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Canadian *La Revue des* **Chefs de**  
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*Top right: D/Commr. Chris Lewis, Ontario Provincial Police at an OPP Bound graduation ceremony.  
Bottom right: Chief Tom Kaye, Owen Sound Police Service, at a torch lighting ceremony opening the  
Ontario Special Olympics Winter Games.*

*Bottom centre: Chief Cst. Jim Chu, Vancouver Police Department, welcoming guests at the annual  
Police and First Nations Community Picnic at Trout Lake Park.*

*Bottom left: Chief Troy Hagen, Regina Police Service, and Ottawa Youth Delegate Sophia Kelly at the  
National Invitational Symposium on Youth Justice Renewal.*

*Top left: Chief Armand La Barge, York Regional Police, with youths at the Community Safety Village.*

**Sur la couverture :**

*En haut à droite : Le sous-comm. Chris Lewis, Police provinciale de l'Ontario lors d'une cérémonie de  
remise des diplômes d'Option carrière policière (OPP Bound).*

*En bas à droite: Le Chef Tom Kaye, Service de police d'Owen Sound, à une cérémonie d'allumage de la  
torche aux Jeux olympiques spéciaux d'hiver de l'Ontario.*

*En bas au centre : Chef de la gend. Jim Chu, Service de police de Vancouver, accueillant les invités au  
congrès annuel et pique-nique de la police communautaire des Premières nations au lac Trout.*

*En bas à gauche : Le chef Troy Hagen, Service de police de Regina, et la jeune déléguée d'Ottawa  
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*En haut à gauche : Le chef Armand La Barge, police régionale de York, avec les jeunes au Village de la  
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**Steven Chabot**



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The past two years have flown by. It seems like only yesterday that I accepted the honour of being your President. Serving as your President has been a great experience for me. I have been deeply touched by your dedication, commitment, integrity and support. The opportunity to meet and work more closely with so many of you has been interesting and rewarding for me.

I am proud to say that we have worked well as a team to achieve our shared goals and strengthen our profession. We worked steadily towards realizing our goals of strengthening our Association's leadership and influence on community safety issues, advancing the National Framework for Policing, and building unity and increased value for our members. Our membership has increased, and we have maintained a sound financial position, even in the current economic climate. We have reworked our Constitution to reflect current realities. We introduced a new and much improved website.

I had the opportunity to meet with the provincial chiefs associations to ensure that our efforts are aligned with regional and local policing and public safety priorities. We strengthened our relationships with the Canadian Association of Fire Chiefs and the Emergency Medical Service Chiefs of Canada, and continued our work with the Canadian Association of Police Boards and the Canadian Police Association on policing issues of concern to Canadians. We connected with our U.S. and international counterparts to address global and cross border issues ranging from counter-terrorism to

Mon mandat de deux ans s'achève déjà. Il me semble que c'était hier que j'acceptais l'honneur d'être votre président. Vous servir à ce titre a été une expérience extraordinaire pour moi. J'ai été profondément touché par votre engagement, votre intégrité et votre soutien. L'opportunité de vous rencontrer et de travailler plus près de plusieurs d'entre vous a été des plus intéressantes et des plus enrichissantes.

Je suis très fier de pouvoir dire que c'est en équipe que nous avons cherché à atteindre les buts que nous partageons et travaillé à l'amélioration continue de notre profession. De façon constante et assidue, nous avons poursuivi nos objectifs de renforcer le leadership de notre association, en consolider l'unité et la valeur et agir sur les problèmes de sécurité publique de nos collectivités. Nous avons également fait progresser le cadre national de services policiers. Le nombre de nos membres s'est vu augmenté et nous avons maintenu une situation financière saine, malgré la crise économique qui sévit. Nous avons révisé notre Constitution afin de refléter les réalités actuelles, puis revu et enrichi notre site Web.

J'ai eu l'opportunité d'effectuer des rencontres avec les associations provinciales des chefs de police pour conjuguer nos efforts avec les priorités de sécurité publique locales et régionales. Nous avons également renforcé nos relations avec l'Association canadienne des chefs pompiers et ceux des services médicaux d'urgence du Canada et nous poursuivons notre travail auprès du Conseil sectoriel de la police et de l'Association canadienne des policiers sur le maintien de l'ordre et les questions qui préoccupent tous les Canadiens.

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cybercrime and child exploitation.

Our committees have conducted considerable research and demonstrated leadership in providing tangible tools to assist the CACP and our members in improving policing in Canada. They have worked hard to provide outstanding learning and information exchange opportunities for our membership. Increasingly, our conferences and events include partners in the criminal justice system and civil society. The National Joint Committee conference, the Coalition for Community Safety, Health and Well-being, and the Justice Symposium, the Police Sector Council, the Institute for Strategic International Studies (ISIS), and the Canadian Police Knowledge Network (CPKN) are great examples of the many initiatives undertaken to expand our partnerships and relationships locally, nationally and internationally. To all who have contributed so generously to our successes, thank you.

I would like to say a special thank you to the Board of Directors, to Peter Cuthbert and his team at the national office, to Jack Ewatski, to Trevor McCagherty, and to Dorothy Ahlgren, Norm Taylor and Ruth Montgomery for their excellent work and support. But most importantly, I want to express my gratitude to you, our members, for your generous contributions and support throughout my term. You have helped us progress so much. Best wishes for continued success. It has been a pleasure serving you.

I look forward to seeing you in Charlottetown in August.



Steven Chabot, President

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Nous avons entretenu des liens avec nos homologues policiers, tant sur la scène américaine qu'internationale, pour traiter des diverses questions qui traversent les frontières, soit le contre-terrorisme, l'exploitation des enfants et la cybercriminalité, pour ne nommer que celles-là.

Nos comités ont progressé de manière considérable et démontré beaucoup de leadership en produisant, pour notre association et ses membres, des outils tangibles favorisant l'amélioration des services policiers au Canada. Ils ont tous travaillé très fort dans la création d'opportunités d'apprentissages et d'échange d'information pour tous nos membres. De plus en plus, nos conférences et événements intègrent des partenaires du système de justice criminelle et de la société civile. La Conférence du comité national et conjoint, la Coalition pour la sécurité communautaire, la santé et le bien-être, de même que le Symposium de Justice, le Conseil sectoriel de la Police, l'Institut d'études stratégiques internationales (IÉSI) et le Réseau canadien du savoir policier (RCSP) constituent de brillants exemples des nombreuses initiatives entreprises pour accroître nos relations et nos partenariats à l'échelle locale, nationale et internationale. À tous ceux et celles qui ont contribué si généreusement à notre succès, merci beaucoup.

Je voudrais adresser un merci plus spécial au Conseil d'administration, à Peter Cuthbert ainsi qu'à tous les membres du Bureau national, à Jack Ewatski, à Trevor McCagherty, également à Dorothy Ahlgren, Norm Taylor et Ruth Montgomery, pour leur excellent travail et leur soutien indéfectible. Mais, ce qui m'importe davantage encore, c'est de pouvoir vous dire toute ma gratitude, à chacun d'entre vous, tous les membres de l'ACCP, pour vos contributions si généreuses et votre appui constant tout au cours de mon mandat. Je souhaite qu'avec l'apport de chacun d'entre vous, notre association puisse connaître un succès continu dans tout ce qu'elle réalise. Ce fut un réel plaisir de vous servir.

Au plaisir de vous rencontrer à Charlottetown, en août prochain.



Steven Chabot, président

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# Conference 2009

## Welcome Message from the Chief of the Charlottetown Police Service

On behalf of the organizers of the 2009 CACP Conference, I am proud to welcome you to Charlottetown.

Randy and I are fortunate to have a dedicated conference planning group who have been working hard to prepare an insightful and entertaining program.

Rich in history, Canada's smallest province truly is the birthplace of great ideas. We are sure you will find this year's conference in keeping with this tradition and have every confidence that the program will foster other great ideas. It is our aim to provide more than a conference; our goal is to organize a learning experience in keeping with the CACP's progressive leadership role.

We encourage you to come early and stay late. Take time to enjoy our island hospitality and explore our beautiful province. We have something for everyone, with first-rate golf, theatre and sandy beaches. PEI is also the perfect setting to relax and connect with old friends or establish new friendships. We look forward to seeing you in August!

Paul Smith, Chief  
Charlottetown Police Service



## Message de bienvenue du chef du Service de police de Charlottetown

Au nom de tous les organisateurs de la Conférence 2009 de l'ACCP, je suis fier de vous souhaiter la bienvenue à Charlottetown.

Randy et moi sommes chanceux d'avoir un groupe de planification dévoué qui a préparé un programme instructif et divertissant.

La plus petite province du Canada est le berceau de plusieurs idées formidables. La conférence de cette année sera fidèle à cette tradition, et nous sommes sûrs que le programme vous mènera à d'autres grandes idées. Plus qu'une conférence, nous voulons organiser une expérience d'apprentissage conforme au rôle de leadership progressiste de l'ACCP.

Arrivez tôt et restez longtemps. Prenez le temps d'explorer notre magnifique province. Nos terrains de golf, théâtres et plages sablonneuses sont tous de premier ordre. L'I.P.E. est aussi l'endroit idéal pour renouer avec de vieux amis ou créer de nouvelles amitiés. Nous avons hâte de vous voir en août!

Paul Smith, chef  
Service de police de Charlottetown



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# Conference 2009

## Welcome Message from the Commanding Officer of RCMP "L" Division

I would like to extend a sincere and warm welcome to all participants attending the 2009 CACP Conference in Prince Edward Island.

At first glance, some might believe that the theme for this year's conference "Crime Prevention through Social Development" has, perhaps, run its course. I can assure you it has not. In co-operation with the Atlantic Police Academy and a number of provincial representatives, Paul and I feel that a very effective and well thought out agenda will be presented to ensure the conference adds value to your busy schedules. We have no doubt that you will enjoy the agenda.

A lot of work has been accomplished in preparing for this year's conference in a way that Islanders are used to working—together. The summer in PEI is especially vibrant and you will be amazed at the interaction you will have with visitors from around the world. Many attractions await you, from golf for the sports fans to live entertainment at the Confederation Centre or in just about any Island community, to simply relaxing in the sun and sand on one of our many beaches.

"Enjoy" is a key word for this year's conference, whether it is a visit prior to the beginning of the conference or a stay after the conference is over. You can be certain that wherever you are on the Island, you will be welcomed with open arms, as a member of the family who has come home for a visit.

Randy Robar, C/Supt  
Commanding Officer  
RCMP – "L" Division



## Message de bienvenue du commandant de la division «L» de la GRC

Je souhaite sincèrement et cordialement la bienvenue à tous les participants à la conférence 2009 de l'ACCP, qui se déroulera à l'Île-du-Prince-Édouard.

À première vue, certains pourraient croire que le thème de la conférence de cette année, « La prévention du crime par le développement social », a fait son temps. Je peux vous assurer que cela n'est pas le cas. Travaillant en collaboration avec l'Atlantic Police Academy et de nombreux représentants provinciaux, Paul et moi croyons qu'un programme très efficace et bien pensé sera présenté et que la conférence constituera un atout pour vos horaires chargés. Nous sommes convaincus que vous apprécierez le programme.

Beaucoup de travail a été accompli pour préparer la conférence de cette année, et le travail a été fait en équipe, comme les insulaires y sont habitués. Durant l'été, l'Île-du-Prince-Édouard est particulièrement pleine de vitalité, et vous serez étonnés de rencontrer des visiteurs de partout dans le monde. La province possède de nombreux attraits touristiques, en allant du golf pour les amateurs de sport aux spectacles au Centre des arts de la Confédération et dans pratiquement toutes les localités, en passant par la relaxation au soleil sur une des nombreuses plages de sable de l'Île.

Le mot d'ordre de la conférence 2009 est « profitez-en », qu'il s'agisse d'une visite avant le début de la conférence ou d'un séjour une fois la conférence terminée. Vous pouvez être certains que, peu importe où vous vous trouvez dans l'île, vous serez accueillis à bras ouverts comme un membre de la famille qui est revenu à la maison pour une visite.

Le commandant de la Division L de la GRC,  
Surint. pr. Randy Robar

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Conference 2009

# Creating Safe and Healthy Communities through Social Development

Charlottetown, August 9-12, 2009

By Sherry MacDougall, L Division Communications Strategist, RCMP



Photo: Tourism PEI/Paul Baglole

stay. You won't be disappointed if you make the same decision! P.E.I. is surrounded by miles of red sandstone cliffs and is sized just right for touring when you get away from your meetings. The seaside capital city of Charlottetown is where historic small town charm meets urban flair. But don't get the impression that the city is a sleepy one. Charlottetown has evolved into a dynamic city without sacrificing its historic charm, relaxed quality of life, or unique character that defines it so well. In recent years, al fresco dining, waterfront development, outdoor festivals, and an architectural integrity to new construction have all contributed to making the city more interesting. The city is such a perfect blend of urban excitement and country living that not only is Charlottetown a place you will want to visit again and again, it just might make you want to live here!

You'll quickly get a sense of the slower pace and the quality of life that is constantly described by anyone who visits as, "the Island way of life."

Without sacrificing any of the excitement and innovation of our modern times, Charlottetown keeps one foot firmly planted in the past. It's architecture, its friendliness and relaxed pace, its familiarity and safety are all reminiscent of a gentler era. Coupled with the vibrancy and diversity of the present day, the city seems to combine the best of all worlds.

*continued on page 17*

**Delegates are hereby forewarned to bring your ideas, your views and your experiences. You can expect discussion, and hopefully debate.**

This year, the Canadian Association of Chiefs of Police Annual Conference and Trade Show will take place in beautiful Charlottetown, Prince Edward Island, August 9-12, celebrating the theme "Creating Safe and Healthy Communities through Social Development."

For those who haven't visited our shores, Prince Edward Island is located in the Gulf of St. Lawrence, off the Atlantic Coast of the Canadian mainland. One of the four Atlantic Provinces, this crescent shaped island is separated from the mainland by the Northumberland Strait and it's the perfect choice to showcase the theme of the conference. As Canada's smallest and greenest province, "the Island" is best known for its vivid colours and gently rolling landscape, its active communities and its reputation as one of Canada's safest places to visit and live.

Many convention attendees schedule a vacation either prior to or immediately following the business portion of their



# Créer des collectivités sûres et saines par le développement social

Charlottetown, du 9 au 12 août 2009

Par Sherry MacDougall, *stratège en communication de la Division L, GRC*



Cette année, la conférence annuelle de l'ACCP aura lieu dans la magnifique ville de Charlottetown, à l'Île-du-Prince-Édouard, du 9 au 12 août. Son thème : « Créer des collectivités sûres et saines par le développement social ».

L'Île-du-Prince-Édouard se trouve dans le golfe du Saint-Laurent au large de la côte atlantique du Canada. En forme de croissant, elle est séparée du continent par le détroit de Northumberland, et c'est l'endroit idéal pour démontrer le thème de la conférence. Province la plus petite et la plus verte du Canada, l'île est réputée pour son paysage coloré et doucement vallonné, ses collectivités actives et la sécurité de son milieu de vie.

**Cette année, vous profiterez d'un programme de développement professionnel unique et très pertinent.**

Beaucoup de délégués programmeront des vacances dans l'île juste avant ou juste après la conférence. Vous ne serez pas déçus si vous les imitez! L'I.P.E. est entourée de falaises de grès rouge, et elle a une taille idéale pour les randonnées après les réunions. La ville côtière de Charlottetown réunit le charme d'une petite ville historique au flair d'un grand centre urbain. N'allez pas croire que ce soit une ville endormie. Charlottetown est une ville dynamique qui n'a rien perdu de son charme historique, de sa qualité de vie ou de son caractère unique. Au cours des dernières années, les restaurants-terrasses, la mise en valeur du port, les festivals en plein air et l'intégrité architecturale des nouveaux bâtiments ont rendu la ville encore plus intéressante. Non seulement aurez-vous envie de visiter Charlottetown plusieurs fois, mais vous désirerez peut-être même y vivre!

Vous sentirez bientôt la qualité de vie que les gens décrivent lorsqu'ils emploient l'expression « le mode de vie de l'île ». Sans rien perdre du dynamisme et de l'innovation des temps modernes,

Charlottetown demeure fermement enracinée dans son passé. Son architecture, sa convivialité, son ambiance détendue et sa sécurité nous ramènent à une époque plus douce. Lorsque l'on y ajoute le dynamisme et la diversité de l'époque moderne, la ville semble combiner le meilleur de deux mondes.

Les bons repas font les bons voyages, et l'on n'en manque pas à l'I.P.E. Les restaurants de Charlottetown servent toutes les spécialités de la terre et de la mer. Vous pouvez manger en surplombant le port ou dans l'un des nombreux cafés le long des rues de la ville pour profiter de l'air frais. Victoria Row, au centre-ville de Charlottetown, offre des repas en plein air accompagnés de musique de jazz. Si vous préférez les pubs, vous n'aurez vraiment que l'embarras du choix! Plusieurs d'entre eux offrent une atmosphère maritime animée, accompagnée de repas délicieux et abordables.

*suite à la page 17*



Photo : Tourisme I.P.E./John Sylvester



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# Conference 2009

*continued from page 14*

Good food is key to a great trip, and on P.E.I., the options are plentiful. Charlottetown's restaurants feature everything from the land and sea, all fresh to your plate. You can dine overlooking the harbour, or at one of the many sidewalk cafes along city streets to enjoy the fresh Island air. Victoria Row in downtown Charlottetown offers al fresco dining accompanied by live jazz music, provided nightly by local musicians. If pubs are your choice, deciding which one to visit will be the hardest choice you'll make! A number of pubs offer a lively maritime atmosphere, accompanied by delicious, yet affordable meals.

## **This year you will experience a very timely and unique professional development program.**

To complement the conference itself, this year's organizing committee has been busy assembling an exceptional mix of programs for delegates, companions and youths, with live entertainment and fine dining. Our trade show and professional program, Crime Prevention through Social Development, will be talked about for years to come. Conference details are easily obtained online at [www.cacpconference.ca](http://www.cacpconference.ca).

This year you will experience a very timely and unique professional development program. The timing for a conference theme built around the topic of creating safe and healthy communities could not be better. The current turbulent social economic climate has all governments and police agencies facing the daunting task of keeping citizens safe and healthy.

In the forefront of this challenge, police leaders will be expected to lead progressive change. As the theme song to Beverley Hills Cop says, "The Heat is On." Police leaders will need to focus on finding innovative ways to integrate police services with other government agencies, non-government agencies and ordinary citizens. We are confident this year's Professional Development Program will help inform, challenge and facilitate meaningful dialogue on proven community safety strategies. Delegates can also expect a few surprises that will ensure their learning experience will be truly enjoyable.

Attendees will hear about bold, innovative community engagement strategies from Canada and the United States. A leading criminologist will discuss the most recent research on crime trends and crime prevention strategies. This year's conference will also feature CACP committee leadership on proactive Crime Prevention initiatives. And that's not all! The program committee unanimously believes the richness of the delegate experiences is essential to informing our constituents about how to meet our community safety challenges. Delegates are hereby forewarned to bring your ideas, your views and

*suite de la page 15*

Pour compléter la conférence, le comité organisateur de cette année a monté un programme exceptionnel pour les délégués, leurs conjoints et leurs enfants avec des spectacles et des repas gastronomiques. On parlera pendant des années de notre salon et de notre programme professionnel placés sous le thème la prévention du crime par le développement social. Vous trouverez facilement les détails de la conférence en ligne à [www.cacpconference.ca](http://www.cacpconference.ca).

Cette année, vous profiterez d'un programme de développement professionnel unique et très pertinent. Le moment n'aurait pas pu être mieux choisi pour tenir une conférence sur le thème des collectivités sûres et saines. Le climat turbulent met les gouvernements et les corps de police au défi de préserver la sûreté et la santé des citoyens.

Sur la ligne de front de ce défi, les chefs de police seront appelés à mener des changements progressistes. Comme on peut l'entendre dans la chanson thème de Beverley Hills Cop, « The Heat is On ». Les chefs de police doivent trouver des moyens novateurs d'intégrer les services de police aux autres organismes gouvernementaux et non gouvernementaux de même qu'aux citoyens ordinaires. Nous sommes sûrs que le programme de développement professionnel aidera à informer, stimuler et faciliter un dialogue sur les stratégies de sécurité communautaire. Les délégués peuvent aussi s'attendre à quelques surprises qui rendront leur expérience d'apprentissage vraiment agréable.

## **Les délégués sont donc invités à apporter leurs idées, leurs points de vue et leurs expériences. Vous pouvez vous attendre à des discussions et à des débats.**

On leur parlera de stratégies de mobilisation communautaire du Canada et des États-Unis. Un criminologue éminent traitera des recherches les plus récentes sur les stratégies de prévention. La conférence de cette année traitera aussi des initiatives proactives de prévention du crime. Et ce n'est pas tout! Le comité du programme est convaincu que la richesse des expériences des délégués est essentielle pour informer nos commettants sur la meilleure façon de relever nos défis de sécurité communautaire. Les délégués sont donc invités à apporter leurs idées, leurs points de vue et leurs expériences. Vous pouvez vous attendre à des discussions et à des débats. Par ce processus, nous quitterons la conférence mieux informés et mieux préparés à fournir le leadership nécessaire.

Si vous n'êtes jamais revenus dans l'île, cette visite vous convaincra que l'Île-du-Prince-Édouard est véritablement un



# Conference 2009



your experiences. You can expect discussion, and hopefully debate. Through this process, we will leave the conference more informed and better prepared to provide the necessary leadership.

If you haven't already been to the Island, this trip will convince you that Prince Edward Island truly is a meeting and vacation paradise. Those wishing to stay a little longer might enjoy Old Home Week between August 13 and 22 – a roster of top-notch entertainment for the whole family awaits with musical performances to animal acts and some of Canada's most popular buskers and performers. Visit [www.oldhomeweekpei.com](http://www.oldhomeweekpei.com) for information. And, if your clubs make it into your baggage (or you take us up on rentals), you'll find that P.E.I.'s reputation as Canada's number one golf destination is well founded. The Island boasts more than 30 courses with something for all skill levels. Visit [www.golfpei.ca](http://www.golfpei.ca) for details.

We look forward to welcoming you to the 2009 Canadian Association of Chiefs of Police Annual Conference and Trade Show. The "gentle island" will meet all of your expectations as the perfect place to meet and vacation. To find more information about places to stay and things to do, visit the provincial tourism website at [www.gentleisland.com](http://www.gentleisland.com).

See you in August!



paradis pour les réunions et les vacances. Ceux qui désirent rester un peu plus longtemps pour profiter de la semaine Old Home Week, du 13 au 22 août. On n'y donnera des spectacles musicaux, des numéros d'animaux savants et des performances de quelques-uns des artistes les plus populaires au Canada. Visitez [www.oldhomeweekpei.com](http://www.oldhomeweekpei.com) pour en savoir plus. Quant aux golfeurs, ils découvriront que la réputation de l'I.P.E. en tant que destination de golf numéro un du Canada est bien méritée. L'île compte plus de 30 terrains de golf convenant à tous les niveaux d'habileté. Visitez [www.golfpei.ca](http://www.golfpei.ca) pour plus de détails.

Nous avons hâte de vous accueillir à la conférence 2009 de l'ACCP. Notre « douce île » répondra à toutes vos attentes comme endroit idéal pour les réunions et les vacances. Pour plus d'informations sur l'hébergement et les activités, visitez le site Web du tourisme de la province à [www.gentleisland.com](http://www.gentleisland.com).

On se revoit en août!



Photo: Tourism PEI

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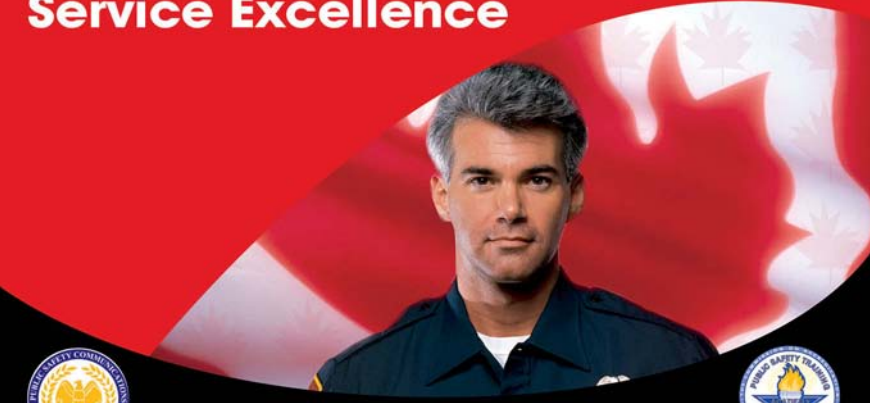



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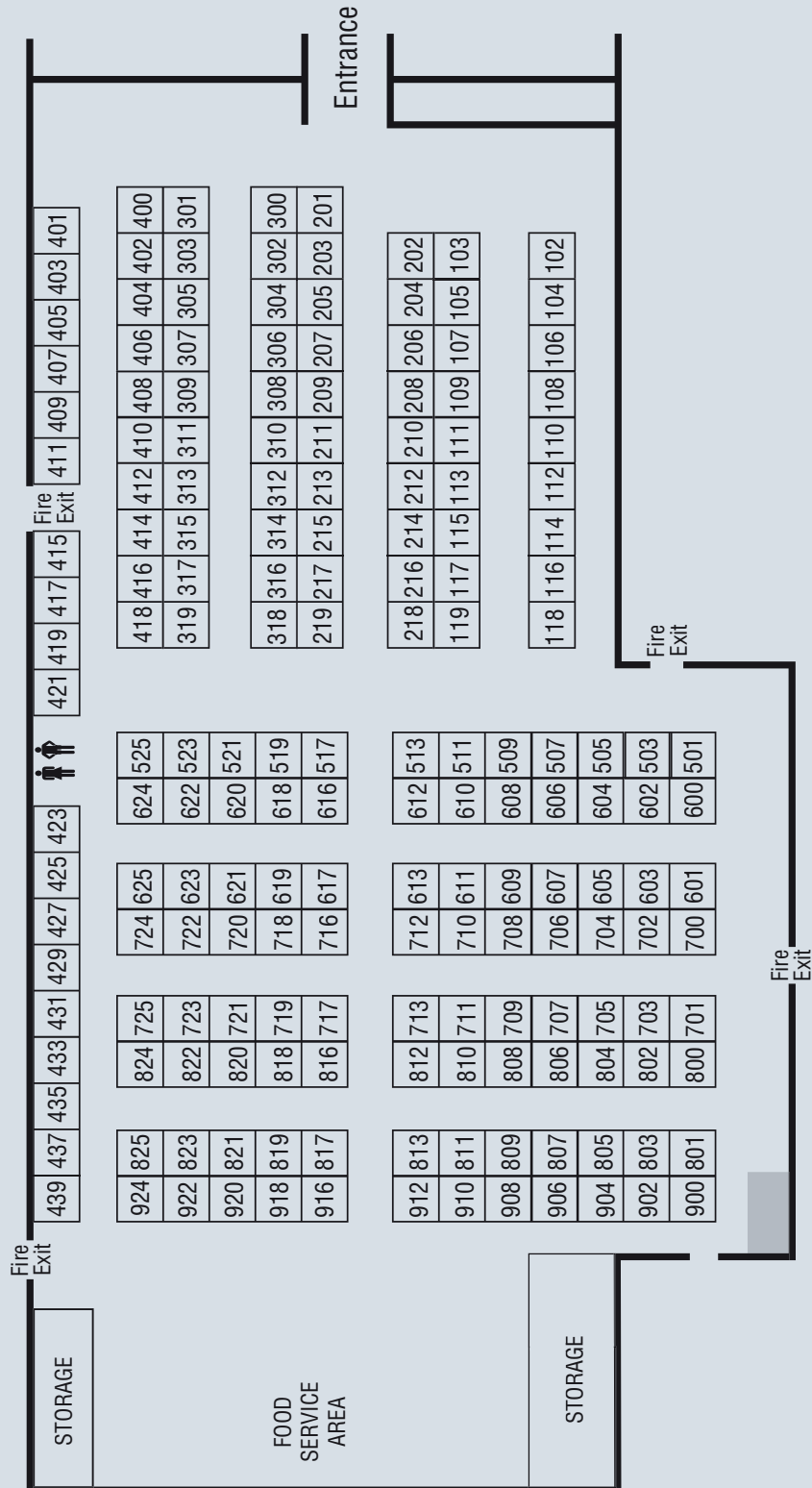
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# Conference 2009

## Floor Plan / Plan de la salle

Canadian Association of Chiefs of Police 2009 • Association canadienne des chefs de police 2009  
August 10-11 août • Charlottetown





# Conference 2009



# Exhibitor List / Liste des exposants

As of May 12, 2009 / en date du 12 mai, 2009



EXHIBITORS/EXPOSANTS	BOOTH #/KIOSQUE	EXHIBITORS/EXPOSANTS	BOOTH #/KIOSQUE
3M Canada Company	439	Intergraph Canada	612
3SI Security Systems	824	International Peace Operations Branch - RCMP	215
Accident Support Services International Ltd.	217	International Policing – RCMP	429-431
ACS Public Sector Solutions	816	InTime Solutions Inc.	513
Advanced Emergency Technologies	501	Intoximeters, Inc.	421
Advanced Interactive systems	307	L-1 Identity Solutions	219
APS Distributors Ltd.	507-509	LawMate Technology Co. Ltd.	419
Big Sky Racks	809	M.D. Charlton Co. Ltd.	517-519-521-523-525
Blue Line Magazine	617	Martin & Levesque (1983) Inc. / Blauer Canada	813
CALEA	218	Maxxam Analytics Inc.	511
Canada Law Book	213	Mega Tech	202-204
Canadian Oral Drug Testing	817	Meggitt Training Systems - Canada	920
Canadian Police Knowledge Network	423	Naylor (Canada), Inc.	307
Cape Breton University	119	NCI	319
Chrysler Canada Inc.	624	Niche Technology Inc.	214-216
Clauma Inc.	116	Pacific Safety Products	117
Cogent Systems	717	Panasonic Canada	619
Colt Canada	922	Perfection Uniforms	804-806
copLogic Inc.	316	Philips Healthcare	205
Correctional Service Canada	309	Pitney Bowes Business Insight	107
CryWolf – Public Safety Corporation	119	Priority Dispatch Corp	712
Cybertip.ca	825	Q.P.E. Inc.	718
davTECH Analytical Services (Canada) Inc.	918	R. Nicholls Distributors Inc.	805-807
Digital Ally, Inc.- c/o davTECH	916	Raytheon JPS Communications	908
Digital Boundary Group	613	RCMP - Policing Support Services	720-721-722-723-724-725
ESRI Canada	415	Royal Roads University	910
Eurocopter Canada	304-306	Sig Sauer Inc.	810
General Dynamics Itronix Canada Ltd.	212	Transport Canada - Rail Safety	912
Genetac	625	TWB Designs Inc.	924
GETAC	812	Tyco Electronics	102-104-106-108-110-112
GE Security – Homeland Protection	719	Versaterm Inc.	318
Gordon Contract	616	Watch Guard Video	401
HAIIX North America	808	Whelen Canada	201-203-300-302
Heckler & Koch GMBH	811	Work Authority	418
Hi-Tec Intervention	716	Whitmore & Hobbs Emergency Technologies	118
i2 Inc.	713	Xwave, a division of Bell Aliant	711
IBS Sigma Inc.	400-402-404	Zoll Medical Corporation	305

# Striking a Balance for Continuous Improvement

## The Role of Quality Assurance in Canadian Policing

Introduction by Steven Chabot, President, CACP

Public safety, officer safety and public service are the foundations of effective policing in the 21st century. Quality assurance processes aim at continuously improving what we do, particularly in these challenging times. The fundamentals are simple:

**SAY WHAT YOU DO:** define objectives and document policies;

**DO WHAT YOU SAY:** develop procedures to build consistency;

**PROVE IT:** keep records and audit them; and

**IMPROVE IT:** analyze the results and feed them back to continuously improve.

In spite of dramatically different contexts, mandates and governance structures, we share many common goals and objectives. Regardless of size or geography, police services across the country have adopted quality assurance and risk management processes to support performance. Properly implemented, these processes help align the work of police executives, managers and front line officers to meet the needs of our organizations. When all levels of the organization commit to continuous improvement

and do their part, the results can be remarkable. However, as police executives, we must ensure that there is follow-through on the outcomes of these processes or we risk just adding to the burden of administrative paperwork. Approaches which focus simply on top-down compliance as opposed to continuous improvement at all levels are less likely to be effective.

Well-designed and implemented quality assurance programs can support better management decision-making, improve relationships with the community, strengthen accountability, limit liability/risk exposure and support the pursuit of excellence.

No one size fits all. We can learn from one another about processes, procedures, innovative use of technology, successes and even failures, to strengthen policing in Canada. The CACP's Quality Assurance in Law Enforcement Committee (QALEC) is working to promote an integrated approach to quality assurance in Canadian policing, to continuously improve the quality of service provided to the public and to increase public and officer safety. Their work is critical to realizing the vision of our Association.

Article contributed by  
Superintendent Luc Delorme, RCMP, Quality Assurance in Law Enforcement Co-chair, Quality Assurance in Law Enforcement (QALEC);  
Inspector Terry Cheslock, Ottawa Police Service, Co-chair, Quality Assurance in Law Enforcement (QALEC);  
Inspector Daniel Cauchy, Sûreté de Québec,

Co-chair, Quality Assurance in Law Enforcement (QALEC);  
Wendy Cukier, Associate Dean, Ted Rogers School of Management, Ryerson University; and  
Sara Rodrigues, Research Associate, Ted Rogers School of Management, Ryerson University



The risks and complexity at all levels of police work have increased dramatically in recent years at the same time that demands for accountability have grown and resources have been constrained. The risks associated with policing make quality assurance even more  
*continued on page 24*



# La recherche de l'équilibre dans l'amélioration continue : le rôle de l'assurance qualité dans le maintien de l'ordre au Canada

Introduction par Steven Chabot, président, Association canadienne des chefs de police

La Sécurité publique, la sécurité des policiers et les services publics sont à la base d'un maintien efficace de l'ordre au 21<sup>e</sup> siècle. Les processus d'assurance qualité visent une amélioration constante de nos actions, particulièrement en cette période de défis. Ses principes de base sont simples :

**DITES CE QUE VOUS FAITES** : définissez vos objectifs et documentez vos politiques

**FAITES CE QUE VOUS DITES** : développez des procédures cohérentes

**PROUVEZ-LE** : documentez et conservez vos dossiers

**AMÉLIOREZ-VOUS** : analysez vos résultats et partagez-les.

En dépit de contextes, de structures de gouvernance et de mandats radicalement différents, nous partageons beaucoup d'objectifs ensemble. Indépendamment de leur situation géographique ou de leur taille, nos services de police, du plus petit au plus grand, ont adopté l'assurance qualité ainsi que des processus de gestion de risques favorisant la performance et ce, à travers tout le pays. Correctement mis en œuvre, ces processus soutiennent le travail des gestionnaires policiers et des officiers opérationnels de façon à répondre aux besoins qui sont les nôtres. Lorsque tous les niveaux de l'organisation s'engagent dans l'amélioration continue, les résultats peuvent être

remarquables. Cependant, en tant que gestionnaires, nous devons soutenir ces processus jusqu'à l'atteinte de résultats, autrement nous risquons de contribuer inutilement au fardeau administratif. Les approches qui se concentrent simplement sur la conformité, du haut de la pyramide vers le bas, par opposition à l'amélioration continue à tous les niveaux, sont probablement moins efficaces.

Un programme d'assurance qualité bien conçu et adéquatement mis en œuvre soutient la prise de décision de gestion, améliore les relations avec la communauté, renforce la responsabilisation, limite l'exposition aux risques et favorise l'atteinte de l'excellence.

Il n'existe pas de recette parfaite et tout ce que nous pouvons apprendre les uns des autres en termes de processus, de procédures, d'utilisation innovatrice des technologies, des succès et même des échecs, contribue à renforcer le maintien de l'ordre au Canada. Le comité de l'Assurance qualité dans l'application de la loi (QALEC) de l'Association canadienne des chefs de police travaille à promouvoir une approche intégrée de l'assurance qualité dans le maintien de l'ordre au Canada et ce, de façon à améliorer de façon constante la qualité des services et la sécurité publique. Leur travail est crucial dans l'actualisation de la vision de l'Association canadienne des chefs de police.

*Cet article a contribué par Surintendant Luc Delorme, GRC, co-président du comité de l'Assurance qualité dans l'application de la loi (QALEC);*

*Inspecteur Terry Cheslock, Service de police d'Ottawa, co-président du comité de l'Assurance qualité dans l'application de la loi (QALEC);*

*Inspecteur Daniel Cauchy, Sûreté du Québec, co-président du comité de l'Assurance qualité dans l'application de la loi (QALEC);*

*Wendy Cukier, doyenne associée, Ted Rogers School of Management, Ryerson University; et Sara Rodrigues, attachée de recherche, Ted Rogers School of Management, Ryerson University*

Les risques et la complexité ont radicalement augmenté ces dernières années et ce, à tous les niveaux du travail policier. Les exigences de rigueur et de responsabilité se sont multipliées, alors que les ressources ont diminué. Les risques associés au maintien de l'ordre *suite à la page 26*



continued from page 22

critical than in other public services. The concepts of quality assurance, risk management and auditing have evolved and been applied in unique ways in policing organizations, emerging from regulation, policing accreditation and broader public service "quality movements." While history and particular context are important, our study showed many common themes.

We surveyed police agencies across Canada to understand approaches to quality assurance and risk

management. Of the 104 police services contacted, we received replies from 23 across the country including: RCMP, Ontario Provincial Police, Sûreté du Québec as well as Regional and Municipal Services in Toronto, Ville de Montréal (SPVM), Vancouver, Calgary, Edmonton, Ottawa, Peel, York, Regina, Lethbridge, Abbotsford, Durham, Halton, Waterloo, Guelph, London, Strathroy-Caradoc, Thunder Bay, Fredericton, Beresford, Nigadoo,

## The risks associated with policing make quality assurance even more critical than in other public services.

Petit-Rocher and Pointe-Verte (BNPP) and Bridgewater.

There were significant differences in definitions and approaches but all respondents described some form of quality assurance.

**Quality Assurance** involves establishing organizational procedures and standards for performance. The goal of quality assurance is continuous improvement. Typically, quality assurance practices are concerned with reviewing operational and management processes to ensure that operational and management objectives will be achieved. The link with strategic objectives was made clear: "Quality assurance, in particular with our stakeholders, strives to provide independent, objective assurance and advisory services in an accurate, methodical, professional and credible manner for the Senior Management of the Service, so that all the citizens (of the region) can be confident in the way policing is managed."

**Risk Management** is used to identify and mitigate potential threats. Risk management is core to law enforcement at all levels – from the front line officers who make split-second decisions to the police chiefs who must weigh the potential costs and benefits of every decision. Recently many agencies have attempted to formalize risk management in their planning processes, recognizing the need to balance oversight with action. For example, one agency defined risk management as: "A common process developed centrally and implemented locally that supports the alignment of strategies, processes, people, technology and knowledge with the purpose of evaluating and



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managing the uncertainties the organization faces as it creates value.”

**Auditing** is a review and appraisal of all departmental operations for purposes of advising management as to the efficiency, economy and effectiveness of the internal management policies, practices and control. In many cases, there are regulatory requirements for audit.

Definitions varied from service to service. Most linked quality assurance and their core objectives: public service (48.2%), public safety (44.4%) and officer safety (34%). Reducing the likelihood of litigation and improving the cost-effective allocation of resources were also mentioned but less frequently.

While respondents see their function as being strategic, this is not well understood throughout their organization. Many recommended the need to increase awareness of the importance of quality assurance and to build a common understanding of the different processes and their roles. They also identified a need to integrate risk management into planning and day-to-day operations. Support from senior management, human resources, training and improved use of technology were all identified as needs.

Most (70%) indicated that their services used computerized tools to support these functions, but the extent of computerization varied and this represents an opportunity to share experience across jurisdictions. Some have fully integrated web-based tools to reduce paperwork. Others have software to support mining and analysis of data. A few agencies have established feedback mechanisms such as electronic suggestion boxes or polling. The levels of transparency (i.e. sharing of results within the organization and with the public) varied considerably as did the mechanism for collecting feedback and suggestions.

Many organizations acknowledged that they are still in the early stages of implementing quality assurance and many of the comments reinforced answers to earlier questions and have

been integrated above. However, some of the key suggestions for improving the process included:

1. Increase awareness of the role of quality assurance and risk management throughout the organization and ensure stakeholders see its value to helping them do their job.
2. Link quality assurance to strategic outcomes: the survey showed that a major gap in many organizations was in the feedback loops.
3. Ensure formal processes are in place to provide effective follow-up and to track results.
4. Improving training to ensure that quality assurance and risk management are integrated at every level is critical. This includes training in police realities for civilians involved in the processes as well as management training for police in supervisory roles.

*continued on page 28*

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## Les risques associés au maintien de l'ordre rendent l'assurance qualité encore plus critique pour le milieu policier que pour d'autres services publics.

*suite de la page 23*

rendent l'assurance qualité encore plus critique pour le milieu policier que pour d'autres services publics. À l'issue de règlements de maintien de l'ordre dans l'accréditation de services de maintien de l'ordre et de « mouvements de qualité » plus larges, les concepts d'assurance qualité, de gestion du risque et d'audit se sont développés et ont été mis en oeuvre de façon unique dans les organisations policières. Bien que l'histoire et les contextes particuliers soient importants, notre étude a montré beaucoup de similitudes.

Nous avons sondé des services de police à travers le Canada de façon à comprendre les approches d'assurance qualité et de gestion du risque. Parmi les 104 organisations contactées, 23 nous ont répondu incluant : la GRC, la Police provinciale de l'Ontario, la Sûreté du Québec, de même que les Services régionaux et municipaux de Toronto, de Montréal (SPVM), ainsi que de Vancouver, Calgary, Edmonton, Ottawa, Peel, York, Regina, Lethbridge, Abottsford, Durham, Halton, Waterloo, Guelph, London, Strathroy-Caradoc, Thunder Bay, Fredericton, Beresford, Nigadoo, Petit-Rocher and Pointe-Verte (BNPP) et Bridgewater.

Malgré des différences significatives dans les approches et les définitions, tous les répondants ont décrit une certaine forme d'assurance qualité.

L'assurance qualité implique l'établissement de procédures et de standards organisationnels de performance. L'objectif de l'assurance qualité réside dans l'amélioration continue. De façon caractéristique, les pratiques d'assurance qualité mettent l'accent sur la révision des processus de gestion et des pratiques opérationnelles de façon à s'assurer que tant les objectifs opérationnels que ceux de gestion soient rencontrés. Les liens avec les objectifs stratégiques ont été très clairement démontrés : « L'assurance qualité, en particulier avec nos mandataires, s'efforce de fournir une garantie objective et indépendante,

*de même que des services conseils précis, méthodiques, professionnels et crédibles pour la haute direction du service concerné, de façon à ce que tous les citoyens (de la région) puissent être confiants dans la gestion de leur service policier. »*

La gestion du risque est utilisée pour identifier et minimiser les menaces potentielles. La gestion du risque fait partie intégrante de la mise en application de la loi et ce, à tous les niveaux – des intervenants sur le terrain qui prennent des décisions en une fraction de seconde aux chefs de police qui doivent peser les coûts potentiels et les bénéfices de chaque décision. Récemment, beaucoup d'organisations ont tenté de formaliser la gestion des risques dans leur planification, reconnaissant ainsi le besoin d'équilibrer la planification et l'action. Par exemple, un service policier a défini la gestion du risque de la façon suivante : « *Un processus commun développé centralement et mis en oeuvre localement, qui tient compte des stratégies, des processus, des personnes, du développement des connaissances et des technologies, en lien avec l'objectif d'évaluer et d'assurer la gestion des incertitudes auxquelles doivent faire face les organisations en même temps qu'il constitue une valeur ajoutée.* »

L'audit constitue un examen ainsi qu'une évaluation des opérations de toutes les unités en vue de conseiller la haute direction quant à l'efficacité et l'efficacités de la gestion interne, des pratiques et des modes de contrôle. Dans de nombreux cas, il existe des dispositions réglementaires pour l'audit. Si les définitions varient d'un service à un autre, la plupart sont cependant reliées à l'assurance qualité et à ses principaux objectifs : les services publics (48.2 %), la sécurité publique (44.4 %) et la sécurité des policiers (34 %). Réduire les probabilités de poursuites et améliorer la gestion à meilleurs coûts sont des éléments qui ont également été mentionnés, mais moins fréquemment.

Si les répondants voient leur fonction comme stratégique, il n'en va pas

de même dans l'ensemble de l'organisation. En effet, plusieurs ont fait valoir la nécessité de sensibiliser les gestionnaires quant à l'importance de l'assurance qualité et d'établir une compréhension commune de son rôle et de ses différents processus. Ils ont également identifié le besoin d'intégrer la gestion du risque dans la planification quotidienne des opérations. L'appui de la haute direction, des responsables des ressources humaines, de la formation à l'utilisation des technologies ont été également identifiés comme des besoins.

La plupart des répondants (70 %) ont indiqué que leur service avait recours à des outils informatisés de gestion pour soutenir ces fonctions, mais cet usage est variable et représente plutôt une opportunité de partager l'expérience entre les différentes organisations. Certains ont adopté des outils de gestion basés sur le Web de façon à réduire le volume des documents papiers. D'autres utilisent des logiciels favorisant l'extraction et l'analyse de données. Certains services policiers ont mis en place des mécanismes de rétroaction comme des boîtes électroniques de suggestions. Les niveaux de transparence (i.e. le partage de résultats au sein de l'organisation et avec le public) varient considérablement, tout comme le mécanisme de collecte de rétroaction et de suggestions.

Plusieurs organisations ont reconnu qu'elles en sont toujours aux premiers stades de mise en oeuvre de l'assurance qualité et que beaucoup de commentaires viennent soutenir les initiatives apportées en réponse aux problématiques initiales. Parmi les suggestions les plus pertinentes pour améliorer le processus mentionnés :

1. Favoriser une conscience accrue du rôle de l'assurance qualité et de la gestion du risque partout dans l'organisation, s'assurant ainsi que les personnes concernées voient ce processus comme une valeur ajoutée dans leur travail.
2. En reliant l'assurance qualité aux résultats stratégiques, le sondage démontre

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qu'une difficulté importante, pour beaucoup d'organisations, réside dans le manque de feedback.

3. S'assurer de la mise en place de processus formels de façon à fournir un suivi efficace et de tirer le meilleur parti des résultats.
4. Il est crucial d'améliorer la formation de façon à ce que l'assurance qualité et la gestion du risque soient intégrées à tous les niveaux. Il peut s'agir tout aussi bien d'initier le personnel civil aux réalités policières que d'assurer une formation de gestion aux policiers occupant des fonctions administratives.
5. Améliorer le soutien technologique par exemple, en simplifiant la tâche aux policiers sur le terrain par des rapports informatisés.
6. Équilibrer le besoin de mesurer et réduire vos coûts. Ne colligez pas les données s'il n'est pas prévu qu'elles soient analysées ou utilisées.
7. Adapter les processus à l'échelle et aux contextes des organisations. Les efforts doivent pouvoir être calibrés. Les petites unités ne peuvent pas soutenir les mêmes niveaux d'activités que les plus gros services qui comportent davantage d'infrastructures. « *Les audits doivent être réalisés seulement lorsque les résultats escomptés dépassent les coûts encourus.* »
8. Trouver le juste milieu. Les processus que l'on voit comme trop onéreux, lourds ou injustifiés affecteront négativement le climat. Un répondant attire cependant l'attention sur « *les coûts de l'inaction* », lesquels comportent des risques significatifs d'échec à grande échelle.
9. Identifier les principaux secteurs de collaboration, partager une compréhension commune, échanger les meilleures pratiques et développer les résultats discutés ci-dessus.

Lors d'une prochaine étape, le comité QALEC regardera plus en détails des études de cas issues de certaines organisations. Les résultats préliminaires sont intéressants du fait que les organisations ont commencé à tenter d'identifier comment les processus d'assurance qualité ont donné des résultats tangibles quant à leur efficience.

Il existe des exemples concrets démontrant comment les processus d'assurance

qualité ont contribué à réduire les risques et à améliorer la performance. Par exemple :

L'examen d'une escouade des crimes majeurs (homicides) montre que des lacunes dans la documentation de certaines étapes cruciales d'une enquête pouvaient constituer un risque de faire avorter l'enquête lors de l'examen devant les tribunaux. Une formation d'appoint de l'équipe d'enquête a contribué à modifier ses processus et ainsi, réduire les risques. Dans un autre cas, aux termes d'une révision des processus, un poste spécifique a été créé afin de vérifier toute la documentation destinée à la cour, améliorer la qualité des rapports, de même que la formation et le coaching du personnel de ce district. Le résultat de cette démarche a contribué à améliorer les chances de succès lors de poursuites judiciaires.

Dans une autre situation, des écarts entre les processus de recrutement et les objectifs poursuivis ont mené à une situation problématique. En effet, les critères retenus pour les nouvelles recrues évacuaient l'expérience des candidats des autres services. Les processus ont été adaptés.


En période de ressources limitées, de tels processus peuvent également être utiles dans l'acquisition et l'allocation de ces ressources. Par exemple, l'examen d'un contrat de service a démontré que l'agence de recrutement ne rencontrait pas ses obligations dans le soutien logistique et la gestion du personnel qui devait fournir les services. Aux termes de la révision des processus, le service policier concerné a pu récupérer des fonds.

L'assurance qualité est fondamentale dans l'efficacité d'une organisation policière. Notre étude démontre le besoin d'établir un équilibre dans le développement des processus nécessaires à assurer la qualité. Elle fait également la preuve du besoin de rétroaction pour avoir une prise sur l'information colligée. Une recherche plus poussée est nécessaire pour mieux comprendre les besoins des autres prestataires de services impliqués dans les différents processus permettant de s'assurer que l'engagement envers l'assurance qualité constitue une valeur partagée dans l'ensemble d'une organisation. Pour le rapport complet, visitez

[www.cacp.ca](http://www.cacp.ca). ◆

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5. Improve technological support—for example, simplifying the reporting processes for front-line members through e-reporting.
6. Balance the need to measure and track costs. Don't collect data if it will not be analyzed or used in some way.
7. Adapt process to the scale and context of the organization. Efforts need to be scalable—small services cannot undertake the same level of activity as the larger services with more infrastructures. "Audits should only be conducted when the expected benefits exceed the cost."



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## Quality assurance involves establishing organizational procedures and standards for performance. The goal of quality assurance is continuous improvement.

8. Strike a balance. Processes that are seen as too burdensome, heavy handed or pointless will negatively affect morale. At the same time, one respondent noted "the costs of doing nothing" include significant risks as we can see the impact of high profile failures.
9. Most identified areas for more collaboration to build common understanding and share best practices, reinforcing the findings discussed above.

The next step in the work of the QALEC committee is to consider, in more detail, case studies at specific organizations. The preliminary results are interesting as organizations have begun to try to identify ways in which quality assurance processes have had tangible impacts on the effectiveness of police organizations.

There are concrete examples of how Quality Assurance processes have reduced risks and improved performance. For example:

A review of a major homicide squad revealed gaps in documentation posed a risk of failure because of missing crucial investigative steps and the potential of scrutiny in court. Refresher training for the investigative team improved its processes and reduced the risks.

In another case, as a result of process review, a specific position was created to review court document packages to improve the quality of reporting, coaching and training district personnel. The result ultimately improved the chances of prosecutorial success.

When gaps between objectives and recruitment processes were recognized in one jurisdiction, it was found that criteria designed for brand new recruits were screening out experienced applicants from other services. As a result, processes were adapted.

At a time when resources are constrained, these processes can also assist in acquiring and allocating resources. For example, a review of one service contract revealed that the contracting agency was not fulfilling its obligations to provide logistical support and management of employees providing the services. As a result of the review, the police agency was able to recover funds.

Quality assurance is fundamental to effective policing. Our study identified the need to strike a balance in developing the processes need to ensure quality and also demonstrated the need to have feedback loops to act on the information collected. More research is needed to explore the views of other stakeholders engaged in the process to ensure that the commitment to quality assurance is shared throughout the organization. To read the full report, visit [www.cacp.ca](http://www.cacp.ca). ◆

# CACP Members Attend 9<sup>th</sup> Special Olympics World Winter Games

**By Chief Jack Ewatski (Rtd), Law Enforcement Torch Run National Advisory Board Member**

The 9th Special Olympics World Winter Games were held in Boise Idaho, February 7-13.

Team Canada consisted of 81 athletes who competed in all seven sporting events. At the end of the Games, Team Canada athletes had been awarded 102 medals.

As part of the Team Canada contingent a number of Special Olympic supporters and sponsors were given the opportunity to attend the Games. As a member of the Law Enforcement Torch Run National Advisory Board, I was honoured to attend along with Board members Chief Murray Faulkner and Mr. Lorne White.

It was a thrill for us to attend the opening ceremonies where we witnessed the Law Enforcement Torch Run final leg runners bring the Winter Games torch into the Boise arena and hand it off to a Special Olympics athlete who lit the Games cauldron. The 118 final leg runners from 19 countries included nine law enforcement members from Canada.

The atmosphere at the opening ceremonies was electric and, as with all opening ceremonies, the highlight was the parade of athletes representing their countries. In total 2,500 athletes from 100 countries were in attendance.

Our group was then given the opportunity to attend various competition venues to cheer on the Team Canada athletes and all of us were very vocal in our support to provide encouragement to them.

The CACP has a long and proud history of affiliation with and support of Special Olympics through the Law Enforcement Torch Run. We continue to reinforce this with CACP members as well with all members of Canada's law enforcement community and I encourage all CACP members to demonstrate this support in whichever way they can, now and into the future. ◆



# Des membres de l'ACCP assistent aux 9<sup>es</sup> Jeux olympiques d'hiver spéciaux

**Par le chef Jack Ewatski (Ret), membre du Comité consultatif national de la Course au flambeau des responsables de l'application de la loi.**

L-R: Mr. Lorne White; Det/Supt. Ken Heslop, London Police Service; Mr. Zane Salera-Nasra, Special Olympics athlete; Chief Murray Faulkner, London Police Service; and Chief Jack Ewatski (Rtd), Winnipeg Police Service.

Les 9es Jeux olympiques d'hiver spéciaux ont eu lieu à Boise (Idaho) du 7 au 13 février.

L'équipe canadienne comprenait 81 athlètes qui ont participé à 7 événements. Les Canadiens ont terminé les Jeux avec 102 médailles.

Plusieurs partisans et commanditaires des Jeux olympiques spéciaux ont eu la chance d'assister aux compétitions. Comme membre du Conseil consultatif national de la Course aux flambeaux des responsables de l'application de la loi, j'ai eu l'honneur

d'être présent à ces jeux avec le chef Murray Faulkner et M. Lorne White.

Les coureurs de la Course aux flambeaux ont apporté la torche des jeux d'hiver dans le stade de Boise et l'ont remise à un athlète qui a allumé la vasque. Les 118 coureurs, originaires de 19 pays, comprenaient 9 policiers canadiens.

L'atmosphère de la cérémonie d'ouverture était électrisante. Le clou de l'événement était le défilé des athlètes. Ils étaient 2500 à représenter une centaine de pays.

Notre groupe a eu la chance d'assister à diverses compétitions où nous n'avons pas manqué d'encourager les athlètes canadiens.

L'ACCP collabore depuis longtemps avec les Jeux olympiques spéciaux par le biais de la Course aux flambeaux. Nous continuons de renforcer cette participation avec les membres de l'ACCP et autres, et j'encourage tous les membres à donner leur appui. ◆

# Hunting Down Stolen Art INTERPOL joins the cause

By Yoan St-Onge



The Stolen Art Joint Task Force from left to right: Sergeant Alain Gaulin, (SQ, team leader); civilian member Marketa Jarosova (RCMP); Sergeant Alain Dumouchel (SQ); Constable Sylvie Dubuc (RCMP); and Sergeant Jean-François Talbot (SQ).  
Photo: Sûreté du Québec

While the economic crisis is causing people to reconsider investing in stock markets, the art market is becoming a popular investment alternative. But burglars are also taking notice.

The INTERPOL General Secretariat (IPSG) in Lyon, France, is warning art buyers and merchants to be careful. The economic crisis forces criminals to develop new, sophisticated counterfeiting techniques and ways to steal valuable art. Organized crime groups, with their international contacts, are often involved, using stolen art to launder money or in exchange for drugs.

## TEAMWORK

Stolen art is an INTERPOL priority. A recent Canadian success story involved INTERPOL Ottawa's collaboration with the stolen art Joint Task Force (JTF). The JTF, established in 2003, consists of Sûreté du Québec (SQ) and RCMP officers.

# Recherche d'œuvres d'art volées INTERPOL se rallie

Par Yoan St-Onge

Alors que les gens hésitent à investir en bourse à cause de la crise économique, le marché de l'art gagne en popularité. Les cambrioleurs l'ont remarqué.

Le secrétariat général d'Interpol, situé à Lyon (France) conseille aux amateurs d'art et aux galeries de se montrer prudents. La crise économique pousse les criminels à développer de nouvelles techniques de contrefaçon et de vol. Le crime organisé est souvent impliqué dans des vols d'œuvres d'art qui servent ensuite au blanchiment d'argent ou que l'on échange contre de la drogue.

## TRAVAIL D'ÉQUIPE

Le vol d'œuvres d'art est une priorité d'Interpol. Récemment, Interpol Ottawa a collaboré avec le groupe de travail conjoint sur les œuvres d'art volé. Ce groupe de travail, formé en 2003, comprend des agents de la sûreté du Québec et de la GRC.

« Notre organisation est fière de collaborer avec ce groupe de travail, et nous continuerons de les soutenir dans leur lutte contre le crime transnational », a déclaré l'inspecteur Bob Resch, directeur d'Interpol Ottawa.

Le groupe de travail a saisi 80 œuvres contrefaites d'une valeur de 1,5 M\$, le 21 janvier dernier dans la ville de Québec. Il s'agissait de faux Jean-Paul Riopelle, Paul Émile Borduas et Marcel Ferron. Le groupe de travail a aussi récupéré des sculptures de bronze dérobées dans des parcs et des édifices de Montréal.

Il y a quelques mois, Interpol Ottawa a établi un partenariat avec le groupe de travail consacré au vol, à la contrefaçon, à la contrebande et au recel d'œuvres d'art. Il a établi des processus pour aider le groupe de travail dans ses enquêtes et il a ouvert l'accès à la banque de données d'Interpol. Cette banque énumère 33 000 œuvres volées, et Interpol estime que les corps policiers y auront fait 7000 recherches d'ici la fin de l'année.

## DES CRIMES COMPLIQUÉS

Il est difficile de mesurer l'ampleur de ce commerce illégal pour deux raisons. D'abord, le vol n'est souvent découvert qu'une fois l'œuvre trouvée sur le marché de l'art. Ensuite, les pays envoient très peu d'informations au quartier général d'Interpol, et plusieurs ne tiennent aucune statistique sur ce type de crime.

*suite à la page 33*

“The organization is proud to be partnering with this JTF, the first of its kind in Canada, and will keep supporting them in the fight to combat transnational crime,” says Inspector Bob Resch, director of INTERPOL Ottawa.

The task force seized 80 forged works of art worth \$1.5 million this past Jan. 21, in Quebec City. The forged art included works by Jean-Paul Riopelle, Paul-Emile Borduas and Marcelle Ferron. The JTF also retrieved bronze sculptures that were snatched from parks and buildings in the Montreal area.

A few months ago INTERPOL Ottawa partnered with the task force dedicated to tackling art world crime, specifically theft, forgery, smuggling and reselling. It established processes to assist the JTF with their investigations and provided access to INTERPOL’s stolen works of art database. The database lists roughly 33,000 works and IPSP estimates that by year end, police agencies worldwide will have conducted over 7,000 remote queries.

### COMPLICATED CRIMES

It’s difficult to gauge the extent of the illegal trade for two reasons. First, the theft isn’t often discovered until the stolen works are found on the official arts market. Second, countries send very little information to INTERPOL Headquarters in Lyon and many do not keep statistics on this type of criminal activity.

Criminals often quickly remove stolen cultural goods from a country. The Quebec City case shows the value of including INTERPOL Ottawa in an art investigation and registering significant works of art with INTERPOL’s database — so police in other countries can be alerted. Cultural property crime affects all regions of the world. Thousands of works of art are stolen every year in countries such as Italy, France, Germany, Belgium, Russia and the Czech Republic. European figures are constantly rising and are evidence of criminals’ increasing interest in works of art. INTERPOL also has a strong relationship with US stolen art authorities.

In each of its member countries, INTERPOL has a national central bureau. In Canada, the RCMP manages the bureau as part of its International Policing

Branch. RCMP regular and civilian members, seconded officers representing various Canadian police forces and federal public servants all work in the Canadian INTERPOL office.

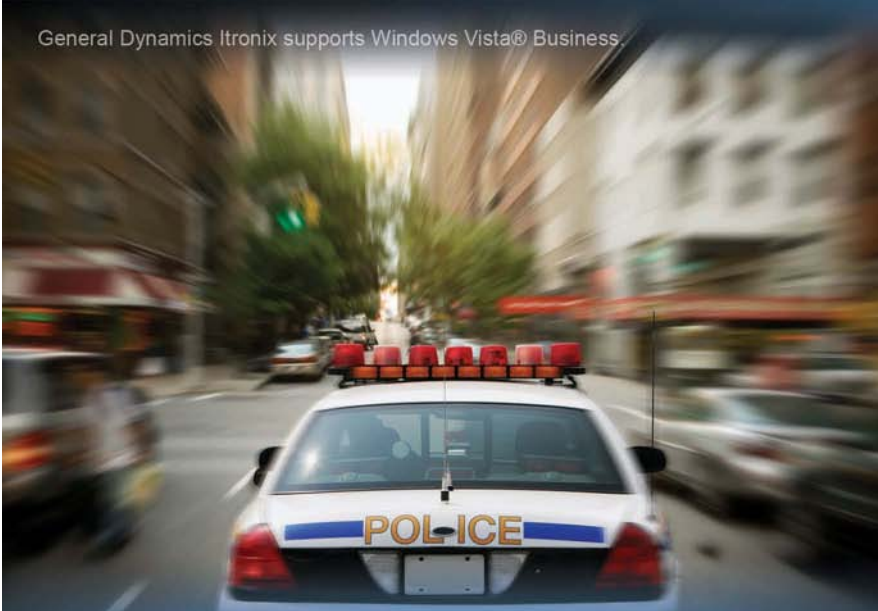
The office is located at RCMP headquarters in Ottawa. It’s the Canadian law enforcement community’s primary gateway to the organization and Canada’s official representative to INTERPOL. The team provides support and promotes INTERPOL services to municipal, provincial and federal police forces in Canada on

issues related to international crimes and investigations.

INTERPOL Ottawa, via the Canadian Police Information Centre (CPIC) system, will soon provide Canadian police forces with real-time access to international databases. RCMP officers will be able to query individuals through the INTERPOL database. This is a major step in enhancing international co-operation in combating transnational organized crime.

Stay tuned for more information about the INTERPOL/CPIC interface launch. ◆

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suite de la page 30

Les criminels ont tôt fait d'extraire les biens volés de leur pays d'origine. Le cas de Québec montre l'utilité de faire participer Interpol Ottawa et d'inscrire les œuvres d'art importantes dans la banque de données d'Interpol pour que les policiers d'autres pays puissent être alertés. Le vol de biens culturels affecte toutes les régions du monde. Des milliers d'œuvres d'art sont volées chaque année en Italie, en France, en Allemagne, en Belgique, en Russie et en République tchèque. Les chiffres européens ne cessent d'augmenter, ce qui démontre l'intérêt croissant des criminels envers l'art. Interpol entretient aussi des liens étroits avec les autorités américaines.

Dans chacun de ses pays membres, Interpol a un bureau national. Au Canada, c'est la GRC qui gère ce bureau. Le bureau canadien d'Interpol comprend des membres civils et réguliers de la GRC, des représentants de divers corps policiers canadiens et des fonctionnaires fédéraux.

Il se trouve au siège de la GRC, à Ottawa. C'est le principal point d'accès des corps policiers canadiens et le représentant officiel du Canada auprès d'Interpol. L'équipe fournit du soutien et promeut les services d'Interpol auprès des corps policiers canadiens dans les dossiers se rapportant aux crimes et enquêtes internationaux.

Interpol Ottawa, par le truchement du Centre d'information de la police canadienne, offrira bientôt l'accès en temps réel à ses banques de données internationales. Les agents de la GRC pourront faire des recherches sur des individus à travers la banque de données d'Interpol. C'est là une avancée majeure de la collaboration internationale contre le crime organisé.

Surveillez les prochaines informations sur le lancement de l'interface Interpol/CIPC. ◆



## Calendar of Events Calendrier 2009



Date	Event / Événement	Location / Lieu
Aug 9-12 9 au 12 août	CACP Annual Conference Conférence annuelle de l'ACCP	Charlottetown, PEI Charlottetown, I.P.E.
Sept. 25-26 25 et 26 sept.	Urban Gangs International Symposium Symposium international sur les gangs urbains	Ottawa, ON Ottawa, ON
Oct 3-7 3 au 7 oct.	IACP	Denver, CO
Oct. 25-27 25 au 27 oct.	Youth Mental Health and the Justice System La santé mentale des jeunes et le système de justice	Winnipeg, MB Winnipeg, MB
Nov 15-18 15 au 18 nov.	3rd Interoperability Workshop 3e atelier sur l'interopérabilité	Halifax, NS Halifax, N.-É.

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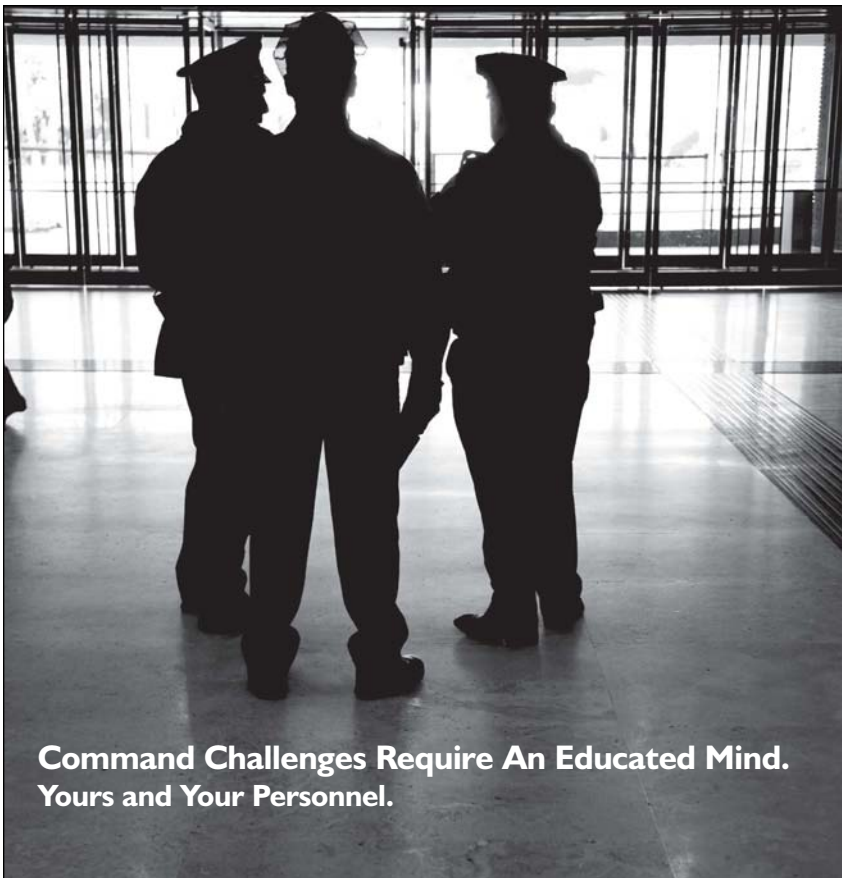
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# ACCIDENT SUPPORT SERVICES BULLETIN

POLICE REPORTING CENTRES ISSUE 25

## CROMS ANALYTICS, MICROSOFT AWARD FINALIST!

In a continuous effort to meet and exceed the needs of our partners, Accident Support Services International (ASSI) developed a remarkable tool that allows users to answer any multi-dimensional questions regarding traffic collisions by querying any fields on the official government collision report. The CROMS Analytics Portal was developed in collaboration with Ministries of Transportation, Police, and Insurance representatives.

Following in the footsteps of the original Microsoft Award Winning Collision Reporting Centre & Occurrence Management System (CROMS) the CROMS Analytic Portal was nominated for the Microsoft Canada Impact Award, where it finished as one of three finalists for Solution of the Year! It has also been nominated for the International Award which will be selected later this year.

Insurers have found immediate value-added to claims management, investigations, underwriting, and marketing with the ability to

search and analyze data from 24 police jurisdictions across Ontario. CROMS Analytics allows for immediate analysis of multi-dimensional data through information modifications, selections, rankings, calculations, and more.

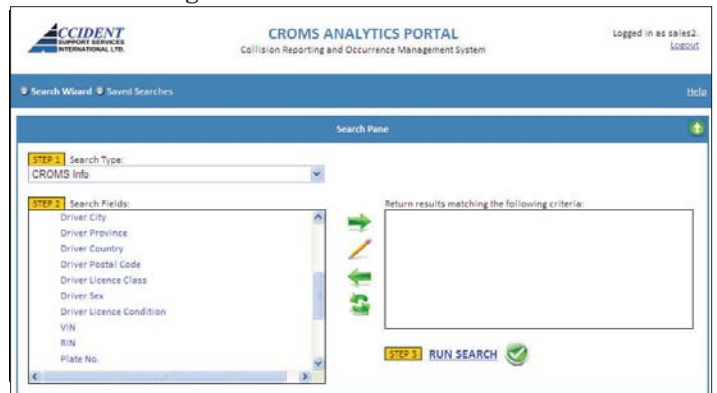
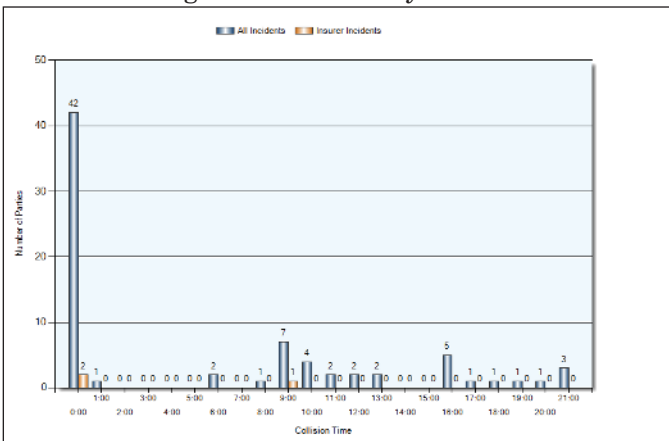
Access to the Analytics Portal for registered Insurers and Police is available for no charge, and no software needs to be added to their existing technology. Registered users simply log on through the internet. For a minimal additional annual charge Insurers can also view industry statistics for their queries and compare their results to the industry. SIU investigators can see exactly where their company places in comparison to the rest of the industry!

Partner Police Services have gained a valuable new resource through



Pictured L-R- Tim Yoemans, Director, Client Services; Chetan Mistry, Partner Account Manager; Steve Sanderson ASSI President; Bob Gutwein, ASSI Vice President; Bob Rogers, ASSI Insurance & Government Relations

which they can query any data field to identify when collisions are occurring by searching date and time and analyze what is causing collisions by analyzing driver actions. Through this Portal, they have been able to identify problem areas where a disproportionate number of collisions are occurring, allowing for **intelligence led proactive enforcement!**



Using the Analytics Portal is as easy as 1-2-3! Simply choose the report type, choose which fields of interest you want to query, and run the search!



# MIDLAND POLICE PILOT CROMS MOBILE!

The most recent addition to Accident Support Services suite of integrated collision management platforms is CROMS Mobile, a mobile in-car solution for police collision investigation, developed in collaboration with the Police. With this product, ASSI has further enhanced its service to partners and Police Services. CROMS Mobile allows police to complete an electronic collision report using a client application running on their vehicle computer in either an on-line or off-line state, right at the scene of the collision!

ASSI's new CROMS Mobile collision reporting solution offers a complete

roadside application that enables quick, easy collection of incident information, requires minimal training for police officers, and increases efficiency by reducing manual data entry and re-entry. CROMS mobile synchronizes with the centralized database in a highly secure manner when network connectivity is available. User edits are fully auditable. The information captured is then populated into the official collision report or e-ticket, and can be printed or saved in a PDF file as needed.

With this solution, Police, Insurers and Ministries of Transportation will have access to this important information even sooner!

Paul Hamelin, O.O.M. (Ontario Order of Merit), Chief of the Midland Police Service has been involved in the CROMS Analytics Portal and CROMS Mobile since the early stages of development. Along with the Accident Support Services International (ASSI) Development Team, he shared a vision of what such a system needs to be capable of, in order to be the most beneficial analysis tool for Police, Road Engineers, Ministries of Transportation, and the Insurance Industry.

Chief Hamelin confirmed "Observing the new system in operation, it was everything I had asked for



Midland Police Chief Paul Hamelin

and more. The new Analytics Portal permits customized queries, allowing collision data to be accurately analyzed to facilitate effective targeted enforcement in my community."

The Midland Police Service has been providing input and feedback at every stage of development for the new CROMS Mobile, and have entered into pilot as the first Police Service to use this remarkable new technology. Safety is important to us all, and we are delighted that the Midland Police Service are taking this initiative to enhance road safety in their community.

The flexibility of this mobile solution extends the reach of the established, proven, and successful Collision Reporting & Occurrence Management System which has been operating 24 by 7 since 2003. ■

**CROMS Mobile Geo-Mapping Tools Provide Pin-Point Accuracy**

**Map the collision location in both on-line and off-line states!**

- Locate the collision address on Google Earth in an on-line state, where Officers can zoom down to the intersection level and insert collision location right where incident occurred.
- In off-line state CROMS uses a static GIS mapping program to accurately enter the collision location.

# TIMELY OPENING IN SAULT STE. MARIE

The ribbon has been cut, and the Collision Reporting Centre in Sault Ste. Marie is open to the public! The event was well attended by local dignitaries and representatives of the media.

Sergeant Joe Trudeau, Head of Traffic Services talked to the press about the Centre and what it will mean to his officers: "It will allow them more time on the road to be proactive in their enforcement as opposed to being

tied up reacting to traffic collision calls".

Opening day went smoothly and was "a smashing success". The launch of the new CRC was quite timely; the very next day a major snow storm passed through the area, resulting in no less than 99 collisions! The new system was in place just in time to allow the Sault Ste. Marie Police Service and the public a safer and effective means of reporting collisions. ■



Pictured above, left to right: Sgt Joe Trudeau, ASSI VP Bob Gutwein, ASSI President Steve Sanderson, SSMPS Chief Bob Davies, SSMPS Board Chair Judge Greco, Councillor Dave Celetti

# THUNDER BAY ACCIDENT SUPPORT SERVICES GRAND OPENING!

We are very excited to be working with the Thunder Bay Police Service assisting the citizens in their community to report their collisions at the new Collision Reporting Centre (CRC)!

It was a clear but very cold morning in November for the Grand Opening of ASSI's Northernmost CRC in Thunder Bay. As fate would have it, the very first customer was well informed about the Centre and the process, as his father is a Police Officer. Centre Manager Candice Halik assisted the young man with his report as cameras from local television stations rolled, documenting the event.

Police spokesperson Chris Adams told the media that their Service

investigates more than 3,000 collisions each year, many of which can be handled through the new Collision Reporting Centre. ■



L-R: Thunder Bay Police Service Deputy Chief Ron Gillies, Thunder Bay Police Services Administrator Jackie Caddo, ASSI Manager Candice Halik, ASSI Counselor Shaleigh O'Brien, ASSI President Steve Sanderson, ASSI VP Bob Gutwein

# THE CITY OF KAWARTHA LAKES POLICE SERVICE: ROAD SAFETY THROUGH CROMS

We are very happy to announce that the City of Kawartha Lakes Police Service are using our Collision Reporting & Occurrence Management System (CROMS) for their electronic collision records management system!

When the Kawartha Lakes Police Service saw the abilities of CROMS and the Analytics Portal, they realized what a benefit it would be to their Service and their Community! They gain a powerful records management & analytical tool for proactive policing; insurance matters dealing with collisions are expedited, helping Insurers improve customer service, and benefiting the citizens of their community!



Kawartha Lakes Police Chief John Hagarty summed up the logic behind their decision to use CROMS: "As an element of our core function and business plan, road safety is a responsibility of our police service. Our goal is to be proactive with enforcement and effectively respond to citizen's traffic complaints, identifying community traffic safety issues and reducing trends in identified areas of concern. The

Collision Reporting and Occurrence Management System (CROMS) and CROMS Analytics portal gives us access to current and accurate data for results driven policing and I believe will assist us in achieving our goal." ■

# PINK SLIPS - WORKING TOGETHER TO END FRAUD!

Widespread problems with false insurance liability cards continue to plague the auto insurance market and the problem is escalating. The resulting "uninsured motorists" affect all stakeholders including the premium paying public. Insurers, Police, the Insurance Bureau of Canada (IBC), the Registered Insurance Brokers of Ontario (RIBO) the Ontario Motor Vehicle Industry Council (OMVIC), and the Financial Services Commission of Ontario (FSCO) are all working diligently to address this problem.

A few common ways used to distribute the fake slips are:

- 1) A 'friend of a friend' recommends someone they know or have used, who suggests 'you can obtain insurance at a cut rate'.
- 2) Various groups have persons within their community that will provide bogus pink slips. Communication is provided through the use of cell phones, various telemarketing schemes, and advertising in local newspapers. In many cases potential customers have not had a face-to-face encounter with the seller of the pink slip.
- 3) People with knowledge of the automobile industry may get kick-backs by recommending where "cheap insurance" may be obtained. They will even assist a citizen to fill out the required insurance forms, suggesting they ought to misrepresent themselves in order to obtain a discounted rate.

Collision Reporting Centres (CRCs) and the Collision Reporting & Occurrence Management System (CROMS) are a front line defence against this practice. Only Insurers authorized to write automobile insurance are included in the CROMS data base. CROMS integrates 24 different Police Jurisdictions into one single database so Accident Support Services' processes more collision reports than anyone else, and see more Insurer's slips than anyone else quickly identifying those that are not in our data base of authorized Insurers. Any new Insurers are validated through the FSCO before they are put into CROMS.

When we identify a problem liability card the bells go off, and we immediately involve all the relevant stakeholders and pass the information on to the Police Insurance Investigators at the CRCs. Many citizens with these fake slips are surprised when they are confronted by Police while still at the CRC! The Police Insurance Investigators have done tremendous work on these with many charges being laid and illegal operators shut down. ■



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# PROFILE: CAA INSURANCE'S TROY BOURASSA - 'MAN OF ACTION!'

**M**r. Troy Bourassa is a man who wears many hats: MBA, CIP, Claims Manager for CAA, Treasurer for the Canadian Insurance Claims Manager Association (CICMA), CICMA Representative for the Insurance Bureau of Canada (IBC) Claims Committee, Husband, Father, and Humanitarian ...not necessarily in that order.

Troy has had a very successful career as an Insurance Professional. His passion for the industry started when he was still in high school, working at a video store where the owner's wife was an Insurance Adjuster. Troy heard so many interesting stories of the industry, he was inspired to choose insurance as his career.

After graduating from Trent University in 1994, Troy furthered his education by entering the Business Insurance and AIC Program at highly recognized Mohawk College. He was successful in obtaining a co-op position in the industry during his studies, and upon graduation, started as a Bodily Injury (BI) Adjuster with Liberty Mutual. This was a time of great personal growth for Troy, as he graduated, started a new job, took possession of his first new car, and proposed to his future wife, all in one week!

Two years later, Troy was hired as one of the first two 'Dedicated BI Adjusters' for Belair Insurance, a company that was experiencing a rapid growth mode.

In 1999, Troy came to CAA, where he has remained and worked his way up the ladder to Claims Manager. He finds great satisfaction working in Claims stating it is a constant challenge, as that department needs to continuously demonstrate the value of Claims Services. As Troy put it, "not an easy task when your product

is loss. A sales person can bring in a new policy, and show value in the premiums he has brought to the company." Claims is always at risk, always needing to show value, and that is one of the reasons he is so supportive of the Collision Reporting Centre (CRC) Program, and CROMS, the Collision Reporting & Occurrence Management System.



Claim cost containment comes from the Adjuster taking charge of outlay as soon as possible. CRC staff are directing collision victims to call their Insurer right from the CRC. That creates the opportunity to guide the policyholder to an approved reputable shop, assist them with a rental car if needed, and even open the claim, all while they are still in the CRC! A shorter life span on a claim translates to money saved for the Insurer, and less inconvenience for the policyholder.

Troy states "prior to CRCs and CROMS, collision data available to Insurers was dependant on each personal practices of each individual Police Service, and varied from jurisdiction to jurisdiction, and even officer to officer. Officers are not always able to give a great deal of attention to what appears to be a 'minor' collision, and some details may not be captured. The consistency in collision data through CRCs and CROMS is steady and reliable, and helps us do

a great job, with a consistent product every time! Through the CROMS Analytics Portal, we get real data that is 'actionable' and we can see how we are doing compared to the rest of the industry!"

Troy joined the Canadian Claims Manager's Association (CICMA) and currently sits on the Executive as Treasurer. "I Joined CICMA to get a broader connection to the industry. The questions you may run into tomorrow could be answered by knowledgeable colleagues. It is also my opportunity to contribute to the system. We are always trying to expand our offering through training and leadership. New members need this exposure to the industry, to expand their view and develop strong Claims Leaders." The CICMA Executive meets monthly, and hold quarterly General Meetings for all members.

When asked what advice he would offer to someone that is new in the industry, he responded: "I would tell them to be bolder sooner! Have an opinion, and realize that everything a claims person does offers some value. Have something to offer earlier in the day, earlier in your career...contribute!"

On a personal note, Troy Bourassa also donates his time participating in charity events. His slogan is "don't judge me by what I say, judge me by what I do". He and two colleagues were successful in raising over \$15,000 for the Campbelford Memorial Hospital last year. This year, they have upped the ante, and are in the process of organizing a charitable organization to raise funds for an infrastructure project to combat poverty in Nepal. His vision is to raise between \$50,000 and \$100,000 by the summer of 2010. We wish Troy all the best in his efforts!

# 2010 DODGE CHARGER POLICE



**CHRYSLER**  
Canada  
Fleet Operations



# 2010 Dodge Charger Police - Anything else is light duty.

The most powerful production police vehicle<sup>(1)</sup> with the Best-In-Class<sup>(1)</sup> optional 5.7L HEMI<sup>®</sup> V8 engine, Dodge Police Charger also includes standard Electronic Stability Program (ESP<sup>™</sup>),<sup>(2)</sup> advanced multistage driver and front passenger air bags,<sup>(3)</sup> and more.

## Product Highlights

- Best-In-Class performance<sup>(1)</sup> for: fastest acceleration, highest top speed, shortest projected stopping distance and vehicle dynamics
- Standard Electronic Stability Program (ESP)<sup>(2)</sup>
- Engine options include:
  - 3.5L High Output V6, delivers 250 hp @ 6400 rpm and 250 lb.-ft. of torque - Standard
  - 5.7L HEMI V8 Eagle engine with VVT and MDS delivers 368 hp and 395 lb.-ft. of torque
- Five-speed automatic transmission with overdrive and Auto/Stick<sup>™</sup> with column shift
- 18-inch steel wheels with standard P225/60R18 V-rated performance tires
- Performance Short/Long Arm front suspension and an independent five-link rear suspension
- Severe-duty cooling system includes external oil coolers: engine oil, transmission fluid and power steering fluid
- Heavy-duty cloth front bucket seats with manual lumbar and rear fixed cloth bench seat - Standard
- Police performance-tuned steering with tilt/telescoping steering wheel
- 160-amp High Output alternator and 800 CCA battery
- 260 km/h (160 mph) (certified) calibrated speedometer
- Four-wheel independent police performance suspension
- Load-levelling, height control shock absorbers
- Trunklid keylock cylinder and separate key and key fob
- 800-amp maintenance-free battery
- Police Equipment Interface Module
- Easy Path Wiring Grommet through firewall

## Standard Police Equipment

- Centre instrument panel stack power connector with three 20-amp-fused battery feeds and three 20-amp-fused ignition feeds
- Dome lamp door switch deactivated
- Dual Spot Lamp Prep Package
- Integrated engine hour meter
- 4-wheel disc heavy-duty brakes
- Police equipment interface module
- Separate fuses for left and right battery-fed spot lamps
- Column mount automatic shift lever
- Software-controlled alternating headlamps and tail lamps (wigwag) indicators; PRNDL dims to lowest legal limit)
- Three pairs of twisted 18-gauge wiring for sirens, speakers, or controls provided from interior to front bumper
- Engine hour meter
- High speed engine controller
- Mini floor console
- Under-hood lamp

## Optional Police Equipment<sup>(4)</sup>

- 18-inch bolt-on wheel covers
- Black vinyl floor covering
- Entire fleet keyed alike (without alarm and engine immobilizer, four separate fob frequencies)
- Fixed vinyl rear bench seat
- Independently switched white and red LED dome lamp
- Eight-way power driver's seat
- Spot lamp, driver's side or dual (black)
- Police equipment mounting bracket
- Deactivate rear windows and doors
- Security alarm
- Street Appearance Package includes:
  - 18-inch aluminum wheels, SXT badge, fog lamps, black grille with bright surround, power, body colour heated/folding mirrors and rear stabilizer bar

## Safety/Security

- Advanced multistage driver and front passenger air bags<sup>(3)</sup>
- Electronic Stability Program (ESP)<sup>(2)</sup>
- All-speed traction control
- Brake Assist
- Two ESP settings, fully or partially operational
- Four-wheel disc heavy-duty ABS
- Tire Pressure Monitoring system
- Electronic ignition key (WIN/FOB/K) with Sentry Key<sup>®</sup>
- Energy-absorbing steering wheel
- Spare tire positioned to rotate away from fuel tank
- Mid-vehicle-mounted saddlebag gas tanks

<sup>(1)</sup>2009 Dodge Police Charger measured against 2009 Ford Crown Victoria Police Interceptor and Chevrolet Impala Police Vehicle. <sup>(2)</sup>No system, no matter how sophisticated, can repeal the laws of physics or overcome careless driving actions. Performance is limited by available traction, which snow, ice and other conditions can affect. When the ESP, warning lamp in the instrument cluster flashes, the driver needs to use less throttle and adapt speed and driving behaviour to prevailing road conditions. Always drive carefully, consistent with conditions. Please always wear your seat belt. <sup>(3)</sup>Always use seat belts. Children 12 and under should always be in a back seat correctly using an infant or child restraint system, or the seat belt properly positioned, dependent on the child's age and weight. <sup>(4)</sup>May not be compatible with some aftermarket equipment.

## DIMENSIONS<sup>(5)</sup>/SPECIFICATIONS

Exterior	
Wheelbase	3048 (120.0)
Overall Length	5082 (200.1)
Overall Height	1479 (58.2)
Overall Width	1891 (74.5)
Front/Rear Track	1600 (63.0)/1603 (63.1)
Interior	
Headroom - Front/Rear	983 (38.7)/919 (36.2)
Legroom - Front/Rear	1062 (41.8)/1021 (40.2)
Shoulder Room - Front/Rear	1506 (59.3)/1463 (57.6)
Hip Room - Front/Rear	1427 (56.2)/1409 (55.5)
Cargo Capacity - L (cu. ft.)	459 (16.2)
Curb Weight - kg estimated (lb. estimated)	1768 (3898) 3.5L/ 1865 (4112) 5.7L
Fuel Tank Capacity - L (imp. gal.)	72 (16)
Turning Diameter - m (ft.)	11.8 (38.9)
2009 EnerGuide Fuel Consumption Ratings: <sup>(2)</sup> L/100 km (mpg)	
- 3.5L V6 RWD:	12.2 (23) City; 8.1 (35) Highway
- 5.7L V8 RWD:	13.5 (21) City; 8.0 (35) Highway
Axle ratios for 3.5L V6	2.87
Axle ratios for 5.7L V8 HEMI	2.65

<sup>(5)</sup>Dimensions shown in mm (in.) unless otherwise specified. <sup>(2)</sup>Transport Canada test methods used. Actual fuel consumption may vary.



**CHRYSLER**  
Canada  
Fleet Operations

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**MEGGITT**

smart engineering for  
extreme environments

# Train smart.

Leading edge technologies for advanced virtual and live-fire training solutions

[www.meggitttrainingsystems.com](http://www.meggitttrainingsystems.com)

Meggitt Training Systems  
Canada

# Virtual training capabilities



## Stay alert.

The best in law enforcement are those who are best trained. Our self-contained, portable, virtual systems offer fully immersive, realistic scenarios for powerful judgmental and marksmanship training.

- ▶ High definition projection, after action review and hostile fire options
- ▶ 17 preloaded DVD training programs consisting of over 272 video scenarios and 400 branching options
- ▶ Supports BlueFire® wireless weapon simulators, tethered weapons and Dvorak drop-in laser kits

Meggitt's new next generation portable simulator makes advanced training an accessible option.



## Shoot smart.

Wireless weapons technology started when Meggitt Training Systems pioneered BlueFire® weapons – smart weapon simulators that look and perform exactly like their live counterparts.

- ▶ Free range of motion during training
- ▶ Tactical magazine reloads
- ▶ Robust training diagnostics (point-of-aim, weapon status, trigger pressure, cant and realistic recoil)



# Live-fire training solutions



## Take aim.

We offer extensive live-fire target systems to support law enforcement training regimens. From marksmanship to tactical scenarios, our diverse line supports requirements for indoor ranges and large outdoor complexes.

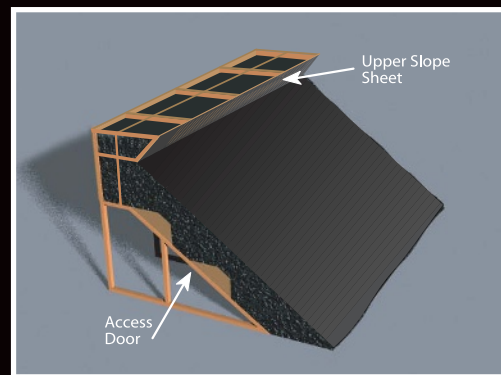
- ▶ Introducing the Next Generation Wireless Target (XWT), a revolutionary cable-free, self-driven 360° turning target system
- ▶ Range control systems (fixed, wireless, individual control units)
- ▶ Pop-up and running man targets



## Be secure.

With more than 80 years of experience, Meggitt Training Systems is recognized as an expert in ballistic containment, safety and range design. Regardless of range type, training requirements or location, our experts have the tools to design a range solution specific to your training needs.

- ▶ Shooting stalls and bullet traps
- ▶ Ballistic baffles and acoustics
- ▶ Shoot house design and MOUT facilities





# Mobile training solutions

# MEGGITT

smart engineering for extreme environments



## Stay mobile.

The Road Range™ mobile firearms training facility keeps law enforcement agencies on the fast track to live-fire training solutions by delivering an advanced facility where and when they need it.

- ▶ HEPA filtered ventilation system meets NIOSH design standards
- ▶ Ballistically secure (pistol or upgradable to rifle rated AR500)
- ▶ Can be configured to include virtual training options, live-fire screens, and extended qualification distance footprints



Meggitt Training Systems develops, manufactures, markets and services advanced law enforcement simulators and live-fire training products. Following the acquisition of FATS virtual training systems and Caswell International's live-fire ranges and services, Meggitt Training Systems has continued to grow its capabilities based on the 80+ year legacy of these two industry leaders. This allows us to provide scalable integrated training solutions using the latest in video technology, weapons diagnostics and human factors research. Over 10,000 Meggitt live-fire ranges and 5,200 virtual systems are fielded internationally, providing judgmental, situational awareness and marksmanship training to law enforcement and security organizations.

Customer satisfaction is our primary objective, including a commitment to after sales assistance and support. Product warranties supported by a customer hotline ensure that each system will be backed throughout the life cycle of the product. With a global presence, Meggitt has the ability to deploy service personnel anywhere in the world for instructor training, system installations and software updates.

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