policing Throughout Canadian  
Front-Line Police Work

A Three-Tiered Approach To  
Training Trauma-Informed Practices



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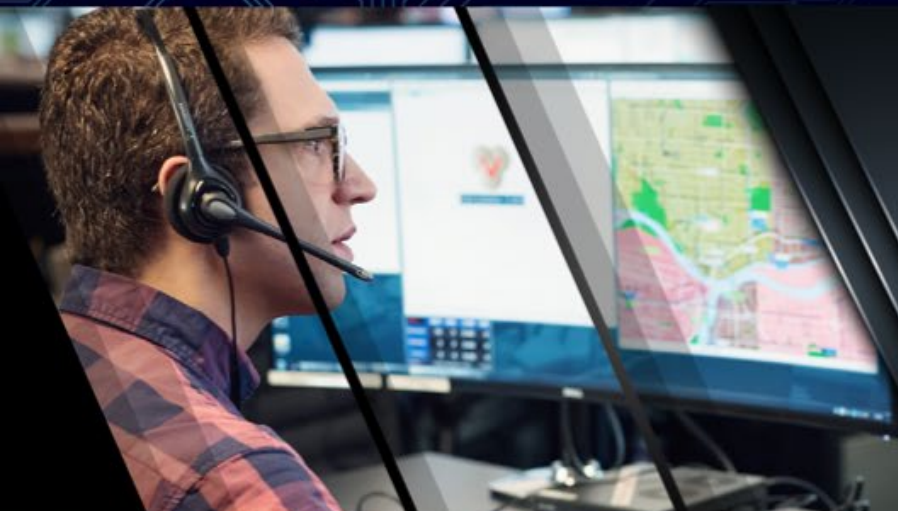
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# Contents

- 4**     **President's Message / The Future of Policing: What's on the horizon?**  
*By Chief Bryan Larkin, OOM*
- 6**     **The Technology Challenge**  
*By Mark Penney, MPA, P.Eng./ Co-Chair, Deidra White/ Co-Chair & Eldon Amoroso, OOM/ Secretary, CACP Information and Communications Technology Committee*
- 9**     **Start-Up Policing: Lessons learned from having a cop work in a university start-up incubator**  
*By Deputy Chief Shawna Coxon, OOM & Ian Williams*
- 14**    **FIDO (F\*\*k it! Drive on!): De-policing throughout Canadian front-line police work**  
*By Dr. Greg Brown*
- 18**    **Sponsorship**  
Supporting our association and sharing our vision
- 20**    **The Future of Policing / PART 1: Building Inclusive Police Organizations**  
*By Deputy Chief Roger Wilkie, MOM, Co-Chair, CACP Equity, Diversity and Inclusion Committee*
- 23**    **The Future of Policing / PART 2: Building Inclusive Police Organizations**  
*By Suelyn Knight, Co-Chair, CACP Equity, Diversity and Inclusion Committee*
- 26**    **A Three-Tiered Approach to Training Trauma-Informed Practices**  
*By Hugues Hervé, Deputy Chief Laurence Rankin, MOM, Sergeant Glenn Burchart, Sergeant Andrew Stuart & Susan Kim*
- 30**    **References / Footnotes / Resources**



*Save the date*

**CACP 116<sup>th</sup> Annual Conference**  
*Policing in a New Decade – Challenges and Changes*



August 22-24, 2021 / Ottawa Ontario

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## President's Message

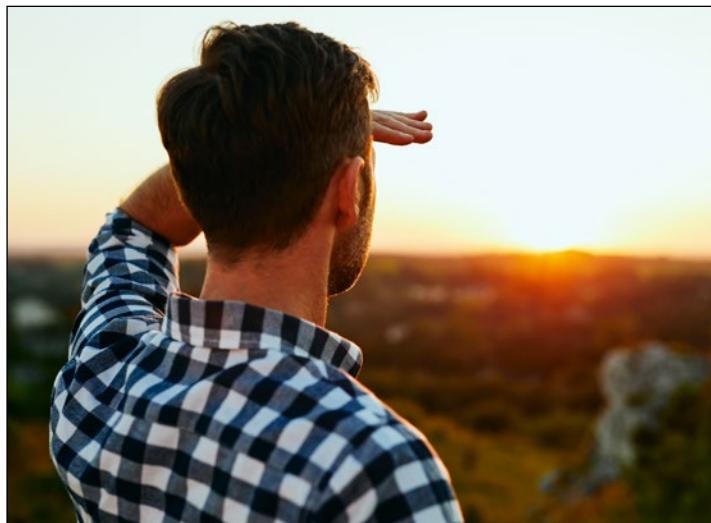
# The Future of Policing: What's on the horizon?

By Chief Bryan Larkin, OOM



'*The Future of Policing*' was to be the theme for the CACP's Annual Conference in 2020, which aimed to anticipate and prepare for the most probable events, trends, and developments that are expected to have an impact on our workforce, public safety, and policing in general in the foreseeable future. Since this event was cancelled due to extended COVID-19 social distancing restrictions, this CACP special edition publication is an alternate way for us to share some of the information and perspectives that were going to be shared during the conference.

Recent events and circumstances have put a spotlight on the 'future of policing' and have proven that policing is affected by everything that happens around it. It is influenced by shifts in the political landscape (e.g. new legislation and public policies), technological developments (e.g. autonomous vehicles, robotics, facial recognition, artificial intelligence, 5G networks, etc.), economic decisions (e.g. federal, provincial and municipal budgets, private sector projects and innovation, etc.), as well as environmental issues (e.g. changing demographics, social activism, natural disasters, etc.). All these variables collide and shape our horizon.



As police leaders, we must constantly reflect on what we do, how we do it, and who is doing it. The 'role of policing' is an age-old question with responses that have evolved and changed over time to align with the social and cultural context of the moment. So, what lies ahead both on and beyond the horizon? How are we supposed to prepare for an unknown future? In the words of Paul Saffo, a futurist, forecaster and teacher from Stanford University, "*The goal of forecasting is not to predict the future but to tell you what you need to know to take meaningful action in the present.*"

In other words, it's about looking past the events of today and into the possibilities and needs of tomorrow. It's about considering the emerging issues that are changing policing in the most fundamental ways. It's about discussing the best course of action to take to reduce our profession's vulnerability to disruption, to influence the direction the future will take, and to be prepared to seize the opportunities and meet the demands that lie ahead. It's about identifying and implementing new approaches for solving emerging issues.

As police leaders, our goal should be to provide informed perspectives on broad societal and policing trends, anticipated future challenges for community safety and well-being, and opportunities for early engagement on innovative and responsive practices, policies and other solutions.

In 2014, the Council of Canadian Academies assembled an expert panel to discuss the future of Canadian policing models and produced a report entitled [\*Policing Canada in the 21st Century: New Policing for New Challenges\*](#). This report emphasized that both the demand on police and the context in which they work have changed considerably since police were initially institutionalized to provide public security in Canada. They suggest that one of the most important changes that have taken place has been the growth of what they have described as the 'safety and security web'. "*The web comprises an increasing number of nonpolice organizations — including private security, local health professionals, community and municipal groups,*

and other government organizations — that now interact with one another and with police in the provision of safety and security. The safety and security web presents both the central challenge and the central opportunity for Canada's police in the 21st century. Working effectively within and through this web — rather than as isolated entities — will allow policing organizations to better respond to existing and emerging issues.”

For some time now, the police have recognized, promoted and implemented collaborative approaches to ensure the safety and security of Canadians. Over time, policing in Canada has shifted away from a focus on crime investigation in favour of focusing on crime prevention and crime reduction. With talk of ‘defunding the police’ and ‘police reform’, policing will need to continue to adapt and will necessarily be required to explore other potential shifts in its practices and policies.

There is no doubt that technology is influencing not only how crime is perpetrated, but how law enforcement tackles crime. However, our future is not just about finding new ways to reduce crime. It goes deeper than that. We must constantly evaluate the basic mission and role of the police. As we complete this reflection, our perspective cannot be limited to

how we perceive our own profession, but it must also consider what people want from the police. As police leaders, we must have a strong sense of how our industry must evolve to meet the challenges of new technology, market forces, regulation, and the like. Otherwise, someone else will be in a position to dictate the terms of our profession's future.

This publication in no way claims to address all the policing topics, trends and issues that are appearing on the horizon for police services across the country. We also realize that there are many more that we don't yet know about beyond the horizon. But there are things we do know and can act on now. The articles that follow aim to broaden your horizons and challenge some of the perspectives you may hold about police technology challenges, developing new and perhaps unorthodox partnerships, the public outcry to ‘de-fund the police’, building inclusive police organizations, and training trauma-informed practices.

Abraham Lincoln once said that “The most reliable way to predict the future is to create it.” With this in mind, the CACP is committed to working with its membership to ‘create’ a positive future for policing in Canada. ■

**CACP members contribute to our ability to support police professionals through innovative and inclusive police leadership to advance the safety and security of all Canadians.**

**The CACP is currently conducting a membership drive in an attempt to achieve the following goals:**

1. Every police service in Canada is represented by the CACP
2. All eligible police leaders within each police service in Canada is a member

**Is your team and region well represented at our table?**



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**L'ACCP entame une campagne de recrutement afin d'atteindre les objectifs suivants :**

1. Chacun des services de police canadiens est représenté par l'ACCP.
2. Tous les dirigeants policiers admissibles au sein de chacun des services de police canadiens est membre de l'ACCP.

**Est-ce que votre équipe et région sont bien représentées à notre table?**

**Les membres de l'ACCP nous aident à appuyer les professionnels du secteur policier par un leadership policier novateur et inclusif afin de promouvoir la sûreté et la sécurité de tous les Canadiens.**

# The Technology Challenge

By Mark Penney, MPA, PEng., Deidra White & Eldon Amoroso, OOM



**L**aw Enforcement has no shortage of challenges. In 2020, public trust of police has suffered and the COVID-19 pandemic has created new issues for police organizations to deal with. Law Enforcement technology also provides challenges in a world that is changing so quickly.

In a nutshell, body worn cameras (BWCs) have become a priority for many police agencies based on international events calling for greater transparency around police actions. Also, police, fire and paramedic dispatch centers are looking at major changes and costs with the migration to NG9-1-1. The collection, processing and retention of digital evidence still presents a challenge to many police agencies. Police respond by trying to use new technologies such as artificial intelligence (AI) applications, only to find that there is resistance from the community on algorithmic solutions that may have inherent bias. Also, to use new technologies, you need advanced skills that are in short supply, with qualified people being scooped by private sector organizations who can pay higher salaries. Information sharing has never been more important but privacy has emerged as a key issue in the European Union (GDPR) and these trends are impacting North America. Police culture and tradition can make adapting to some solutions more difficult. And in some cases, police executives find vital communication with their IT leaders difficult. We will deal with some of these challenges in a little more detail and discuss how the CACP is providing assistance.

## Next Generation 9-1-1 (NG9-1-1)

The conversion from Enhanced 9-1-1 (analog) to NG9-1-1 (digital) is a huge and costly task. If your organization is not ready to convert to NG9-1-1 by the deadline, your community will cease to have 9-1-1 services. This must be an immediate priority for police agencies in Canada. There are significant costs to the conversion and, although deadlines are currently being adjusted by the CRTC due to the pandemic, we will need all of the allotted time to do this conversion. At this time, your organization should have budgets established and should have

tasked a senior leader who is responsible for the successful implementation of NG9-1-1. Your basic setup costs to process NG9-1-1 calls are significant. A very small 5 seat dispatching center may require \$400,000 to set up. Whereas a 20 seat center may require about double that - \$800,000. A larger 50 seat center may require \$1,075,000 to set up. After this the annual costs may be 25% of the capital costs to maintain the center. An excellent document, supplied by the Emergency Services Working Group, entitled "TIF85 - PSAP NG9-1-1 Cost Considerations FAQ" has been put on the CACP website to assist you in estimating your costs.

As an additional note, for NG9-1-1 to work in your community, it is necessary for your partners like Fire and Paramedic to be NG9-1-1 compliant. If they are not, the Public Safety Answering point (PSAP) that takes 9-1-1 calls in your community will not be able to transfer incoming calls to them. So there is also a critical coordination and collaboration aspect to NG9-1-1 amongst first responders.

***"If your organization is not ready to convert to Next Generation 9-1-1 (NG9-1-1) by the deadline, your community will cease to have 9-1-1 services."*** ●●●

## New Technology and Ethical Evaluations

This subject is important to police executives in Canada. There is growing opposition in the United States and Canada to algorithmic technology solutions contained in artificial intelligence (AI) applications. In some cases, technology is being withdrawn from the market, technologies are being banned from use, and police agencies are being scrutinized over all new technology additions. At the same time, downward

pressure on police budgets is a reality for many organizations, so technology solutions are an area of interest.

In Canada, the University of Toronto recently published a paper entitled “To Surveil and Predict - A Human Rights Analysis of Algorithmic Policing in Canada”. The priority recommendations of the study state that “governments must place moratoriums on law enforcement agencies’ use of technology that relies on algorithmic processing of historic mass police data sets” and asks the federal government to “convene a judicial inquiry to conduct a comprehensive review regarding law enforcement agencies’ potential repurposing of historic police data sets for use in algorithmic policing technologies.”

The Information and Communications Technology (ICT) Committee has been looking into this matter since 2019, when planning the February 2020 ICT Conference in Vancouver and the Ethics Committee was studying this matter as early as 2017. Our ICT conference included a discussion panel from international experts in technology ethics. Also, in June of 2020, this subject was on the ICT meeting agenda, and included a presentation from a private sector company that assists in creating sector-specific plans and tools to evaluate and continuously monitor algorithms and technology for unconscious bias. Police agencies who want to implement these technologies must be very careful and ensure that they follow a methodology of analysing such applications for possible bias. Policy governing the use of such technologies and a means of demonstrating and monitoring the use of the technology should be in place before a pilot is done to avoid concerns from the community.

An example of a framework is the *Directive on Automated Decision-Making* published by the federal government (<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32592>).

A cross-committee group including the Law Amendments, Ethics and ICT committees is currently meeting to discuss a viable approach to this issue. We must work carefully to build trust in the communities we work with.

***"There is growing opposition in the United States and Canada to algorithmic technology solutions contained in Artificial Intelligence (AI) applications." ●●●***

## **Body Worn Cameras (BWCs) and Digital Evidence**

As stated, international events have made BWCs a high priority

for many police organizations. The CACP is working with Dr. Alana Saulnier, of Lakehead University, to discuss the excellent policy template she created from working with law enforcement agencies who had implemented BWCs. This template document provides a law enforcement organization with the decisions that need to be considered when implementing this technology. But this document goes further, in that it provides a reference of what other Canadian police agencies have decided for that facet of the policy. The CACP ICT Committee plans to organize meetings to enhance the value that Dr. Saulnier has provided for Canadian law enforcement.

However, the subject of digital evidence is greater than just BWCs. Almost every investigation will involve digital evidence from multiple sources to capture, evaluate, store, present in court, and eventually purge. While some jurisdictions like British Columbia have taken a provincial approach to digital evidence management, many police agencies in Canada must make their own decisions as to how they will approach this important aspect of policing. Having an approach to this is important because digital evidence has become a staple in police investigations and many agencies are struggling to manage this changed workload.

## **Police Structures and Tradition**

Policing tends to have a rigid paramilitary structure. A common practice in many police organizations is an established progression that new officers spend a number of years on patrol before being transferred to other areas such as criminal investigation. However, as an example, a specialist in forensic accounting coming out of university may have no interest in being on patrol for 3 years. In many organizations, cybercrime technical functions are done by police investigators who stay a few years and then move on to another area to further their experience. Some police organizations are trying to update their approach based on the quickly changing needs we are experiencing. This is not just a management issue, but rather many working agreements would have to be updated in a holistic management strategy to allow the flexibility needed to make changes to recruiting, hiring, succession planning and transfer matters.

The existing hierarchical structures may also contribute to difficult or restricted communication between the police executive and the CIO or IT Director in the organization. For example, often IT is not at the Senior Officer table, so they are not hearing vital strategic issues being discussed. It would be hard to think of a major organizational innovation where IT would not be involved in the changes, and yet their presence in the organization is often seen as administrative and the role of consultant or implementor. The organization comes to them with a stated solution and asks them to make it work. This approach does not allow IT to take on the PARTNER role and fully understand the strategic issues involved. Gartner, a

worldwide consulting company said, “When CIOs lack intimate and timely understanding of strategic priorities, IT executes in response mode, meaning IT value is tactical and more difficult to demonstrate.”

Additionally, when technology projects fail, it is often because the project is being **implemented by IT**, and is not seen to have organizational leadership support and the necessary change management support. Technology implementation must often be coordinated with significant business change and process re-engineering. This requires subject matter experts (SMEs) from the business side to be highly engaged. This cannot happen without the full and stated support of the police executive. Digital approaches are changing how we operate and are part of the policing mission. The IT function must be part of the mission team.

While there are many challenges in technology, new approaches and collaboration in police organizations and the community will turn these challenges into opportunities for law enforcement. It won't be easy, but it is unavoidable to prepare for the future. ■

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Birch Forest Projects Inc.

*Special thanks to the Emergency Services  
Working Group (ESWG)*



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# Start-Up Policing:

## Lessons learned from having a cop work in a university start-up incubator

By Deputy Chief Shawna Coxon, OOM & Ian Williams



To create new technological opportunities, police departments must develop new partnerships in unconventional ways. This article explores one opportunity used by the Toronto Police Service in Canada to leverage unorthodox thinking to find unique partners willing to help solve persistent public safety challenges.

### Background

Toronto, Canada is the 4th largest city in North America and is growing at a rate three times higher than any other city in the U.S. or Canada.<sup>i</sup> If the growth rate continues, the city is poised to hit 3 million people by 2022. One of the reasons for this spectacular growth is the booming tech sector, which is transforming the city.<sup>ii</sup>

In 2019, the Economist Safe City Index ranked Toronto the safest city in North America and the 6th safest in the world.<sup>iii</sup> This is a key reason the Toronto Police Service (TPS) employs far fewer members than comparable cities internationally; there are approximately 4,800 officers and 2,200 civilians in the Service. Just as the city is transforming to a technology-driven community, TPS undertook an enterprise-wide modernization initiative which significantly affects every area of the police organization, including technological innovations.

The story of rapid transformational change, including rising demands by the public along with criminogenic problems that are increasingly complex, is a situation facing many police agencies internationally. Managing these challenges requires innovative partnerships that can assist in researching, assessing, tackling or 'hacking' public safety problems using novel perspectives. The Toronto Police Service recognized it was sitting in the middle of a rapidly booming technology sector and looked for partnerships that could assist in driving police innovation. They looked to a local university which runs the #1 ranked university-based start-up incubator in the world.<sup>iv</sup>

A start-up incubator is a program to help new companies grow their business. Such programs provide workspace, mentoring,

training, and sometimes seed money to help the start-up get up and running. More and more universities are offering such programs in order to attract students who want their education to include starting a real business. University incubators have been found to be highly successful, leading to more jobs and higher sales than private sector incubators.<sup>v</sup> Ivy league schools such as Harvard and the University of Pennsylvania offer start-up incubator programs, as does Berkeley, MIT and Stanford.<sup>vi</sup>

In Toronto, Ryerson University lies in the heart of the city and has over 45,000 students enrolled in over 100 undergraduate programs.<sup>vii</sup> The university is renowned for its tech start-up programs, including its world-class start-up incubator called the DMZ.<sup>viii</sup> With offices in both Toronto and New York, start-ups embedded within the university-based program are connected with capital, customers, and methodologies from a community of experts, entrepreneurs, and influencers. The goal of the program is to support new technology businesses until they scale out of the start-up phase.<sup>ix</sup> While this model is common and accepted for the private sector, having a direct partnership with start-ups in the government sector is challenging due to government procurement rules and local political concerns of bias in police getting too close to a particular vendor. Yet, it is common for police to work collaboratively with universities on community safety challenges. The Toronto Police Service met with the Executive Director of the Ryerson University DMZ to discuss working in partnership in a different way.

### Why embed a cop into a university start-up incubator?

Members from the Toronto Police Service and the DMZ met and decided to embark on a unique police/university partnership. TPS agreed to embed a frontline police officer with vast field experience into the university start-up incubator for a minimum of 6 months. The university provided working space and access to the same communities of experts that private start-ups receive. Such a program had never been done before in Canada or the U.S.; no public sector agency had partnered with an incubator in this way.

At the outset, the outcomes of what to expect at the end of 6 months were also somewhat vague, which was difficult to explain to internal and external critics of this initiative. What was evident from the beginning was that this new process would allow for completely different thinking, an unusual methodology to consider persistent or emerging policing problems, and this new strategy created great potential for better policing outcomes. It was a pilot project in looking at the kinds of questions and assessments traditionally asked about policing challenges to see if other questions could be posed in order to increase the probability of solving identified problems.

Given that this program was completely novel, the officer was chosen carefully. He was a frontline police officer working in the busiest police station in Toronto. However, he had repeatedly emerged as someone who wanted to challenge the status quo. He was known to come up with creative solutions to frustrations faced by frontline officers, often to the exasperation of his supervisors. His perspective meant that he arrived at the university start-up incubator with a list of tangible challenges facing officers, particularly around inefficient processes, and this project gave him an opportunity to actively work toward researching potential solutions.

Another key component was the Steering Committee created for this project. This Committee included a variety of stakeholders interested in advancing technological innovation in policing. The Toronto Police Service representation on this Committee included a Deputy Chief and the Manager of Analytics and Innovation, as well as the Executive Director of the Ryerson University DMZ. Rounding out the Steering Committee was the Director of the City of Toronto's new Transformation Office, as well as high-level participants from various private sector companies. This cross-sectional approach with experts in innovation from a wide variety of backgrounds was critical to the project. Everyone on the Steering Committee was highly engaged and had a genuine interest in fresh, outcome-based solutions. The Steering Committee met every 2-3 months and their feedback was critical to this project's success.

## What can police agencies learn from start-ups?

Over the next six months, key lessons were learned and quickly applied within the Toronto Police Service. While this project began as an investment in questions where new methodologies would be used to consider problems, the lessons learned quickly led to tangible outcomes.

Below are the top 4 lessons that were rapidly adopted. Each one will be discussed, including how each added value in moving specific initiatives forward.

- ◆ **Agile Methodology**
- ◆ **User Design Expertise**

- ◆ **Progressive Procurement**
- ◆ **Innovative Research through the First Policing-Led Hackathon in Canada**

## Lesson 1: Agile Methodology

Project management in policing has typically followed a waterfall methodology,<sup>x</sup> where the entire project is mapped out in detail at the beginning and this plan must then be followed one step at a time without ever going back. The entire project is then delivered all at once at the end. This methodology is highly bureaucratic and makes sense for large, enterprise-wide technology projects.<sup>xi</sup> For example, this approach would be suitable for implementing a new records management system. But smaller projects could benefit from a faster, more nimble approach. Contrary to what was happening in TPS, none of the start-ups in the incubator were using a waterfall methodology to develop their products. Instead, they were leveraging agile methodology, which is an iterative approach that delivers products in increments through collaboration and the ability to jump back and forth through project steps.<sup>xii</sup> This agile approach is more beneficial for software development, particularly for products that are tailored to the end user, such as apps and dashboards. TPS found that internally all technology projects were being developed using a waterfall style of approach and agile methodologies had not been applied. In some projects, this was found to be cumbersome and led to frustration.

TPS began using agile methodology on smaller projects, but the newness of using the approach ran counter-cultural to the thought processes used in many policing organizations. In TPS, people didn't understand the model and believed it would compromise projects. The importance of failing fast or using iterative models to deliver sections of the product in short timeframes all made people uncomfortable because these were things people were traditionally penalized for. The Manager of Analytics and Innovation quickly realized the benefit of such an approach for information projects such as apps and dashboards. He took the training to become a Certified Agile Practitioner and created an Analytics Centre of Excellence (ACOE). This team received training in agile methodology, and this eventually led to further training in other sections of TPS. Now, having been adopted as an effective methodology, both traditional waterfall and agile methodologies are used based on the project needs. This has led to more effective, faster development of user apps and dashboards that officers and the public can use to access the public safety information they need.

## Lesson 2: User Design Expertise

While projects have always considered what outcomes end users desired, the start-ups in the incubator heavily leveraged user design (UX) experts. This is a fairly new area of expertise

not often used in the public sector. A UX designer looks at how products are used and understood by end users. For example, they will look at how the product is designed, used, how it functions, and what story/branding needs to be put around the product for the end user. All of this is considered and implemented before the product is rolled out to ensure products will be valued and used by those they are meant to serve. This kind of expertise adds value to both members of the police service and the public, depending on what product is being rolled out.

One key game-changer that came out of working with UX designers was the development of detailed personas for both members of TPS and the public. Personas are a tool commonly used by UX designers and product developers. The idea behind personas is to create the identity of a typical user. The user is not a real person, but a representation, and it is meant to be very specific in terms of what that user would want. For example, several personas would be created regarding different officers who work out of a particular police station or of citizens who live in a particular neighborhood. These personas are based on detailed research usually consisting of interviews and surveys. They are then used when products are being developed to ensure the needs of the personas are being met as the technology is being developed. The personas help the developing teams to continuously focus on the end user. Personas are only one tool, as it is still important to find out the perspectives of actual users of a product as it is developed.

Understanding the value of UX expertise, a UX designer has been permanently hired by TPS and TPS members were also trained on how to run UX workshops. Surprisingly, this has been extremely beneficial not only for internal projects, but also for community engagement. While officers can map out how they would like various products to work, community members have been able to map out what they feel is important to achieve safety in their community. This approach allows all members present to have a voice, as well as members who aren't able to attend in person via UX surveys. Neighborhood officers have been able to prioritize projects, build teams within the community with stakeholders not previously engaged, and collaboratively map out desired end states using UX methodology.

### **Lesson 3: Progressive Procurement**

This partnership worked because TPS was working with start-ups through the university incubator. Since the partnership was with the university and not with any specific private sector company, police were able to work alongside start-ups and learn from their problem-solving approaches. There remains a challenge in collaborating directly with private sector companies to co-create a product because the company would then potentially be precluded from any future procurement process. During the project, this became an increasing

frustration point because TPS was losing the opportunity to access new and emerging technologies.

A typical procurement process in Canada would start with a Request for Information where general research is conducted regarding vendors in the market and what their products do. This would then lead to a Request for Proposals (RFP) in which the technical specifications needed for the project are published and then vendors use these specifications to compete for the contract. The problem is when a new and emerging technology needs to be developed specifically for the organization and this means that the technical specifications are not known until the vendor is working with the police agency to understand their systems. This kind of co-creation is not permitted until the contract is won and the vendor is brought onboard. But the RFP process presumes that such specifications will be known by the police agency and used in the competitive process. In other words, the police need to work with a vendor to design a product including the technological specifications, but the vendor can't do so until they've been hired, and they can't be hired until these specifications are known. This becomes a circular argument with no procurement resolution. Further, the cumbersome nature of this process prohibits many start-ups with cutting edge technology from competing. This is a problem acknowledged at the highest level of government in Canada who is also looking for more progressive procurement solutions.<sup>xiii</sup>

This challenge has led to a desire across the public sector to work in an accountable and transparent manner with vendors to co-create for product development.<sup>xiv</sup> This same issue has led some agencies in Europe to move toward paying for services based on outcomes rather than detailed technical specifications to drive public sector and vendor collaboration.<sup>xv</sup> This is particularly important to be able to leverage emerging technologies where organizations may not yet understand such specifications. A common refrain is: I need to know what I want before I can go to market, but what if it still needs to be developed? What if it's not clear to me what I need, and I only understand the problem to be solved? How do I procure for that?<sup>xvi</sup>

To tackle this problem, TPS decided to trial a partnership procurement initiative which was organized around publishing a problem to be solved, rather than specific technical specifications. To do so, TPS issued a RFP that was structured as an Invitation to Partner (ITP). The ITP procurement model had only been done once before in the City of Toronto through their Transformation Office, but it had not been used by any other city agency. The ITP was for a technology project around the use of automation in the 911 call center. It called for a straightforward disclosure process to be automated and if this project was successful, a 3-year partnership could be signed. This would mean that the company hired could work collaboratively with TPS to determine and then design future

processes for automation, including co-designing the technical specifications which can take months to determine, and then implement them without going to market again. This was a very challenging process to implement, but the first disclosure automation is now built, the 3-year contract is signed, and the next process for automation is currently being co-designed by TPS and the vendor. The ITP procurement model was essential to allow for police-vendor technology collaboration on this project.

While the ITP model allows for co-creation via a partnership, TPS is now researching ways to increase collaboration even further by mapping out an outcomes-based process which would allow public-sector organizations to run design competitions and then procure the winning product. Such procurement competitions are already used in Europe,<sup>xvii</sup> where events such as hackathons are run to create and implement new, innovative technologies. Although public sector agencies in Canada have not figured out how to run such competitions as a procurement process yet, there is still value in the hackathon model for police departments looking to research emerging technologies.

#### **Lesson 4: Innovative Research Through the First Policing-Led Hackathon in Canada**

##### **What is a hackathon?**

A hackathon is a timed, sprint-like design event that often takes place over 48-72 hours, although it can take place over a much longer period of time depending on how complex the problem is. The goal is to create a usable product that addresses a problem statement identified by the sponsor at the beginning of the hackathon. Through intensive team collaboration and design engineering, teams are able to present new and innovative solutions that address the problem statement. Ideas created during these events are often unique and creative. Teams are comprised of subject matter experts. For example, a technology-based hackathon would attract teams made up of project managers, computer programmers, machine learning experts, graphic and interface designers and other related experts. Hackathons have often been employed for technological solutions; however, they have recently been used in a much broader context such as governance design and community problem-solving.

##### **#HACKTPS**

TPS decided to run a police-led hackathon to look at solutions to crowd-sourcing community problems. The specific problem statement issued for the event was: to develop a solution to increase collaboration between the TPS and Toronto communities. Ryerson University provided the space, food and caffeine for all competitors, as well as an intensive 10-week session for start-up companies as a prize for the winning team. Private sector partners from the Steering Committee also provided a \$10,000 prize for the winning team.

The event was promoted on multiple social media platforms via the hashtag #HACKTPS and it attracted over 150 competitors. This was an open competition where anyone could compete.<sup>xviii</sup> This is an important component of any crowdsourcing competition because it maximizes diversity of thought and therefore, the potential for completely new and innovative solutions.

When participants arrived, they were required to register and then create teams based on skillsets. Once registered, participants were given a wristband which was color-coded according to their skillset. They then had to find other participants with different skills until they had four distinct kinds of expertise on their team. People had to make decisions about who they wanted to work with quickly and most people had not met before. This method has had positive impacts in the tech sector in Toronto, as many start-ups are formed at hackathons by the relationships developed through the creation of teams in this way. Through intense time and task pressures, teams quickly solidified or struggled.

One value-add for participants of hackathons is that they get to learn new skills and understand challenges facing different sectors. During the event, TPS members acted as competition mentors and all teams were given equal access to them. Such mentorship is key as participants may have a great technology idea but not know the legal or ethical implications of what they are designing. It is important to note that the information provided to participants was never confidential and was consistent with what would be provided in any public setting. This is an important consideration in determining the original hackathon problem statement. This is because the participant/mentor conversations are critical to the design process, including the development of final product specifications. Participants and mentors must be able to share freely, so problems related to covert work would not be suitable for a crowdsourcing competition.

In order to learn about challenges in technology and community safety, throughout the hackathon, there were presentations from various stakeholders. The Chief of Police spoke about innovation and public safety, while the university and private sector stakeholders brought in experts to talk about a wide range of issues related to leveraging technology to create community safety.

At the end of an intensive 44 hours of non-stop hacking and two rounds of judging by a variety of experts, there was one winner and one runner-up team. The winning team was a group of engineering students from another university who created an app that gamified community-enhancing activities with rewards for both individuals and local business associations. The runner-up team was a group of high school students who created a chat bot to link community members with policing knowledge without having to tie up policing resources.

Both teams have continued to develop their products. One of the teams has incorporated and is moving substantially closer to a marketable solution. They are currently looking for neighborhoods in which to pilot their application. Interestingly, the product is more focused on community engagement and volunteerism than it is on a law enforcement solution, so it is expected it will find broad success across non-policing civic divisions. This is beneficial because given the Canadian procurement rules outlined previously, TPS cannot procure the product given that they were integral in its design.

The hackathon led TPS to consider technologies to enhance community safety that had not been considered before. For example, various applications of robotic process automation were put forward that are now being leveraged in other projects. Further, as the first police-led hackathon in Canada, it allowed many new people from the tech sector to learn about policing challenges and directly participate in solving community problems, while police were able to access the tech knowledge and experience of over 150 participants.

## Conclusion

Embedding a front-line police officer in a university start-up incubator program began as an investment in questions. Unlike other projects, this pilot was committed to looking at new methodologies, to reconsider how TPS was dealing with opportunities and challenges. This program showcases how unusual partnerships can lead to significant returns on investment. As a result of the lessons learned, TPS now includes agile methodology, ideation and design thinking services, prototyping, continued engagement with start-ups, more innovative procurement options, and outcome-based competitions such as hackathons. The tangible and sustainable

outcomes that resulted from this initiative include a more effective center of excellence for the development of apps and dashboards for both TPS members and the public, a UX designer for the service, the use of UX methodology both internally and by neighborhood officers for improved community projects, co-creation of technology projects through an invitation to partner procurement model, and the use of hackathons to identify emerging technologies to enhance public safety. Creating a culture of innovation in policing will always remain a challenge and it is important to continuously infuse police organizations with unique external perspectives. In this case, it is evident that start-ups have many lessons to further innovation in policing. ■

*\*See References / Footnotes on page 30.*

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# FIDO

## (F\*\*\*k it! Drive on!):

### De-policing throughout Canadian front-line police work

By Dr. Greg Brown



In their reporting on what was supposed to be a closed-door meeting, involving more than 100 of the nation's top law enforcement officials in October 2015, the Washington Post conveyed, "The unifying and controversial [conclusion of attendees was that] officers in American cities have pulled back and have stopped policing as aggressively as they used to, fearing that they could be the next person in a uniform featured on a career-ending viral video." Later that month, then-FBI director James Comey addressed the University of Chicago's law school and shared his observations around this recent and troubling development in American front-line policing. He advanced the following:

*Something deeply disturbing is happening all across America...Nobody says it on the record, nobody says it in public, but police and elected officials are quietly saying it to themselves. And they're saying it to me...Maybe something in policing has changed. In today's YouTube world, are officers reluctant to get out of their cars and do the work that controls violent crime? Are officers answering 9-1-1 calls but avoiding the informal contact that keeps bad guys from standing around?... I spoke to officers privately in one big city precinct [who] told me, 'We feel like we're under siege and we don't feel much like getting out of our cars...' [There] is a chill wind blowing through American law enforcement over the last year. And that wind is surely changing behaviour.*

While some in the Obama administration disputed Comey's observations, citing their anecdotal nature, his public disclosure of widespread de-policing, throughout American front-line police work, touched off a firestorm across American policing's leadership and within the nation's political sphere. Comey was supported, in the validity of his observations, by then-DEA director Chuck Rosenberg and by many American police chiefs, both publicly and privately.

In 2017, then-Attorney General Jeff Sessions, in adding his voice to America's nascent de-policing conversation, advanced, "We've heard from many police chiefs...[that] many of our men and women in law enforcement are becoming more cautious. They're more reluctant to get out of their squad cars and do the hard but necessary work of proactive, up-close policing." And, recently, in an August 2020 address, President Donald Trump argued, "We have to give law enforcement, our police, back their power. They are afraid to act. They are afraid to lose their pension. They are afraid to lose their jobs. And by being afraid, they are not able to do the job that they so desperately want to do for you." Some readers might be inclined to dismiss the notion of widespread (perhaps systemic) de-policing as a strictly American phenomenon, but, as you will read in the following paragraphs (and as many Canadian chiefs and senior officers have confided to me in the wake of popular media coverage of my research and my presentations to some provincial chiefs' associations), de-policing is as prevalent today across Canadian front-line policing as it is south of the border.

De-policing can be understood as the practice by which rank-and-file officers intentionally reduce, or eliminate, proactive policing activities in response to perceptions that discretionary initiatives and interactions with citizens are inherently and unnecessarily 'risky' (in that they hold the potential for negative occupational outcomes) – within the context of recent alterations to the front-line policing landscape across many contemporary Western democracies, including Canada. These transformations implicate (1) techno-social developments (e.g., the 'new visibility' of police actions in the field, facilitated by today's ubiquity of mobile device and surveillance system videorecording; the phenomena of 'cam witnessing', 'participatory culture', and 'citizen journalism'; and social media connectivity and online file-sharing platforms) and (2) socio-political and/or socio-cultural changes within

the population (e.g. the proliferation of new social movements focused on grievances with policing and a significant uptick in citizens' demands for increased transparency, scrutiny, and accountability from a more critical and skeptical public audience). In this regard, readers should understand de-policing as specific and proactive risk-averse practices among some officers – as contrasted with the 'work-averse' practices of officers that are simply 'lazy'. In much the same way that deployed front-line police resources can engage in what some in the community perceive as 'over-policing' of their circumstances, officers can also de-police in their engagements with the community. Readers may have heard de-policing referred to by other terms – as in FIDO (F\*\*k it! Drive on), FART ([Take the] first available right turn), NC/NC' (No contact = No complaint), and/or 'Swerve and Neglect').



My interest in the phenomenon of de-policing developed from observing various manifestations of this behaviour being practiced routinely by front-line officers I worked with as a patrol supervisor. In 2012, I undertook research inquiring into rank-and-file officers' use of force in this era of 'policing's new visibility' and data from that study revealed widespread de-policing practices among Ottawa and Toronto officers (n=239). I discussed my preliminary de-policing findings with the CACP Ethics Committee, which was interested in, and supportive of, my research agenda, and my subsequent study, begun in 2016 and specifically addressing de-policing, was endorsed by the CACP Research Foundation. This study remains the only large-scale, multisite, binational, and mixed methods empirical research into front-line officers' behavioural adaptations to what many across the rank-and-file consider to be inherent

risks within today's policing environments – with findings of widespread de-policing practices across the study's research population. In this regard, complimentary quantitative and qualitative data was collected, during my attendance on hundreds of shift briefings, from 3,660 rank-and-file officers working at 23 police agencies across Canada and throughout the State of New York (a breakdown of the study's de-policing findings, by participating agency, is presented in table format at the end of this article). The study's methods were approved by Carleton University's Research Ethics Board and the research was funded by the Social Sciences and Humanities Research Council.

In terms of key study findings, for the purposes of this article, it is clear that a substantial majority (72%) of today's rank-and-file officers have intentionally reduced, or eliminated, proactive interactions in the community, in response to their subjective assessments that such discretionary initiatives are unnecessarily risky. De-policing behaviours range from officers making minor adjustments in their front-line police work because of apprehensions related to one area of concern (the *limited* de-policers described below) – whether (1) not doing certain things because such actions could be videorecorded, (2) not doing certain things because such actions could be criticized by the public, or (3) avoiding interaction with persons presenting certain 'demographic' characteristics – to officers doing nothing but reactive call-taking because they apprehend danger, in terms of the potential for negative occupational outcomes, within all three identified areas of concern (the *intensive* de-policers described below). Four discrete de-policing archetypes emerged from bi-variate analysis of study data, which identified the existence of a continuum of de-policing behavioural adaptations to today's front-line policing landscape, across the population of front-line officers. *Non* de-policers (or perhaps *duty-driven* officers) accounted for 28% of study participants. These are rank-and-file officers that do not practice any de-policing behaviours. *Limited* de-policers (or perhaps de-policing *aware* officers) accounted for 18% of officers, while *moderate* de-policers (or perhaps risk-averse officers) accounted for 24% of study participants. Finally, *intensive* de-policers (or perhaps *avoidance-driven* officers) accounted for 30% of officers.

De-policing archetypes by total sample	n (# of officers)	% of sample
Non de-policers ( <i>duty-driven</i> officers)	1024	28.3
Limited de-policers (de-policing <i>aware</i> officers)	658	18.2
Moderate de-policers ( <i>risk-averse</i> officers)	857	23.7
Intensive de-policers ( <i>avoidance-driven</i> officers)	1081	29.9

Little variation was found across location and agency variables (country, region, agency size) or across individual officers' 'demographic' variables (gender, age, race/ethnicity). Similarly, no major distinctions were found related to policing environment (rural, suburban, urban, commercial, or mixed) or type of front-line police work (patrol, community, foot/bike, other, or mixed). However, it is noteworthy (and perhaps counterintuitive) that 53% of community-based officers in the study were found to be practicing *intensive* de-policing (compared to 29% for patrol officers), while 45% of 'other' officers (tactical, canine, gang intervention, traffic enforcement, or school liaison) were found to be *duty-driven* (compared to 29% for patrol officers). The study determined that, for individual officers, the decision to practice de-policing, and any subsequent intensification in an officer's de-policing practices, is primarily associated with the accumulation of negative police-citizen interactions over an officer's years of front-line police service. In this regard, consider that 40% of 'new' officers (those reporting 1 to 5 years of front-line experience) were found to be *non* de-policers (with 16% of these officers categorized as intensive de-policers), whereas 36% of 'experienced' officers (those reporting 6+ years of front-line experience) were found to be *intensive* de-policers (with 23% as *non* de-policers).

A substantial majority (83%) of study participants (n=3027) understand that there is an elevated risk of criticisms of, or the filing of formal complaints about, their front-line police work that is related to particular 'demographic' characteristics presented (in the subjective assessment of the officer) by individuals with whom they interact in policing occurrences. As the table below illustrates, 79% of officers believe that interaction with racialized persons is particularly 'risky'.

Specific 'demographic' characteristics identified as presenting an increased risk of criticism and/or complaint	n (# of officers)	% of sample
race/ethnicity ('visible minority')	2897	79.2
apparent mental health issue(s)	1560	42.6
non-heterosexual orientation	955	26.1
gender (female)	776	21.2
apparent physical disability	280	7.7
'other' (as identified by study participants)	165	4.5

Half of these officers (n=1460) engage in de-policing behavioural adaptations connected with avoidance of these 'risky' individuals – particularly those apparently exhibiting mental health issues and/or non-heterosexual orientations, and, even more profoundly, in relation to persons perceived as 'visible minorities' (in terms of 'non-White' race/ethnicity, which, for the study's purposes, subsumes those perceived as Indigenous). In another vein, the study found that influence from the rank-and-file police subculture plays a significant role in contributing to officers' initial decisions to begin practicing some form of de-policing, and, thereafter, in many cases, to intensifying their de-policing behaviours.

In conclusion, I argue that this empirical study's findings are integral to understanding the future of Canadian front-line policing, as the pervasive de-policing phenomenon identified is antithetical to the community-based policing (CBP) doctrine espoused by most police agencies. Through the widespread endorsement of CBP over the past half century and, therefore, the repudiation of the reactive emphasis of previous models of rank-and-file operations, we, as a society, have come to expect that Canadian front-line officers will not only attend to dispatched calls resulting from citizens' calls for assistance, but that they will also dedicate their discretionary time to self-initiated policing activities in pursuit of the ideals of CBP – a fundamental tenet of which is proactive police work. Finally, many readers will be familiar with the 'Ferguson Effect' hypothesis, which advances a correlation between the rise in violent crime rates observed in many jurisdictions throughout this 'post-Ferguson era' (as some have characterized the period following the 2014 fatal police shooting of Michael Brown in Ferguson, Missouri) and the identified de-policing phenomenon. While it is certainly possible that the widespread practice of de-policing throughout front-line police work could result in a 'Ferguson Effect' – with an absence of proactive police interactions, and their purported deterrent influence on potential offending, resulting in emboldening of the 'criminal element' – this study did not engage in any scientific investigation around the validity of the 'Ferguson Effect' hypothesis. ■



De-policing archetypes by participating police agency		Non de-policers	Limited de-policers	Moderate de-policers	Intensive de-policers
Agency	n	%	%	%	%
Albany (New York)	154	24.0	15.6	24.0	36.4
Buffalo (New York)	312	20.5	18.9	30.8	29.8
Calgary	354	26.0	15.3	29.7	29.1
Cornwall	36	41.7	16.7	8.3	33.3
Delta	58	43.1	20.7	17.2	19.0
Gatineau	148	34.5	27.7	14.9	23.0
Halifax	205	37.1	17.1	16.6	29.3
Hamilton	287	31.0	15.7	26.1	27.2
Kingston	77	24.7	24.7	26.0	24.7
New Westminster	49	42.9	16.3	16.3	24.5
Niagara Regional	186	24.2	15.1	22.0	38.7
Ottawa	380	33.2	18.7	16.8	31.3
Port Moody	20	35.0	25.0	20.0	20.0
RCMP Codiac (Moncton)	67	43.3	17.9	16.4	22.4
RCMP Red Deer	74	44.6	13.5	24.3	17.6
RCMP Ridge Meadows	66	27.3	25.8	28.8	18.2
Rochester (New York)	278	24.5	16.2	30.6	28.8
Saskatoon	174	23.0	16.7	25.3	35.1
Stratford	28	39.3	21.4	7.1	32.1
Syracuse (New York)	168	24.7	21.1	21.1	33.1
Toronto	307	21.8	19.9	23.8	34.5
Windsor	144	25.7	17.4	26.4	30.6
Yonkers (New York)	50	26.0	22.0	26.0	26.0
Totals	3620	28.3%	18.2%	23.7%	29.9%



**Author's biography:** **Dr. Greg Brown** worked for 28 years in operational policing with the Ottawa Police Service (as a patrol officer, a drug investigator, a homicide and major case investigator, and then as a patrol supervisor). He was then seconded to the Criminal Intelligence Service Ontario for five years. Greg is a Fulbright Scholar and he holds a PhD in sociology from Carleton University. For two years, he was a visiting researcher in the School of Criminal Justice at the University at Albany (New York) and he has instructed in criminology, criminal justice, law, legal studies, and sociology at Carleton University, the University of Ottawa, Memorial University of Newfoundland, and the State University of New York. Dr. Brown is an adjunct research professor at Carleton University and a postdoctoral research fellow at Osgoode Hall Law School (York University). His peer-reviewed policing research has been published in leading academic journals, including the *British Journal of Criminology* and *Police Practice & Research: An International Journal*. His book chapter, 'Police body-worn cameras in the Canadian context: Policing's new visibility and today's expectations for police accountability' is featured in the just-released Routledge publication *Police on Camera: Surveillance, Privacy, and Accountability*. Readers wanting to review the complete study (772 pages available as a PDF document) and/or to discuss the information presented in this article, can correspond with the author via e-mail at [gbrown@osgoode.yorku.ca](mailto:gbrown@osgoode.yorku.ca).

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For professional associations like the Canadian Association of Chiefs of Police (CACP), sponsorships are a much needed source of revenue. Beyond the financial support they offer, most sponsorship agreements are also the result of positive relationships that have been built and nurtured over time.

At a time when the COVID-19 pandemic has forced many associations like the CACP to cancel its events and conferences, leading to important losses in revenue, sponsors have also had to review the harsh realities of the financial impacts of the pandemic on their companies. During these difficult times, some sponsors understandably had to withdraw their financial commitments to corporate sponsorships, but not all did.

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have helped the CACP weather the storm of this pandemic. On behalf of all CACP members, we thank the following sponsors for everything they have done for us in the past, everything they still do for us today, and everything we hope to be able to achieve in the future. ■



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# The Future of Policing

## ●●● PART 1

### Building Inclusive Police Organizations

By Deputy Chief Roger Wilkie, MOM, Co-Chair, CACP Equity, Diversity and Inclusion Committee



**T**his article is about you as a leader in your police service, a leader who has an amazing opportunity ahead of you. I deliver this message as a peer and not from a soapbox. Although I have the honour and privilege of co-chairing the Canadian Association of Chiefs of Police (CACP) Equity, Diversity and Inclusion (EDI) Committee, let me be clear that I am not an expert in this field. What I bring is a strong commitment to building the EDI space in policing. I care deeply about the health and wellness of police agencies across our great country - and so should you.

No matter what part of Canada you police, it is clear that there are significant external pressures that consume a police leader's time and energy. Consider the impacts of the pandemic, social unrest, increased demands for transparency, ever-changing community expectations, increasing policing costs within a defund narrative, technological advancements, complexity of crime and a plethora of social disorder issues, to name a few. The year 2020 has been monumental for police leaders and I can confidently state that the importance of community trust, coordinated service delivery and the ability to pivot on seismic shifts in public policy has never been more important.

Within this context, it is understood and expected that many police leaders are focusing on navigating COVID-19 implications, strategic budget planning, sustainability and fostering healthy relationships with the community they serve. These are critical leadership activities, especially in today's environment. But as we focus on these external priorities, we must also be mindful and attentive to those we lead.

With all the competing demands for your time, it is important to remember that we only accomplish our goals with and through people. Our people. The police professionals, both sworn and civilian, who have committed to serve our communities. Without them, we do not exist, let alone succeed.

As police leaders, how do we ensure that we are taking care of our people? Do we know what motivates them during these challenging times? How does our leadership style and organizational culture impact their well-being, productivity and sense of value? How do we maximize the full potential of individuals and our organization? These are important questions and if we do not know the answers, it is time to find them.

One answer, in my humble view, is the investment in our organizational culture, ensuring there is a strong focus on equity, diversity and inclusion strategies to make everyone feel included, supported and fostered to be their best selves, both at work and at home. Without a united and motivated team, we cannot and will not deliver the service the community deserves. How well do you know your organization's culture? Do you have a focus on creating inclusive, respectful and healthy work environments? Is your focus reactionary to crisis or proactive to avert crisis? These are important questions to ask ourselves as police leaders.

Some insight into these issues may be gained by examining the recommendations brought forward by the 2018



CACP Global Studies cohort ([CACP Global Studies 2018](#)). The team explored the need for police services to be authentically and structurally inclusive. The policing sector has made some advancements with the development of policy, training and programming that helps to remove barriers to equity, diversity and inclusion. The gap, however, is that we haven't quite made it to an authentically inclusive organizational environment. "This is defined as genuine, widespread and ongoing efforts towards inclusion, respect for differences in all forms and unrestricted deployment of talents. It is where individuals are recruited and valued for their authentic selves and where diverse capabilities and perspectives are encouraged and fully utilized" (2018 CACP Global Studies). It is also a conscious commitment to continually check implicit biases, challenge perspectives and celebrate differences.

There is no clear template for the creation of an authentically inclusive police agency, as each agency's core is different than the next. However, an important starting point is establishing clear policies, programs and training that create a respectful workplace. What follows is an examination of whether this has created authentic inclusivity in your organization. It is also incumbent to self-reflect and examine whether you model this authentic inclusivity in your leadership practice. The onus is on us to lead the way and model the behaviour we want to see in our people.

At the Halton Regional Police Service (HRPS), we have undertaken a commitment to pursue authentic inclusion. We started with setting aside time in our senior executive team to discuss the concept of authentic inclusion. The conversations were uncomfortable at times and we learned a lot about where we were and where we needed to go at a leadership level. We then moved to mixed cohorts at the supervisor and management level, followed by organizational-wide cohorts. Some people shared their perspectives. Many did not. The latter was revealing, as it let us know that people did not feel comfortable speaking their minds in the presence of supervisors. They did not feel safe. This was important information for us as an executive to adjust our workplace culture to create that sense of safety to speak out. The broader implication to this strategy is that people are becoming emboldened to speak out when they observe or hear non-inclusive behaviour. This is how we are starting to "own" authentic inclusivity in the HRPS, from the front line to the executive team. Having said that, there is still a great deal of work ahead of us.

What we quickly realized at HRPS is that this is not a process but a journey. The journey is organic and requires leadership at all levels to start the dialogue, challenge the status quo and ultimately change the culture of the organization one interaction at a time. You can start this journey for your

organization today, and get people talking. You can challenge people to think differently about how they treat each other, and embrace difference rather than ostracize it. This is a long journey that will likely outlast your tenure as a police leader but the time is now to start it and make your organization better than when you started.

At HRPS, the work continues. We have a greater understanding of where we are and where we want to be. Through tough conversations, stepping outside of our frame of reference and listening to others, we have identified many issues that we have committed to address and resolve. To lead us on this journey, we have identified a team of individuals representative of gender, ethnicity, rank and workplace and this team will take our organization to where it needs to go, over time.

Another aspect of EDI and creating an authentically inclusive workplace involves our work with our communities. They continue to guide us, and share their perspectives to keep us grounded and in tune with what is happening outside our police building walls. If we are truly reflective of the communities we serve, those issues will permeate inside the walls as well so it is important to stay connected with our communities and trust their guidance on how to navigate EDI issues as a whole. We will also rely upon EDI resources, Diversity Teams and Internal Support Networks to guide our activities.

What I have learned through our journey at HRPS is that changing an organizational culture is not easy. I found myself learning to listen more than speak. It was helpful to identify resisters and change agents, and motivate them to see things from a different perspective other than their own.



Engaging your entire organization is important to effect change throughout all ranks. This will require creating a safe environment for people to share their perspectives, ideas and concerns. Creating that safe and open environment might be your greatest achievement in all of this; it will take a great deal of time and effort, but it will be worth it.

For those seeking enlightenment on leadership from elsewhere, I encourage you to read one of my favourite books called “Start with Why: How Great Leaders Inspire Everyone to Take Action”, by Simon Sinek. In his book, Sinek explains the importance of having people understand the why behind what they are asked to do. This philosophy can be applied to creating an authentically inclusive environment in your police agency – people will need to know “why” they are doing it and you have the responsibility for showing them!

I am encouraged by the many initiatives and achievements across the country in the EDI space. Having said that, it is clear that we all need to do more. We need to do more for our people and the communities we serve. If you want a legacy

as a police leader, what better way to lead and contribute than to drive EDI in your organization and build capacity and strength to navigate the ever-changing challenges of policing and service of our communities.

My friend and CACP EDI Committee Co-Chair, Suelyn Knight, is the Manager of the Toronto Police Service Equity, Inclusion and Human Rights Unit. Together we work with some very bright and passionate people on our CACP EDI Committee. The CACP recognizes the value in this committee’s work, and has made it a standing committee moving forward. Thanks to my predecessor, retired Deputy Chief Ingrid Berkley-Brown, and Suelyn Knight, we are better placed in 2020 to move the needle on creating more authentically inclusive police environments. In particular, Suelyn and her team have been doing exceptional work internally and externally in the EDI space so please take a moment to read about what they are doing and learn how you can effect positive change within your organization.

Stay safe and all the best in your leadership role! ■



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# The Future of Policing

## ●●● PART 2

### Building Inclusive Police Organizations

By *Suelyn Knight, Co-Chair, CACP Equity, Diversity and Inclusion Committee*



I am very proud to be the co-chair of the CACP EDI committee along with Deputy Chief Roger Wilkie who you just heard from in his leadership Call to Action piece. It's an honour to support the CACP with a national mandate to promote equity, diversity and inclusion through a committee of dedicated individuals who engage in a broad range of activities to support the CACP Board and its membership in developing its capacity to understand and work with diverse communities along with its diverse members within their organizations.

As Roger aptly mentions earlier, these are unprecedented times. Communities and politicians alike are calling for police reform and at the centre of these calls for change is the principle of equity. Fair and impartial policing services that understand and respect all communities, including Indigenous, Black, gender diverse, racialized, 2SLGBTQ+, people facing disabilities, those with varying faiths and beliefs, and other forms of identity. And police leaders have the task of doing this while supporting its diverse members, sworn and civilian, by ensuring that all of its members are supported to achieve their full potential from hiring to specialized assignments and promotions. The creation and maintenance of a safe, inclusive and healthy work environment, in addition to keeping communities safe, during an age of police reform and a pandemic will not be an easy feat.

But this is precisely where the EDI committee can be a supportive resource to leaders as we collectively shape the path forward for the Future of Policing.

Part of our role at the committee is to look at and share best practises and to bring tips, tools and resources to the CACP and its membership to provide guidance on how these organizations can embed equity into their Service. In addition to being the co-chair of the EDI committee, I serve as the Unit Commander of the Equity, Inclusion and Human Rights Unit with the Toronto Police Service (TPS), a first of its kind in Canadian policing, which is a great example of what's possible in police agencies – demonstrating that the policing sector can lead in this critical area.

**So how did we get here? Well, it wasn't overnight.**

In 2017, the TPS developed a transformational modernization plan called The Way Forward, a comprehensive action plan which defined the path to excellence for the organization, envisioning it as an international leader in providing trusted, community-focused policing.

From there, it was evidenced that a modernized unit within the Service was needed that focused on diversity issues, championing equity and promoting human rights, and that must be a catalyst for change and an enabler of modernization.

In late 2018, I was hired as the Manager of this newly formed unit and created a Centre of Excellence (COE) model led by a team of subject matter experts utilizing best practices in the promotion of inclusion and human rights through a research and evaluation framework to champion a progressive equity agenda for the Service. Resulting from the strategic direction of The Way Forward, this unit takes an evidence-based systems



approach to identify and remove barriers, address biases that may exist in the Service's policies, programs and practices. The ultimate goal is to create a healthy work environment through improved fairness and inclusion, while promoting a deeper understanding of Toronto's diverse communities to facilitate stronger partnerships.

The unit contains expertise spanning from community development, race and socio-demographic data collection and analysis, data analytics, curriculum design and training, coaching, strategic planning and expertise in authentically engaging marginalized and vulnerable communities. We develop and utilize powerful tools along with employee and community engagement to identify and address where differential treatment of employees and the public may exist. By examining and identifying disparities and disproportionalities in outcomes, and then developing solutions through member and community engagement, the unit assists the Service in achieving its goals while promoting transparent practices for accountability. The team engages broadly, using data and other means, to identify and address systemic barriers and historical challenges within the Service's operations, and develops actions that can be taken across the Service.

#### The Centre of Excellence model is based on the following principles:

- ◆ **Research, Evaluation and Innovation:** encouraging different perspectives and ideas that drive innovation, while understanding the Service's past and present. Seeking to learn and adopt best practices from other police services, organizations and communities, to create an inclusive environment that focuses on the complex needs of Toronto. The utilization and development of key performance indicators and evaluation instruments to monitor and track progress of initiatives, programs and equity targets.
- ◆ **Policy Analysis and Development:** reviewing and developing policies with an equity and human rights lens to remove implicit barriers and prevent and/or mitigate disparities.
- ◆ **Change Management and Communication:** the success of any Service's diversity, equity and inclusion efforts lie within its leaders. Leadership has to demonstrate their commitment to organizational change as they ensure respect and credibility for equity and inclusion initiatives through articulating the vision, being visible spokespersons and leading by example. Ensuring that there are activities that promote buy-in from the membership as well as from the community and that timely communication is provided for internal and external consultation and feedback.

- ◆ **Program Development and Implementation:** building capacity to ensure that equity and inclusion frameworks are integrated into existing and new programs and services. Developing internal programs that promote a safe and healthy work environment for members and generate growth opportunities, as well as external partnerships and programs that offer Service visibility in the communities that it serves.
- ◆ **Training:** developing learning sessions and guides to advance individual and organizational capacity to understand, support and manage diverse communities and members and promote inclusion.
- ◆ **Community Engagement & Partnerships:** developing key relationships with stakeholders that can assist to advance innovation, fairness and the modernization of the Service, ensuring that communities are consulted and included in decisions that impact them.
- ◆ **Strategic Advice:** utilizing deep expertise to provide tactical and timely guidance to Command and the Service members on matters related to human rights and inclusion reform.

#### Some of the initiatives that we have undertaken include:

The development of the **Race and Identity-based Data Collection Strategy**, an initiative to establish a rigorous approach to data collection, transparent analyses, and public reporting that will strengthen the relationship between police and communities by identifying and addressing potential systemic racial barriers and racial disparities in the Toronto Police Service's programs, services and procedures.

Our **Gender Diverse and Trans Inclusion Initiative** which is supported by an expert consultant, includes revisions to policies/procedures and officer training and will address all contexts in which police interact with gender diverse and trans communities to foster the systemic and cultural change needed for bias-free and trans-inclusive policing.

The **Workplace Well-Being Harassment and Discrimination Review** which includes the gathering of members' perceptions and experiences and examining the Service's policies, procedures and practices as they relate to workplace harassment and discrimination.

We are partnering with our Professional Standards Unit to create a seamless process for members to come forward with issues related to human rights and harassment to ensure supports with a client-centred focus that is trauma informed with guidance for individuals all the way through the process from bringing the complaint forward to mediation or investigation all the way up to workplace restoration.



We are also the first service to develop and mandate training on **Anti-Black Racism** along with **education on Indigenous peoples** which includes the history of colonization as well as the past and present impact of policing on Indigenous communities.

The Toronto Police Service still has a way to go to build public trust and to create equity within the organization, but the creation and adequate resourcing of this unit is a major step in the right direction to effectively enable its modernization strategy as well as to fulfil its goals towards being a leader and pursuing a progressive equity agenda.

Roger and I are both very committed to this work as EDI co-chairs and are here to continue to provide supports, advice and guidance to leaders on these issues. As the world and our sector grapple with significant challenges, I will leave you with some questions to ask yourselves as leaders:

When was the last review done on hiring practices? Did it have an equity lens? Are we seeing a difference in who we hire?

When was the last review of our promotional process? Are we seeing more diverse members moving up in the organization? Do diverse members feel as though they have adequate supports to succeed? Have we asked them?

What do recent community reports say about our partnerships and relationships with diverse communities? Do we have specific connections with Indigenous, Black, racialized, religious, 2SLGBTQ+ and people facing disabilities and other forms of identity? Have we involved them in any reviews of our policies, practices and communications?

As a leader, am I approachable? Do I model inclusive behaviours? Do I spend adequate human and financial resources on diversity and equity initiatives? Who are the types of people under my command that I tend to commend? Who may I have unintentionally excluded? Am I open to hearing diverse perspectives from others and views that differ from my own? ■

## BANK OF CANADA

### *Law Enforcement Award of Excellence for Counterfeit Deterrence*

The Bank of Canada, in collaboration with the Canadian Association of Chiefs of Police (CACP), established an award of excellence for bank note counterfeiting deterrence in 2004. This award recognizes the outstanding achievements of criminal justice professionals and educators involved in the prevention and deterrence of bank note counterfeiting in Canada.



The level of counterfeiting in Canada is significantly lower today than when this award was created and the Bank recognizes that the commitment and actions of law enforcement have been an important factor contributing to this decrease.

Looking ahead, the Bank will continue to ensure that Canadians can use their bank notes with confidence. Counterfeit deterrence, investigations and education and awareness are the foundation on which that trust is built, and the partnership that has developed between the Bank and law enforcement over many years remains integral to these efforts.

To learn about this year's winners from the Sûreté du Québec and the Canada Border Services Agency, and the current nomination criteria, visit the [Bank of Canada](https://www.bankofcanada.ca). The call for nominations for next year's award will launch in February 2021.



# A Three-Tiered Approach to Training Trauma-Informed Practices

By Hugues Hervé, Deputy Chief Laurence Rankin, MOM, Sergeant Glenn Burchart, Sergeant Andrew Stuart & Susan Kim

A very small percentage of sexual assault survivors report their assault to police.<sup>1</sup> Indeed, it is estimated that only about 5% of all sexual assaults in Canada are reported to police, and that a significant proportion of these disclosures are delayed by days, weeks, months, or years (Benoit, Shumka, Phillips, Kennedy, & Belle-Isle, 2015; Coordinating Committee of Senior Officials Working Group on Access to Justice for Adult Victims of Sexual Assault, 2018). Although many factors contribute to this low rate of reporting, how survivors are treated throughout the criminal justice response is central to this issue. When survivors are poorly treated, or their cases unfairly assessed as having a low substantial likelihood of conviction, their motivation to report or participate in the investigation and prosecution understandably dwindles. Sadly, this mishandling of survivors too often reflects rape myths that stem from a lack of understanding of how trauma impacts the brain and body (Coordinating Committee of Senior Officials Working Group on Access to Justice for Adult Victims of Sexual Assault, 2018; Human Rights Watch, 2013; Prochuk, 2018).

As a result, research, media, and victim advocates have highlighted the need for criminal justice professionals to take a trauma-informed approach when working with victims of sexual assault and other violent crimes (Benoit, Shumka, Phillips, Kennedy, & Belle-Isle, 2015; Coordinating Committee of Senior Officials Working Group on Access to Justice for Adult Victims of Sexual Assault, 2018; Haskell & Randall, 2019; Human Rights Watch, 2013; Prochuk, 2018). In response, chiefs of police have called for the prioritization of training on conducting trauma-informed investigations and forensic interviews (Alberta Justice and Solicitor General, 2018; Canadian Association of Chiefs of Police, 2019; International Association of Chiefs of Police, 2017). This paper outlines a three-tiered approach to implementing this type of training.

## Level 1: The Impact of Trauma on the Brain and Body

Under normal circumstances, we are in control over much of our thoughts and actions. We rely on our thinking brain to make conscious decisions about what to say and do (Coordinating Committee of Senior Officials Working Group on Access to Justice for Adult Victims of Sexual Assault, 2018; Haskell & Randall, 2019). However, things change when we perceive danger.

In light of real or perceived danger, our thinking brains are basically taken 'offline' by the stress response (Coordinating Committee of Senior Officials Working Group on Access to Justice for Adult Victims of Sexual Assault, 2018; Haskell & Randall, 2019). Simply put, more automatic parts of the brain are activated that trigger the release of hormones, which cause near-instantaneous and involuntary changes to our physiology to help us deal with that threat (freeze, flight, or fight). This response is so hard-wired that it begins outside of our awareness, even before our senses have finished processing the perceived threat cue. In essence, the stress response mobilizes our body and hijacks our brain to maximize our chances for survival. When this happens, we revert to more automatic, habitual, or rehearsed thinking and behaviour because the parts of the brain responsible for analysis and deliberation take longer to come online.<sup>2</sup>

Since our actions and reactions are governed by a different system during the stress response (system 1), they are often different than what we 'think' we would do or say in such situations (system 2; Haskell & Randall, 2019). Also, because the hormones released during the stress response take time to dissipate (up to 96 hours; Haskell & Randall, 2019) and can be quickly reactivated by cues that remind us of the traumatic

<sup>1</sup>We refer here to individuals who were sexually assaulted as survivors. This term can be interchanged with victim, but we prefer the implication of the term survivor.

<sup>2</sup>This is why so much time and energy goes into training first responders to respond instinctually to crisis situations (Haskell & Randall, 2019). Behaviour has to become automatic for it to be effectively deployed under stressful situations in the field.

event (Trauma-Informed Practice Guide, 2013), it should also come as no surprise that survivors may exhibit these effects throughout an investigation.<sup>3</sup>

Yet, it is not uncommon for investigators (and other criminal justice professionals) to question the credibility of survivors based on what survivors say or do. When viewed without the filter of a trauma-informed lens, survivors' reactions might seem questionable or irrational. For example, an investigator might not believe a survivor because they did not fight back or escape when the opportunity arose, or because they do not display emotions that the investigator expects during the forensic interview, or because they no longer want to pursue charges (Benoit, Shumka, Phillips, Kennedy, & Belle-Isle, 2015; Coordinating Committee of Senior Officials Working Group on Access to Justice for Adult Victims of Sexual Assault, 2018; Nitschke, McKimmie, & Vanman, 2019; Prochuk, 2018).

This type of thinking, which underpins common rape myths, reflects a lack of understanding about trauma and the fact that it is experienced differently by different people (Haskell & Randall, 2019; Trauma-Informed Practice Guide, 2013). It also reflects the 'me-theory,' which is a tendency to assess others based on how we think we would behave or react in a given situation (Yarbrough, Hervé, & Harms, 2013). With this thinking error, an investigator is at risk of making these mistakes: (1) questioning or judging a survivor's behaviour if it does not conform to what the investigator thinks they would have done under the same circumstances, and (2) disregarding the fact that how people think and act under normal circumstances can be very different than how they react under duress.

Learning about the neurobiological impact of trauma on the brain and body is key to minimizing these biases and minimizing the errors in assessing the reliability and credibility of survivors (Coordinating Committee of Senior Officials Working Group on Access to Justice for Adult Victims of Sexual Assault, 2018; Haskell & Randall, 2019). While this is a necessary component of training that should be part of the initial phases of a training program, it is insufficient on its own to teach investigators how to conduct trauma-informed investigations and forensic interviews. For this to happen, investigators must learn how to translate the research on trauma into sound and actionable trauma-informed practices.

## Level 2: Trauma-Informed Practices (TIPs)

An investigation can be broadly broken down into several steps: make a plan, gather facts, assess the evidence, and report findings (Hervé, Yuille, and Stuart, 2019). To be truly

trauma-informed, each step should be conducted in a manner that supports a survivor's need for safety, predictability, empowerment, and compassion – or the SPECS of a trauma-informed investigation (Coordinating Committee of Senior Officials Working Group on Access to Justice for Adult Victims of Sexual Assault, 2018; Haskell & Randall, 2019; Trauma-Informed Practice Guide, 2013). This is because being victimized can shatter our sense of safety and autonomy, particularly when it is through direct acts of interpersonal violence such as sexual assault. Physiologically and psychologically activated, survivors can become hypervigilant and reactive to threat cues (real or perceived), leaving them feeling anxious, fearful, and less in control of their environment or circumstances.

Trauma-informed practices (TIPs) require investigators to take a survivor-centered approach at each step of an investigation (as opposed to prosecution-centered, which might not always be compatible with the former). This type of compassionate response is what we would want for ourselves and our family members if we had to navigate the criminal justice system.<sup>4</sup> Minimizing the negative impact of investigations on survivors in this way should result in higher rates of reporting, more collaboration with investigators throughout the process, and more accurate and consistent statements.

Here are a few concrete TIPs that can be incorporated into the different steps of an investigation (Benoit, Shumka, Phillips, Kennedy, & Belle-Isle, 2015; Coordinating Committee of Senior Officials Working Group on Access to Justice for Adult Victims of Sexual Assault, 2018; Haskell & Randall, 2019; Hervé, Yuille, and Stuart, 2019; Human Rights Watch, 2013; International Association of Chiefs of Police, 2017; Lonsway & Archambault, 2008; Prochuk, 2018; Trauma-Informed Practice Guide, 2013).

- ◆ Determine the appropriate time and location to conduct the forensic interview. Timing should be centered around the physical and emotional readiness of the survivor, rather than the investigator's goals or preferences. Location should be away from where the sexual assault took place to reduce the likelihood of re-triggering the survivor. Ideally, waiting areas and interview rooms should be in low traffic areas to respect privacy and lower stress.
- ◆ Select the best person to conduct the interview. Besides having the necessary skills to conduct a forensic interview, the best fit will be the interviewer with whom the survivor feels most comfortable. In some cases, survivors might be drawn to superficial characteristics that remind them of someone they trust (e.g., the interviewer's gender, age, ethnicity, speaking style, personality).

<sup>3</sup>Trauma reactions can also be delayed and, therefore, change throughout the investigation (Trauma-Informed Practice Guide, 2013).

<sup>4</sup>We define compassion as having an empathetic understanding of what the survivor has experienced, or is experiencing, and having a desire to help them heal from it.

- ◆ Conduct sequential interviews, if necessary. That is, conduct a very brief preliminary interview with the survivor to get the investigation going (identify the suspect and scene of the crime in order to secure evidence), and then plan for a more in-depth interview once the survivor has had an opportunity to heal from the acute physical (medical injuries), emotional (psychological trauma), and functional (e.g., ability to attend to childcare or work) consequences of the assault. Respecting the myriad needs of a survivor shows they are valued, and that investigators are caring and compassionate individuals.
- ◆ Provide choices throughout the investigative process. Survivors should be made aware of their rights (Victims of Crime Act, 1996; Canadian Victims Bill of Rights, 2015) and given the choice to participate in the investigation or not. Having this choice, as well as others (e.g., which chair to sit in, the agenda for a meeting, when to end the interview) can be empowering for anyone who has been victimized. Providing options also makes the interaction collaborative, rather than authoritative.
- ◆ Be mindful of how memory works and the impact of trauma on memory. Take a memory-based trauma-informed approach to interviewing, rather than an investigation-focused approach that centres on obtaining the elements of the crime (which may or may not be recalled).
- ◆ Have the survivor set the pace, tone, and agenda for the interview (not the investigator). Given how trauma impacts the brain and memory, the survivor should be encouraged to report what happened when they are ready, and in the order they recall it. When we are in control of our own narrative, we feel safer. When we feel safer, our brains are able to function more effectively.
- ◆ Adopt an attitude of curiosity, rather than frustration or suspicion, if a survivor is reluctant to talk about a topic or is resistant to cooperate with the investigation. Avoid victim-blaming language ('You were assaulted by the suspect') and learn more about it (it's better to say, 'The suspect assaulted you.').
- ◆ Take time to educate survivors about the course of the investigation and the interview process. Explain the pros and cons of participating in both. Demonstrate the interview style, the types of questions that will be asked, and the tools and materials that will be used (notes, recording device, diagrams). Being informed lets us prepare psychologically for what's to come, reduces stress, and helps us think more clearly.
- ◆ Have a communication strategy to update the survivor on the progress of the case. Ensure that investigator-initiated updates are provided at regular intervals by the same person(s). Take the time to explain how decisions are made. People are calmed by clarity and predictability.

Adopting TIPs will go a long way towards improving survivors' experiences within the criminal justice system. However, the research on training is clear: simply having investigators attend a course on trauma-informed practices will not be enough to effect lasting change (Lamb, 2016). So, what else is needed?

### Level 3: Enhancing Training Effectiveness

To ensure that all investigations are conducted in a meaningfully trauma-informed manner, existing investigation guidelines and interview protocol should be updated to include specific TIPs (e.g., the StepWise 360; Hervé & Kim, 2019; the Cognitive Interview; Geiselman & Fisher, 2014). This should be done in a client-centered, strength-based, and culturally agile manner as recommended by several inquiries (National Inquiry into Missing and Murdered Indigenous Women and Girls, 2019; Oppal, 2012) and federal and provincial legislation (Victims of Crime Act, 1996; Canadian Victims Bill of Rights, 2015). In other words, TIPs should have the survivor's needs at the forefront of an investigation, capitalize on their strengths, and respect their cultural background, beliefs, and practices. This initiative will require collaboration between criminal justice professionals, mental health professionals, and victim advocates, as well as considerable investment in training and supervision.

Conducting investigations and forensic interviews are not only difficult skills to master, but they are prone to drift when training and supervision lapses (Griffiths & Walsh, 2017; Lamb, 2016; Mitcheson, Bhavsar, & McCambridge, 2009; Read, Powell, Keibell, Milne, & Steinberg, 2013). Changing the ethos from a prosecution-focused to a client-centered, strength-based, culturally agile, and trauma-informed approach will likely present additional training hurdles. For these reasons, it will be imperative for organizations to devise sound training programs if they want a solid return on their training investment. In addition to being evidence-based, effective training programs should have these characteristics (Cordisco Steele & National Children's Advocacy Center, 2018; Lamb, 2016; Poole, 2016; Powell & Barnett, 2015; Rischke, Roberts, & Price, 2011; Salas, Tannenbaum, Kraiger, & Smith-Jentsch, 2012):

1. They should be delivered by qualified trainers who are excellent instructors and subject matter experts (i.e., trainers should know the research on relevant topics, know how to apply it to investigative practices, and know how to tailor the instruction to different professional groups and contexts).
2. They should utilize various teaching methods to accommodate various learning styles, based on sound educational principles. Knowledge acquisition pieces should be complemented by skill-building exercises to provide learners with immediate behaviour-based feedback, to help translate theory into practice.

3. They should be staggered over time to avoid information overload and allow learners to progress at their own pace. Learners must demonstrate acquisition of basic skills before moving on to more advanced skills.

4. They should be supported by effective mentoring and supervision in the field. Learners should set specific individualized goals for acquiring and maintaining specific skills, which are reviewed and updated on a regular basis.

Adopting these new practices will take time and dedication. There is often resistance to change, particularly when employees are already overworked and organizational budgets are already stretched. However, these changes are necessary if we want to increase reporting and engagement with survivors, and help investigators have more positive and collaborative interactions with the people they serve. Although TIPs may require more time at the front end of an investigation, they are likely to pay off with more efficient investigations and higher conviction rates, and higher satisfaction amongst investigative teams.

## Conclusion

Reporting and conviction rates for sexual offences are unacceptably low, due in part to how survivors have been treated by our criminal justice system. In response to society's call for action, criminal justice professionals have prioritized the need for all of its members to receive training on how to conduct trauma-informed investigations and forensic interviews in a meaningful way. To be effective, this training must include foundational knowledge pieces on the psychological impact of stress and trauma, and concrete TIPs (trauma-informed practices) on how to respond to and work with survivors; and it must be delivered using sound educational principles. Only then will training have the desired effect of increasing reporting rates, increasing the quality of investigations and conviction rates, and thereby decreasing offence rates. ■

*\*See Resources on page 31.*



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# References / Footnotes

## ARTICLE:

### **PAGE 9 / Start-Up Policing:** Lessons learned from having a cop work in a university start-up incubator

By Deputy Chief Shawna Coxon, MOM & Ian Williams

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- <sup>vi</sup> *ibid.*
- <sup>vii</sup> Ryerson University. (2019). Retrieved on December 30, 2019 from <https://www.ryerson.ca/about/>
- <sup>viii</sup> DMZ originally stood for Digital Media Zone; however, the breadth of the program has moved far beyond digital media, so the letters now stand on their own and are not short for any title.
- <sup>ix</sup> Ryerson University. (2019). About DMZ. Retrieved on December 30, 2019 from <https://dmz.ryerson.ca/about/>
- <sup>x</sup> Waterfall methodology is a project management design process that follows eight sequential steps: conception, initiation, analysis, design, construction, testing, implementation, and maintenance. Each step must be completed before moving onto the next step. There is no opportunity to go backward or repeat steps and therefore, no room for error. This means that an extensive plan must be created in detail and followed carefully. This kind of methodology is good for large-scale, enterprise-wide projects however it can be cumbersome for smaller projects that need more flexibility.
- <sup>xi</sup> This is why such projects often use methodologies such as ITIL (Information Technology Infrastructure Library) or COBIT (Control Objectives for Information and Related Technology).
- <sup>xii</sup> Agile methodology arose out of the challenges with using waterfall methodology on certain kinds of projects. While waterfall follows a sequential approach, agile follows an incremental approach. The project starts with a simple design and small modules are created. These modules are done in short 'sprints'. Such sprints are usually only a few weeks or a month or two in duration. The progress of the project is assessed at the end of each sprint and tests are conducted. Bugs are worked out and customer feedback is incorporated into the next sprint. It is an iterative process that allows for steps to unfold out of sequence or to go backward to a previous step. This methodology is effective for smaller projects such as creating user apps or dashboards.
- <sup>xiii</sup> For example, the Prime Minister of Canada's 2019 mandate letter to the Minister of Public Services and Procurement for 2020 goals references this issue. Retrieved January 13, 2020 from <https://pm.gc.ca/en/mandate-letters/minister-public-services-and-procurement-mandate-letter>
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- <sup>xv</sup> For example, refer to the European Commission's Guidance on Innovation Procurement, retrieved January 12, 2020 from <https://ec.europa.eu/transparency/regdoc/rep/3/2018/EN/C-2018-3051-F1-EN-MAIN-PART-1.PDF>
- <sup>xvii</sup> *ibid.*
- <sup>xviii</sup> Given that this was not part of a procurement process, background checks were not completed, and no contracts were signed. The university code of conduct was the governing ethical standard for the event.

# Resources

## ARTICLE:

### **PAGE 26 / A Three-Tiered Approach to Training Trauma-Informed Practices**

*By Hugues Hervé, Deputy Chief Laurence Rankin, MOM, Sergeant Glenn Burchart, Sergeant Andrew Stuart & Susan Kim*

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*Continued on page 32*

# Resources

## ARTICLE:

### **PAGE 26 / A Three-Tiered Approach to Training Trauma-Informed Practices (Continued)**

By Hugues Hervé, Deputy Chief Laurence Rankin, MOM, Sergeant Glenn Burchart, Sergeant Andrew Stuart, Susan Kim

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