Integrated Policing meets Civilian Oversight

Chief Edgar A. MacLeod
Past President
Canadian Association of Chiefs of Police
presentation to CACOLE conference
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Montreal

Purpose of presentation

- what is "integrated policing"?
- why it is a priority of the CACP and others
- practical experience to date
- no policy framework: implications
- why it matters to civilian oversight bodies
- importance of a policy framework
- steps ahead

What is integrated policing?

- fluid interpretations of concept
- police motivation and zeal to integrate
- government support for integration
- public expectations

**Police agencies working together
at the ascending
tactical, operational and strategic levels**

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Why bring this issue forward?

- no common definition of integrated policing
- no model for integrated policing
- no policy framework
    - → unclear roles, responsibilities, relationships
    - → who pays for what?
    - → unclear accountability: who answers?

public safety may be compromised

Why is IP a priority now?

- Auditor General national security concerns April 2005

- local community concerns

- municipal interest in lead-up to 2012 policing agreements

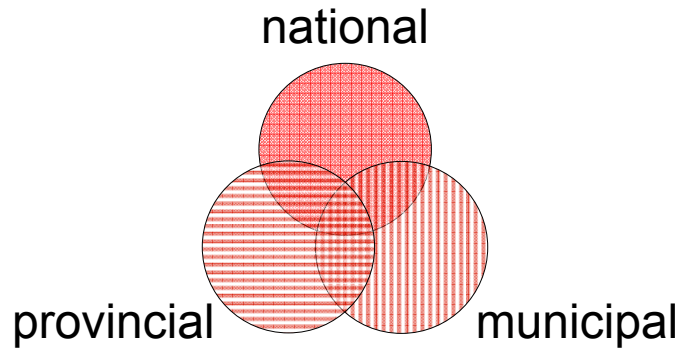- O'Connor Commission (Arar) examining organizational vs functional oversight
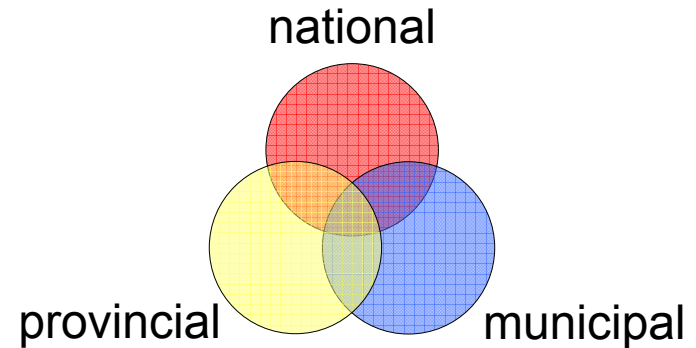
Current efforts at integration

- integration within single police agency
- integration involving more than one police agency
- implications of working without a policy framework

  - **British Columbia lower mainland experience**
  - **Ottawa experience**
  - **Halifax experience**
  - **Windsor experience**

Oversight in an IP context

national

provincial   municipal

one organization
with many roles

national

provincial   municipal

many organizations
with distinct roles

Why all orders of government?

- policy leadership, policing responsibilities, limited fiscal capacity and increasing demands

- municipalities seek a "new partnership among all levels of government…[in] "implementing the national agenda"

- architects of policy framework within which police are organized, aligned, resourced, accountable

Direction

MISSION

Goals
Priorities
Vision
Values

*The **PUBLIC***

POLICY

Legislation
Budget
Policy
Contracts

Implementation

Strategic

MANAGEMENT

Personnel
Information
Financial
Resources

PROGRAM

Schedules
Details
Production
Delivery

*The **CLIENT***

Technical

Speaking to governments

- CACP resolution #11-2004 August 2004

    "public policy discussion on policing…with the intention of defining the roles and responsibilities of each order of government and establishing a governance structure"

- CACP resolution #1-2005 August 2005

    "confirm roles and responsibilities of each order of government…establish a policy framework…define integrated policing as a concept and analyze the implications of this concept applied at tactical, operational and strategic levels"

    a trusted and deliberate voice

    for public safety in Canada

Stakeholders

- Round Table Sept 2004
- presentations to FPT   ADMs Dec 2004

                                    DMs June 2005

- Sussex Circle research project
- Canadian Association of Police Boards
- Federation of Canadian Municipalities
- Provincial associations of police chiefs
- Provincial unions of municipalities
- Police educators

What will a policy framework do?

Provide a model that addresses

- **priority setting, strategic & operational planning**
- **management structure**
- **command structure**
- **change design & implementation**
- **operational policy coordination**
- **resource management, cost-effectiveness**
- **information management**
- **standards**
- **accountability**

Steps ahead

- consolidate common messages and understanding with stakeholders

- formalize joint positions, joint vision for cost-effective policing

- clarify roles and responsibilities of orders of government, governance and oversight bodies

- role in further FPT work on future of policing

Why your voice is important

- contribute to understanding concept, its practical application and implications
- confirm roles and responsibilities
- clarify accountability for oversight
- sense of urgency

This is not about the police.

It is about *policing*, and the safety of our communities.