

# Canadian Police Executive Research Agenda

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**CANADIAN POLICE EXECUTIVE RESEARCH AGENDA**

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***FOR***

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## EXECUTIVE SUMMARY

This document was prepared by CAE for the Defence Research and Development Canada (DRDC) Centre for Security Science (CSS) under Public Works and Government Services Canada (PWGSC) contract # W7714-1135838/001/SV. This document is a deliverable (Deliverable 6.3) under Task #33, entitled “Canadian Police Executive Research Agenda”.

The objective of this project was to define research priorities for the Police Executive Research Agenda Renewal project. The development of the Agenda was supported by three main tasks including a requirements definition, a stakeholder survey and a survey of existing funding models. The output of this study will inform the development of CSSP investments and research activities at Public Safety Canada (PS).

The requirements definition was addressed through the conduct of a series of phone-based interviews (N=13). The interview questions were developed based on Canadian Association of Chiefs of Police (CACP) guidance and a review of the previous CACP Police Executive Research Agenda and related documentation. The interview candidates represented a range of roles that were relevant to the CACP membership including the Board of Directors for the CACP, Board of Directors for the CACP RF, CACP Committees Co-Chair, current and former executive roles in Canadian police services, as well as government, academic and not for profit (NFP) domains. The information gathered during the conduct of the interviews was used to develop the online survey.

A 34-item online survey consisting of both closed ended and open-ended questions was administered during 3-17 February 2017 to the CACP membership and key stakeholders from the government, academic, NFP and private industry communities. The findings were analyzed using descriptive statistics (closed-ended questions) and qualitative analyses (open-ended questions) in order to determine the priorities for research. The police organizations ranked 7 national-levels issue as a top priority whereas, the non-police organizations ranked fewer national-level issues (five) as a top priority. The top research priority for both police and non-police organizations was determined to be topics involving public trust and confidence. The other priorities for both groups were research topics concerning:

- Policing persons with mental illness
- National Security
- Opioid overdoses
- Cyber Crime and Technology
- The root cause of substance abuse
- Mental health and wellness of members

From these priorities, more detailed research questions can be developed, for example for Cyber Crime and Technology the following questions emerge:

- Do police forces have adequate technology to deal with cybercrime? (Priority 1)
- Where will technology be 5 years from now, its impact, and how does law enforcement get there first? (Priority 2)
- Where should police focus their efforts in technology? (Priority 2)
- What technology tools will facilitate police efficiency? (Priority 3)

The survey findings also contributed to the development of the funding mobilization model. The research mobilization model utilizes the research requirements identified in the online survey and confirms the scope of the research question, leading to the preparation of standard project management documents that form the basis of a Request for Proposal that is directed to a network of interested researchers. Proposals received in response are evaluated in a standard peer review process that leads to the preparation of contracting documents and the initiation of research activities. Following completion of the research, a final report is submitted in a format that meets the requirements of the policing community.

The current findings will be used by the CACP RF to define research priorities. The conduct of prioritized research will lead to improved policy and practice in Canadian policing and protective services and help inform the development of CSSP investments and research activities at PS.

# 1 INTRODUCTION

This document was prepared by CAE for Defence Research and Development Canada (DRDC) Centre for Security Science (CSS) under Public Works and Government Services Canada (PWGSC) contract # W7714-135838/B/001/SV. This project represents Task #33, entitled “Canadian Police Executive Research Agenda”, under this contract.

## 1.1 Background

For several years, Canadian police leaders, policing and protective services organizations, Canadian and international researchers have articulated the need to identify and advocate for priority police leadership research needs with a view to developing a body of ‘actionable’ knowledge that serves the unique needs of Canadian policing. In response, the Canadian Association of Chiefs of Police Research Foundation (CACP RF) developed the Canadian Police Executive Research Agenda (RA) in 2014. The first Agenda project sought input from police executives via their representative association, the Canadian Association of Chiefs of Police (CACP), as well as a selected academic researchers and government representatives involved in policing research. CACP members were surveyed to gain understanding of the research topics of greatest need, the degree to which they consulted policing research in their decision making, and their ability to conduct research projects on their own. The resulting report identified six broad priority areas on which to focus police research, including strategic and operational issues in human resources, funding and finance, community engagement, operations, the impact of technology and policing models. It also revealed that over 60 percent of police leaders’ decisions were “always” influenced by law enforcement research; over 70 percent found it “helpful” or “very helpful” when addressing strategic, policy or operational issues. However, it also found that research capabilities and activities were ad hoc in nature and information was therein widely dispersed.

The Agenda was timely, subsequently informing many initiatives such as:

- Public Safety Canada’s (PS) Economics of Policing Summit (2013) and result Shared Forward Agenda, the National Policing Research Summit (2014), and development of the Policing and Community Safety Research Portal featuring the Canadian Policing Research Catalogue;
- Feedback to inform funding for research within the federal government under Public Safety Canada and Defence Research and Development Canada; and
- The report concluded by encouraging Canada’s research communities to align their strengths, collective knowledge and draw from the Research Agenda. Since then changes in Canadian society, technology and the policing environment have given rise to new challenges, threats, criminal activities and implications for law enforcement. From the perspective of the CSSP, the previous Research Agenda provided limited fidelity in terms of articulating actionable Science and Technology (S&T) requirements to inform the development of CSSP investments. In keeping with this observation, a Public Safety

Canada research manager remarked that he had a similar challenge in teasing out research questions or requirements from documents such as the RA.

Police services in Canada are pressed to manage finite resources and rising public expectations concurrently. For instance, the Ottawa Police Service is experiencing significant year-over-year growth of its data analytics requirements and needs to situate these requirements in light of rapid advances in business intelligence tools, cloud computing and public safety broadband communications technologies. This project endeavours to help better position police, policy makers, academics, and program funders and the private sector to make better research investment and application decisions.

In March 2016, the CACP RF hosted a policing research conference. Speakers and delegates expressed consistent appreciation for the role that properly conducted and credible research must play in that transformation. More than one delegate mentioned that the event represented a “tipping point” in Canadian policing research; clearly momentum for policing research and evidence-based adjustments to planning and decision-making is growing in Canada. There is a demonstrated desire amongst police services, academia, government agencies, not-for-profit entities and the private sector to collaborate more effectively.

In 2012, CACP RF noted a gap in evidence-based policing (EBP) research but there appears to be increased appetite to undertake research from organizations such as the Canadian Society of Evidence Based Policing (CAN-SEBP), the Community Safety Knowledge Alliance (CSKA) and the Canadian Advanced Technology Alliance (CATA). Police executives perceive that these efforts still remain largely disconnected and shared in a limited way. Similarly, research activities are perceived to be conducted by police services and academia, often to address discrete, urgent needs rather leveraging work that is completed or underway by others. Accordingly, insights on how to eliminate duplication and increase investment cogency have been identified as a critical need by police leaders via the CACP RF and other stakeholders. The CACP RF has undertaken to renew its mission, vision and strategic plan, and make adjustments to its membership. In its role as trusted advisor to police executives, the CACP RF has the reach, access and credibility necessary to bring stakeholders together and lead the development of a Canadian Police Executive Research Agenda.

This current initiative builds on engagement activities conducted between the CSS and the CACP RF, the Executive of the CACP, and various Committees of the CACP such as the Informatics and Communications Technology Committee. The goal of this project is to define research priorities leading the creation of research that will translate into improved policy and practice in Canadian policing and protective services and to help inform the development of CSSP investments and research activities at PSC. A preliminary objective of the Agenda is to identify and compile a comprehensive and specific list of priorities and potential pathways for the creation of evidence-based research to improve operational and strategic planning and decision making. Initial reactions to the Agenda concept generated the following topics which may be of interest to the CSS, the research and policy groups at PSC, and police executives:

- Legalization of cannabis;
- Cloud-based infrastructure in protective services;

- Public safety broadband communications;
- Solutions to cybercrime challenges;
- Protecting vulnerable persons; and
- Improving decision making related to the allocation of scarce public safety resources.

Accordingly, the Canadian Police Executive Research Agenda renewal project will help foster common perspectives on priority research initiatives that must be undertaken over the next two to three years. Police executives and other stakeholders will be expecting to learn more about how research is being used, most notably from the perspective of police executives. Accordingly, the project will contribute to the body of knowledge about how research is being created, used and mobilized in the policing environment.

## **1.2 Objective**

The objective of this project was to define research priorities for the Police Executive Research Agenda Renewal project which will help to inform the development of CSSP investments and research activities at Public Safety Canada.

## **1.3 This Document**

This document describes a mobilization model developed for the CACP RF, which connects the 2017 research priorities with funding sources and research and development opportunities.

- Section 1: Introduction. This section presents an overview of the project, identifies the project objective and provides an overview of the document;
- Section 2: References. This section identifies the mandatory references for this project;
- Section 3: Method. This section outlines the method used to gather the necessary data needed to develop the mobilization model;
- Section 4: Results. This section presents the findings from the online survey that contributed to the model development;
- Section 5: Summary. This presents a summary of the online survey findings;
- Section 6: Recommendations. This section includes recommendations proposed to support the mobilization of research by the CACP RF;
- Section 7: Conclusions. This section summarizes the conclusions gathered from the study; and

- Appendices: This section includes the following appendices:
  - Appendix A: Acronym list;
  - Appendix B: Interview questions;
  - Appendix C: English version of the survey;
  - Appendix D: French version of the survey;
  - Appendix E: Survey process charts – English version;
  - Appendix F: Survey process charts – French version;
  - Appendix G: Police – Additional issues for CACP consideration;
  - Appendix H: Police – Urgent issues;
  - Appendix I: Non-Police – Additional issues for CACP consideration;
  - Appendix J: Focus of completed research projects;
  - Appendix K: Types of research questions needed to address current and emerging issues; and
  - Appendix L: Critical issues that will be addressed in the next two to three years.

## 2 REFERENCES

### 2.1 Mandatory References

1. Defense Research and Development, Centre for Security Science, “Canadian Police Executive Research Agenda”, 2017. Task Authorization W7714-135838/B/001/SV Task-33 Annex A Statement of Work.
2. Canadian Association of Chiefs of Police (CACP). CACP Police Executive Research Agenda, March 2014. [Online]. Available: [https://www.cacp.ca/research.html?asst\\_id=500](https://www.cacp.ca/research.html?asst_id=500) Accessed: Jan. 10, 2017.
3. Police Executive Research Forum (PERF). <http://www.policeforum.org/> Accessed: Jan. 10, 2017.
4. The International Association of Chiefs of Police (IACP). <http://www.iacp.org/> Accessed: Jan. 10, 2017.

### **3 METHOD**

#### **3.1 Participants**

The participants included members of the CACP as well as key stakeholders from government, academia, not for profit organizations and private industry. In preparation for conducting the informant interviews, the CACP RF Executive Director identified a list of sixteen interview candidates who had significant experience within operational policing and/or research activities within the policing domain. A total of thirteen interviews were completed by the study team.

The interview candidates represented a range of roles that were relevant to the CACP membership including the following:

- Board of Directors for the CACP;
- Board of Directors for the CACP RF;
- CACP Committees Co-Chair;
- Current and former executive roles in Canadian police services;
- Academia; and
- Government.

The CACP membership and key stakeholders were invited by the CACP RF Executive Director to participate in the online survey. A total of 1298 invitations were issued which included 488 Active members, 162 Associate members, 588 Life members and 7 individuals who represented the CACP National office. Invitations were also sent to 53 members from the academic community.

A total of 237 responses were gathered which represented an overall response rate of 18.2%. A review of the responses showed that the vast majority (131 responses) were received from the Active CACP members; at the time of the survey there were 488 Active members. The response rate associated with the Active CACP members was almost 27%.

In addition, interviews were completed with six individuals in order to support the development of the model.



## **3.2 Requirements Definition**

### **3.2.1 Key Informant Interviews**

The study team conducted a series of phone-based key informant interviews (N=13). The purpose of the interviews was to gather feedback from key stakeholders that was used to define the expected project requirements and outcomes. The information gathered during the conduct of the interviews was used to develop the online survey.

Interviews were conducted over a three-week period and ranged in length from 30-60 minutes depending upon the availability of the interview candidates. Typically, the interview candidates were provided with a list of questions in advance of the interview that were used to guide the interview discussion (Appendix B). The interviews gathered information pertaining to policy and/or science and technology (S&T) requirements. Interviews gathered information related to the following themes:

- Organizational role and background;
- Defining policing research priorities;
- Impact of research on the organization;
- Information sharing resources;
- Funding; and
- Anticipated survey outcomes.

## **3.3 Stakeholder Survey**

An online survey (N=34 items) was generated by the study team to gather feedback from the CACP membership. The survey was available in both English (Appendix C) and French (Appendix D); separate customized URLs were generated to access each version of the survey. The survey was built and administered using [www.surveymonkey.com](http://www.surveymonkey.com). The survey data were gathered anonymously to ensure the confidentiality of the responses. A survey could be completed once from each internet-enabled device.

The survey was available during a two-week period which included 3-17 February, 2017. An initial email was sent by the CACP to invite potential participants to complete the survey. Subsequently, reminders were provided by the CACP during the data collection phase using approaches such as email, newsletters, meetings and Twitter.

The survey contained both open-ended and closed-ended items. The open-ended items provided participants with the opportunity to enter brief descriptions of research projects, to provide urls to research studies which were posted elsewhere or to provide additional feedback. The closed-ended questions required the selection of a single response, to route questions or

gather specific information. In a few cases, participants were able to make multiple selections when closed-ended questions were presented. Further, participants were presented with a closed-ended question in order to rank priorities within the policing research domain.

A welcome page described the intent of the study and was followed by an Instruction page which provided information needed to complete the survey and contained contact information for the CACP Executive Director. Subsequently, participants were presented with several sections of the survey which addressed a range of aspects related to defining research priorities. A final section (not included as a variable) was added to the form which allowed participants to enter any qualitative comments related to defining CACP RF research priorities. Upon submission of their feedback participants were presented with a Thank-you page which contained the contact information for the CACP Executive Director in case they wished to provide or receive additional information.

The survey sections and the general flow of the English and French versions of the survey are graphically presented in Appendix E and Appendix F, respectively.

The survey data were analyzed using descriptive statistics. The entire dataset and summaries of the data were downloaded for analysis by the study team. The data were subjected to an initial screening process to identify missing data and to calculate the number of responses that were received for each item. The sample size for each item is reported to address situations where missing data points were identified.

### 3.4 Survey Existing Models

The proposed CACP RF research mobilization framework is based on widely accepted workshop methods to determine organizational research requirements coupled with proposal solicitation and evaluation processes commonly used across competitive research programs that manage the distribution of research funds. Following peer review and evaluation of proposals, accepted contracting procedures are employed to engage a contractor to undertake research.

An understanding of policing research needs was gained through interviews with six individuals currently working in positions related to policing research. Those discussions confirmed the need for a distributed network of researchers and research institutes with the capacity to continue and extend research capacity. Individuals interviewed were:

Dr. Martin Andresen  
Director, Institute for Canadian Urban Research Studies  
Simon Fraser University

Dr. Irwin Cohen  
RCMP Senior Research Chair in Crime Reduction,  
Centre for Public Safety and Criminal Justice Research  
University of the Fraser Valley

Mr. Simon Demers  
Manager, Research & Audit Section  
Vancouver Police Department  
Vancouver BC

Dr. Chris Giocomantonio  
Research Coordinator  
Halifax Regional Police

Mr. Steve Palmer  
Executive Director, The Collaborative Centre for Justice and Safety  
University of Regina

Mr. Norm Taylor  
Editor, CSKA, Journal of Community Safety and Wellbeing  
Community Safety Knowledge Alliance  
Saskatoon SK

The grant funding models that were reviewed to confirm the approach included:

- Canadian Institutes for Health Research
- Natural Sciences and Engineering Council
- National Institute of Allergy and Infectious Diseases, within the National Institutes of Health
- Canadian Institute for Military and Veteran Health Research

Those research funding programs are based on the submission of proposals to a funding agency in response to a regular Call for Proposals. Submissions are then subjected to peer review and evaluated to measure significance, approach, innovation and cost parameters. Rigorous contracting and project management procedures are then employed to manage the work to be conducted.

CAE will also survey current processes from diverse organizations that collect requirements and match them to Research and Development sources and funding sources. Such sources include the Royal Canadian Mounted Police and Canadian Institute for Military and Veteran Health Research.

## **4 RESULTS**

This section presents the results of the study which were used to develop the model. Summaries of the key informant interviews and the survey data are presented in the sub-section below.

### **4.1 Survey Results**

A total of 237 responses was received which were subjected to data screening in preparation for conducting the analyses. The response rate was calculated to be 18.2% based on the number of email invitations that were sent. It is expected that some email addresses were not valid however, there was no way to confirm receipt of the invitation.

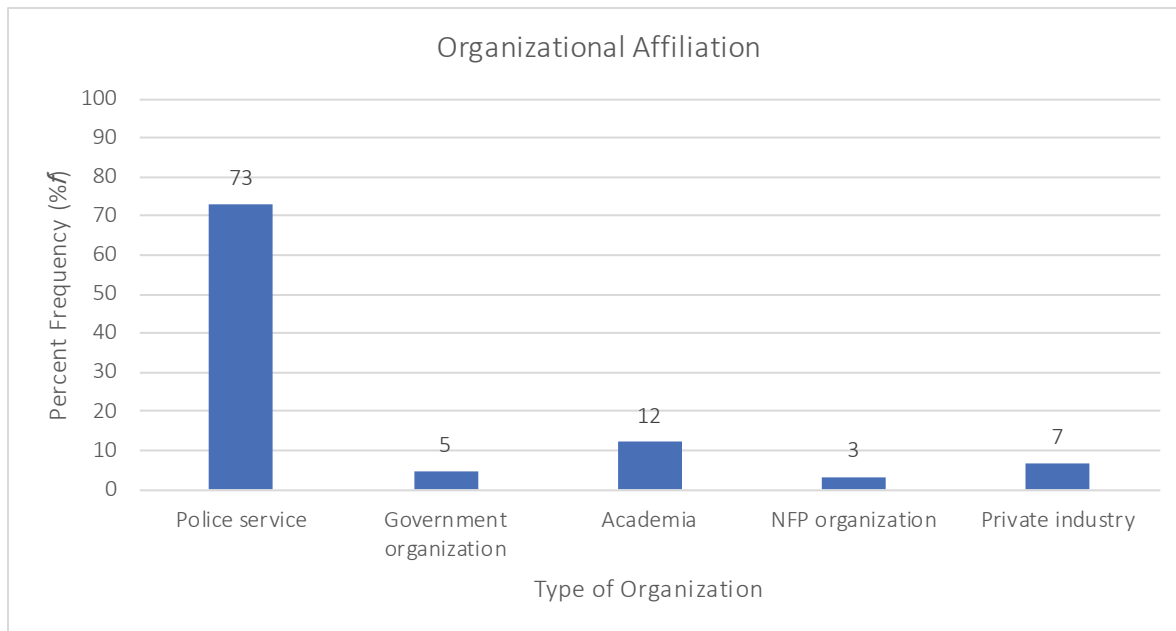
It is important to note that some questions were presented to participants based on their previous answers. Further, not all questions required participants to enter responses such that some participants skipped non-required questions. Therefore, not all of the questions were presented to all of the participants. The number of participant responses that were gathered for each question is noted in the sub-sections below. The percentages reported in the findings are rounded to the nearest whole percent.

The data gathered from the English and French versions of the survey were compiled into a single data file. The survey data were summarized using descriptive statistics in order to describe the pattern of associated with the observed responses. The findings from these analyses are presented using percent frequency and are rounded to the nearest whole percentage. For this reason, the percentages reported for individual questions may not sum to 100 percent.

#### **4.1.1 Organizational Affiliations**

All participants were asked to select the type of organization with which they were associated. This was a routing question which determined the subsequent questions that were presented to the participants.

Participants selected the organization with which they were affiliated (N=237). Most of the responses (73%) were provided by members of a police service. Smaller percentages of participants were affiliated with government organizations (5%), academia (12%), not for profit (NFP) organizations (3%) and private industry (7%). See Figure 4-1.



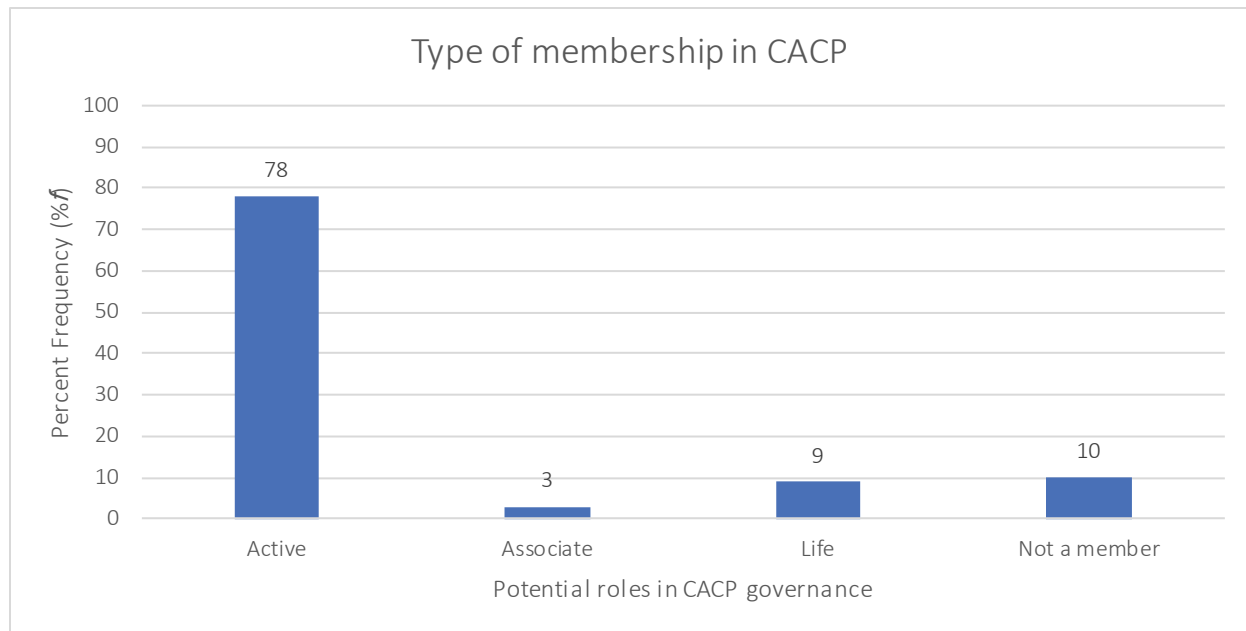
**Figure 4-1: Type of Organization**

#### 4.1.2 Police Service

Participants who had previously indicated that they were associated with a police service were presented with a set of unique survey questions. The findings from these questions are presented in the sub-sections below.

##### 4.1.2.1 CACP Membership

Participants were asked to select the type of membership they held within the CACP (N=168). Most respondents (78%) indicated that they hold an Active membership in the CACP. Very few participants indicated that they held an Associate (3%) or Life (5%) membership. However, a sizeable percentage of the participants (10%) indicated that they were not currently CACP members. A review of the comments provided by these participants revealed that some participants were researchers who were associated with a police service whereas other participants were affiliated with CACP through conferences. A few of these participants were not currently members but had a policing background. Since this question was only accessible to survey participants who indicated they were associated with a police service it is assumed that these participants completed the survey at the request of a CACP member because they had knowledge related to the research activities that are associated with a police service. See Figure 4-2.

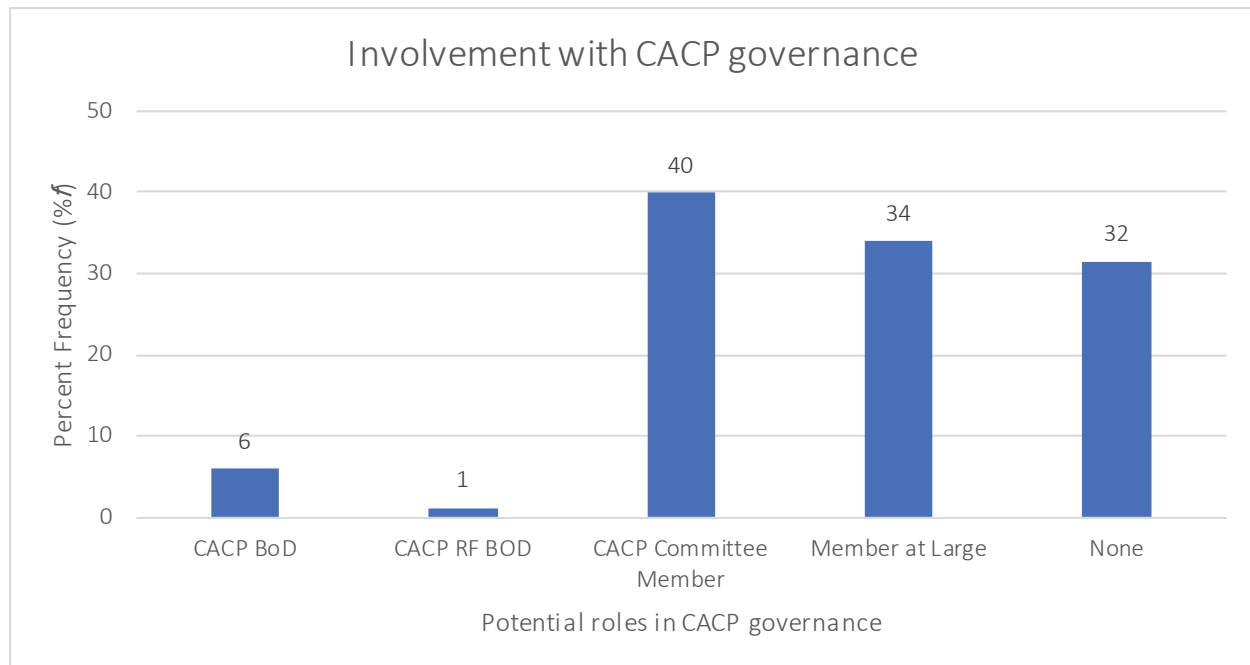


**Figure 4-2: Type of Membership in CACP**

#### 4.1.2.2 Role in CACP Governance

Participants provided some insight into their involvement with the CACP governance (N=168). Participants were able to identify their involvement in multiple roles within the CACP. The findings showed that a small percentage of the participants were members of the CACP Board (6%) or the CACP RF Board (1%) however, most participants indicated that they were associated with a CACP committee (40%) or were a Member at Large (34%).

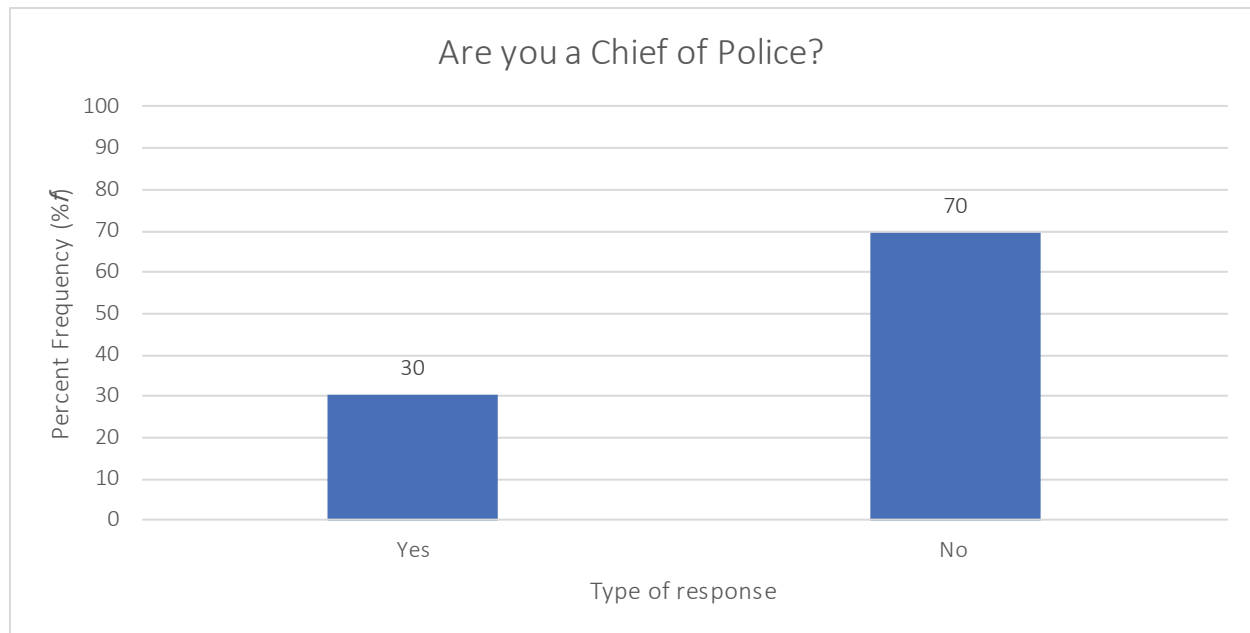
A few participants (2%) selected 'Other' as a response. A review of these responses indicated that these participants had previously held positions as a Board and a committee member; these responses were re-assigned to the appropriate categories and the 'Other' category was eliminated. Further, sizeable percentage of the participants (32%) indicated that they did not have any involvement with CACP governance. See Figure 4-3.



**Figure 4-3: Role in CACP Governance**

#### 4.1.2.3 Representation by Chiefs of Police

Of the respondents who indicated that they were associated with a police service, approximately 30% identified as a Chief of Police (N=170). The other 70% of the participants had a range of roles that were associated with a police service. See Figure 4-4.

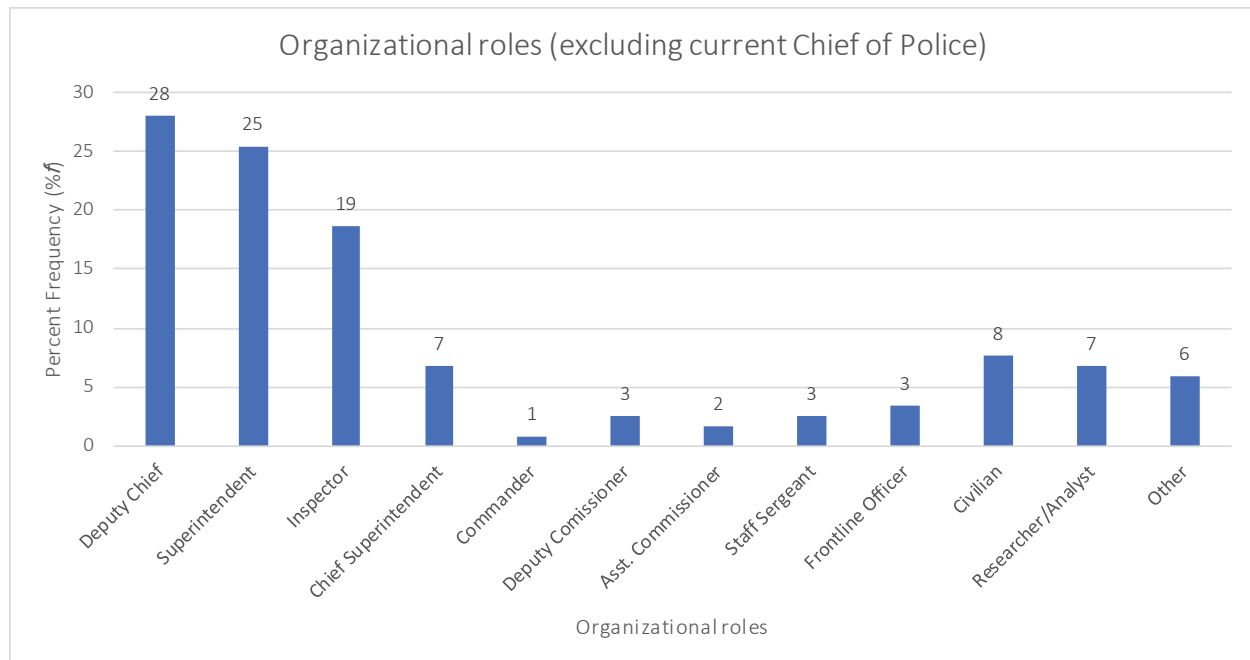


**Figure 4-4: Participants identified as a Chief of Police**

#### 4.1.2.4 Roles represented in the Police Service

Participants who did not identify themselves as a current Chief of Police were asked to identify their role(s) within a police service (N=118). Participants were able to make multiple selections to represent the range of their activities. These roles included the following police executive levels: Deputy Chief (28%), Superintendent (25%), Inspector (19%), Chief Superintendent (7%), Commander (1%), Deputy Commissioner (3%), Assistant Commissioner (2%) and Staff Sergeant (3%). Additional roles were also addressed including front line officers (3%), civilians (8%) and researcher/analysts (7%). The rank of Commissioner was not selected by any of the participants. A few of participants selected 'Other' which, upon review of their comments included retired officers (i.e., Chief of Police, military police) and an individual involved in Criminal Operations (6%). See Figure 4-5.

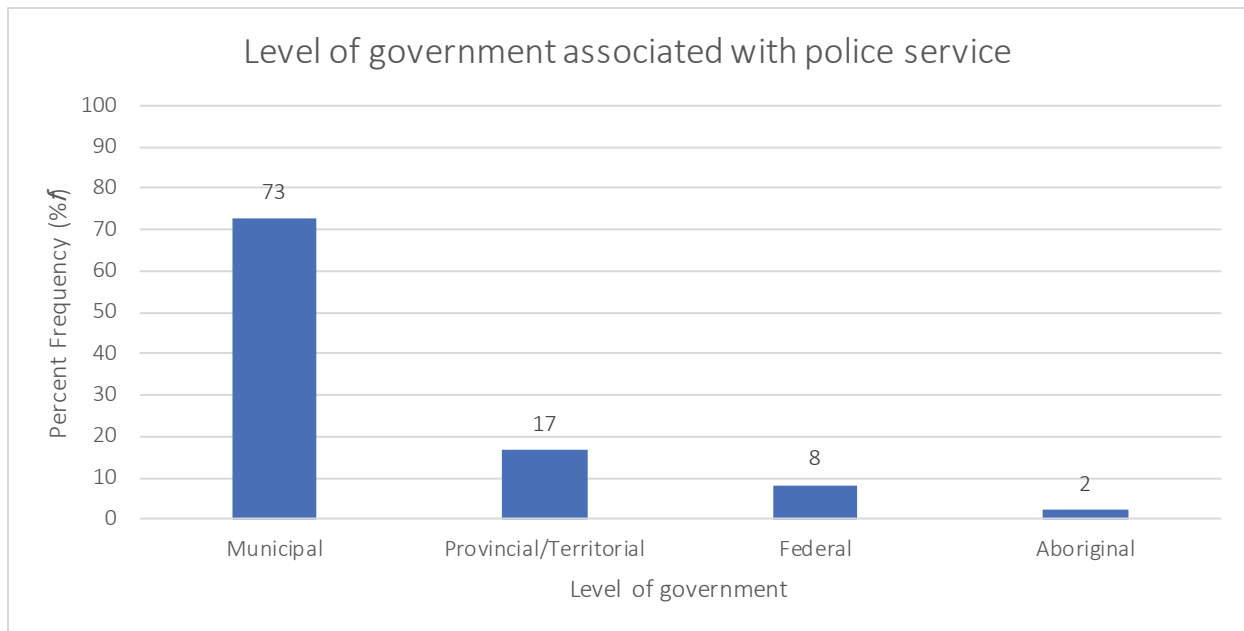




**Figure 4-5: Roles represented within police services**

#### 4.1.2.5 Accountability to Government

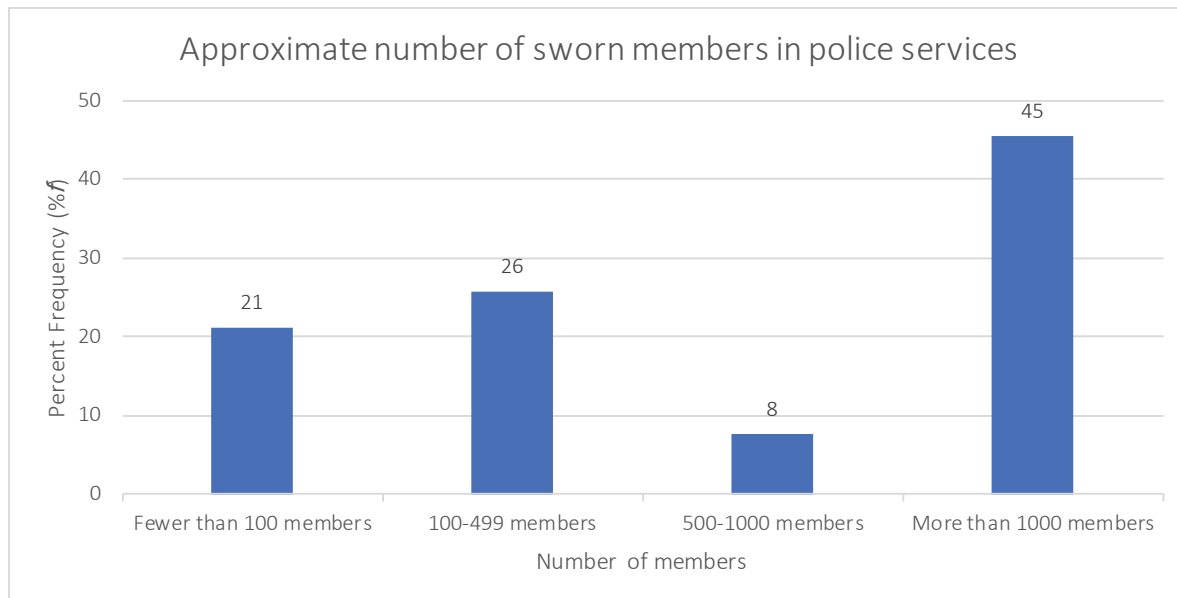
All levels of government were represented in the survey findings with respect to policing services (N=132). Most of the participants (73%) indicated that their police service was accountable to the municipal level of government. Similar percentages of participants indicated that their police service was accountable to the Provincial/Territorial (17%) or the Federal (8%) levels of government. A few participants indicated that their police organization was associated with the Aboriginal level of government (2%). See Figure 4-6.



**Figure 4-6: Level of government associated with police service**

#### 4.1.2.6 Number of Sworn Members

Participants indicated the number of sworn members within their police service (N=132). Almost half (45%) of these participants were associated with large police services that had more than 1000 sworn officers. Fewer participants were associated with smaller organizations that had 100-499 members (26%) or fewer than 100 members (21%). A small percentage (8%) indicated that their police service had approximately 500-1000 sworn members. See Figure 4-7.

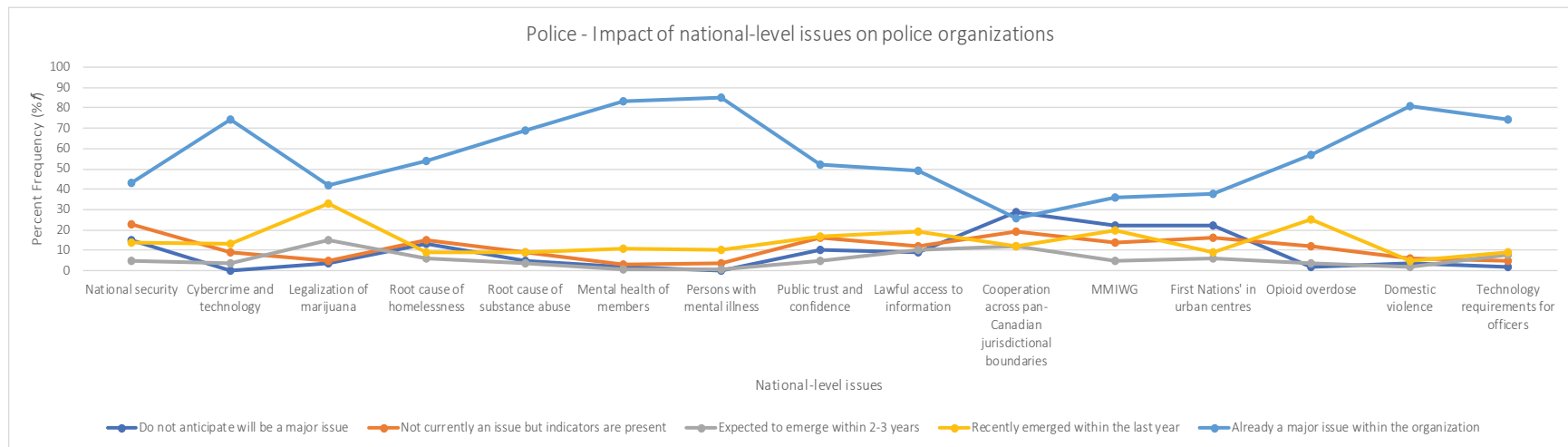


**Figure 4-7 Approximate number of sworn members**

#### 4.1.2.7 Police – Effect of National-level Issues on Police Services

Participants were presented with a list of issues (N=15) that affect Canadian policing at a national level. This list was not intended to be exhaustive and participants had an opportunity to identify other issues affecting their organization. Participants indicated the extent to which they anticipated these national level issues will affect their organization in the future or are already affecting their organization (N=132). Each national-level issue was rated independently using a scale that ranged from no anticipated impact to the recognition that the issue is already impacting the organization.

The results showed that all of the issues were indicated, to varying degrees, as having a major impact on the police organizations. Further, with one exception (i.e., cooperation across pan-Canadian jurisdictional boundaries) participants selected this rating more often than any of the other options that were provided. Of note, the issue related to the legalization of marijuana was identified (almost as frequently) as having recently emerged within the last year. Similarly, the issue related to cooperation across pan-Canadian jurisdictional boundaries was not anticipated to become a major issue. These findings are depicted in Figure 4-8.



**Figure 4-8: Police – Impact of National-level Issues on Police Services**

Further analysis of this data set was performed to summarize the findings. The issues that were identified as having a major effect on organization by at least 75% of the participants were identified by the study team. These issues included policing persons with mental illness (85%), mental health and wellness of members (83%) and domestic violence (81%).

Issues rated as having a major effect on the police organization but that were identified by fewer participants (i.e., 50-74% of participants) included technology requirements for officers (74%), cybercrime and technology (74%), the root cause of substance abuse (69%), opioid overdose (57%), root cause of homelessness (54%), and public trust and confidence (52%).

Three issues that were indicated (by at least 20% of the participants) to have emerged within the last year include the legalization of marijuana (33%), opioid crisis (25%) and MMIWG (20%). Further, the findings revealed other issues that are not currently impacting the police service but for which indicators of an evolving trend exist (as indicated by at least 15% of the participants). These issues include (national security; 23%, cooperation across pan-Canadian jurisdictional boundaries; 19%, Aboriginals' issues in urban centres; 16%, public trust and confidence; 16% and the root cause of homelessness; 15%).

Finally, the analysis revealed that some issues were not anticipated to become a major issue in the participants' police organization. These issues included cooperation across pan-Canadian jurisdictional boundaries (29%), MMIWG (22%), First Nation's issues in urban centres (22%). The reason these issues are not expected to become major issues was not queried during the survey however, the study team proposes, based on feedback obtained during the informant interviews, that the issues encountered by police organizations will vary depending upon the region within the country.

#### 4.1.2.8 Police – Prioritization of National-level Issues

These national-level issues were also prioritized by the participants who represented police services (N=130). The participants were asked to rank (at least) the top 5 priorities. The results showed that several national-level issues were identified as a top priority (i.e., assigned the number one ranking). In fact, there were seven national-level issues that were identified as a top priority by these participants. This finding suggests that there was a wide range of priorities facing the police organizations which need to be addressed. For this reason, the analysis was limited to the subset of national-level issues that were ranked as top priority by at least ten percent of participants. This subset of national-level issues was then organized according to the percentage of participants who had ranked them as a top priority. See Table 4-1.

**Table 4-1: Prioritization of National-level Issues by Police Services**

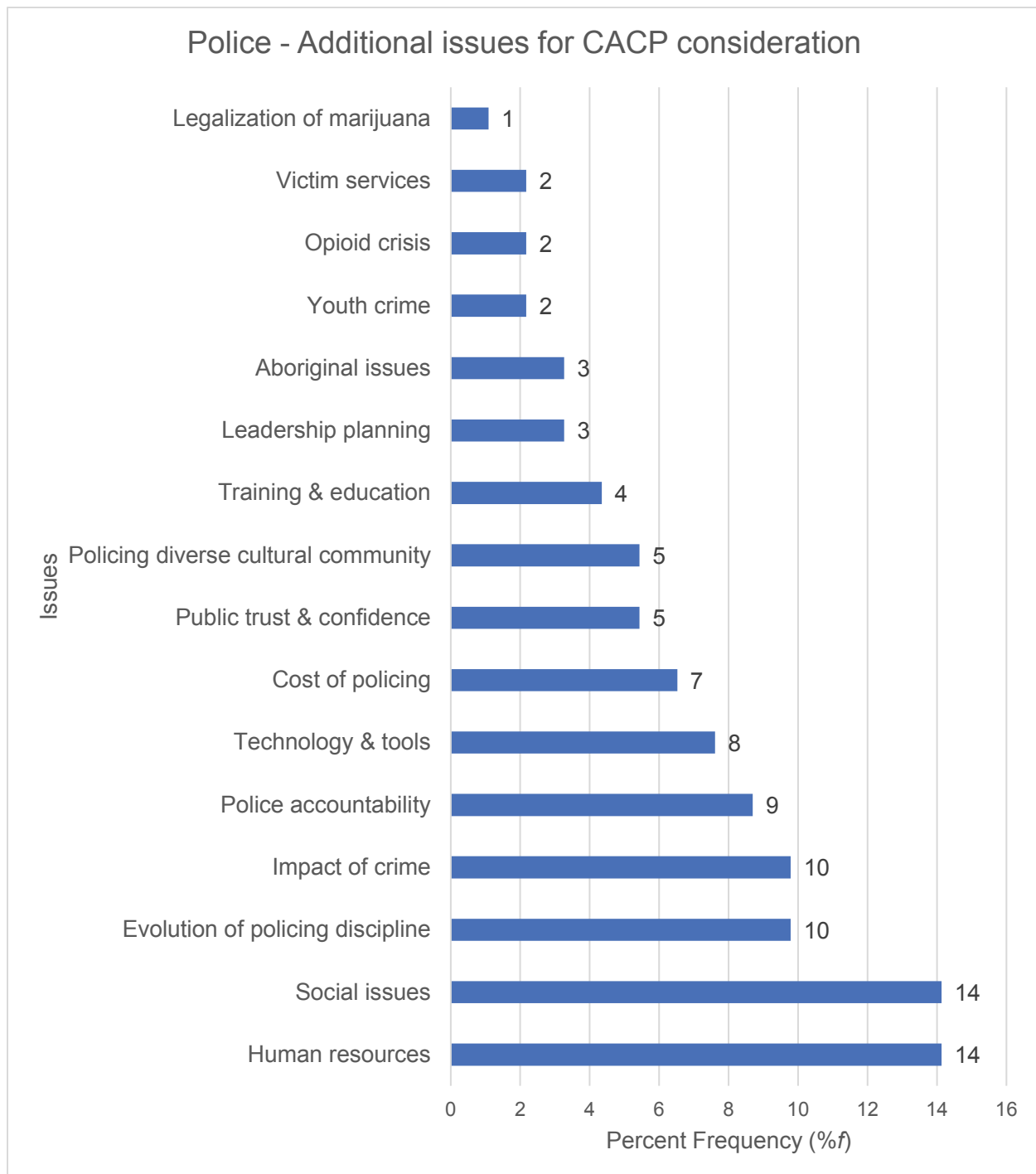
Priority level	Highest Priority
First	<ul style="list-style-type: none"> <li>Public trust and confidence (26%)</li> </ul>
Second	<ul style="list-style-type: none"> <li>Policing persons with mental illness (29%)</li> </ul>

Priority level	Highest Priority
Third	<ul style="list-style-type: none"> <li>• Policing persons with mental illness (18%)</li> </ul>
Fourth	<ul style="list-style-type: none"> <li>• Public trust and confidence (16%)</li> </ul>
Fifth	<ul style="list-style-type: none"> <li>• Technology requirements for officers (18%)</li> </ul>

#### 4.1.2.9 Police - Additional Issues for CACP Consideration

Participants representing police services were provided with an opportunity to identify additional issues (and the associated priority level) that should be considered by the CACP (N=67). A total of 92 issues were identified by these participants. Some participants identified multiple issues. The study team performed a qualitative analysis on the data to identify the main themes. The data were categorized, where possible, according to the national-level issues that were previously presented. Where necessary, additional categories were identified to accommodate the participants' feedback.

The analysis identified several categories (N=21) which may, pending validation by policing subject matter experts, be further refined. Some of these categories were consistent with the national-level issues however, participants also identified a range of issues that should be considered by the CACP but that may (or may not) extend beyond this set of issues. The most commonly identified issues were associated with human resources (14%), social issues (14%), evolution of policing discipline (10%) and the impact of crime (10%). These issues reflect slightly almost half of the total response (48%) received to this question. See Figure 4-9. The assignment of the raw comments to these categories is presented in Appendix G.



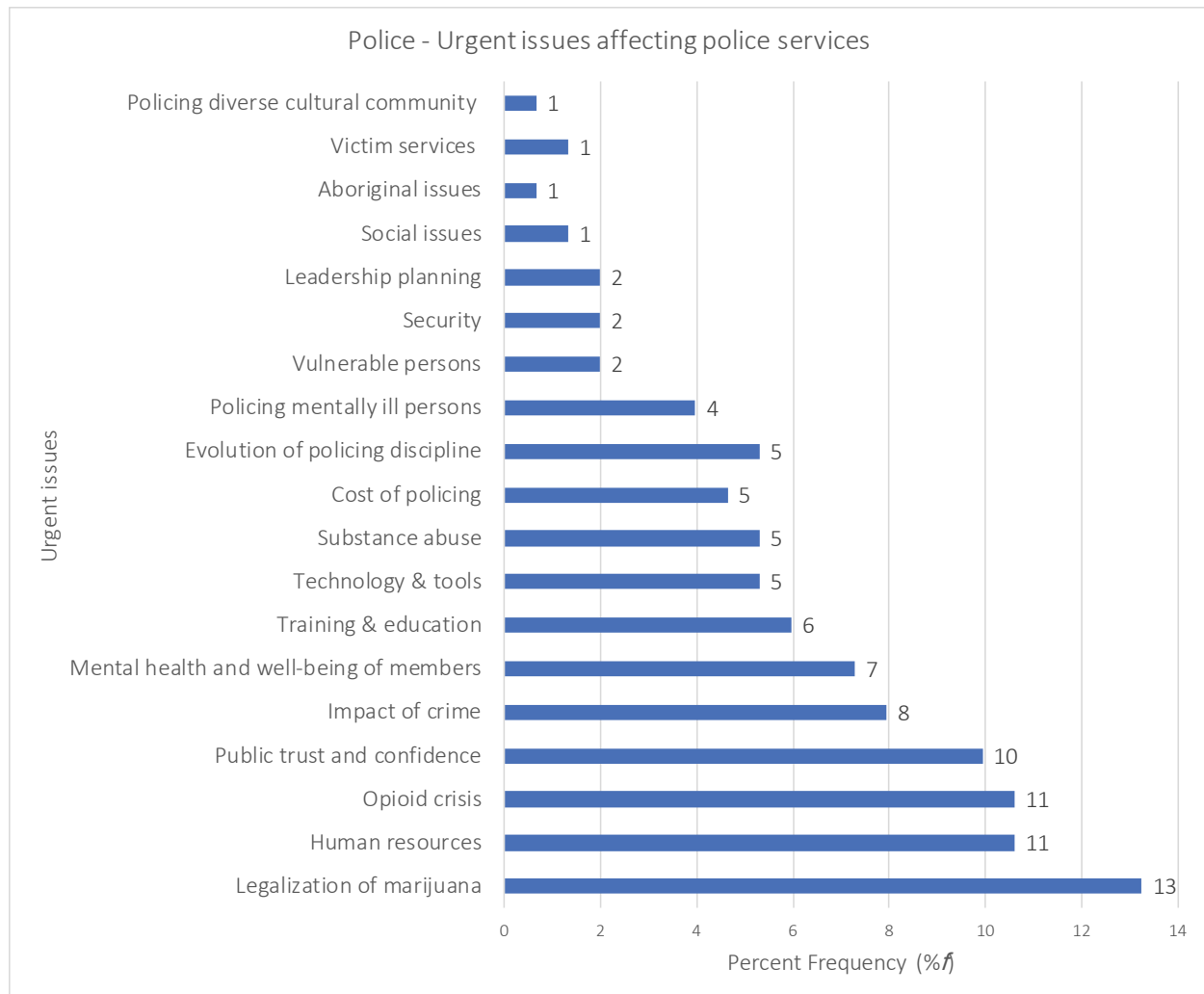
**Figure 4-9 Police - Additional issues for CACP Consideration**

#### **4.1.2.10 Police - Urgent Issues affecting Police Services**

Participants were provided with an opportunity to identify urgent policing issues that are currently affecting their organizations (N=132). Urgent issues were defined as those issues that will need to be addressed before research can reasonably be completed. A total of 151 issues were identified by these participants. Some participants identified multiple issues. The study team performed a qualitative analysis on the data to identify the main themes. The data were categorized, where possible, according to the national-level issues that were previously presented. Where necessary, additional categories were identified to accommodate the participants' feedback.

The analysis identified several categories (N=19) which may, pending validation by policing subject matter experts, be further refined. Some of these categories were consistent with the national-level issues however, participants also identified other urgent issues that are affecting their organizations. The most commonly identified issues were associated with legalization of marijuana (13%), human resources (11%), opioid crisis (11%), public trust and confidence (10%), the impact of crime (8%) and the mental health and well-being of members (7%) and. These issues reflect more than half of the total response (53%) received to this question. See Figure 4-10. The assignment of the raw comments to these categories is presented in Appendix H.

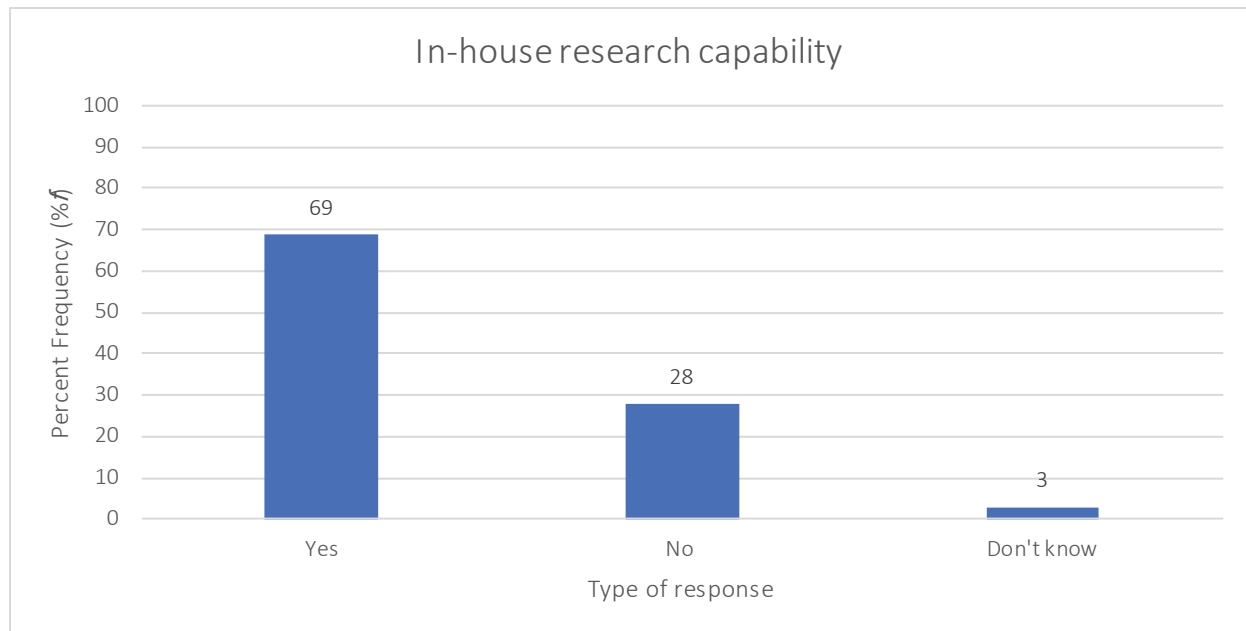




**Figure 4-10: Police - Urgent Issues affecting Police Services**

#### 4.1.2.11 In-House Research Capability

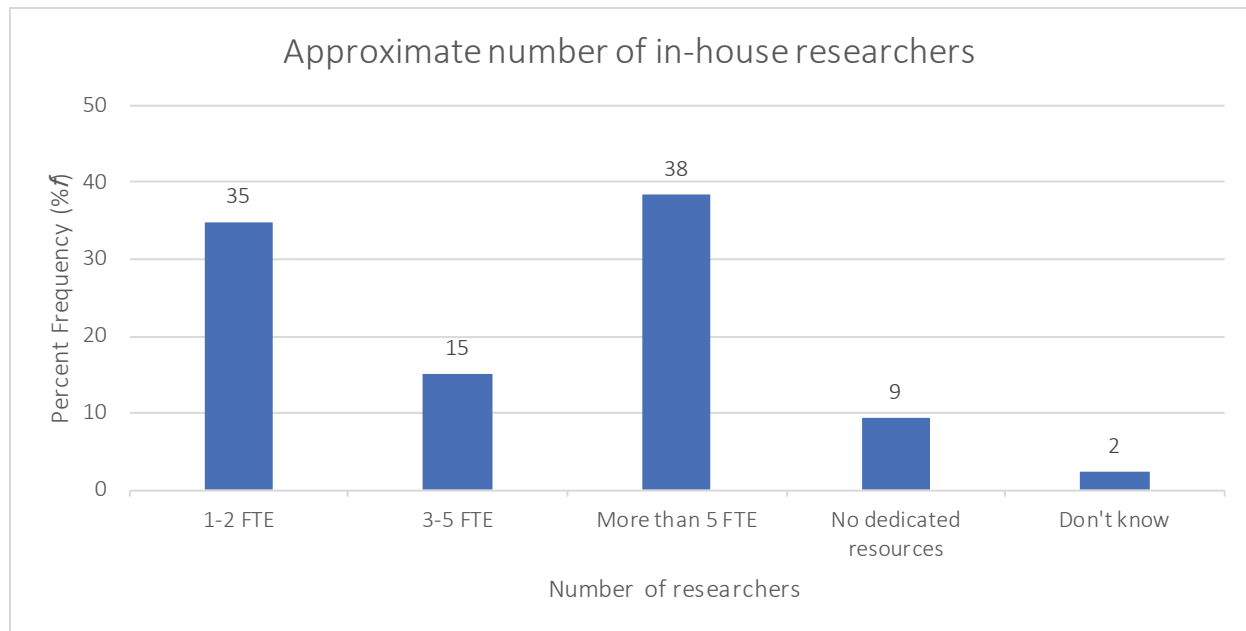
Participants indicated whether their police service had an in-house research capability (N=132). The majority of participants (69%) who were associated with a police service indicated that their organization had an in-house research capability. As described in the survey, an in-house research capability could refer to a wide range of activities including tasks such as reviewing studies, contacting other police services to talk about best practices or studies, and conducting evaluations. Approximately one-quarter (28%) of the organizations did not have an in-house research capability. A small percentage of participants (3%) did not know whether this capability existed within their organization. See Figure 4-11.



**Figure 4-11: In-House Research Capability within Police Services**

#### 4.1.2.12 Resourcing Assigned to In-House Research Capability

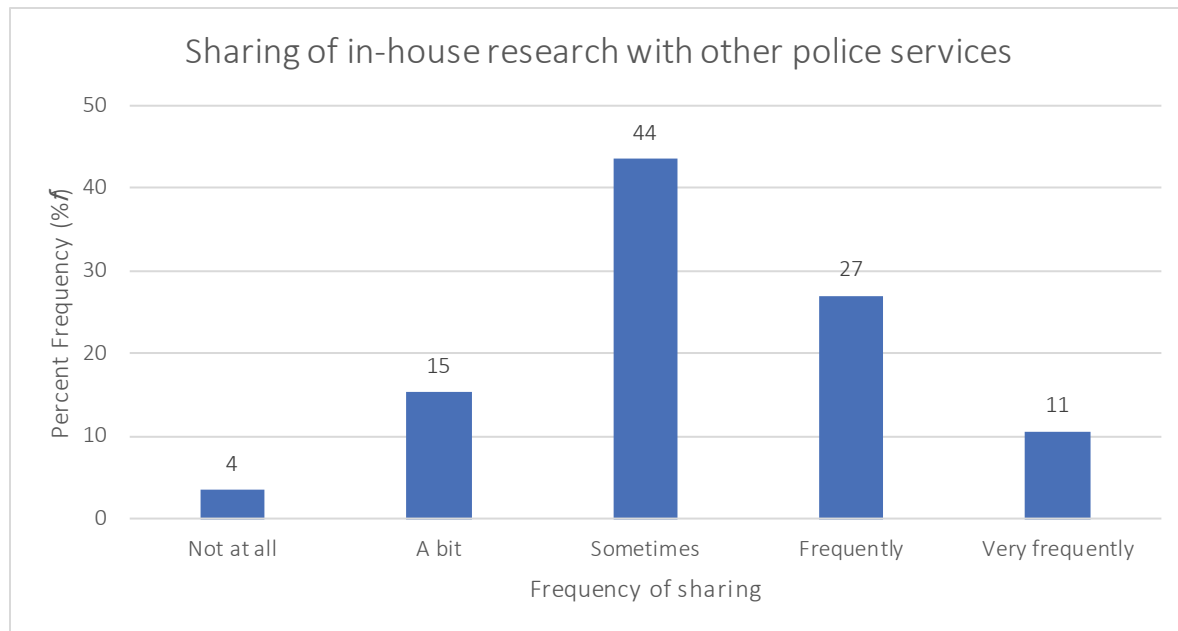
Many participants (N=86) indicated that their in-house research capability is supported by full time employees (FTE). In fact, most participants revealed that their organization was equipped with 1-2 FTE (35%) or more than five FTE (38%). To a lesser extent some of the policing organizations were associated with 3-5 FTE (15%). It is important to note that some participants selected 'Other' as a response. The study team reviewed their comments and re-categorized them as some participants (9%) indicated that the capability exists within their organization but is not addressed with dedicated resources or it is provided using resources that are available through partnership agreements. Only a few participants (2%) indicated that they did not know the number of resources that were dedicated to in-house research. These comments also revealed that while the police services have an in-house research capability, the resources are assigned on an 'as needed' basis rather than having dedicated researchers. This finding suggests that police services have some degree of flexibility which can be mobilized when required. See Figure 4-12.



**Figure 4-12: Resources Assigned to In-House Research**

#### 4.1.2.13 Sharing of In-House Research with other Police Services

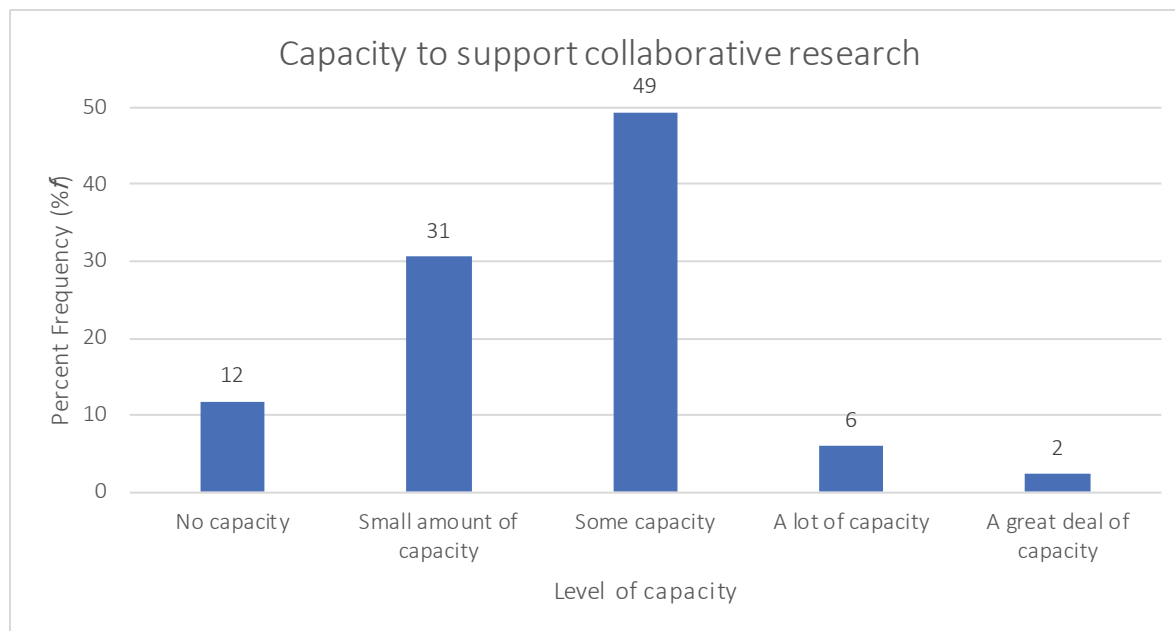
Participants provided insight with regard to the sharing of in-house research findings with other police services (N=85). Overall, most participants indicated that the in-house research findings tend to be shared directly with other police services. The extent to which sharing occurred did appear to vary however, most participants (44%) indicated that they 'sometimes' shared their in-house research findings. Other participants indicated that their in-house findings are shared 'frequently' (27%) or 'very frequently' (11%). In contrast, some participants indicated that their in-house research findings are shared 'infrequently' (15%) or 'not at all' (4%). See Figure 4-13.



**Figure 4-13: Sharing of In-House Research with other Police Services**

#### 4.1.2.14 Capacity to Support Collaborative Research

Participants provided insight with regard to the capacity to support collaborative research (N=85). Almost half (49%) of the participants indicated that the in-house researchers in their organizations had 'some capacity' to assist with collaborative research that will address national policing issues. An additional group of participants indicated that their organization had 'a lot' (6%) or 'a great deal' (2%) of capacity to contribute to collaborative research. However, it is important to note that the findings also revealed that a sizeable percentage of participants indicated that their in-house researchers were limited to a 'small amount of capacity' (31%) or had 'no capacity' (12%) to assist with such research. See Figure 4-14.



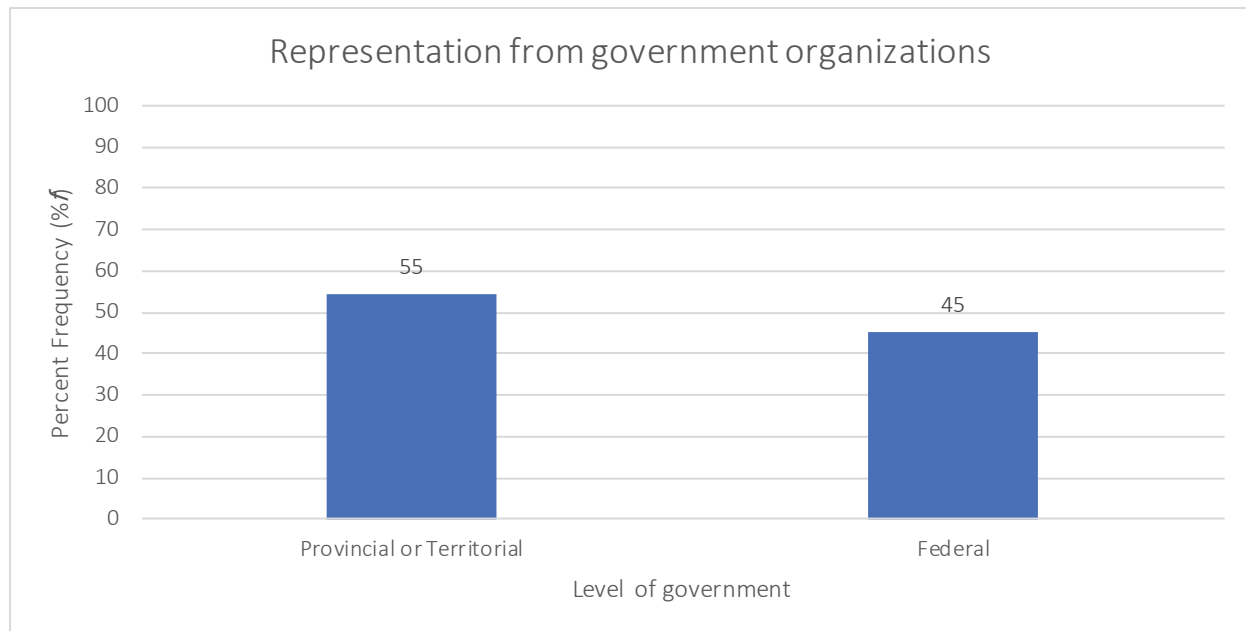
**Figure 4-14: Capacity to support Collaborative Research**

### 4.1.3 Other Types of Organizations

Participants who had previously indicated that they were associated with a government organization, academia, a NFP organization or a private industry organization were presented with a set of unique questions. The findings associated with these organizations is presented below. For the purpose of comparison across organizations, some of these questions were similar to those that were presented to the police service representatives.

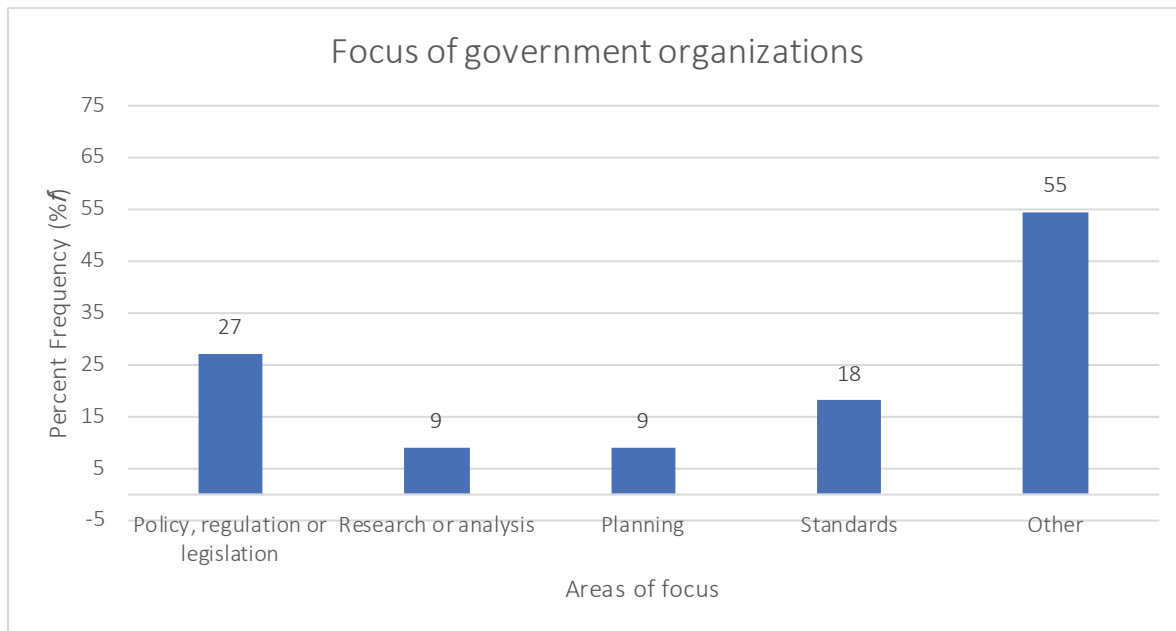
#### 4.1.3.1 Government Organization

A very small number of participants (N=11) represented government organizations (see Section 4.1.1). Most of these participants (55%) represented a provincial or territorial government. The remaining participants (45%) represented the federal government. See Figure 4-15.



**Figure 4-15: Representation from Government Organizations**

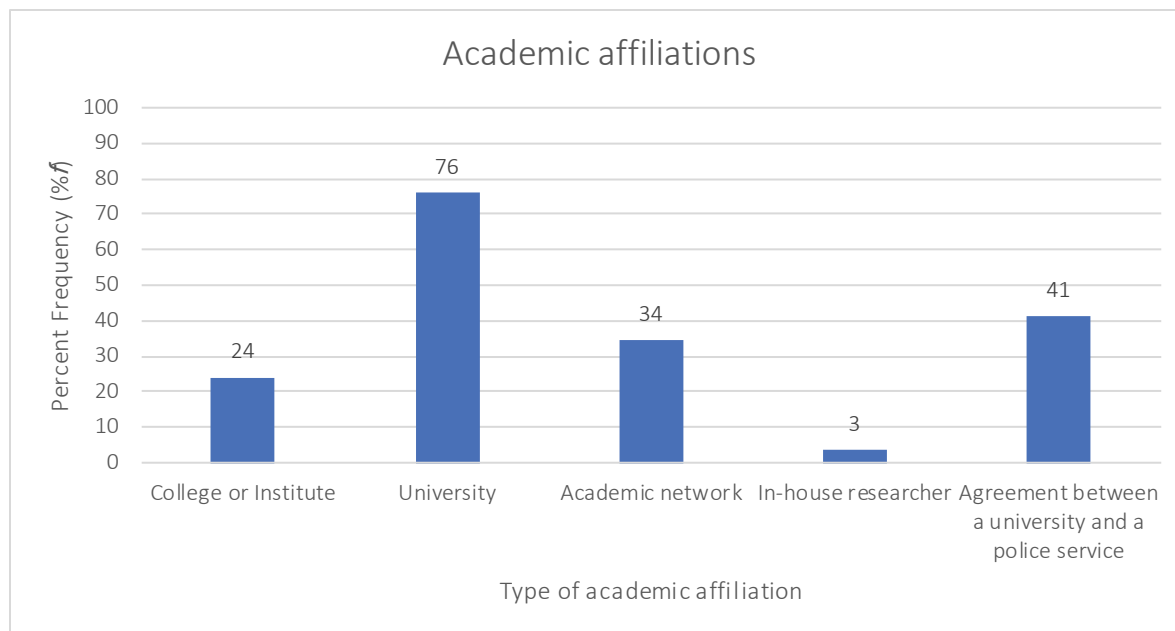
A very small number of responses (N=11; 5%) was provided by government participants with regard to the focus of their organizations (see Section 4.1.1). Participants were able to make multiple selections. The findings indicated that there were several areas of focus associated with these organizations. Some organizations were concerned with policy, regulations and legislation (27%) and standards (18%) whereas others were concerned with research or analysis (9%) or planning (9%). Most participants also selected 'Other' and provided comments. A review of these comments indicated that their organizations were concerned with training and education, security and power generation. See Figure 4-16.



**Figure 4-16: Focus of Government Organizations**

#### 4.1.3.2 Academia

A very small number of participants (N=29; 12%) represented academia (see Section 4.1.1 ). These participants provided insight into the types of academic organizations with which they are involved; participants were able to make multiple selections. The results showed that almost half of these participants (76%) were associated with universities or with a college or institute (24%). As well, participants were also tended to be involved in policing research through agreements that are established between a university and a police service (41%), through academic research networks (34%), as an in-house researcher or through an institute (3%). See Figure 4-17.

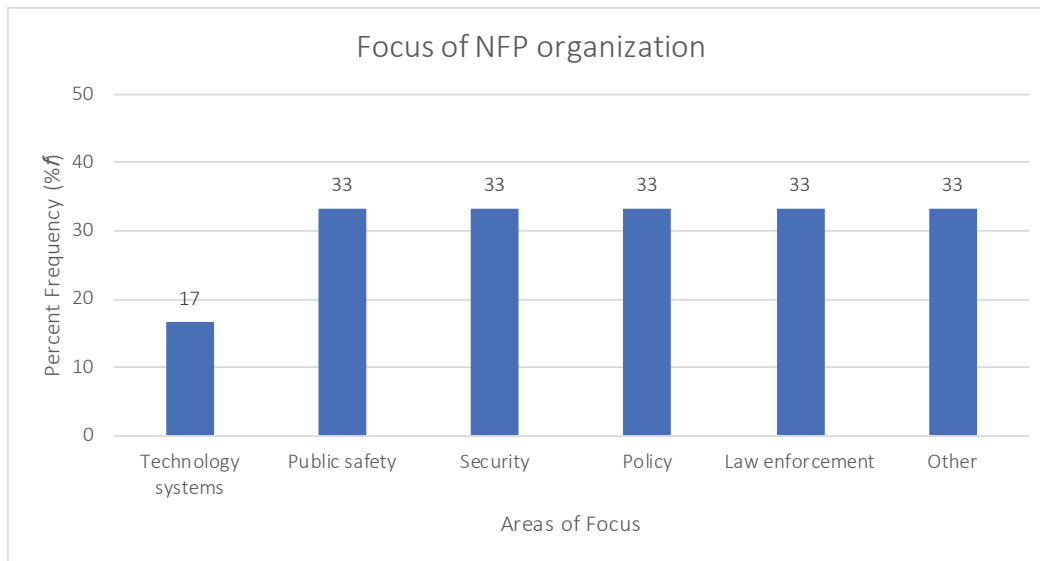


**Figure 4-17: Academic Affiliations**

#### 4.1.3.3 NFP Organization

A very small number of survey participants (N=8; 3%) represented NFP organizations (see Section 4.1.1). These organizations were primarily focussed on a wide range of domains including technology systems (17%), public safety (33%), security (33%), policy (33%) and law enforcement (33%). Participants who selected 'Other' identified additional areas of focus including training and education as well as strategic planning and workforce management. See Figure 4-18.

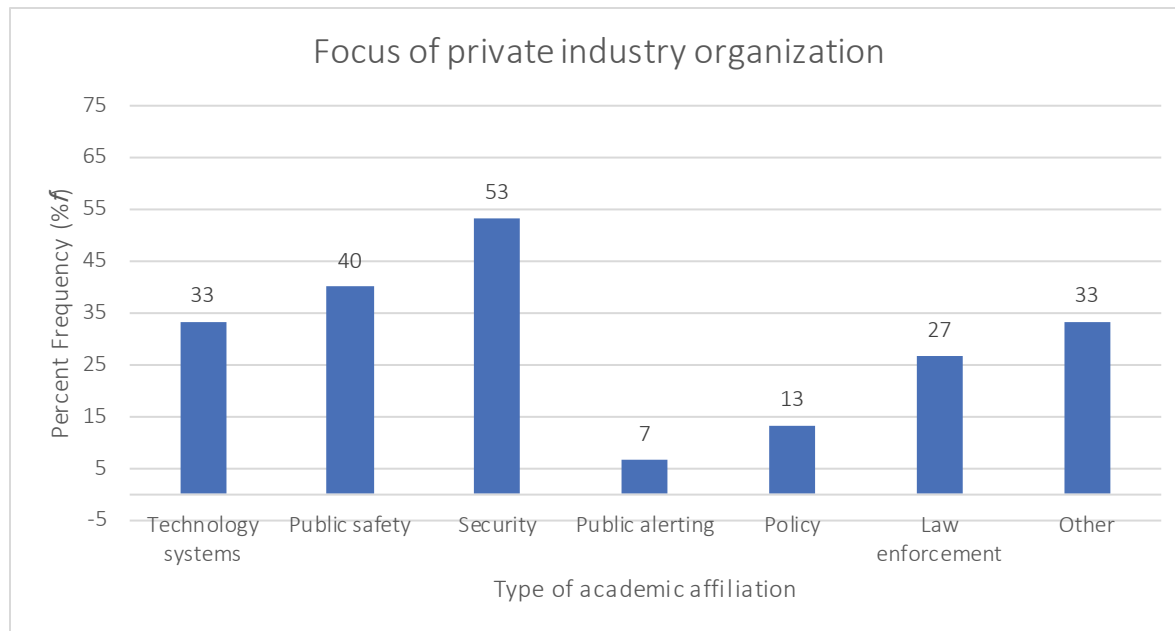




**Figure 4-18: Focus of NFP Organizations**

#### 4.1.3.4 Private Industry

A very small number of survey participants (N=16; 7%) indicated they were affiliated with a private industry organization (see Section 4.1.1). These organizations were primarily focussed on security (53%), public safety (40%), technology systems and solutions (33%), law enforcement (27%), policy (13%), public alerting (7%). Several participants (33%) selected 'Other'; a review of their comments indicated that these private organizations focussed on consulting, business development and advice, commercial property management, digital evidence management and transportation. See Figure 4-19.



**Figure 4-19: Focus of Private Industry Organizations**

#### 4.1.4 Ranking of Research Priorities

Participants representing non-police organizations (i.e., government organizations, academia, NFP organizations and private industry) were asked to prioritize the national-level issues (N=42). The participants were asked to rank (at least) the top 5 priorities. The results showed that several national-level issues were identified as a top priority (i.e., assigned the number one ranking). There were five national-level issues that were identified as a top priority by these participants. This finding suggests that there was a wide range of priorities that need to be addressed within the Canadian policing research community. For this reason, the analysis was limited to the subset of national-level issues that were ranked as top priority by at least ten percent of participants. This subset of national-level issues was then organized according to the percentage of participants who had ranked them as a top priority. See Table 4-2.

**Table 4-2: Prioritization of National-level Issues by Non-Police Organizations**

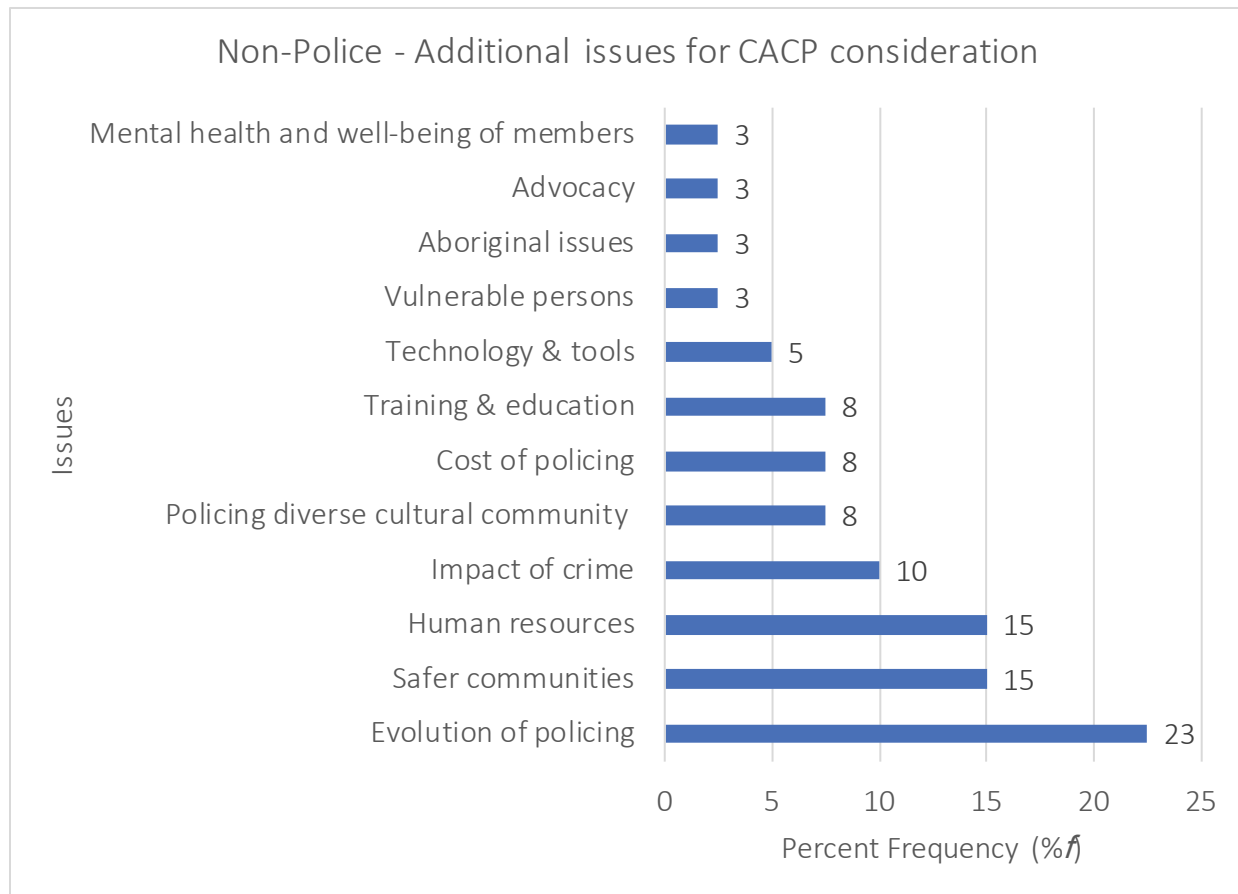
Priority level	Highest Priority
First	<ul style="list-style-type: none"> <li>Public trust and confidence (43%)</li> </ul>
Second	<ul style="list-style-type: none"> <li>Cybercrime and technology (27%)</li> </ul>
Third	<ul style="list-style-type: none"> <li>Opioid overdose (28%)</li> </ul>
Fourth	<ul style="list-style-type: none"> <li>Lawful access to information (26%)</li> <li>Mental health and wellness of members (26%)</li> </ul>

Priority level	Highest Priority
Fifth	<ul style="list-style-type: none"> <li>• Legalization of marijuana (27%)</li> </ul>

#### 4.1.4.1 Non-Police - Additional Issues for CACP Consideration

Participants representing organizations other than police services were provided with an opportunity to identify additional issues (and the associated priority level) that should be considered by the CACP (N=30). A total of 40 issues were identified by these participants. Some participants identified multiple issues. The study team performed a qualitative analysis on the data to identify the main themes. The data were categorized, where possible, according to the national-level issues that were previously presented. Where necessary, additional categories were identified to accommodate the participants' feedback.

The analysis identified several categories (N=14) which may, pending validation by policing subject matter experts, be further refined. Some of these categories were consistent with the national-level issues however, participants also identified a range of issues that should be considered by the CACP but that may (or may not) extend beyond this set of issues. The most commonly identified issues were associated with the evolution of policing (23%), safer communities (15%) and workforce and staffing (13%). These issues reflect about half of the total response (51%) received to this question. See Figure 4-20. The assignment of the raw comments to these categories is presented in Appendix I.



**Figure 4-20: Non-Police - Additional Issues for CACP Consideration**

#### 4.1.5 Potential Role in Research

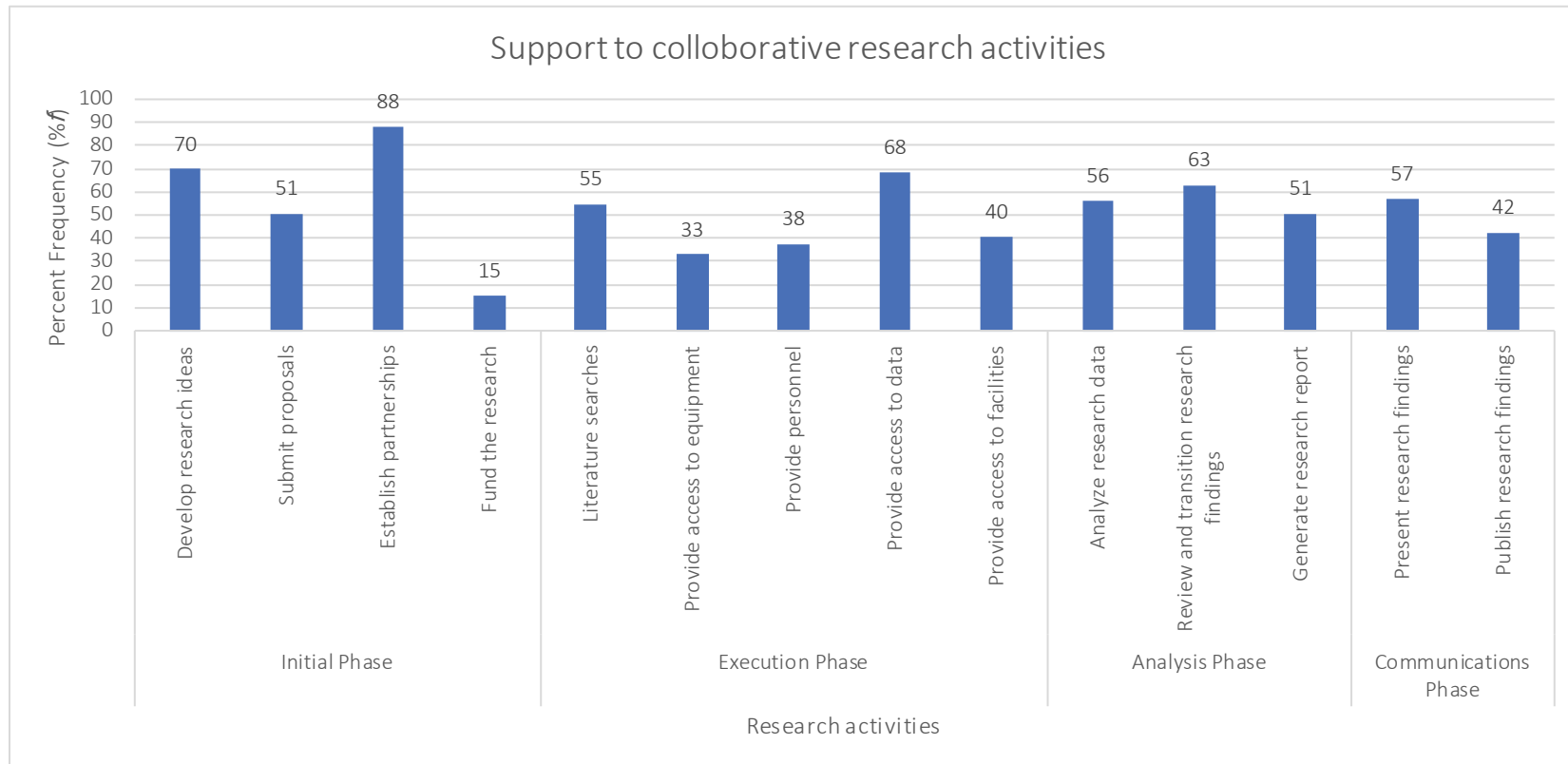
All participants were asked to provide feedback with respect to the type of collaborative research activities their organizations would have the capacity to support (N=168). The research activities were associated with four main phases of research including the initial activities that are undertaken at the beginning of a project, the execution of the research, the analysis of the data and finally, the communication of the findings. Participants were able to select multiple responses.

A review of these findings revealed that the organizations' capacity to support research varied substantially across the various phases. During the initial phase of research, most participants indicated that their organizations could support the establishment of partnerships with other contributing organizations (88%) and the development of research ideas (70%). To a lesser extent many organizations would be able to support the submission of research proposals (51%). In contrast, very few participants indicated that their organization would be able to provide funding support, either through cash or in-kind contributions, for research (15%).

More than half of the participants indicated that their organizations would be able to provide access to data (68%) during the conduct of research. Similarly, over half of the organizations indicated they would be able to support the conduct of literature searches to locate relevant research (55%). To a lesser extent, participants indicated their organizations would be able to provide access to facilities (40%), personnel (38%) or equipment (33%).

The findings suggest that some of the participants' organizations could support the analysis of the data. Once the data are gathered, over half of the participants indicated that their organizations would be able to support the conduct of the data analysis (56%) and a review of the research to ensure the findings represent a policing perspective and could be transitioned (63%) and generate a research report (51%).

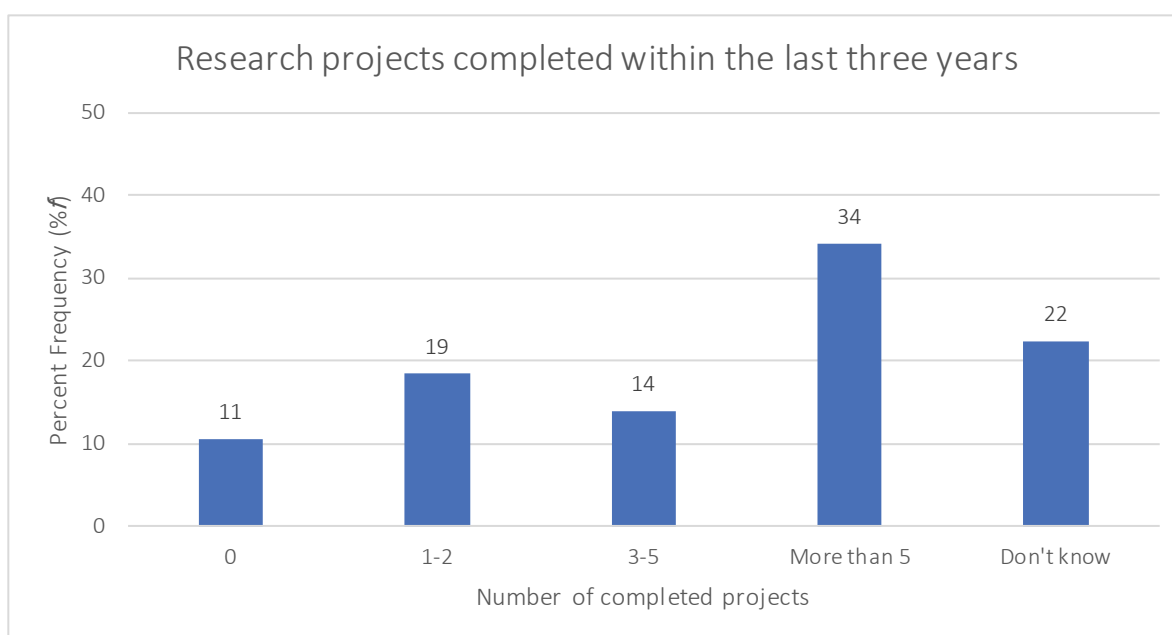
Finally, over half of the participants indicated that their organizations could support presentations of the research findings that were performed at a public venue (57%). Further, some participants indicated that their organizations would be able to support publishing the research findings in a peer-reviewed body of knowledge (42%). See Figure 4-21.



**Figure 4-21: Support to Collaborative Research Activities**

#### 4.1.6 Completed Research Projects

All participants were asked to provide insight into the number of research projects that have been completed by their organizations within the last three years (N=178). Research projects were defined as any projects that supported decision making within the organization. Most of the participants indicated that their organizations had completed more than five projects during this timeframe (34%). Similar percentages of participants indicated that their organizations had completed 1-2 projects (19%) or 3-5 projects (14%). In contrast, some organizations were not in a position to complete research projects during this timeframe (11%). Finally, it is important to note, that nearly one quarter (22%) of the participants indicated they did not know how many research projects had been completed during this timeframe. See Figure 4-22.



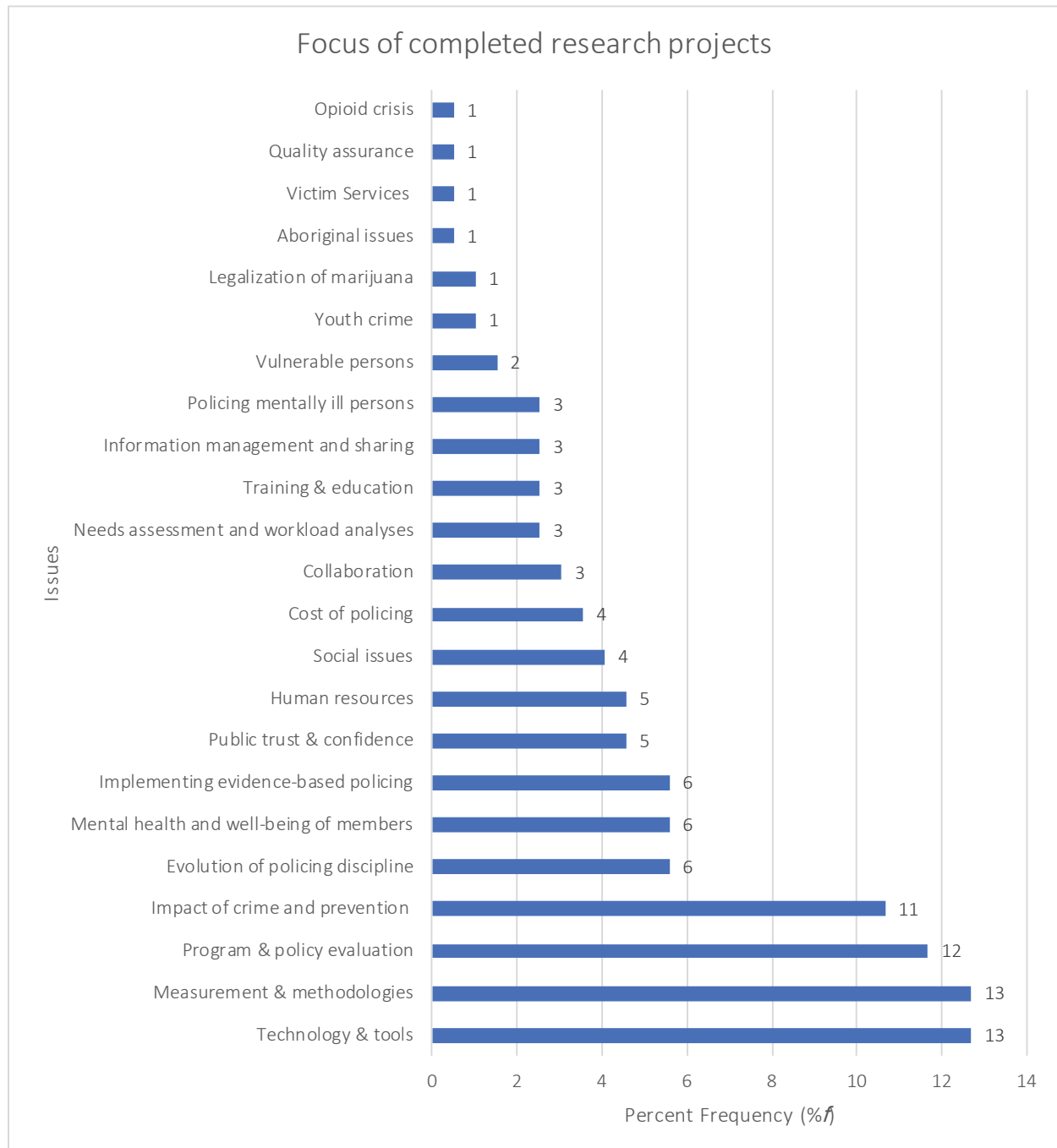
**Figure 4-22: Research Projects Completed in the Last Three Years**

#### 4.1.7 Focus of Completed Research Projects

Participants who indicated their organizations had completed research projects within the last three years were provided with an opportunity to briefly describe the main focus of the completed research projects (N=75). A total of 197 responses were gathered for this survey question.

Participants identified a wide range of research projects. The study team performed a qualitative analysis to identify several themes that could be used to categorize the data. The analysis identified several types of research projects (N=23) which may, pending validation by policing subject matter experts, be further refined. Research projects were most commonly associated with technology and tools (13%), measurements and methodologies (13%), program and policy evaluation (11%) and the impact of crime and prevention (11%). These issues reflect almost

half the total response (48%) received to this question. See Figure 4-23. The assignment of the raw comments to these categories is presented in Appendix I.

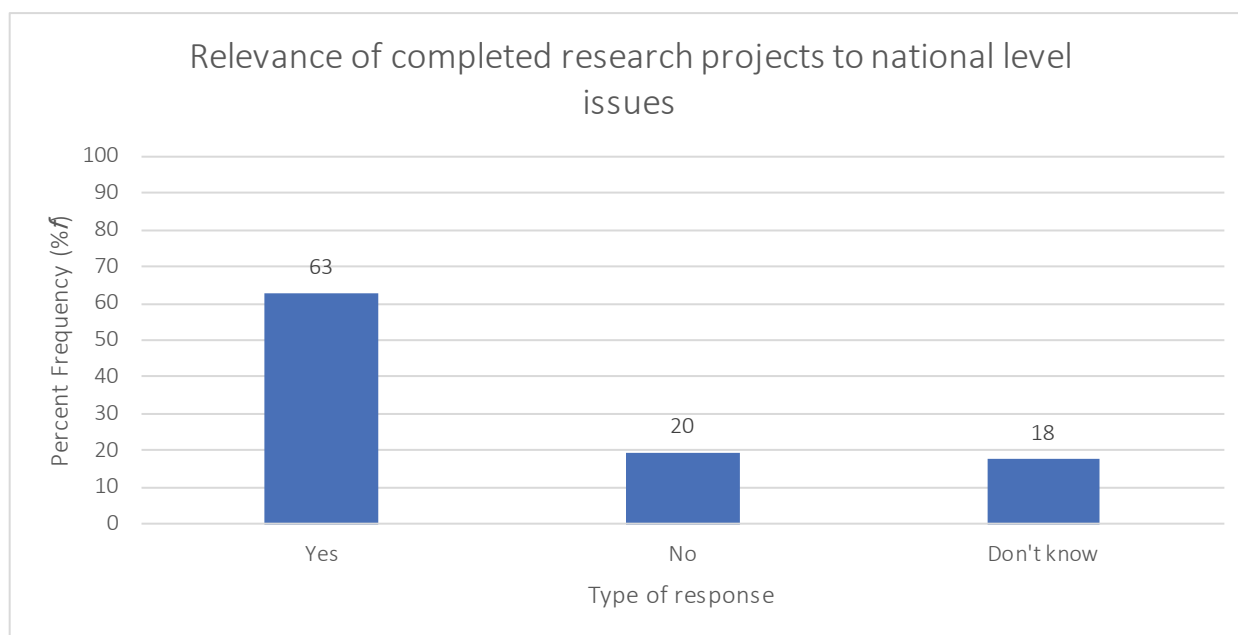


**Figure 4-23: Focus of Completed Research Projects**



#### 4.1.8 Relationship of Research to National-level Issues

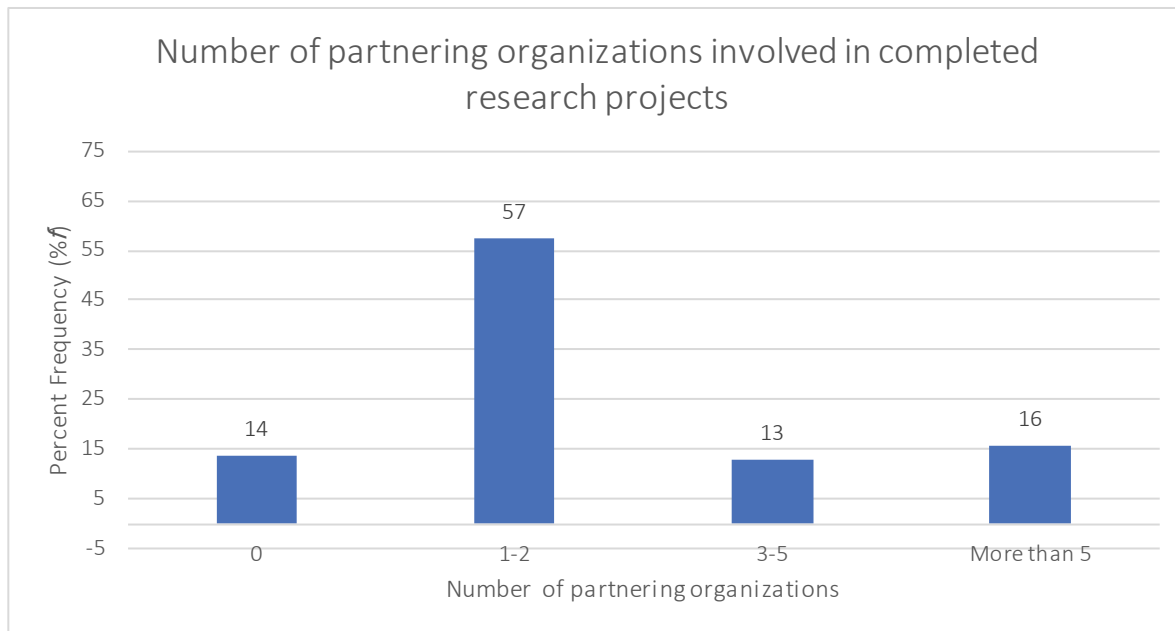
Participants who had previously indicated that their organization had completed research projects within the last three years were asked indicate whether these completed research projects addressed national level issues (N=102). Most participants (63%) indicated that these projects addressed issues that are of national significance to the policing community. However, some participants (20%) indicated that the research projects did not address national level issues (i.e., these projects may have been designed to address specific issues within an organization). Further, some participants (18%) indicated that they did not know whether the projects addressed national-level issues. It is possible that there may not have been enough information available at the time the survey was completed to make this decision. See Figure 4-24.



**Figure 4-24: Relevance of Completed Projects to National-level Issues**

#### 4.1.9 Involvement of Partnering Organizations in Completed Research Projects

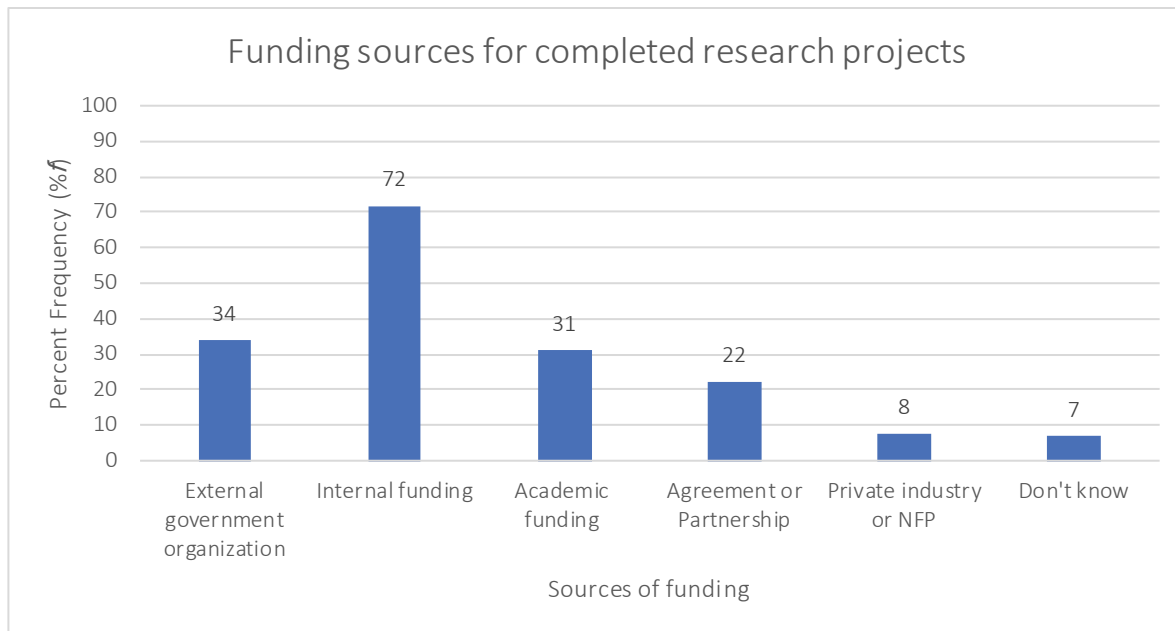
Participants were asked to indicate the number of partner organizations that were involved in these completed research projects (N=101). Approximately half of the participants indicated that these research projects involved 1-2 partner organizations (57%). Other participants revealed that the research projects engaged 3-5 partners (13%) or in some cases even more than 5 partnering organizations (16%). There were however, some research projects that were completed independently and for which there were no other partnering organizations involved (14%). See Figure 4-25.



**Figure 4-25: Number of Partnering Organizations Involved in Research Projects**

#### 4.1.10 Funding Sources for Completed Research Projects

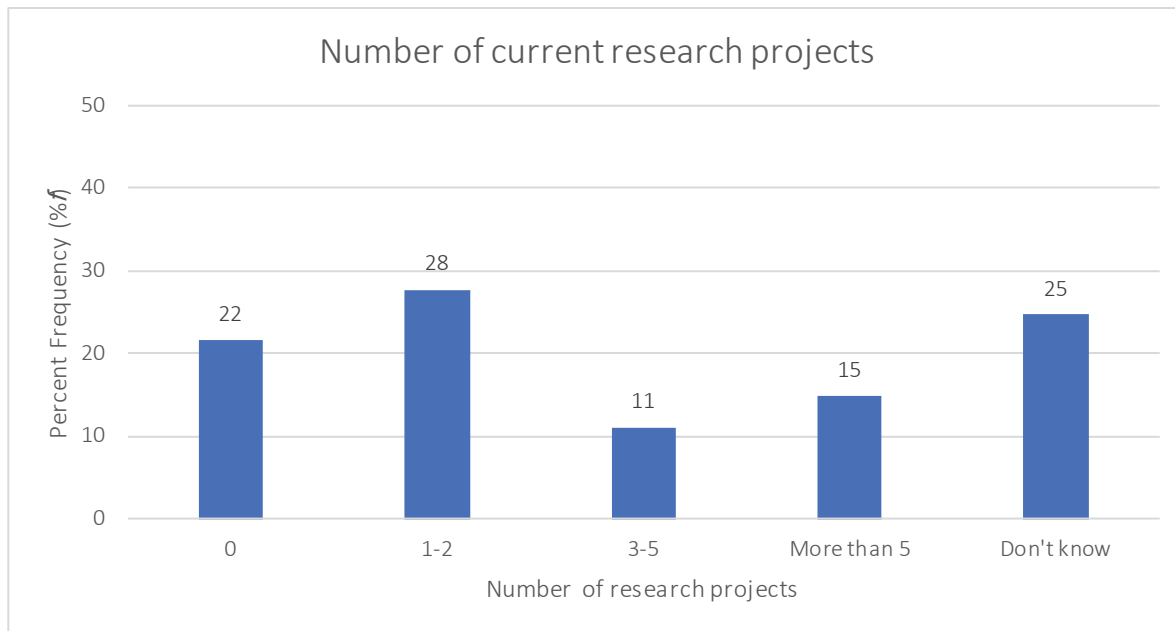
These participants were also asked to provide information related to the funding sources for the completed research projects (N=103). Participants were able to make multiple selections. Most of the research projects were financed from internal sources of funding (72%). Some participants indicated that project funding was provided directly from external government organizations (31%) such as the Social Science and Humanities Research Council of Canada (SSHRC), academic funding affiliated with a university (31%) or funding that was provided through an agreement or partnership between a police service and a university (22%). A very small subset of the research projects was funded by private industry or NFP organizations (8%). A few participants were unsure about the source of funding (7%). See Figure 4-26.



**Figure 4-26: Funding Sources for Completed Research Projects**

#### 4.1.11 Current Research Projects

All participants were asked to provide insight into research projects that are currently on-going or approved (N=162). An analysis of the findings revealed that while some organizations are not currently engaged in research (22%) there are many organizations that are currently participating in some type of on-going research activity. Most of these organizations have 1-2 research projects underway or planned (28%) however, some of the organizations are involved in several projects such as 3-5 projects (11%) or more than 5 projects (15%). It was noted in the participants' comments that the involvement of partners in research projects is dependent upon the nature of the project. It is important to note that one quarter of the participants indicated that they did not know the answer to this question (25%). See Figure 4-27.



**Figure 4-27: Number of Current Research Projects**

#### 4.1.12 Involvement of Partnering Organizations in Current Research Projects

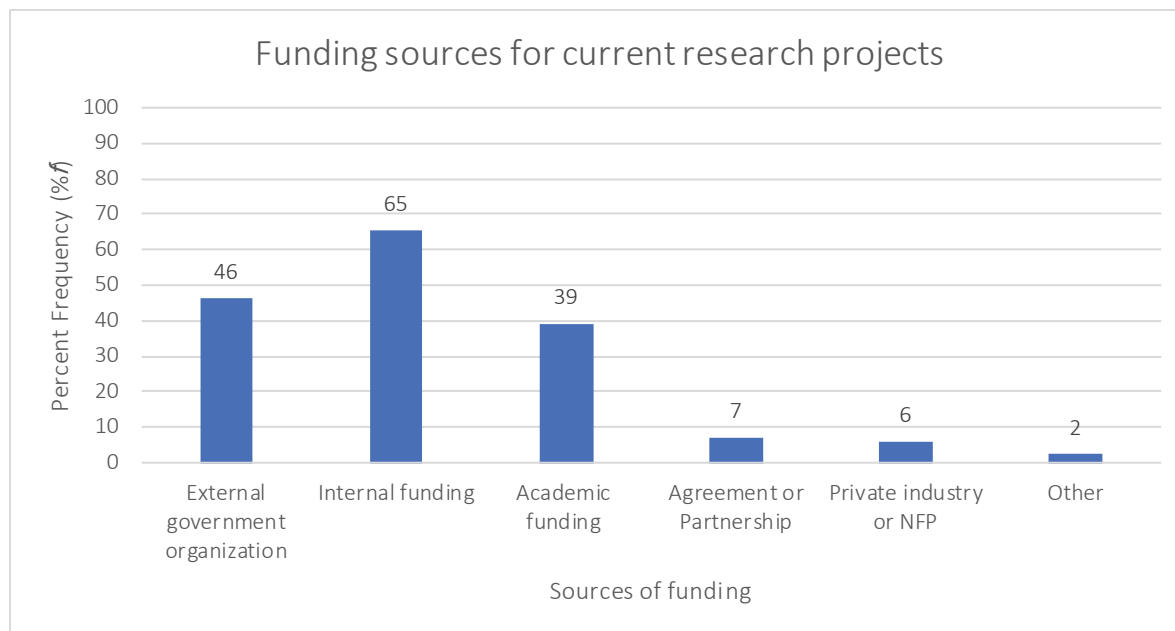
All participants who previously indicated that their organizations were currently involved in research activities were asked to provide feedback about the partnering organizations (N=84). The findings indicated that the current research tended to involve 1-2 partners (37%). However, larger partnerships were also noted as some research projects involved 3-5 partners (27%) or in excess of 5 partners (18%). It was noted that 14% of the research projects were being conducted independently and did not involve partnering organizations. A review of the participants' comments indicated that the number of partnering organizations varied greatly depending upon the nature of the project. Further, the comments provided an important insight with respect to the involvement in projects. That is, an organization can be involved in projects by providing consultation (or possibly advice and guidance) but this level of involvement does not necessarily mean that the organization is a partner in the research activity. See Figure 4-28.



**Figure 4-28: Number of Partnering Organizations in Current Research**

#### 4.1.13 Funding Sources for Current Research Projects

Participants who had previously indicated their organizations were involved in current research project provided insight into their funding sources (N=84). Participants were able to make multiple selections; a total of 140 responses were gathered for this survey question. Participants indicated that most of the on-going or approved research projects is financed by internal funds (65%). Some research projects are funded directly from external government organization (46%) or university funding (39%). A review of the comments was performed by the study team which indicated that some research projects are funded by in-kind resources provided through agreements or partnerships (7%). A small subset of projects is funded by a private business or NFP foundation (6%). Two responses (2%) were categorized as 'Other' because one participant indicated that the source of funding for the research has yet to be determined and another participant indicated that the research would be sponsored by an unspecified type of organization. See Figure 4-29.

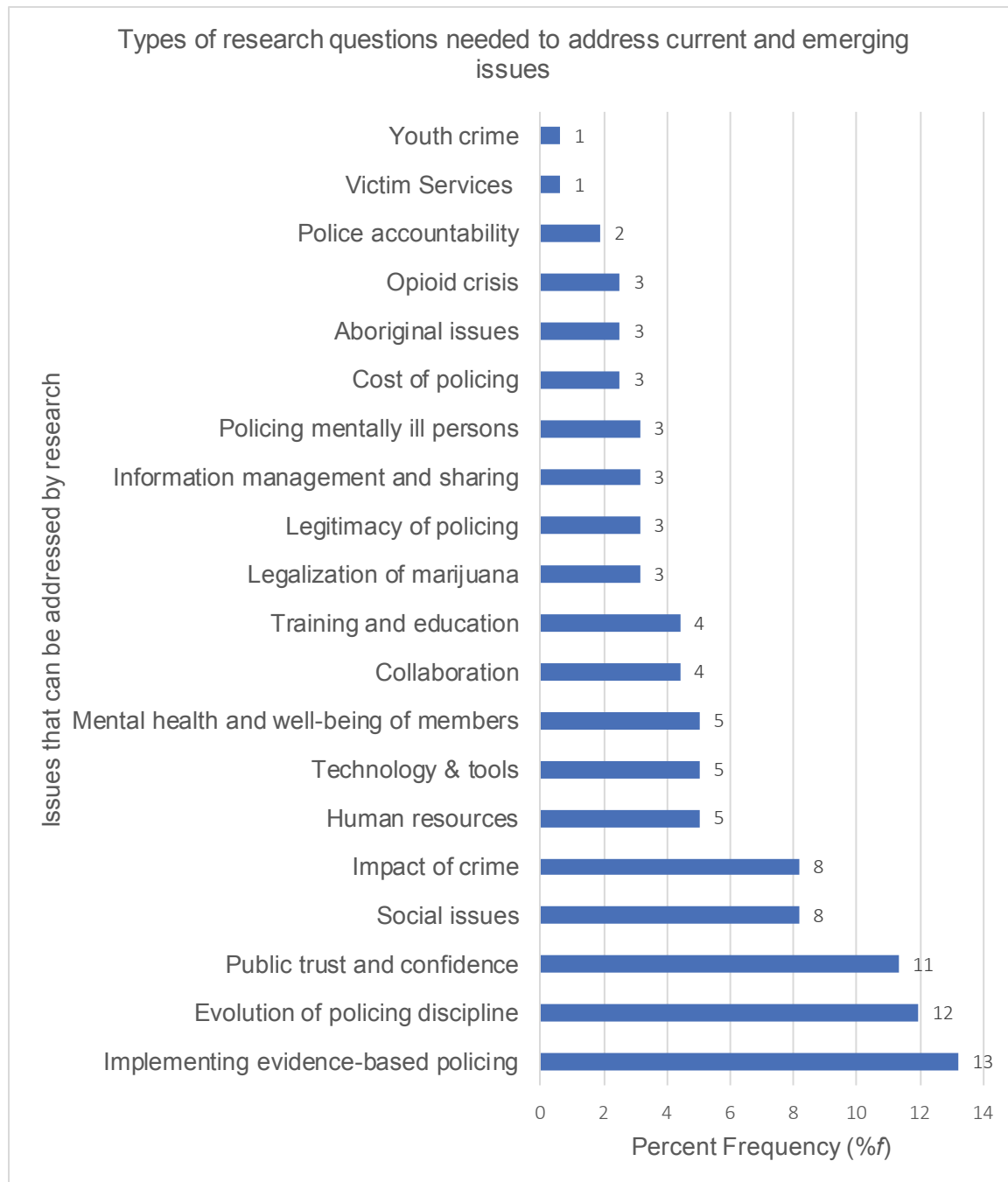


**Figure 4-29: Funding for On-Going or Approved Research Projects**

#### 4.1.14 Types of Research Questions Needed to Address Current and/or Emerging Issues

Participants identified the most important research questions that need to be asked to address current and/or emerging issues within the policing research community (N=112). A total of 160 research ideas were identified by these participants. Some participants identified multiple issues. The study team performed a qualitative analysis on the data to identify the main themes. The data were categorized, where possible, according to the national-level issues that were previously presented. Where necessary, additional categories were identified to accommodate the participants' feedback.

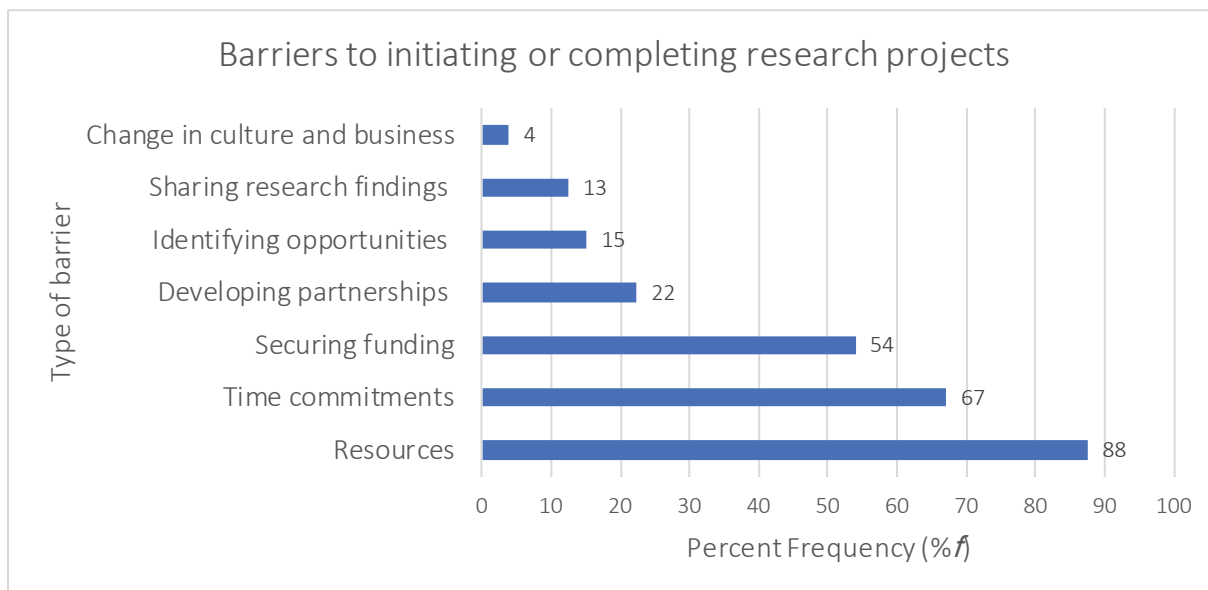
The analysis identified several categories (N=21) which may, pending validation by policing subject matter experts, be further refined. Some of these categories were consistent with the national-level issues however, participants also identified a range of research ideas that could address current and/or emerging issues within the policing research community. The most commonly identified issues were associated with implementing evidence-based policing (13%), the evolution of the policing discipline (12%), public trust and confidence (11%), social issues (8%) and impact of crime (8%). These issues reflect approximately half of the total response (52%) received to this question. See Figure 4-30. The assignment of the raw comments to these categories is presented in Appendix K.



**Figure 4-30: Types of Research Questions Needed to Address Current and Emerging Issues**

#### 4.1.15 Barriers to Initiating and/or Completing Research Projects

All participants were asked to provide insight into the barriers associated with initiating and/or completing research projects within their organization (N=152). Participants were able to make multiple selections. The study team reviewed the comments provided by the participants and reassigned them to existing categories or created a new category (Change in culture and business) as needed. The majority of the barriers were associated with resources (88%) followed by time commitments (67%) and securing funding (54%). To a lesser extent some barriers were noted with respect to developing partnerships with other organizations (22%), identifying opportunities for collaboration (15%) and sharing research findings within the community (13%). Participants also indicated that changes to the organizational culture and business are needed (4%). Comments in support of this new category referred to business requirements that must be met (e.g., security clearance, ethics approval), and the lack of secondary support (e.g., administrative support) at universities. Further, it was recognized by some government representatives that there is some resistance to change and that research is not their core business. Some police representatives indicated that there was some concern (i.e., fear) about what the findings might show and that police organizations are unaccustomed to using evidence-based, peer-reviewed data and research as an operational tool. See Figure 4-31.



**Figure 4-31: Barriers to Initiating or Completing Research Projects**

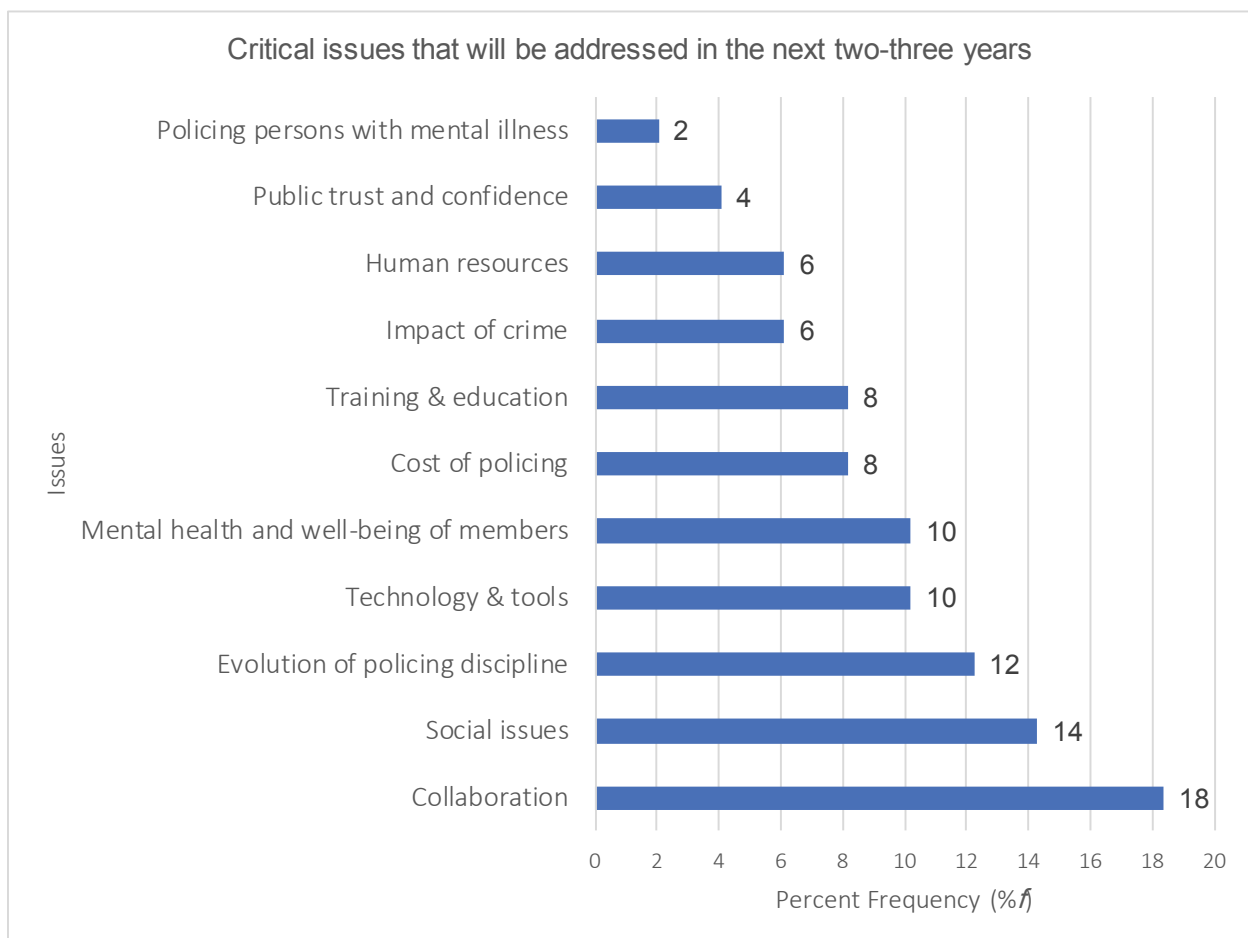
#### 4.1.16 Critical Issues that will be Addressed within the Next Two to Three Years

All participants were provided with the opportunity to provide any additional feedback related to the critical issues and research questions that will be addressed by their organizations within the next two to three years (N=36). A total of 49 additional comments were identified by these participants. Some participants identified multiple issues. The study team performed a



qualitative analysis on the data to identify the main themes. The data were categorized, where possible, according to the national-level issues that were previously presented. Where necessary, additional categories were identified to accommodate the participants' feedback.

The analysis identified several categories (N=11) which may, pending validation by policing subject matter experts, be further refined. Some of these categories were consistent with the national-level issues however, participants also identified a range of research ideas that could address current and/or emerging issues within the policing research community. The most types of research questions and critical issues that are likely to be addressed by organizations within the next two to three years are associated with collaboration between organizations (18%), social issues (11%), evolution of policing discipline (12%), technology and tools (10%), mental health and well-being of members (10%). These issues reflect more than half of the total responses (61%) received to this question. See Figure 4-32. The assignment of the raw comments to these categories is presented in Appendix L.

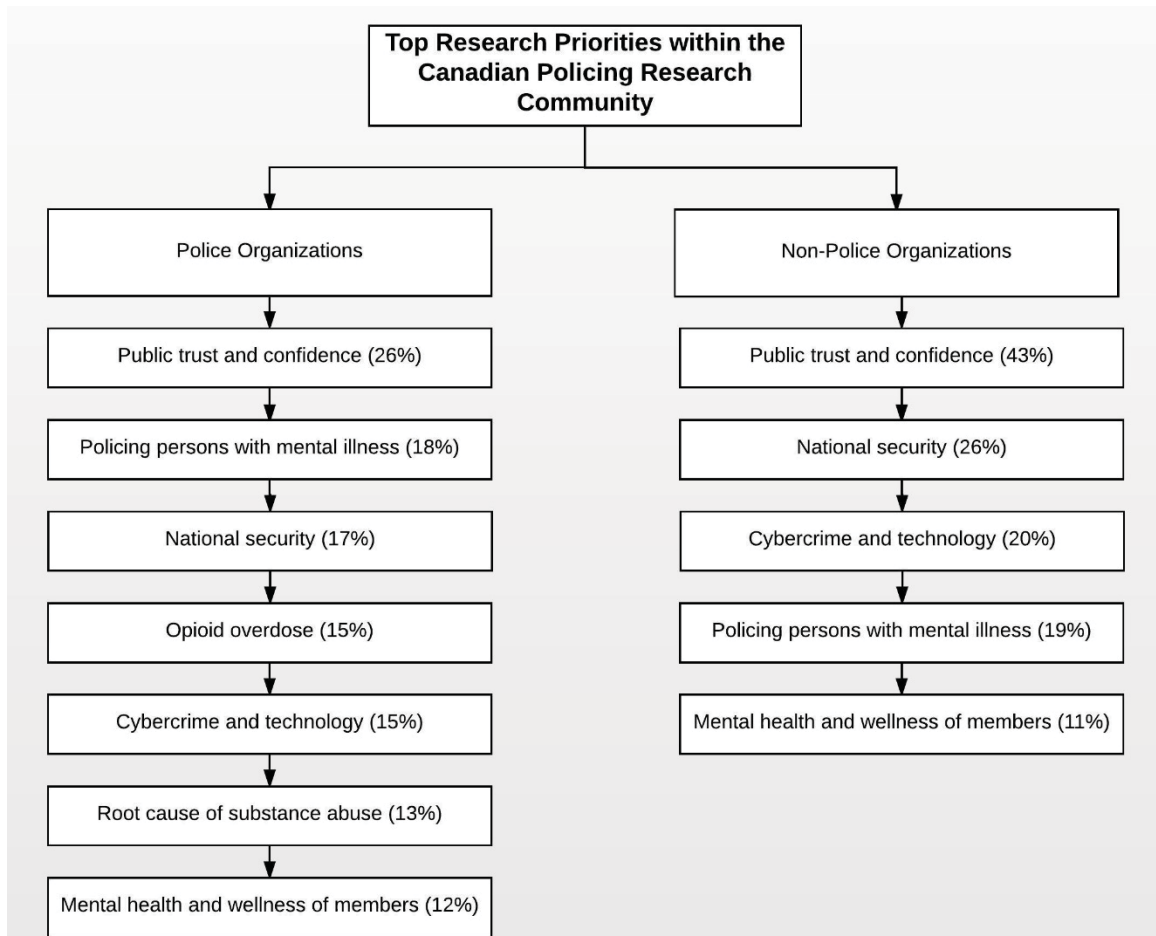


**Figure 4-32: Critical Issues that will be Addressed in the Next Two to Three Years**

## 4.2 Summary of Survey Findings

The survey findings, founded on the information from the key informant interviews, identify a comprehensive and specific list of priorities to support the creation of evidence-based research. These priorities, once addressed, will improve operational and strategic planning and decision making within the policing research domain.

The national-level issues compiled through research by the study team were ranked by the survey participants. The output of this ranking identified the top priorities according to both the police organizations and non-police organizations (i.e., government, academic, NFP and private industry). The police organizations ranked 7 national-levels issue as a top priority whereas, the non-police organizations ranked fewer national-level issues (five) as a top priority. The consistent priorities identified by the police and non-police organizations, should be considered as potential research areas led by CACP. See Figure 4-33.



**Figure 4-33: Comparison of Ranked Priorities**

There is substantial overlap between the priorities, both in terms of the issues and well as rank position. Public trust and confidence was most frequently rated as the top priority by both communities. All of the priorities identified by the non-police organizations were also identified by the police organizations. In addition, the police organizations ranked two other issues (i.e., opioid overdose and the root cause of substance abuse) as having top priority.

The study team recognized that the compiled list of national-level issues that was presented to the survey participants was not exhaustive. Participants had an opportunity to identify additional issues that should, in their opinion, be considered by the CACP when generating the updated RA. These issues were summarized to identify the main themes however, the raw research ideas are presented in Appendix G (police organizations) and Appendix I (non-police organizations), respectively. These raw data provide the specific guidance needed to formulate research proposals and projects. These research ideas in combination with the priorities that were identified by the police and non-police communities to support the creation of evidence-based research within Canada.

The top priorities were also supplemented by two types of additional feedback from the police community. First, the police community identified the issues that are currently affecting (or expected to affect) their organizations and therefore should be addressed as soon as possible. Secondly, the police community provided valuable insight with respect to the urgent issues that need to be addressed before research can reasonably be completed. The findings were summarized to identify the main themes however; the raw research ideas are presented in Appendix H which provides guidance concerning specific problems that can be addressed by research. This research could include basic and fundamental projects but more likely, given the urgency, a review of existing research findings that can be tailored to address the issues experienced within a police organization as well as at a national level.

All of the participants provided insight into four important aspects of policing research. First, the findings revealed that there is some overall capacity that exists across these organizations to support collaborative research. However, it is clear (and expected) that some organizations have more capacity than others. Second, the research findings identified the most likely (and unlikely) research activities in which the organizations can support a collaborative approach. Third, there is a wide range of organizations who are currently involved in collaborative research to design, execute and interpret research projects. Finally, the most important barriers to initiating and/or completing research were also identified which must be addressed in order to develop a successful and united approach to conducting collaborative research within Canadian policing community.

The current survey identified the main focus for policing research conducted in Canada over the last three years as well as the current (on-going and/or approved) research that will be performed over the next few years. In addition, the funding sources associated with these research projects was identified. This information provides substantial insight into the organizations which are in a position to financially support or contribute to research as well as with respect to the type of organizations that can be approached for funding. Taken together these finding provide a strong foundation for selecting the priorities that will be pursued for the renewed RA.

## **5 MOBILIZATION MODEL**

This section describes the proposed model for the mobilization of research and development (R&D) initiatives. The model itself is first described, followed by an overview of potential funding approaches that can be considered. An example research challenge is then presented to demonstrate the mechanics of the research mobilization model.

### **5.1 Mobilization Model**

Once identified, the R&D priorities need to evolve into defined R&D projects. This transition can be facilitated through the development of a process that guides the operational or organizational problem from its formulation through to a completed project with actionable recommendations.

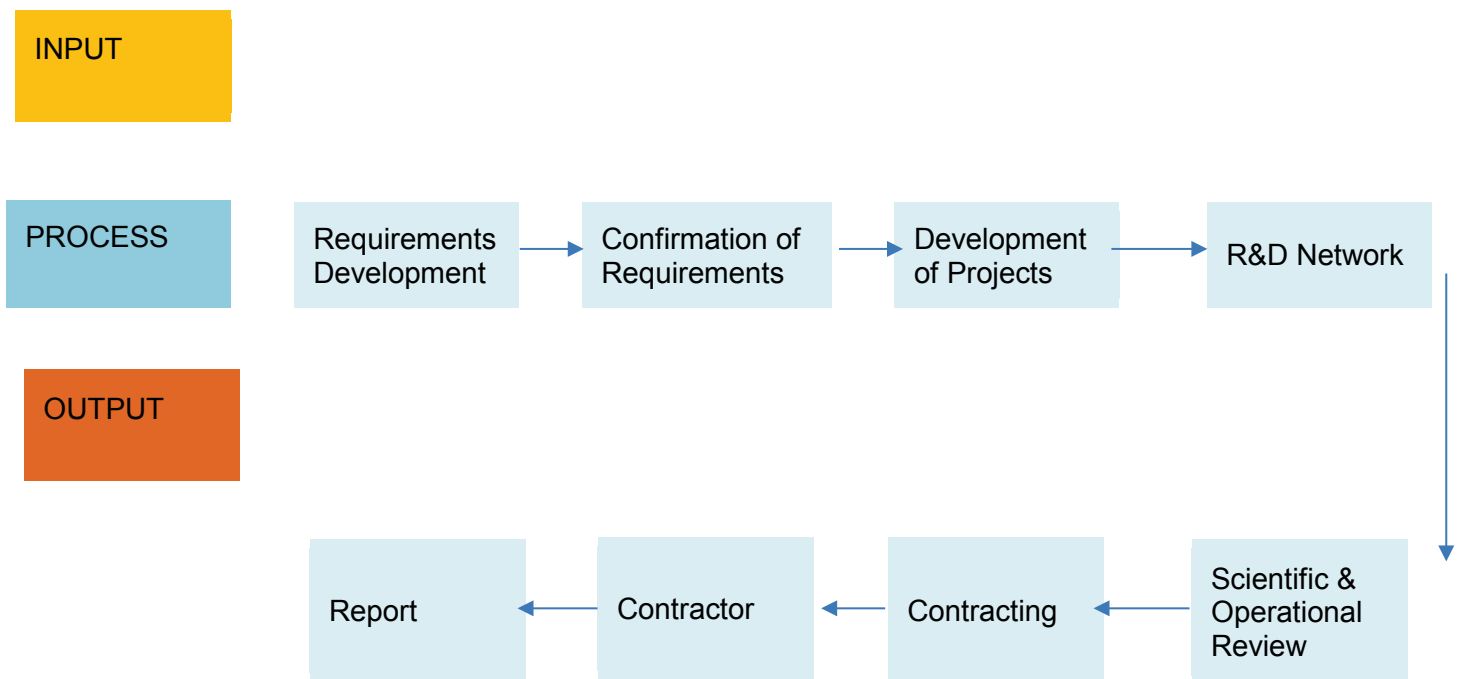
#### **5.1.1 Proposed mobilization model**

The proposed mobilization model is structured around the concepts utilized in most competitive R&D funding scenarios. These approaches are based on the submission of well-defined research proposals that are subjected to a peer review process, leading to a Statement of Work for a prescribed R&D project that culminates in a report that satisfies the needs of a cross-section of end-users.

The proposed process is comprised of the following elements:

- Development of formalized requirements;
- Confirmation and prioritization of the requirements;
- Development of topic specific projects;
- Submission of the requirements to a Research and Development Network;
- Scientific and Operational review of proposals;
- Contracting process;
- Undertaking the research initiative by a contractor; and
- Submission of a report.

These elements comprise the Process within the proposed mobilization model. In order for the model to be used effectively, the necessary inputs should also be described, as should the proposed outputs or deliverables from each of the above elements. Accordingly, the balance of the discussion of the model will be comprised of the Process elements, and their related supporting information (Inputs) resulting reports, documents or actions (Outputs).



**Figure 5-1: Overall Model**

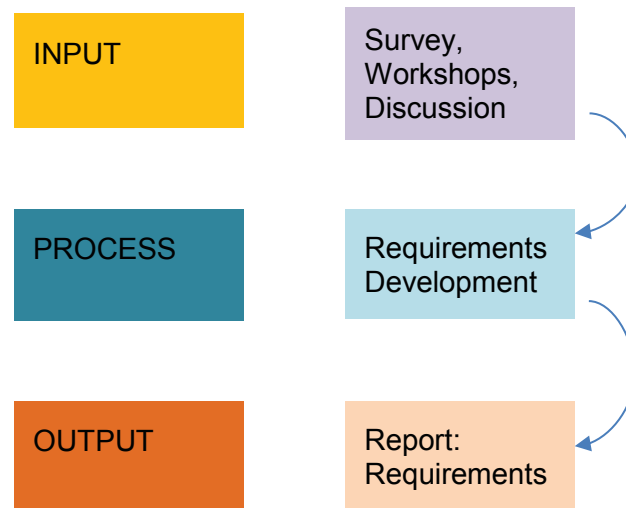
### 5.1.2 Development of Requirements

The initial step to address research requirements is to clearly identify those requirements. The present study utilized a survey process that can continue to be employed as new operational and organization demands are recognized. This approach can be supplemented through workshops within scheduled conferences and meetings, and through opportunistic discussions in additional fora in which the topic of policing research is addressed.

Central to the identification of ongoing R&D requirements within an organization is the need for a cyclical review of those needs whether on an annual or biannual basis with input from the broadest spectrum of sources including police stakeholders, academic and industrial partners, and potential funding sources. The confirmation of those requirements then needs to reflect an iterative process among all participants to ensure that the research question is well-defined and achievable. Who contributes to developing the requirements might initially be limited to CACP members and research staff within police departments or jurisdictions but could subsequently and quickly evolve to include academic and industrial partners.

Individual requirements may also benefit from a review that first considers the overall problem/challenge from a broad perspective before narrowing the focus to identify a specific research question.

The principal output of this first step is a report that clearly outlines the requirements.



**Figure 5-2: Requirements Development**

### 5.1.3 Confirmation of Requirements

The next step in the process is to confirm or validate the requirements as proposed. The group undertaking this validation exercise can either be a subset of the original group that developed the requirement or more likely a group comprised of more senior police personnel, alternate academic representatives e.g. Research Chairs, and representatives of groups supportive of policing research.

At this stage, the initial R&D requirements may be refined to ensure that the research question or task going forward is well-defined and takes into consideration any specific requirements of the potential funding source.

This review process would benefit from the utilization of pre-defined tools such as a review template or evaluation key to facilitate discussion and prioritization. There may be additional input for consideration from executive level personnel who can collectively see the benefit of elevating the status of a given requirement that may reflect the broader community.

The R&D requirements can additionally be subjected to further consideration of ranking, in the form of domains or categories that, for example, reflect urgency (short-term, medium-term, long-term), potential funding organizations (social sciences, engineering or private) or immediately recognizable partnerships that increase the likelihood of a successful project (identified funding, inter-organizational cooperation, international participation). The final output of this step should be a prioritized list of executable requirements.

Out of this step comes a report containing prioritized requirements that have been vetted and adjusted as required.



**Figure 5-3: Confirmation of Requirements**

### 5.1.4 Development of Projects

The inputs from this stage arise from the report of prioritized requirements – a review of the scope of each issue and a set of related specific research questions

The task in this stage is to develop, from the annotated requirements a set of project documents specific to each requirement. Project management organizations use various documents at this stage – Project Management Plan, Project Initiation Document of Charter, etc. – but the actual document will have to be crafted to fit the needs of the CACP Research Foundation. Irrespective of the selected framework, the components of the documentation to be developed at this stage includes:

- The baseline scope;
- The baseline schedule;
- The baseline cost; and
- The project charter.

Collectively these documents enable the project details to be developed to facilitate management of the project, thereby ensuring that all those with responsibility for the project understand its scope, projected cost and timeline.

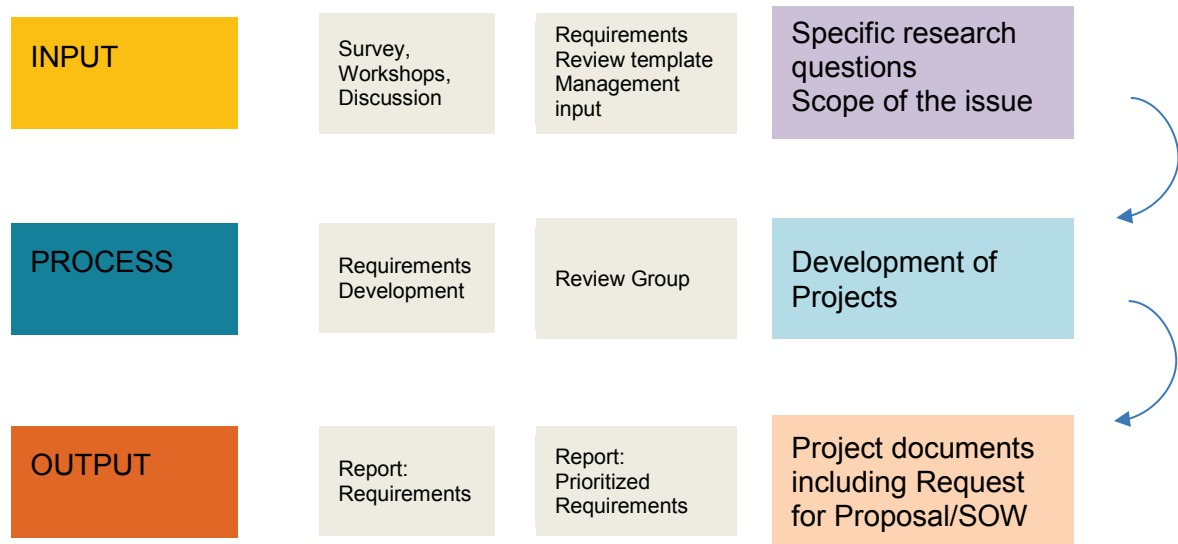
This process element also sets the stage for the invitation to interested parties to consider the requirement and submit a proposal. Accordingly, the project management team will develop the Request for Proposal (RFP), which includes a Statement of Work.

The RFP will be developed to suit the requirements of the contracting organization but in general will include the following:

- Background information;
- Brief project overview;
- The organizations background;
- Project goals;
- Scope of work;
- Deliverables;
- Timeline;
- Technical requirements;
- Preliminary budget;
- Requirements for proposal preparation;
- Evaluation criteria; and
- Evaluation and award process.

Therefore, the output from this step is a clear enunciation of the project scope, goals technical requirements and deliverables in a format suitable to be released to potential contracting organizations.





**Figure 5-4: Confirmation of Requirements**

### 5.1.5 R&D Network

The R&D Network is conceptual at this time but should reflect the total spectrum of potential R&D partners, both those who are aware of the requirement for policing research, and individuals or entities that would benefit from increased awareness of policing needs and the opportunity to contribute. The Network must be national in scope. In the immediate future, the R&D network will comprise those organizations that are currently involved in undertaking research on topics that support the broad policing community. These include but are not limited to:

- The Collaborative Centre for Justice and Safety (CCJS, University of Regina)
- The Institute for Canadian Urban Research Studies (ICURS, Simon Fraser University).
- The Centre for Public Safety and Criminal Justice Research (CPSCJR, University of the Fraser Valley)
- Police Research Lab (PRL, Carleton University)
- International Centre for Comparative Criminology (ICCC, Université de Montréal)

The above examples are resource centres that can provide support across the spectrum of policing needs in Canada. To that list can be added the recently established Canadian Institute for Public Safety Research and Treatment (CIPSRT, University of Regina) with its particular focus on mental health.

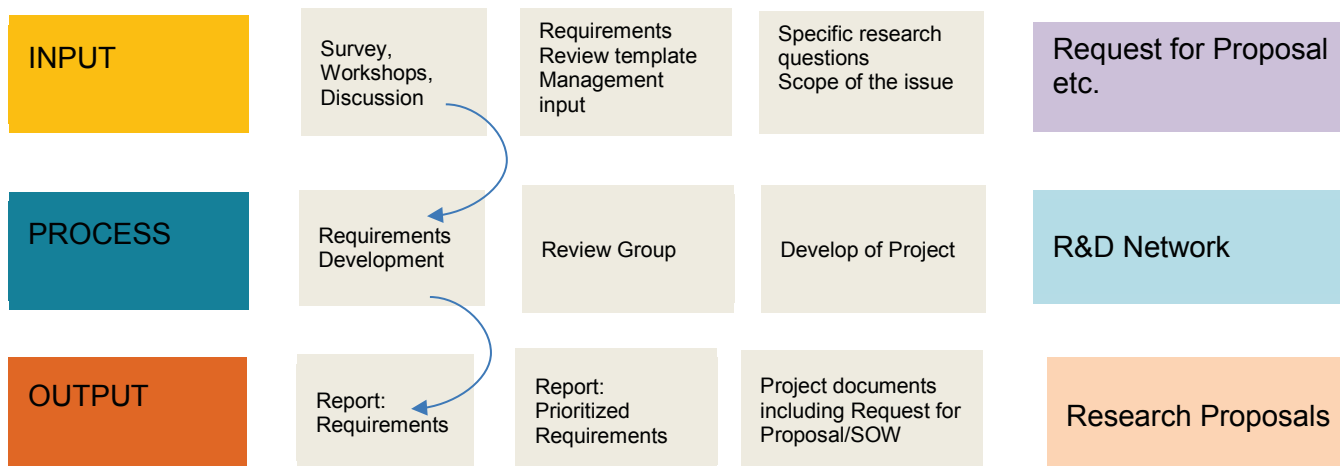
In addition to these university-based centres are opportunities for individual researchers or departments in other universities and colleges across Canada where there resides the capacity to undertake research on the range of topics of interest. Collaborative models for national policing research undertaken across many universities currently exist across the international policing community, for example in the United Kingdom where the UK College of Policing functions as catalyst for the development of knowledge and research in policing across multiple universities.

Beyond the academic community, particularly for research requirements of a technical nature, are potential Canadian industrial partners who can contribute but may be unaware of the current technological requirements. In addition, there are government R&D facilities such as Transport Canada's Transportation Development Centre that could play an applied technology role in evaluating components or interactions within police vehicles on a national scale.

The challenge in establishing a suitable R&D Network to address policing requirements lies in the scope – social, technological, health and organizational. This broad scope would suggest it is not possible for one research entity to provide a single source point of entry, which when compared to other research initiatives could be viewed as a limitation; however, in this case having multiple entry points to access researchers is a benefit.

Once policing research is reaffirmed in Canada, the R&D Network will evolve to a multi-nodal framework with each centre continuing to develop an increased capacity to address policing research requirements. In addition, researchers, universities and prospective industrial partners will become progressively aware of policing research needs and independently begin to address outstanding issues.

The output of the R&D Network is a collection of proposals submitted in response to the Request for Proposal package, ready for subsequent scientific and operational review.



**Figure 5-5: R&D Network**

### 5.1.6 Operational and Scientific Review

Proposals received in response to the Request for Proposal are initially subjected to an administrative review to ensure that all necessary elements of the proposal have been provided and to further confirm that there are no aspects of the proposal that would disqualify from further consideration.

During the preparation of the Request for Proposal, the project team would have prepared broad guidance for the evaluation of proposals based on understanding of the research requirement, innovation, approach, timeline and budget. The evaluation team will further develop the scoring criteria to ensure there is concurrence among review members with respect to the expectations for the project.

It is imperative that this review team include members of police services who can bring an operational perspective to the evaluation, ensuring that the outcomes of the project meet defined operational needs.

In their review of proposals, the review team may learn information that impacts aspects of the project as presented in the project documentation. The review would therefore recommend changes in the documentation to the project team.

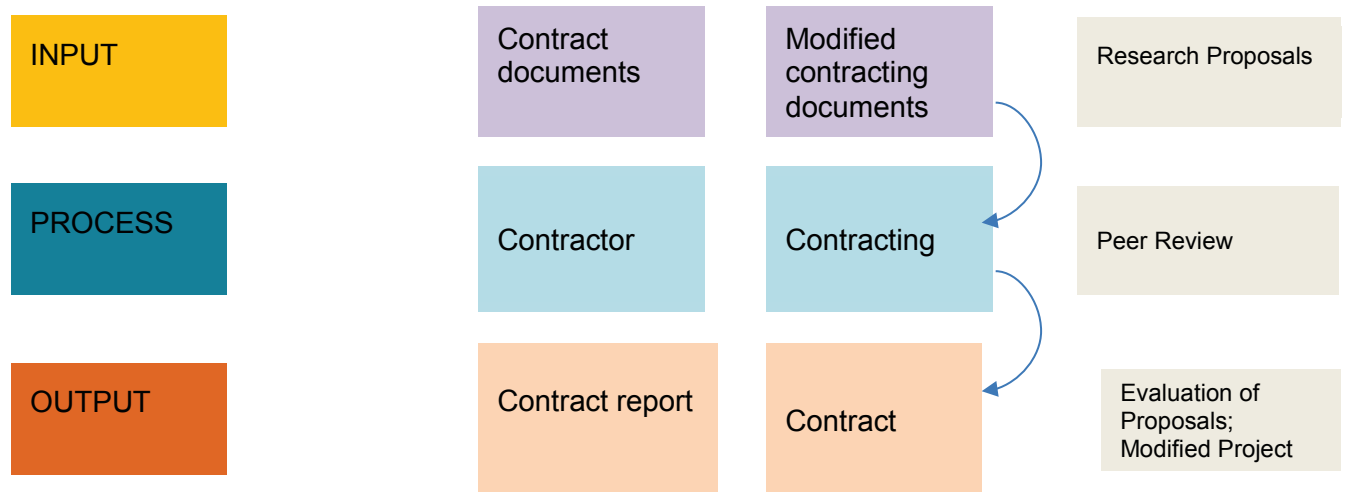


**Figure 5-6: Development of Projects**

### 5.1.7 Contracting and Contractor Management

The project documentation prepared by the project team, including the Statement of Work (SOW), and the successful proposal will form the basis of the contracting documentation that will be prepared by the host organization, for example, municipal police service, the CACP Research Foundation or federal partner as per the requirements and administrative procedures of the funding organization.

Regular contract progress reports are critical to ensure that the project is being conducted in accordance with the SOW, milestones are being met and budgetary expenditures are within the allotted funding enveloping, thereby ensuring the timely delivery of the final report.

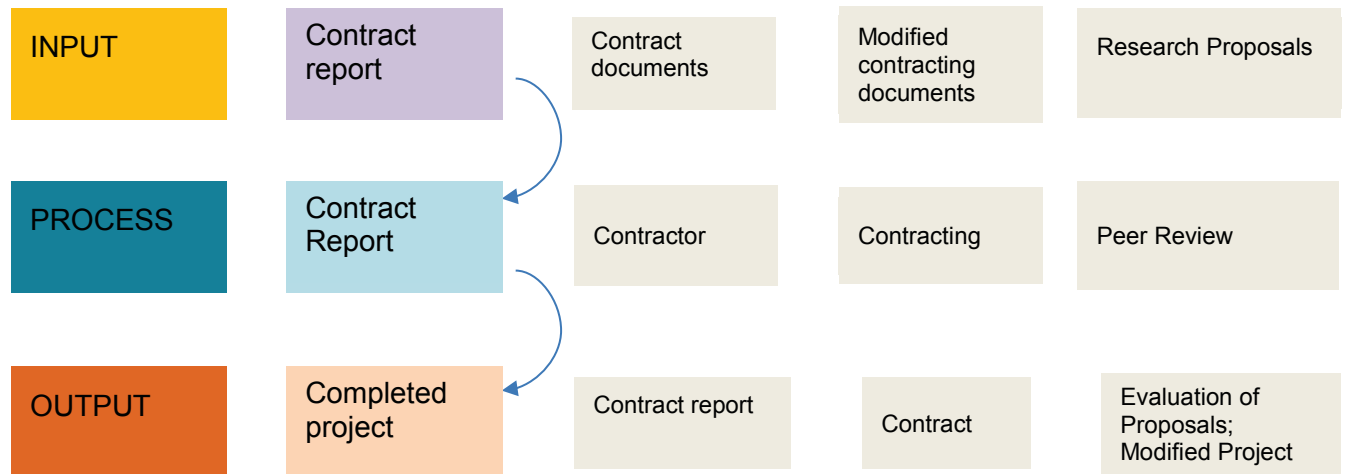


**Figure 5-7: Contracting and Contractor Management**

### 5.1.8 Report

The final deliverable of the project is the final project report received by the contracting authority and vetted by the scientific/operational authority for the project. The report should be submitted to Public Safety Canada for inclusion in the Canadian Policing Research Catalogue.

The final report serves two purposes: (1) to serve the policing community for which it was intended, and (2) to meet the scientific publication requirements of the academic partners, as applicable. These two purposes can and should be complementary but will need to be addressed in the contract documents, notably the SOW. More than an executive summary, the report for the policing community should be written in a format and language suitable for the intended audience, emphasizing and de-emphasizing the scientific report, as required.



**Figure 5-8: Contracting and Contractors**

## 5.2 Prospective Funding

### 5.2.1 Background

There is consistent opinion across the policing community that there are inadequate resources to address the research needs that face policing challenges in Canada. In order to address that shortfall, it is proposed that three approaches be given consideration: (1) Federal Research Funding Agencies, (2) Federal and Provincial Departmental funding, (3) and Partnerships with industry.

#### 5.2.1.1 Federal Research Funding Agencies

The principal research funding agencies in Canada are The Social Sciences and Humanities Research Council (SSHRC), the Natural Sciences and Engineering Research Council (NSERC), and the Canadian Institutes of Health Research (CIHR). Each of these agencies funds research that lies within the scope of concerns of the policing community and to which proposals can be submitted to address priority concerns.

The Social Sciences and Humanities Research Council continues to provide a source of project funding for police organizations, as noted in the following recent examples:

- Humber College - two-year impact study to examine the Toronto Police Service's Neighbourhood Officer Program
- University of Toronto - In the Line of Fire: Do Implicit Attitudes Influence Police Use of Force Behaviour Towards Vulnerable Populations?

- Université de Montréal - Body-Worn Cameras as Emerging Police Technology in Canada: Doing Ethnography in a Municipal Police Force.

Technology is playing an increasingly significant role in policing while similarly presenting its own challenges to law enforcement organizations. Issues surrounding the use of body worn cameras and the application of drones in police operations, as two examples, could qualify for funding support from the Natural Sciences and Engineering Research Council. Engineering faculty and students across the country such as those associated with the The Carleton University Crash Dummy (CUCD) and its use in transportation studies are familiar with NSERC grants process. Similarly, The Bridging Research and Interoperability Collaboration (BRIC) at the University of Regina is an advanced technology initiative focused on public safety technologies and practices that again, can offer research initiatives that are within the funding purview of NSERC in support of policing research.

Mental health concerns, whether among police members and or in citizens with whom those members interact daily, are within the broad scope of funding supported by the Canadian Institutes for Health Research. To that end, the recently established Canadian Institute for Public Safety Research and Treatment is engaged in research and the development of treatment initiatives on behalf of first responders suffering operational stress injuries. The scope of research conducted at CIPSRT and at similar research centres across Canada meet the eligibility criteria for CIHRT funding consideration.

The biggest challenge in securing funding from the principal granting agencies is their lack of familiarity with policing challenges whether social, technological or health related. Therefore, these agencies would benefit from initiatives that sought to familiarize relevant committees with policing research requirements. At the same time, police executives would gain insights regarding potential grant opportunities available to them.

#### **5.2.1.2 Federal and Provincial Government Programs**

Within their program structures, various federal and provincial government departments support R&D that falls within the scope of their departmental mandates. Within the Department of National Defence, Research and Development Canada's Centre for Security Science (DRDC CSS) manages The Canadian Safety and Security Program (CSSP). CSSP issues an annual call for proposals, which invites government, industry and academia to submit project proposals for innovative science and technology (S&T) solutions to address identified risks, vulnerabilities and gaps in public safety and security capabilities. DRDC CSS also works with partners to identify potential Targeted Investment (TI) project through an internal mechanism that allows CSS to directly fund projects and activities. TI projects address capability gaps in various public safety and security domains that are otherwise not addressed through the Call for Proposals or other mechanisms.

Public Safety Canada coordinates funding to help address the ongoing challenges of police services within Canada and around the world. PSC's National Security Program includes the Countering Crime Program with initiatives that will advance programs, for example, related to the prevention and treatment of PTSD in public safety officers. At the organizational levels,

PSC and policing leadership in Canada can engage in mutually beneficial partnerships that are in line with departmental initiatives and mandates.

While not directly funding police research, other government departments such as Health Canada and the Department of Justice will be increasingly called upon to address challenges across the spectrum of police services. The identification and prioritization of police research requirements will not necessarily benefit from direct funding support from federal or provincial governments but having their needs identified and prioritized will enable internal programs to respond to policing needs.

### **5.2.1.3 Partnerships with Industry**

Technology challenges are particularly suited to partnerships between police services and industry. These partnerships can be further supported through engagement with academia, thereby establishing a triad of organizations focusing on police research needs, beginning with the identification of requirements by police leadership, supported by a mix of academic research and applied development by industry. The potential for such partnerships will increase with a regular statement of research requirements by police organizations to allow for functional alliances to form among police services, academia and industry.

## **5.3 Example Research Mobilization**

### **5.3.1 Example Topic**

In order to demonstrate the research mobilization model, a topic has been selected from the list of research questions derived at the CACP Research Foundation 2017 Conference on 22 March. The selected research topic is: Technology to address cybercrime. Five potential research questions relating to cybercrime technology were generated during the workshop:

- Do police forces have adequate technology to deal with cybercrime? (Priority 1)
- Where will technology be 5 years from now, its impact, and how does law enforcement get there first? (Priority 2)
- Where should police focus their efforts in technology? (Priority 2)
- What technology tools will facilitate police efficiency? (Priority 3)

### **5.3.2 Research Mobilization Model**

#### **5.3.2.1 Project Definition Phase**

The first step in the research mobilization process is to generate a list of research requirements. That list was developed at the CACP RF 2017 Workshop at which time potential research issues were generated under five headings:



- Public Trust and Confidence
- People with Mental Health Issues
- Cybercrime and Technology
- Mental Health and Wellness of Members
- Other Police Priorities

Under these topics were generated 261 individual research questions ranging from priority 1 to priority 3.

It is unlikely this list would change appreciably from year to year; therefore, an annual review is satisfactory, with the purpose of elevating or demoting research issues on the priority scale. This annual review will benefit from discussions that occur in various fora in the intervening period, generating additional points for consideration or contributing to the redistribution of research issues by priority. This approach would ensure the list was current without the resource intense process of generating the list annually. In this manner, a full reworking of the research requirements could occur every two or three years.

It is this process that generated Technology to Address Cybercrime as a number one priority.

The second step in the process is the confirmation of the overall research questions and their prioritization. With respect to the example, this confirmation process could modify the research question to ensure that related questions generated during the requirements process were given appropriate consideration. For example, the revised question might read: Do police forces have adequate technology to deal with cybercrime and where should police focus their efforts in technology given the rapid change that occurs across technology within a 5-year window. The research question might undergo further adjustment following the input of senior police leadership.

The third step is to further explore the research topic and to develop project documents that will guide the project through to its culmination in a project report. The scope of the documents to be developed at this stage is subject to the degree of management control required, which in turn is often dependent upon the budget allocated to the project i.e. small projects require less detail than complex high budget projects.

This complexity is reflected in the Project Management Plan (PMP), which for the projects initially undertaken by this approach, can be a simplified version. The main elements of the PMP that should be developed by the project team are as follows:

- Executive summary – a few paragraphs describing key elements of the project that are detailed throughout the project plan.

- Strategic/organisational alignment – state which organizational objectives will be supported by undertaking the project.
- Project scope definition – The purpose and objectives of the project should be stated, the scope of the project should be defined and major deliverables identified. The work breakdown structure (WBS) will be determined here. For technology-based projects, quality specifications may be included in this section, describing the product or service performance criteria from an end-user perspective. Project assumptions should also be included.
- Constraints – a list of any known constraints e.g. fixed budget, limited resources etc.
- Human resource requirements – Define the project team organisation, roles and responsibility requirements.
- Material/equipment requirements – this section should identify any special equipment requirements demanded by the project.
- Project schedule and milestones – Define the milestones and activity schedule of the project.
- Budget/cost estimate – Estimates are required for the project duration.
- Risk Management – Detail the process to be employed on the project in order to manage risk - economic, technical, operational and organizational risks. identify and assess project risks and provide contingency plans to address high impact risk factors.
- Change management – Changes may occur to the project – scope, funding, timelines – during the duration of the project. The change management process to be utilised on the project should be described.
- Approvals – This section will capture approval signatures from project stakeholders.
- Attachments – Included in this section will be pointers to pertinent documents such as the business case, notes and related documents.

The Project Management Plan is a management tool used by the sponsoring organization to clearly outline the details and expectations of the project.

The Statement of Work uses a subset of information from the PMP; it is the document that forms the basis of the Request for Proposal (RFP) and is written in a manner to ensure that prospective bidders understand the scope of the projects, the tasks envisioned, the timelines expected and the provisional budget.

Once the project documentation is in order and the RFP has been prepared by the sponsoring organization's procurement authority, the RFP can be distributed to the R&D Network. This can be accomplished by posting the RFP on the organizations website or by directly distributing it to potential parties of interest.

Sample academic organizations that would be in a position to respond include the following examples:

- International Cybercrime Research Centre (Simon Fraser University)
- Privacy and Cybercrime Institute (Ryerson University)
- Canadian Institute for Cybersecurity (University of New Brunswick)
- National Cyber-Forensics and Training Alliance Canada (Concordia University)

Sources of funding for cybercrime research include the following:

- DRDC Centre for Security Science (DRDC CSS)
- Natural Science and Engineering Council (NSERC)
- Social Sciences and Humanities Research Council (SSHRC)
- Office of the Privacy Commissioner of Canada, Contributions Program

While some funding would be eligible for host organizations such as CACP RF, the majority of grant funding is available principally to the academic community and would require lead time commensurate with deadlines for Calls for Proposals and the subsequent review period.

### **5.3.2.2 Project Execution Phase**

Proposals received from respondents to the RFP are subjected to a peer review process comprised of scientific and operational personnel with a background in cybersecurity. This responsibility could be tasked to the Electronic Crime Committee of CACP. The Chair of that committee would develop a scoring/evaluation template for use by the review group in evaluating proposals and selecting a proposal to enter the contracting stage.

Assuming that the successful proposal is submitted by a university-based institute, contract documentation would be prepared by the project team and the lead organization/entity associated with the team. There can be a delay in this process pending confirmation of the availability of funds from potential sources suggested above.

The project team maintains responsibility for the management of the project throughout the contracting phase, monitoring milestones, budget and deliverables.

The final step in the project is the preparation and submission of the final report. As previously outlined, the structure of this report needs to be included in the SOW and contract documents to ensure that the language and applicability of the report are commensurate with the needs of the sponsoring organization. The final report is then submitted to PSC for inclusion in the Canadian Policing Research Catalogue.

## 6 RECOMMENDATIONS

The following recommendations are proposed to support the mobilization of research by the CACP RF:

- Maintain an active process to keep the national policing research requirements current;
- Make the prioritized list of research requirements available to academia and industry on a continuing basis;
- Establish a committee comprised of senior police leaders, academics and industry representatives who can evaluate the research requirements list, formulate the final research challenge and confirm its prioritization;
- Augment the current CACP Research Foundation resources to include a project management capacity for the research requirements that are elevated to project status;
- Meet with federal and provincial government authorities to outline policing research deficiencies in Canada and to seek program funding and support to establish a capacity to undertake research by the CACP RF;
- Meet with representatives of the principal research granting agencies to apprise those agencies of the diverse and extensive research requirements of police services and to better understand the programs for which policing research proposals are eligible;
- Conduct regional workshops across Canada to bring together personnel currently employed in police research, and academic and industry partners in order to assess regional requirements and capabilities that can be engaged in undertaking research; and
- Confirm the selection of Technology to Address Cybercrime as the first research requirement to be submitted to the proposed research mobilization model and initiate the activities required to establish a dedicated research project for that requirement.

## **7 CONCLUSIONS**

Through the interview and survey process, the research requirements of the CACP RF have been identified. The top five operational challenges have been further evaluated with definitive research questions developed under each topic, and assigned priorities for further investment.

To support the continued pursuit of research solutions for the policing community, a research mobilization model has been proposed that facilitates the transition of research issues/questions into viable research projects appropriate for the development of proposals by government, academic and industrial partners.

Priorities in further developing an ongoing research capability include the provision of adequate support to the CACP Research Foundation for this purpose, in addition to measures that raise awareness of police research requirements across government.

## **APPENDIX A    ADDITIONAL INFORMATION**

### **A.1    Definitions and Acronyms**

The following list identifies the acronyms and abbreviations used throughout this document:

CACP	Canadian Association of Chiefs of Police
CACP RF	Canadian Association of Chiefs of Police Research Foundation
CAN-SEBP	Canadian Society of Evidence Based Policing
CPERB	Canadian Police Executive Research Agenda
CSKA	Community Safety Knowledge Alliance
CSS	Centre for Security Science
CSSP	Canadian Safety and Security Program
CATA	Canadian Advanced Technology Alliance
DRDC CSS	Defence Research and Development Canada – Centre for Security Science
EBP	Evidence-Based Policing
MMIWG	Murdered and Missing Indigenous Women and Girls
NFP	Not for profit
PS	Public Safety Canada
PWGSC	Public Works and Government Services Canada
RA	Research Agenda
S&T	Science and Technology
SOW	Statement of Work
TA	Technical Authority

## APPENDIX B INTERVIEW QUESTIONS

The following list of interview questions was developed for use during informant interviews. The interviewer selected a set of questions, depending upon the informant's professional background and affiliation with the CACP and the CACP RF. In general, informants responded to approximately 12-15 questions during the interviews.

		Key Stakeholder Groups			
Item	Question	CACP Board Members	CACP Committee Members	Police Services	Academics Government Private Industry Not for Profit
Organizational role and background					
1	What is the scope of your organization with respect to policing services?	X	X	X	X
2	What is the scope of your role within the CACP or CACP RF?	X	X	X	
3	What are the main research priorities that have been identified by your organization?	X	X	X	
4	In general, are the CACP RF research priorities consistent with the main issues that have identified by the CACP?	X	X	X	
5	Are you aware of current research projects? How did they get funded?	X	X	X	X
6	How do you remain informed about policing issues?	X	X	X	X
Defining policing research priorities					
7	How do you communicate your research interests to the policing community?				X
8	Where do the ideas for research originate? What is the process by which the CACP becomes informed about research proposals and interests?	X	X	X	X

Item	Question	Key Stakeholder Groups			
		CACP Board Members	CACP Committee Members	Police Services	Academics Government Private Industry Not for Profit
9	Currently, how would research interests be prioritized within your organization?	X	X	X	X
10	Is there a process for facilitating collaboration between CACP committees	X	X	X	
11	How do other organizations (coalitions/groups) become involved in research partnerships with CACP?	X	X	X	X
12	Are these priorities communicated and shared outside your organization? If so, how?	X	X	X	
13	Do high level government strategic and policy documents (Canadian Community Safety Information Management Strategy), programs (National Drug Drop Program for Misuse of Prescription Drugs) and public awareness campaigns (Know Your Source – BC government) impact the CACP RF research priorities?	X	X	X	
14	What role do you think the academic community can play with respect to research in the CACP RF and the Committees (e.g., developing research ideas, seeking funding opportunities, helping to maintain a body of knowledge, etc.)?	X	X	X	X
15	For leaders who do not have an in-house researcher what additional challenges will they have with locating and applying research findings within their service? Can these challenges be overcome with the existing resources and tools?	X	X	X	X
16	Do you think that the CACP RF could maintain a Body of Knowledge on behalf of all organizations?	X	X	X	X



Item	Question	Key Stakeholder Groups			
		CACP Board Members	CACP Committee Members	Police Services	Academics Government Private Industry Not for Profit
17	What types of challenges exist with respect to creating, using and sharing policing research?	X	X	X	X
<b>Impact of research on the organization</b>					
18	In your role, do you (or could you) use research findings to support decision-making?	X	X	X	X
19	How do your research interests support the evidence-based decision making within policing?				X
20	How are the research findings located (sources)? By whom (assigned employees, volunteer)?	X	X	X	
21	How are the research findings reviewed and interpreted? Who decides which research findings are used?	X	X	X	
22	Do you have examples of the types of decisions that have been supported by research?	X	X	X	
<b>Information sharing resources</b>					
23	Are you aware of the following resources? <ul style="list-style-type: none"> <li>• Index of Policing Initiatives;</li> <li>• Canadian Policing Research Catalog</li> <li>• Publications and Reports</li> </ul>	X	X	X	X
24	Are they used by your organization? For what?	X	X	X	X
25	To your knowledge, can the available research findings be readily implementable by police services?	X	X	X	X

		Key Stakeholder Groups			
Item	Question	CACP Board Members	CACP Committee Members	Police Services	Academics Government Private Industry Not for Profit
Funding					
26	What types of organizations have provided funding to support research? (e.g. federal/provincial/ municipal government departments, industry sector, other?)	X	X	X	X
27	In your opinion, if the academic and industry communities provided research support to the forces, would the forces be able to participate in more research or have they reached their capacity to participate?	X	X	X	X
28	Does CACP fund research? How does CACP find organizations to perform the research?	X	X	X	X
Survey					
29	What is the main type of information that you would like to the upcoming CACP survey?	X	X	X	X

## APPENDIX C 2017 CACP SURVEY – ENGLISH VERSION

### Welcome Page

#### Call to Action: CACP Research Foundation: Canadian Policing Research SURVEY

The CACP Research Foundation (CACP RF) is gathering input from Canadian policing executives to develop an updated Police Executive Research Agenda (RA). The RA will inform the direction of policing research across police, academic and government/funding sectors for the next two to three years, and develop a supportive mobilization strategy.

The CACP RF would like your assistance to identify the most critical issues that are relevant to your service and warrant research and evidence development over the coming two to three years.

The survey takes about 15 - 20 minutes to complete. The survey will run from Feb. 03 – 17, 2017 inclusive. We ask that you complete the survey as soon as possible so that we can include your comments with those of your peers. Simply follow the link below.

**Instructions****Taking the survey**

- You may access the survey with any Internet-enabled device using the recent versions of most browsers (Chrome, Firefox, Safari and Internet Explorer).
- Use the 'Back' and 'Next' buttons provided within the application to navigate through the survey. Please do not use your browser's 'Back' button.
- The url to the survey can be forwarded to other participants as needed.
- The survey must be completed in a single session because the data will be gathered anonymously. You will not be able to Save and return to a survey.
- Please ensure you click the 'Submit' button at the end of the survey so that your responses are recorded.
- The survey is presented in English and you may provide responses in either of Canada's official languages.

If you wish to take the survey in French, or have any comments or questions about the survey, please contact Susan Clarke at [susan@cacp.ca](mailto:susan@cacp.ca) or 613-595-1101 ext. 106.

**Organizational Affiliation**

\* 1. Please identify the type of organization with which you are currently associated. (Select one.)

- ☐ Police Service
- ☐ Government organization (not including a police service)
- ☐ Academia
- ☐ Not for profit organization
- ☐ Private industry

**CACP Membership and Role**

2. What type of membership do you have in the CACP? (Select one.)

- ☐ Active
- ☐ Associate
- ☐ Life
- ☐ Other (please specify)

3. What type of involvement do you have with CACP governance? (Check all that apply.)

- ☐ CACP Board of Directors member
- ☐ CACP RF Board of Directors member
- ☐ CACP Committee member
- ☐ Member at large
- ☐ None
- ☐ Other (please specify)

Police Chief

\* 4. Are you a Chief of Police? (Select one.)

☐ Yes

☐ No

**Role in Police Organization**

5. Please identify the role that you have within your organization. (Check all that apply.)

- ☐ Deputy Chief (D/Chief)
- ☐ Superintendent (Supt.)
- ☐ Inspector (Insp.)
- ☐ Commissioner
- ☐ Deputy Commissioner (D/Comm)
- ☐ Assistant Commissioner (A/Comm)
- ☐ Frontline officer
- ☐ Civilian
- ☐ Research/Analyst
- ☐ Other (please specify)



Police Service						
* 6. At which level of government does your police service operate? (Select one.)						
<input type="radio"/> Municipal <input type="radio"/> Provincial/Territorial <input type="radio"/> Federal <input type="radio"/> Aboriginal						
* 7. Approximately how many sworn members are associated with your organization? (Select one.)						
<input type="radio"/> Fewer than 100 members <input type="radio"/> 100 - 499 members <input type="radio"/> 500 - 1000 members <input type="radio"/> More than 1000 members						
* 8. The following issues have been identified as national priorities for the Canadian policing community. These issues were identified from CACP committees and reports as well as from information gathered during key stakeholder interviews and media reports. This is not intended to be an exhaustive list and you will have an opportunity to identify additional issues in a subsequent question.						
For this question, please use the scale provided to reflect the extent to which you think these issues will affect or are currently affecting YOUR ORGANIZATION.						
	Do not anticipate it will be a major issue	Not currently an issue but indicators are present	Expected to emerge within 2- 3 years	Recently emerged within the last year	Already a major issue within the organization	N/A
National security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cybercrime and technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legalization of marijuana	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Root cause of homelessness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Root cause of substance abuse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mental health and wellness of members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Policing persons with mental illness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Do not anticipate it will be a major issue	Not currently an issue but indicators are present	Expected to emerge within 2- 3 years	Recently emerged within the last year	Already a major issue within the organization	N/A
Public trust and confidence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lawful access to information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cooperation across pan-Canadian jurisdictional boundaries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Missing and murdered Indigenous Women and Girls	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
First Nations' issues in urban centres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opioid overdose	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Domestic violence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology requirements for officers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input type="text"/>					

9. This list identifies the same set of national-level issues however, in this question we would like you to prioritize them using the ranking tool provided. Please prioritize at least the top 5 issues that are or will impact YOUR ORGANIZATION. This is a critical question to the outcome of the survey.

You will be able to identify and describe additional issues in the next question.

<input type="checkbox"/>	National security
<input type="checkbox"/>	Cybercrime and technology
<input type="checkbox"/>	Legalization of marijuana
<input type="checkbox"/>	Root cause of homelessness
<input type="checkbox"/>	Root cause of substance abuse
<input type="checkbox"/>	Mental health and wellness of members
<input type="checkbox"/>	Policing persons with mental illness
<input type="checkbox"/>	Public trust and confidence
<input type="checkbox"/>	Lawful access to information
<input type="checkbox"/>	Cooperation across pan-Canadian jurisdictional boundaries
<input type="checkbox"/>	Missing and murdered Indigenous Women and Girls
<input type="checkbox"/>	First Nations' issues in urban centres
<input type="checkbox"/>	Opioid overdose
<input type="checkbox"/>	Domestic violence
<input type="checkbox"/>	Technology requirements for officers

10. Please identify and briefly describe any additional issues and their priority ranking that should be considered by the CACP. If possible, please provide an indication regarding whether these additional priorities are already impacting YOUR ORGANIZATION or are expected to emerge within the next two to three years.

\* 11. Sometimes decisions have to be made before the necessary and supporting research can be completed.

We would like to gather feedback concerning urgent policing issues that are currently affecting your organization and which will need to be addressed before research can reasonably be completed. Please be as specific as possible.

**In-house Research Capability**

\* 12. Does your organization have an in-house operational research capability? This would include tasks such as reviewing studies, contacting other police services to talk about best practices or studies, and conducting evaluations. (Select one.)

- ☐ Yes
- ☐ No
- ☐ Don't know

**In-house Research Capability**

13. How many full-time equivalent (FTE) researchers does your organization currently have? (Select one.)

- ☐ 1-2
- ☐ 3-5
- ☐ More than 5
- ☐ Other (please specify)

14. To what extent are the internally generated research findings shared directly with other police services? (Select one.)

- ☐ Not at all
- ☐ A bit
- ☐ Sometimes
- ☐ Frequently
- ☐ Very frequently

15. In the interest of collaboration and sharing limited research funds, we would like to understand whether the in-house research capabilities could support collaborative research. For example, organizations could coordinate research on a certain topic or decide to be the leading research authority on a certain issue.

To what extent do you think the in-house researchers in your organization have the capacity, beyond their regular duties, to assist with collaborative research that will address advance national policing issues? (Select one.)

- ☐ No capacity
- ☐ Small amount of capacity
- ☐ Some capacity
- ☐ A lot of capacity
- ☐ A great deal of capacity

**Government Organization**

16. To which level of government is your organization accountable? (Select one.)

- ☐ Municipal
- ☐ Provincial/Territorial
- ☐ Federal
- ☐ International
- ☐ Other (please specify)

17. What is the focus of your government organization? (Check all that apply.)

- ☐ Policy/Regulations/Legislation
- ☐ Research/Analysis
- ☐ Planning
- ☐ Standards
- ☐ Financial accountability or budgeting
- ☐ Other (please specify)

**Academia**

18. In which of the following types of academic affiliations are you actively involved with respect to policing research? (Check all that apply.)

- ☐ College
- ☐ University
- ☐ Member of an academic network
- ☐ In-house researcher within an organization
- ☐ Academic working under an agreement between a university and a police service
- ☐ Other (please specify)



**Not for Profit Organization**

19. What is the primary focus of your Not for Profit organization? (Check all that apply.)

- ☐ Technology systems and solutions
- ☐ Public safety
- ☐ Security
- ☐ Public alerting
- ☐ Law enforcement
- ☐ Policy development
- ☐ Other (please specify)

**Private Industry**

20. What is the primary focus of your private industry organization? (Check all that apply.)

- ☐ Technology systems and solutions
- ☐ Public safety
- ☐ Security
- ☐ Public alerting
- ☐ Policy
- ☐ Law enforcement
- ☐ Other (please specify)

### Ranking of Research Priorities

21. The following issues have been identified as national priorities for the Canadian policing community.

These issues were identified from CACP committees and reports as well as from information gathered during key stakeholder interviews and media reports.

This is not intended to be an exhaustive list and you will have an opportunity to identify additional issues in a subsequent question.

For this question, we would like you to prioritize them using the ranking tool provided. Based on your knowledge, please prioritize at least the top 5 issues that you think at the most critical to address.

<input type="checkbox"/>	National security
<input type="checkbox"/>	Cybercrime and technology
<input type="checkbox"/>	Legalization of marijuana
<input type="checkbox"/>	Root cause of homelessness
<input type="checkbox"/>	Root cause of substance abuse
<input type="checkbox"/>	Mental health and wellness of members
<input type="checkbox"/>	Policing persons with mental illness
<input type="checkbox"/>	Public trust and confidence
<input type="checkbox"/>	Lawful access to information
<input type="checkbox"/>	Cooperation across pan-Canadian jurisdictional boundaries
<input type="checkbox"/>	Missing and murdered Indigenous Women and Girls
<input type="checkbox"/>	First Nations' issues in urban centres
<input type="checkbox"/>	Opioid overdose
<input type="checkbox"/>	Domestic violence
<input type="checkbox"/>	Technology requirements for officers

22. Please identify and briefly describe any additional issues and their priority ranking that you think should be considered by the CACP.

**Potential Role in Research**

23. A list of research activities is provided below. Please review the list and identify the types of research-related roles that you and/or your organization have the capacity to support. Your responses will help us to understand how to develop collaborative projects. (Check all that apply.)

- ☐ Develop research ideas
- ☐ Submit proposals to an external funding organization
- ☐ Establish partnerships with other contributing organizations
- ☐ Fund the research (cash or in-kind)
- ☐ Conduct literature searches to locate relevant research
- ☐ Provide access to equipment
- ☐ Provide personnel
- ☐ Provide access to data
- ☐ Provide access to facilities
- ☐ Analyze research data
- ☐ Review research findings to provide policing perspective
- ☐ Generate a research report
- ☐ Present research findings at a public venue
- ☐ Publish research findings to peer reviewed body of knowledge
- ☐ Other (please specify)

**Completed Research Projects**

\* 24. Approximately how many research projects has your organization COMPLETED WITHIN THE LAST THREE YEARS? This would include any project that supports decisions made by you and/or your organization. Examples could include reviewing, analyzing or transferring/customizing study findings for implementation within your organization. (Select one.)

- ☐ 0
- ☐ 1-2
- ☐ 3-5
- ☐ More than 5
- ☐ Don't know

**Completed Research Projects**

25. Please help us understand the main focus of these research projects by providing a brief statement about each of them. We are particularly interested in the types of decisions that these projects would help support.

Please note that if you have summaries of these research projects that can be shared you can email them to [kelly.forbes@c3hf.com](mailto:kelly.forbes@c3hf.com) rather than describe them here.

26. In your opinion, do you think these research projects were able to address issues that are of national significance to the policing community? (Select one.)

- ☐ Yes
- ☐ No
- ☐ Don't know

27. How many partner organizations were typically involved in each of these research projects? (Select one.)

- ☐ 0
- ☐ 1-2
- ☐ 3-5
- ☐ More than 5

28. How were these research projects funded? (Check all that apply.)

- ☐ Directly from an external government organization
- ☐ Internal organizational funding
- ☐ Academic funding affiliated with a university
- ☐ Funding provided through an agreement between a police service and a university
- ☐ Private industry foundation
- ☐ Don't know
- ☐ Other (please specify)

Current Research Projects

29. How many research projects are CURRENTLY on-going (or have been approved) by you and/or your organization? (Select one.)

- ☐ 0
- ☐ 1-2
- ☐ 3-5
- ☐ More than 5
- ☐ Don't know



**Current Research Projects**

30. Besides your own organization, how many other organizations will be involved in these research projects? (Select one.)

- ☐ 0
- ☐ 1-2
- ☐ 3-5
- ☐ More than 5
- ☐ Other (please specify)

31. How will these current or planned research projects be funded? (Check all that apply.)

- ☐ Directly from an external government organization
- ☐ Internal organizational funding
- ☐ Academic funding affiliated with a university
- ☐ Private industry foundation
- ☐ Other (please specify)

**Research Questions and Challenges**

32. In your opinion, what are the most important research questions that need to be asked to address current and/or emerging issues within the policing research community? Please be as specific as possible in your answer.

33. What are the barriers to initiating and/or completing research projects within your organization? (Check all that apply.)

- ☐ Resources
- ☐ Securing funding
- ☐ Time commitments
- ☐ Sharing research findings within the community
- ☐ Developing partnerships with other organizations
- ☐ Identifying opportunities for collaboration
- ☐ Other (please specify)

Additional Feedback

34. Please provide any additional feedback related to the critical issues and research questions that will be addressed by your organization in the next two to three years.

**Thankyou for your Feedback**

**The CACP Research Foundation is gathering input from Canadian policing executives to develop an updated Police Executive Research Agenda (RA). The RA will inform the direction of policing research across police, academic and government/funding sectors for the next two to three years, and develop a supportive mobilization strategy.**

**If you have comments or questions about this survey please contact Susan Clarke at [susan@cacp.ca](mailto:susan@cacp.ca) or 613-595-1101 ext. 106.**

## APPENDIX D 2017 CACP SURVEY – FRENCH VERSION

Page d'accueil

**Appel à l'action : Fondation de recherche de l'ACCP : SONDAGE sur la recherche en matière policière au Canada**

La Fondation de recherche de l'ACCP (FR ACCP) recueille les avis de dirigeants policiers canadiens en vue d'élaborer un nouveau programme de recherche au service des dirigeants policiers (PR). Le PR vise à orienter les travaux de recherche en matière policière effectués ou soutenus par des organismes policiers, universitaires, gouvernementaux et subventionnaires au cours des deux à trois ans à venir. Le projet servira aussi à élaborer une stratégie de mobilisation.

La FR ACCP sollicite votre aide pour cerner les enjeux les plus importants pour votre service, qui devraient faire l'objet de recherches en vue de réunir des données probantes au cours des deux à trois ans à venir.

Il faut environ 15 minutes pour répondre au questionnaire. Le sondage se fait du 3 au 17 février 2017 inclusivement. Nous vous demandons de répondre au questionnaire aussitôt que possible, de sorte que nous puissions intégrer vos commentaires à ceux de vos homologues. Suivez simplement le lien ci-dessous.

**Instructions****Pour répondre au sondage**

**Vous pouvez accéder au questionnaire en utilisant tout appareil avec accès Internet utilisant une version récente d'un navigateur (Chrome, Firefox, Safari ou Internet Explorer).**

**Utilisez les boutons « Précédent » et « Suivant » au sein de l'application pour naviguer dans le questionnaire. N'utilisez pas le bouton « Précédent » de votre navigateur.**

**L'URL du questionnaire peut être transmis à d'autres participants au besoin.**

**Le questionnaire doit être rempli en une seule session, parce que les données sont recueillies de façon anonyme. Vous ne pourrez pas sauvegarder le questionnaire pour y retourner ultérieurement.**

**Assurez-vous de cliquer sur le bouton « Soumettre » à la fin du questionnaire, pour que vos réponses soient enregistrées.**

**Si vous avez des commentaires ou des questions au sujet du questionnaire, veuillez communiquer avec Susan Clark, à [susan@cacp.ca](mailto:susan@cacp.ca) ou au 613-595-1101, poste 106.**

**Organisation**

\* 1. Veuillez indiquer le type d'organisation dont vous faites partie actuellement. (Cochez un seul choix.)

- ☐ Service de police
- ☐ Organisation gouvernementale (autre qu'un service de police)
- ☐ Établissement d'enseignement ou de recherche
- ☐ Organisme sans but lucratif
- ☐ Secteur privé

**Adhésion et rôle joué au sein de l'ACCP**

2. À quelle catégorie de membre appartenez-vous au sein de l'ACCP? (Cochez un seul choix.)

- ☐ Membre actif
- ☐ Membre associé
- ☐ Membre à vie
- ☐ Autre (Veuillez préciser.)

3. Quel rôle jouez-vous dans la gouvernance de l'ACCP? (Cochez tous les choix pertinents.)

- ☐ Membre du conseil d'administration de l'ACCP
- ☐ Membre du conseil d'administration de la FRACCP
- ☐ Membre d'un comité de l'ACCP
- ☐ Membre à titre personnel
- ☐ Aucun
- ☐ Autre (Veuillez préciser.)



Chef de police

\* 4. Êtes-vous un chef de police? (Cochez un seul choix.)

☐ Oui

☐ Non

**Rôle joué au sein d'une organisation policière**

5. Veuillez indiquer le rôle que vous jouez au sein de votre organisation. (Cochez tous les choix pertinents.)

- ☐ Chef adjoint
- ☐ Surintendant
- ☐ Inspecteur
- ☐ Commissaire
- ☐ Sous-commissaire
- ☐ Commissaire adjoint
- ☐ Policier de première ligne
- ☐ Civil
- ☐ Chercheur / analyste
- ☐ Autre (Veuillez préciser.)

Corps de police																																																							
<p>* 6. À quel ordre de gouvernement votre corps de police appartient-il? (Cochez un seul choix.)</p> <p><input type="radio"/> Municipal</p> <p><input type="radio"/> Provincial ou territorial</p> <p><input type="radio"/> Fédéral</p> <p><input type="radio"/> Autochtone</p>																																																							
<p>* 7. Environ combien de membres assermentés votre organisation compte-t-elle? (Cochez un seul choix.)</p> <p><input type="radio"/> Moins de 100 membres</p> <p><input type="radio"/> 100 à 499 membres</p> <p><input type="radio"/> 500 à 1000 membres</p> <p><input type="radio"/> Plus de 1000 membres</p>																																																							
<p>* 8. Les enjeux suivants ont été désignés comme des priorités nationales par la communauté policière canadienne. Ils ont été cités par des comités de l'ACCP et des rapports ainsi que dans des commentaires recueillis lors d'entrevues avec des intervenants clés et dans des articles des médias. La liste ci-dessous n'est pas exhaustive, et vous aurez la possibilité d'indiquer des enjeux supplémentaires dans une question ultérieure.</p> <p>Pour cette question, veuillez utiliser l'échelle fournie pour indiquer la mesure dans laquelle vous croyez que ces enjeux toucheront ou touchent actuellement VOTRE ORGANISATION.</p> <table border="1"> <thead> <tr> <th></th> <th>Je ne prévois pas que ce sera un enjeu majeur</th> <th>Pas un enjeu actuel, mais des indicateurs sont prés</th> <th>Enjeu à prévoir d'ici 2 à 3 ans</th> <th>Enjeu qui a émergé dans la dernière année</th> <th>Déjà un enjeu majeur dans l'organisation</th> <th>S/O</th> </tr> </thead> <tbody> <tr> <td>Sécurité nationale</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>Cybercrime et technologie</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>Légalisation de la marijuana</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>Cause profonde de l'itinérance</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>Cause profonde de la toxicomanie</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>Santé mentale et bien-être des membres</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> </tbody> </table>								Je ne prévois pas que ce sera un enjeu majeur	Pas un enjeu actuel, mais des indicateurs sont prés	Enjeu à prévoir d'ici 2 à 3 ans	Enjeu qui a émergé dans la dernière année	Déjà un enjeu majeur dans l'organisation	S/O	Sécurité nationale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Cybercrime et technologie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Légalisation de la marijuana	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Cause profonde de l'itinérance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Cause profonde de la toxicomanie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Santé mentale et bien-être des membres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Services policiers auprès de personnes ayant une maladie mentale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Confiance du public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accès légal à des renseignements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coopération pancanadienne par-delà les domaines de compétence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Femmes et filles autochtones disparues ou assassinées	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enjeux des Premières Nations dans les centres urbains	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Surdoses d'opioïdes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Violence familiale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Besoins en technologie pour les policiers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Autre (Veuillez préciser.)						
<input type="text"/>						

9. La liste suivante reprend les mêmes enjeux nationaux. Dans la présente question cependant, nous vous demandons d'indiquer leur niveau de priorité, en utilisant l'outil prévu à cette fin. Veuillez indiquer la priorité au moins des 5 plus grands enjeux qui touchent ou toucheront VOTRE ORGANISATION. Cette question revêt une importance vitale pour le résultat du sondage.

Vous pourrez indiquer et décrire des enjeux supplémentaires dans la prochaine question.

<input type="checkbox"/>	Sécurité nationale
<input type="checkbox"/>	Cybercrime et technologie
<input type="checkbox"/>	Légalisation de la marijuana
<input type="checkbox"/>	Cause profonde de l'itinérance
<input type="checkbox"/>	Cause profonde de la toxicomanie
<input type="checkbox"/>	Santé mentale et bien-être des membres
<input type="checkbox"/>	Services policiers auprès de personnes ayant une maladie mentale
<input type="checkbox"/>	Confiance du public
<input type="checkbox"/>	Accès légal à des renseignements
<input type="checkbox"/>	Coopération pancanadienne par-delà les domaines de compétence
<input type="checkbox"/>	Femmes et filles autochtones disparues ou assassinées
<input type="checkbox"/>	Enjeux des Premières Nations dans les centres urbains
<input type="checkbox"/>	Surdoses d'opioïdes
<input type="checkbox"/>	Violence familiale
<input type="checkbox"/>	Besoins en technologie pour les policiers

10. Veuillez indiquer et décrire brièvement tous enjeux supplémentaires qui devraient être pris en compte par l'ACCP, en précisant leur niveau de priorité. Si possible, veuillez préciser dans quelle mesure ces enjeux touchent déjà VOTRE ORGANISATION ou vous prévoyez qu'ils émergeront dans les deux à trois années à venir.

\* 11. Des décisions doivent parfois être prises avant que les recherches nécessaires pour les étayer soient réalisées. Nous souhaitons connaître votre avis au sujet d'enjeux policiers urgents qui touchent actuellement votre organisation et qui devront être abordés avant que des recherches puissent raisonnablement être menées à bien. Veuillez répondre de façon aussi précise que possible.

**Capacités de recherche à l'interne**

\* 12. Votre organisation a-t-elle à l'interne des capacités opérationnelles en recherche? En feraient partie des tâches comme l'analyse d'études, la communication avec d'autres corps de police pour discuter de pratiques exemplaires ou d'études et la réalisation d'évaluations. (Cochez un seul choix.)

- ☐ Oui
- ☐ Non
- ☐ Ne sais pas

**Capacités de recherche à l'interne**

13. Combien de chercheurs (équivalents temps plein) votre organisation compte-t-elle? (Cochez un seul choix.)

- ☐ 1-2
- ☐ 3-5
- ☐ Plus de 5
- ☐ Autre (Veuillez préciser.)

14. Dans quelle mesure les résultats de recherches menées à l'interne sont-ils communiqués directement à d'autres corps de police? (Cochez un seul choix.)

- ☐ Pas du tout
- ☐ Un peu
- ☐ Parfois
- ☐ Souvent
- ☐ Très souvent

15. Afin de favoriser la collaboration et le partage de fonds de recherche limités, nous souhaitons comprendre dans quelle mesure les capacités de recherche à l'interne pourraient servir à des recherches collaboratives. Par exemple, des organisations pourraient coordonner des recherches sur un sujet donné, ou décider d'assumer l'initiative dans la recherche sur un enjeu donné.

Dans quelle mesure croyez-vous que les chercheurs internes de votre organisation ont la capacité, au-delà de leurs fonctions ordinaires, d'aider à des recherches collaboratives qui aborderaient des enjeux policiers nationaux? (Cochez un seul choix.)

- ☐ Aucune capacité
- ☐ Une faible capacité
- ☐ Une certaine capacité
- ☐ Une grande capacité
- ☐ Une très grande capacité



Organisation gouvernementale

16. De quel ordre de gouvernement votre organisation relève-t-elle? (Cochez un seul choix.)

- ☐ Municipal
- ☐ Provincial ou territorial
- ☐ Fédéral
- ☐ International
- ☐ Autre (Veuillez préciser.)

17. Quel est l'objet principal de votre organisation gouvernementale? (Cochez tous les choix pertinents.)

- ☐ Politiques / réglementation / législation
- ☐ Recherche / analyse
- ☐ Planification
- ☐ Normes
- ☐ Reddition de comptes en matière financière ou établissement de budgets

Autre (Veuillez préciser.)

## Établissement d'enseignement ou de recherche

18. En vertu de quel type d'affiliation participez-vous activement à des travaux de recherche en matière policière? (Cochez tous les choix pertinents.)

- ☐ Collège
- ☐ Université
- ☐ Membre d'un réseau de chercheurs
- ☐ Chercheur interne au sein d'une organisation
- ☐ Chercheur travaillant dans le cadre d'un accord entre une université et un service de police.
- ☐ Autre (Veuillez préciser.)

Organisme sans but lucratif

19. Quel est l'objet principal de votre organisme sans but lucratif? (Cochez tous les choix pertinents.)

- ☐ Systèmes et solutions technologiques
- ☐ Sécurité publique
- ☐ Sécurité
- ☐ Alertes publiques
- ☐ Application de la loi
- ☐ Élaboration de politiques

Autre (Veuillez préciser.)

Secteur privé

20. Quel est l'objet principal de votre organisation du secteur privé? (Cochez tous les choix pertinents.)

- ☐ Systèmes et solutions technologiques
- ☐ Sécurité publique
- ☐ Sécurité
- ☐ Alertes publiques
- ☐ Politiques
- ☐ Application de la loi
- ☐ Autre (Veuillez préciser.)

21. Les enjeux suivants ont été désignés comme des priorités nationales par la communauté policière canadienne.

Ils ont été cités par des comités de l'ACCP et des rapports ainsi que dans des commentaires recueillis lors d'entrevues avec des intervenants clés et dans des articles des médias.

La liste ci-dessous n'est pas exhaustive, et vous aurez la possibilité d'indiquer des enjeux supplémentaires dans une question ultérieure.

Dans la présente question, nous vous demandons d'indiquer les niveaux de priorité, en utilisant l'outil prévu à cette fin. Selon vos connaissances, indiquez la priorité au moins des 5 enjeux qu'il importe le plus d'aborder.

<input type="checkbox"/>	Sécurité nationale
<input type="checkbox"/>	Cybercrime et technologie
<input type="checkbox"/>	Légalisation de la marijuana
<input type="checkbox"/>	Cause profonde de l'itinérance
<input type="checkbox"/>	Cause profonde de la toxicomanie
<input type="checkbox"/>	Santé mentale et bien-être des membres
<input type="checkbox"/>	Services policiers auprès de personnes ayant une maladie mentale
<input type="checkbox"/>	Confiance du public
<input type="checkbox"/>	Accès légal à des renseignements
<input type="checkbox"/>	Coopération pancanadienne par-delà les domaines de compétence
<input type="checkbox"/>	Femmes et filles autochtones disparues ou assassinées
<input type="checkbox"/>	Enjeux des Premières Nations dans les centres urbains
<input type="checkbox"/>	Sur doses d'opioïdes
<input type="checkbox"/>	Violence familiale
<input type="checkbox"/>	Besoins en technologie pour les policiers

22. Veuillez indiquer et décrire brièvement tous enjeux supplémentaires qui devraient être pris en compte par l'ACCP, en précisant leur niveau de priorité.

### Rôles possibles en matière de recherche

23. Une liste d'activités de recherche figure ci-dessous. Dans cette liste, veuillez indiquer les types de rôles que vous et/ou votre organisation auriez la capacité de soutenir. Vos réponses nous aideront à comprendre comment planifier des projets collaboratifs. (Cochez tous les choix pertinents.)

- ☐ Proposer des idées de recherche
- ☐ Soumettre des propositions à un organisme externe de financement
- ☐ Établir des partenariats avec d'autres organisations participantes
- ☐ Financer des travaux de recherche (fonds ou contributions en nature)
- ☐ Effectuer des recherches bibliographiques pour repérer des études pertinentes
- ☐ Fournir l'accès à du matériel
- ☐ Fournir du personnel
- ☐ Fournir l'accès à des données
- ☐ Fournir l'accès à des installations
- ☐ Analyser des données de recherche
- ☐ Analyser des résultats de recherche pour dégager la perspective policière
- ☐ Rédiger des rapports de recherche
- ☐ Présenter des résultats de recherche dans le cadre d'un événement public
- ☐ Publier des résultats de recherche dans des revues scientifiques examinées par des pairs
- ☐ Autre (Veuillez préciser.)

## Projets de recherche menés à bien

\* 24. Environ combien de projets de recherche votre organisation a-t-elle MENÉ À BIEN DANS LES TROIS DERNIÈRES ANNÉES? Comptez tout projet étayant des décisions prises par vous ou votre organisation. Par exemple, il peut s'agir de passer en revue, analyser, communiquer ou interpréter des résultats d'études en vue de leur mise en œuvre dans votre organisation. (Cochez un seul choix.)

- ☐ 0
- ☐ 1 ou 2
- ☐ 3 à 5
- ☐ Plus de 5
- ☐ Ne sais pas



**Projets de recherche menés à bien**

25. Veuillez nous aider à comprendre l'objet principal de ces projets de recherche en fournissant un bref énoncé sur chacun d'eux. Nous nous intéressons en particulier aux types de décisions que ces projets auraient aidé à étayer.

Veuillez noter que si vous avez des résumés de ces projets de recherche qui peuvent être communiqués, vous pouvez les envoyer par courriel à [kelly.forbes@c3hf.com](mailto:kelly.forbes@c3hf.com) au lieu de les décrire ici.

26. À votre avis, ces projets de recherche ont-ils pu traiter d'enjeux qui sont d'importance nationale pour la communauté policière? (Cochez un seul choix.)

- ☐ Yes  
☐ No  
☐ Don't know

27. Habituellement, combien d'organisations ont-elles participé à chacun de ces projets de recherche comme partenaires? (Cochez un seul choix.)

- ☐ 0  
☐ 1 ou 2  
☐ 3 à 5  
☐ Plus de 5

28. Comment ces projets de recherche ont-ils été financés? (Cochez tous les choix pertinents.)

- ☐ Directement par un organisme gouvernemental externe  
☐ Financement interne par l'organisation  
☐ Financement de travaux de recherche universitaire  
☐ Financement assuré dans le cadre d'un accord conclu entre un service de police et une université  
☐ Fondation du secteur privé  
☐ Ne sais pas  
☐ Autre (Veuillez préciser.)

Projets de recherche en cours

29. Combien de projets de recherche vous ou votre organisation avez-vous ACTUELLEMENT en cours (ou approuvé)? (Cochez un seul choix.)

- ☐ 0
- ☐ 1 ou 2
- ☐ 3 à 5
- ☐ Plus de 5
- ☐ Ne sais pas

**Projets de recherche en cours**

30. Outre votre organisation, combien d'organisations participeront-elles à ces projets de recherche?  
(Cochez un seul choix.)

- ☐ 0
- ☐ 1 ou 2
- ☐ 3 à 5
- ☐ Plus de 5
- ☐ Autre (Veuillez préciser.)

31. Comment ces projets de recherche en cours ou planifiés seront-ils financés? (Cochez tous les choix pertinents.)

- ☐ Directement par un organisme gouvernemental externe
- ☐ Financement interne par l'organisation
- ☐ Financement de travaux de recherche universitaire
- ☐ Fondation du secteur privé
- ☐ Autre (Veuillez préciser.)

**Questions de recherche et défis à relever**

32. À votre avis, quelles sont les questions de recherche qu'il importe le plus d'aborder compte tenu des enjeux actuels ou émergents dans la communauté de la recherche policière? Veuillez répondre de façon aussi précise que possible.

33. Quels sont les obstacles à surmonter pour entreprendre ou mener à bien des projets de recherche dans votre organisation? (Cochez tous les choix pertinents.)

- ☐ Ressources
- ☐ Obtention de fonds
- ☐ Manque de temps
- ☐ Communication de résultats de recherche au sein de la communauté
- ☐ Formation de partenariats avec d'autres organisations
- ☐ Repérage de possibilités de collaboration
- ☐ Autre (Veuillez préciser.)

**Commentaires supplémentaires**

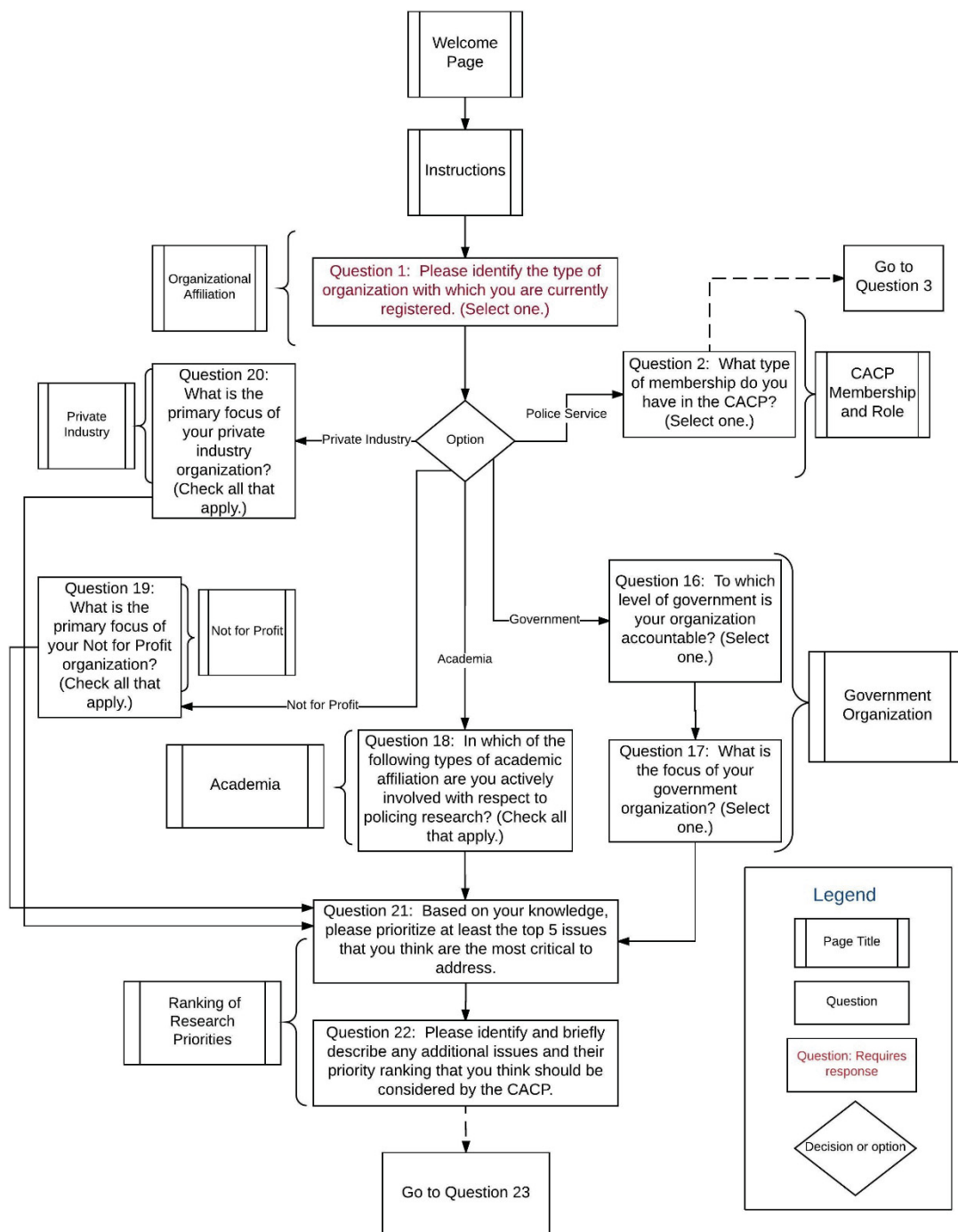
34. Veuillez ajouter tous commentaires supplémentaires sur les enjeux vitaux et les questions de recherche sur lesquels votre organisation se penchera dans les deux à trois années à venir.

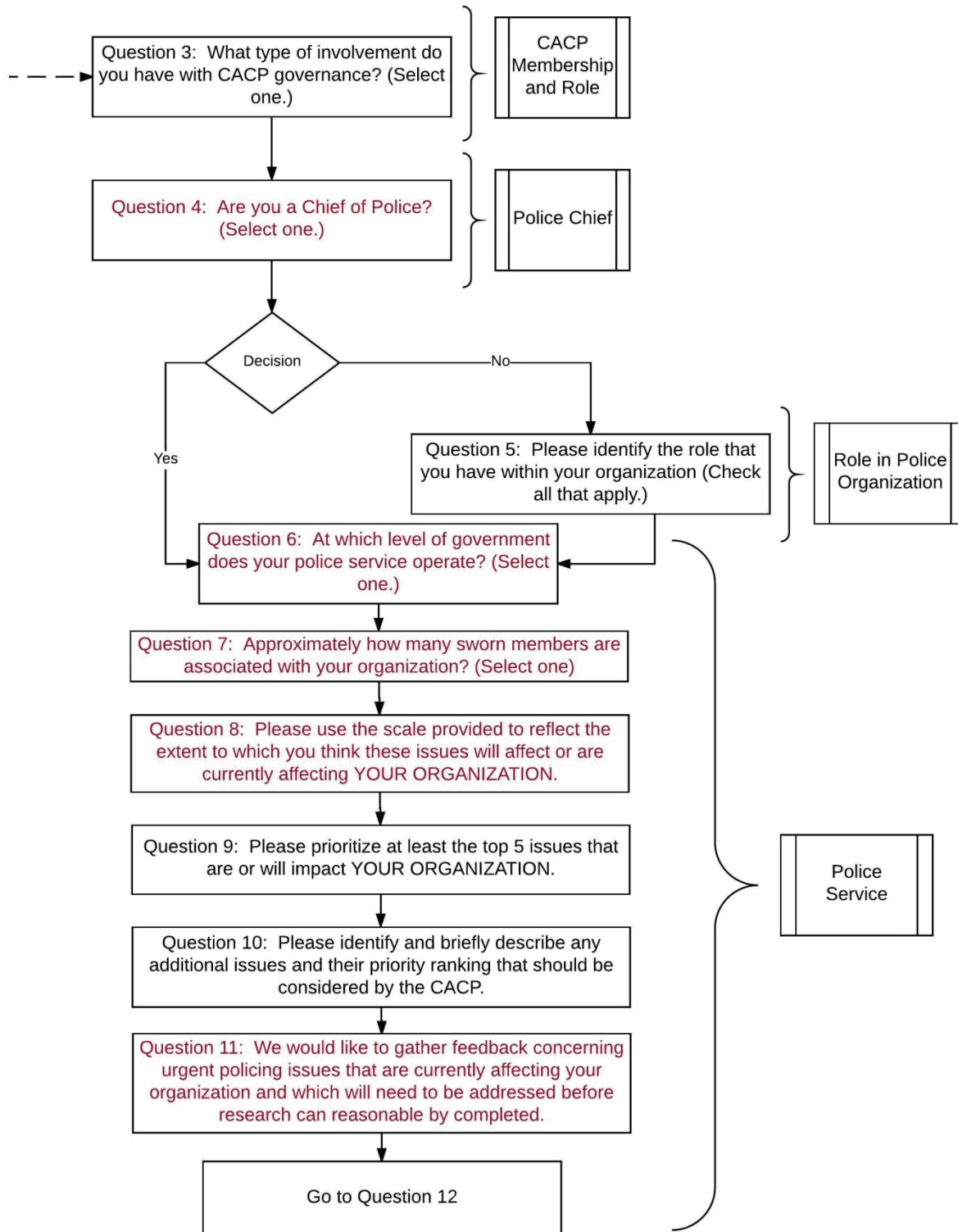
Merci pour vos commentaires

La Fondation de recherche de l'ACCP (FR ACCP) recueille les avis de dirigeants policiers canadiens en vue d'élaborer un nouveau programme de recherche au service des dirigeants policiers (PR). Le PR vise à orienter les travaux de recherche en matière policière effectués ou soutenus par des organismes policiers, universitaires, gouvernementaux et subventionnaires au cours des deux à trois ans à venir. Le projet servira aussi à élaborer une stratégie de mobilisation.

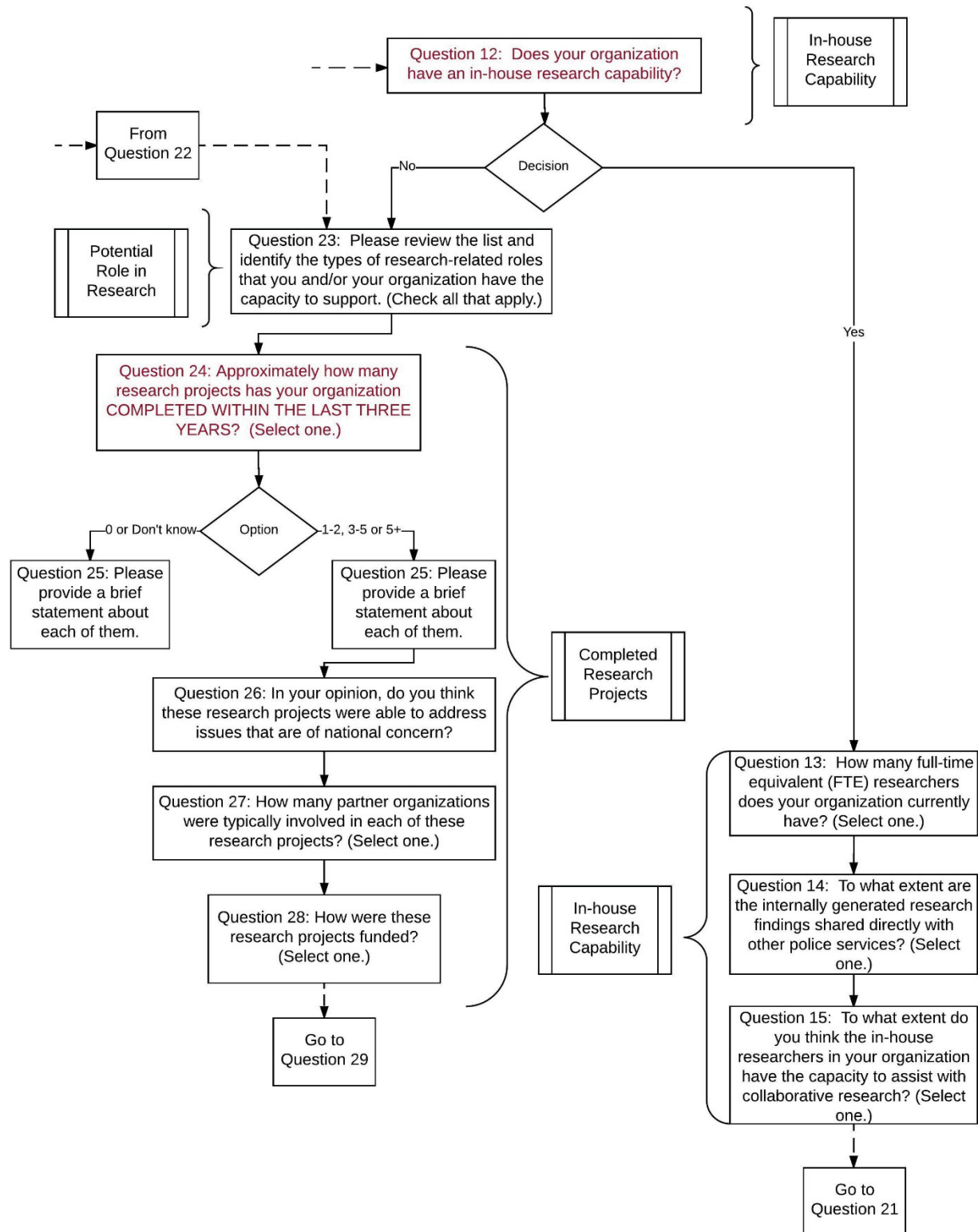
Si vous avez des commentaires ou des questions au sujet de ce sondage, veuillez communiquer avec Susan Clarke, à [susan@cacp.ca](mailto:susan@cacp.ca) ou au 613-595-1101, poste 106.

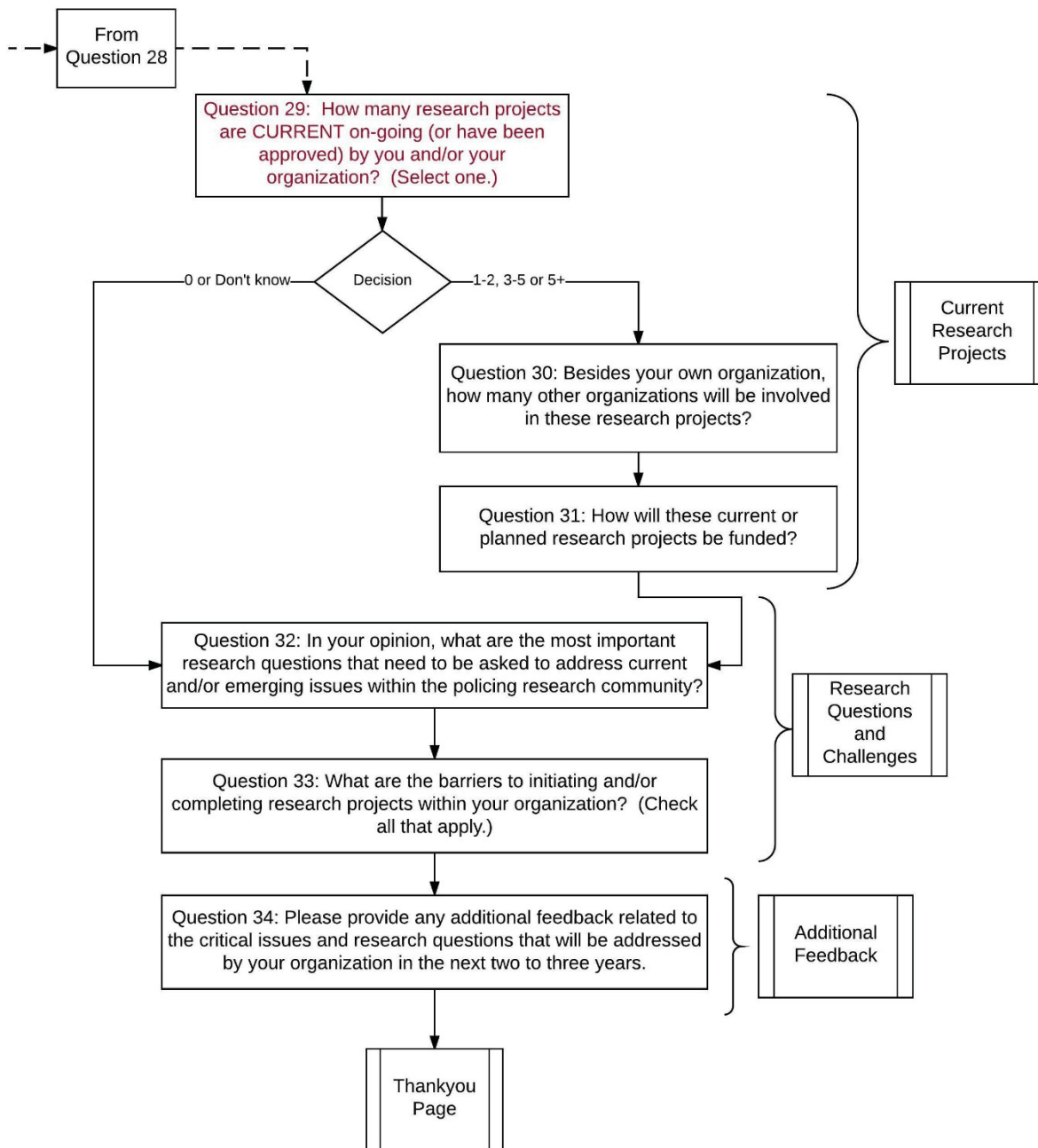
## APPENDIX E SURVEY PROCESS CHARTS – ENGLISH VERSION



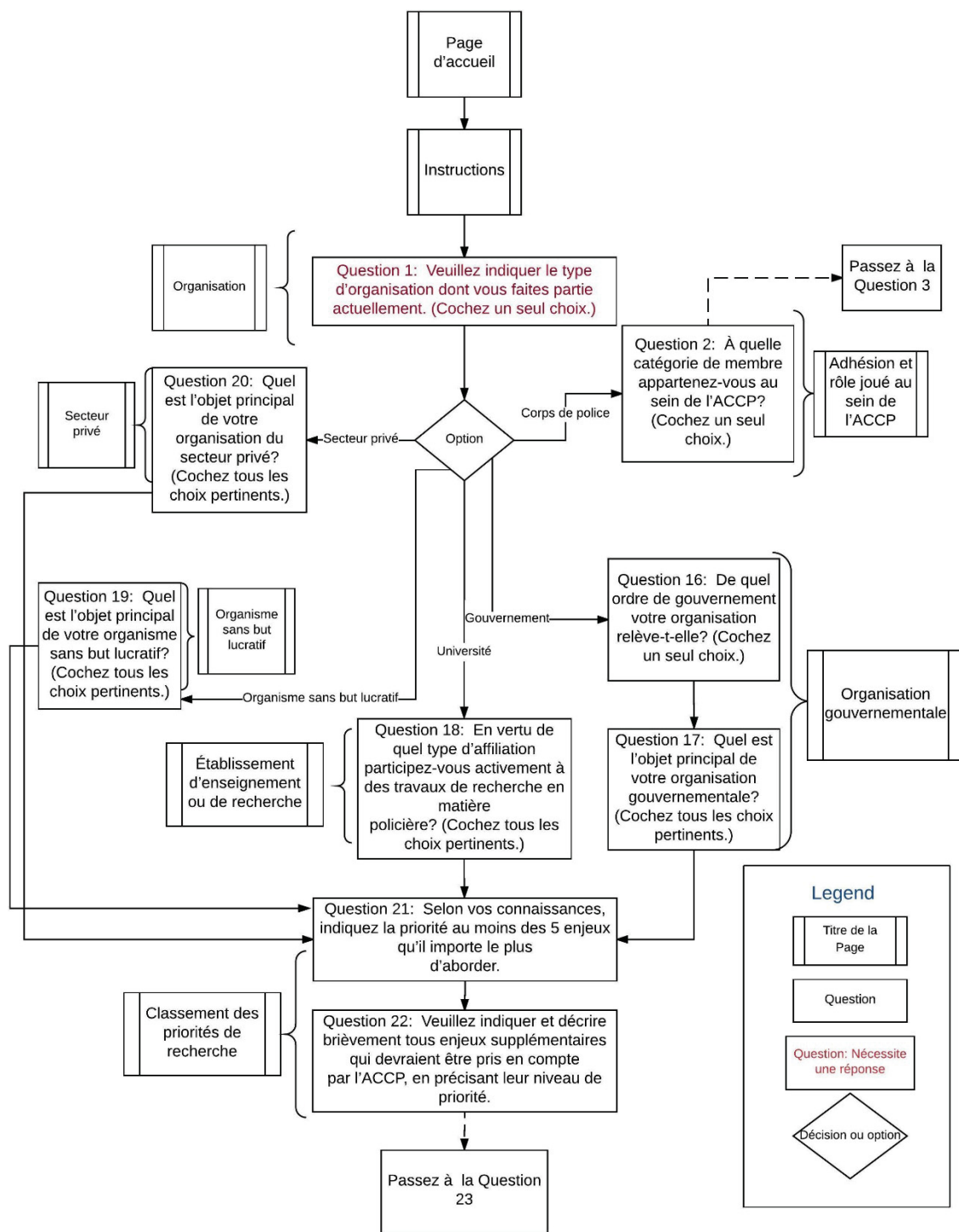


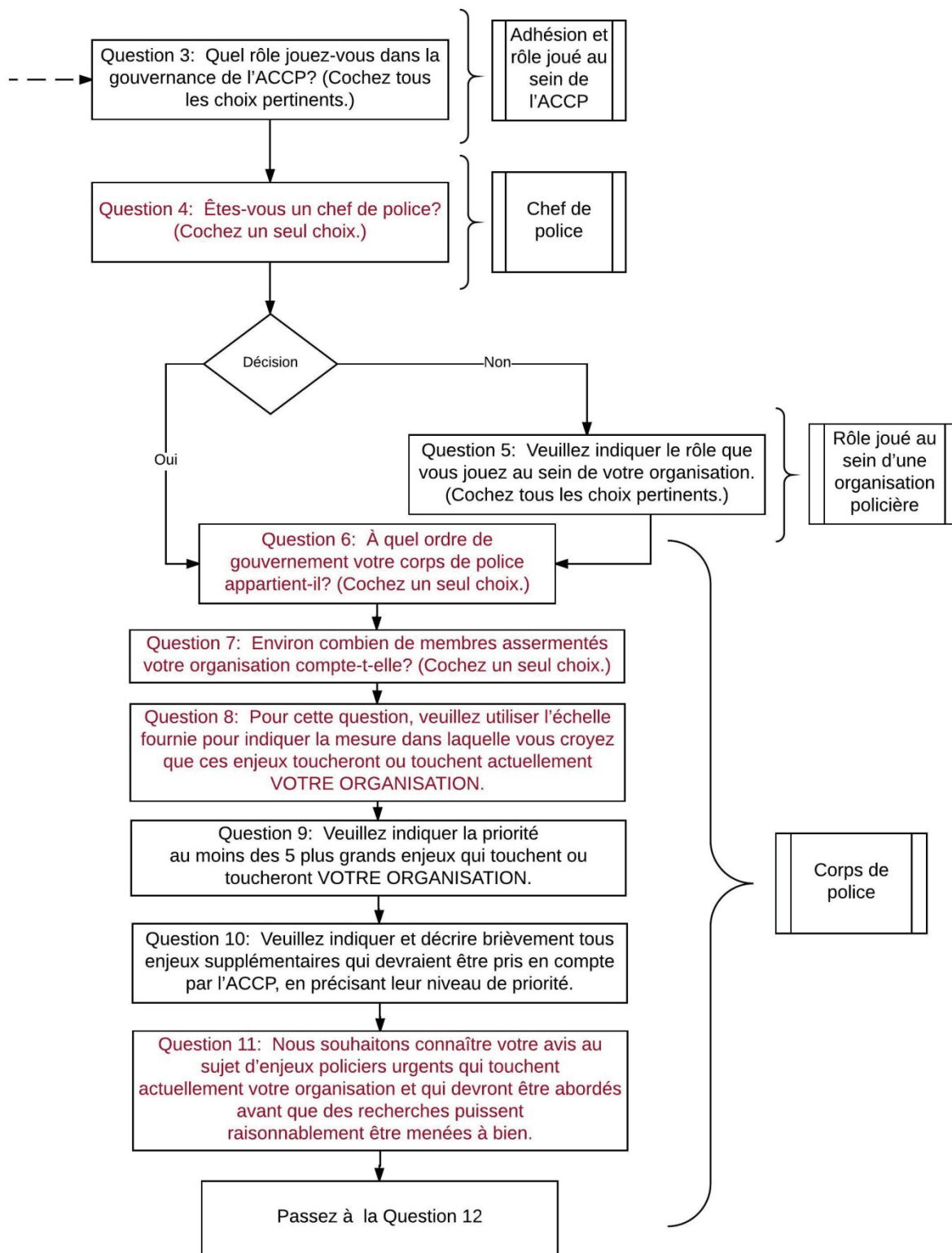


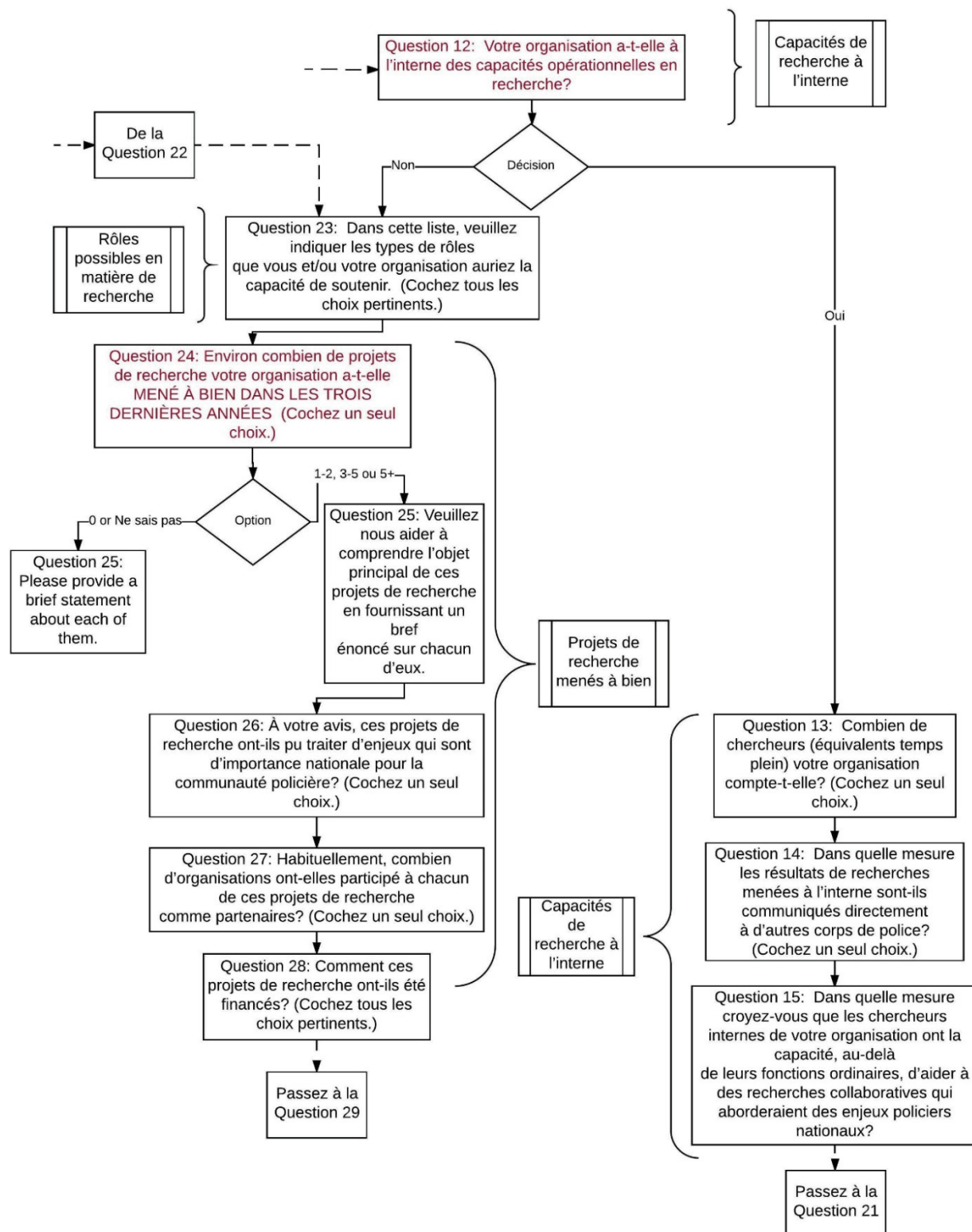




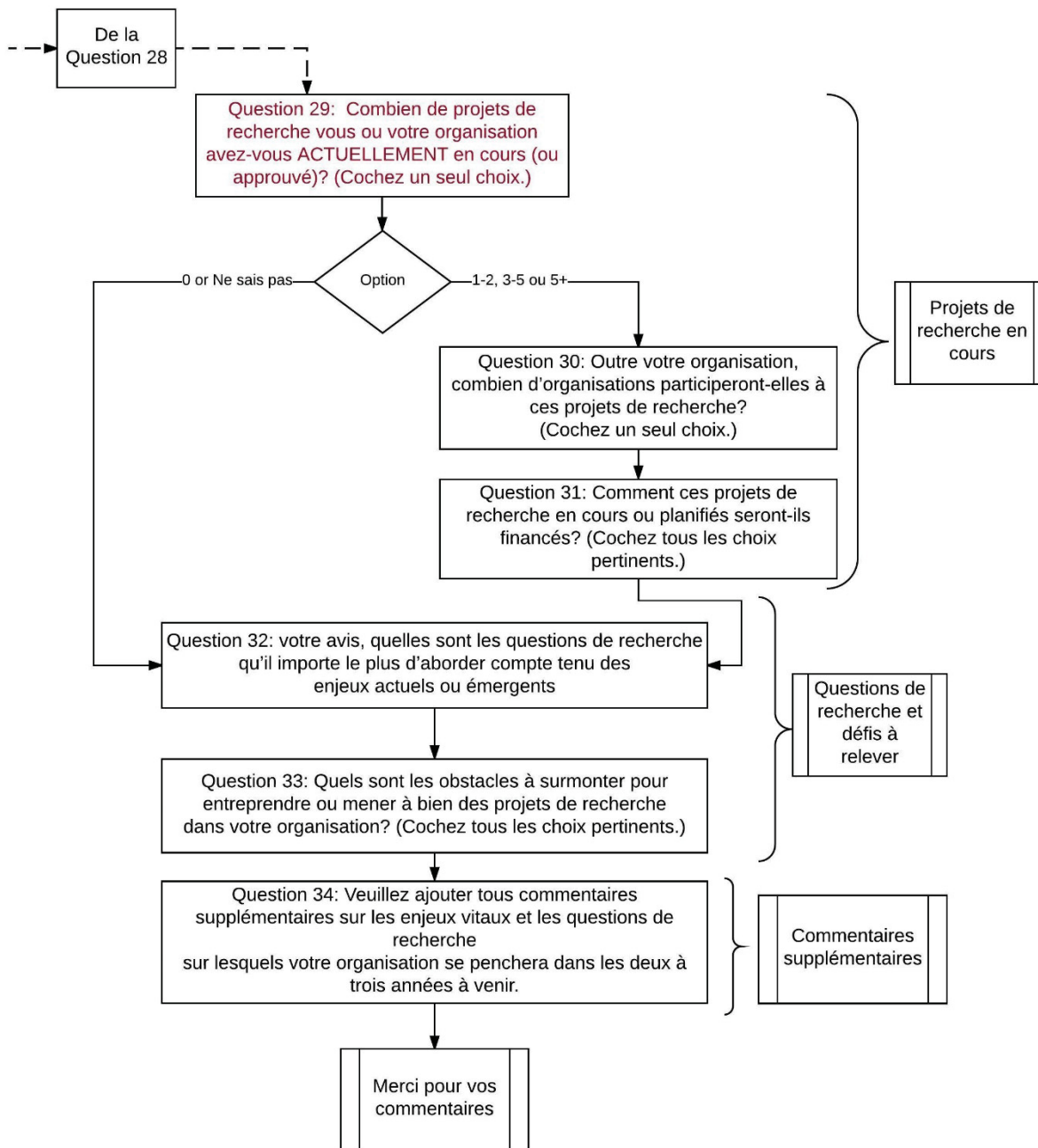
## APPENDIX F SURVEY PROCESS CHARTS – FRENCH VERSION











## APPENDIX G    POLICE – ADDITIONAL ISSUES FOR CACP CONSIDERATION

Category	Raw comments (N=92)
Human resources (n=13)	<ul style="list-style-type: none"> <li>• An ongoing issue in our region is the number of small municipal police departments and the duplication of services, and sharing of information, and the usual issues that stem from too many small agencies and the political kingdoms that exist. Wages for so many managers and duplication of tasks, equipment, duplication of research and processes-that having one larger organization could streamline and make more efficient;</li> <li>• Another is wages, police wages increase yearly and community councils struggle with the costs. But I believe that policing costs, expectations on investigations and reporting standards are ever increasing and this results in officers doing more for the most basic files;</li> <li>• We have upwards of 30% of the workplace not working. Huge strain on the frontline and enough to fill a shift;</li> <li>• Shrinking workforce;</li> <li>• Staffing challenges, ability to attract candidates to policing. Issue is already impacting our service;</li> <li>• Decreasing resources and analytics on deployment and reinvestment of resources;</li> <li>• Staffing of current personnel (increased numbers of accommodations) and falling numbers of quality recruits to fill void of retiring baby boomers;</li> <li>• Staff Turnover/Succession Planning - about to impact us in 2-3 years;</li> <li>• Recruitment, retention and changing demographics of police officers- impact on knowledge transfer and emerging technologies;</li> <li>• Knowledge management, and yes impacting our service;</li> <li>• Human Resource Management practices and a respectful, harassment free working environment;</li> <li>• Workplace accommodations and the high numbers;</li> <li>• PTSD with our members and the number of officers away from the workplace.</li> </ul>
Social issues (n=13)	<ul style="list-style-type: none"> <li>• La maltraitance envers les aînés - touche déjà l'organisation - priorité 5-6 ;</li> <li>• Civil disobedience;</li> <li>• Public protest;</li> <li>• Societal impact of crime;</li> </ul>

Category	Raw comments (N=92)
	<ul style="list-style-type: none"> <li>• Social cost of drug;</li> <li>• Unemployment;</li> <li>• Radicalization;</li> <li>• Radicalization;</li> <li>• Elder abuse;</li> <li>• Elder abuse;</li> <li>• Elder abuse;</li> <li>• Elder abuse;</li> <li>• Elder abuse.</li> </ul>
Evolution of policing discipline (n=9)	<ul style="list-style-type: none"> <li>• Leading transformative systems change – “Doing more with less”;</li> <li>• Policing is not a basic job any longer, and the costs have to increase and communities need to either accept this, or accept a decrease in specialized services, and accept just basic police response and no criminal related issues will need to be dealt with by other agencies - health care, province, other stakeholders;</li> <li>• Independent police oversight. (emerging);</li> <li>• Integration of policing services between agencies in close proximity for efficiency and expertise. Integration with civilian agencies to take advantage of expertise of service practitioners - such as mental health and domestic violence teams;</li> <li>• The issues are driving our time and attention. We are not making time to address our role as Stewards of the Profession or Institutional Leaders. We have no common, effective public narrative and are in a reactive posture running between each political attack and public headline. We need to spend some time on the profession, national standards, and a common narrative;</li> <li>• Police relationships with Police Commissions;</li> <li>• Police governance is an issue that is affecting our organization from a functional standpoint. It is difficult to prioritize this issue, as it is not one that can be placed within the other operational priorities that have been discussed. I believe the governance issues should be considered "alongside" the more significant operational issues. Having said that, having dysfunction within the governance sphere does indirectly affect operations;</li> <li>• Evidence Based Policing and Police Research – critical;</li> <li>• Two-tiered policing.</li> </ul>



Category	Raw comments (N=92)
Impact of crime (n=9)	<ul style="list-style-type: none"> <li>• Violent Crime;</li> <li>• Organized Crime;</li> <li>• Organized crime - motor cycle gangs;</li> <li>• Organized crime - motor cycle gangs;</li> <li>• Cost of crime;</li> <li>• Cost of crime;</li> <li>• Organized crime - sexual exploitation;</li> <li>• Organized crime - human trafficking;</li> <li>• Complexity of crime and increased investigative knowledge and time required to complete.</li> </ul>
Police accountability (n=8)	<ul style="list-style-type: none"> <li>• Failure of Canadian Justice System to prevent recidivism;</li> <li>• Oversight and accountability issues. Members believing that they are overly scrutinized.</li> <li>• Multiple layers of accountability;</li> <li>• Two key areas that relate to accountability First, articulating value for investment with consistent performance measures that make sense to funders and service providers - this should be a high priority ;</li> <li>• Second, is developing a reliable tool that can be used by any agency to account for activities of police staff without creating more work - this should also be a high priority as this will help to identify where efficiencies can be gained;</li> <li>• Data quality for the purposes of reporting to Stats Canada;</li> <li>• Over taxed and under resourced Justice System (Crown and Courts) Jordan decision already impacting;</li> <li>• Privacy laws versus community and individual safety.</li> </ul>
Technology & tools (n=7)	<ul style="list-style-type: none"> <li>• Use of digital tools to collect evidence to improve efficiency. future of technology in policing;</li> <li>• digital evidence – how we gather it, handle it, store it and share it with Crown and courts and others;</li> <li>• Associated road side tests related to legalization of marijuana;</li> <li>• Probability of body worn cameras where will be the support for costs for services for initial costs, storage and disclosure issues;</li> <li>• Education costs related to technology;</li> <li>• Investment in staffing and retention of technical staff to try to keep pace with the evolution of technology, which plays a central role in major crime and national security;</li> </ul>

Category	Raw comments (N=92)
	<ul style="list-style-type: none"> <li>Research and evaluation training and tools, especially impact evaluation. As police are called to work more collaboratively with community partners the means and methods of evaluating the partnerships and the results become more complex. This is already impacting our service. I would rank this as #7 priority.</li> </ul>
Cost of policing (n=6)	<ul style="list-style-type: none"> <li>Cost of Policing;</li> <li>Cost of Policing;</li> <li>There is increasing disparity between governmental expectations for police and support/funding. There is a failure to connect the legislated requirements for investigations (associated with cost) and the time investments required. There is a failure to understand that a large percentage of what police do is unrelated to crime;</li> <li>Cost of policing, looking for alternative costing models and service delivery;</li> <li>Fiscal sustainability;</li> <li>Body Worn Cameras and the support for costs for services for initial costs, storage and disclosure issues.</li> </ul>
Public trust & confidence (n=5)	<ul style="list-style-type: none"> <li>Media interpretation of statistical data (sexual assault reporting by the Globe and Mail). Media pushing a change to street checks;</li> <li>Expectation of the public to have body worn cameras. Huge cost questionable actual value but a booster to public confidence – hopefully;</li> <li>Militarism. Public anxiety over Equipment and over the top response;</li> <li>There is no balance in training that provides the officer with sound legal decision making skills. Often in these cases that have gone bad, there was no legal authority for the officer to act. we are doing them a disservice by not balancing their training. This is what is eroding public confidence. In Ontario, the training time is not sufficient to address the complexities of the work environment;</li> <li>Community policing and community; engagement.</li> </ul>
Policing diverse cultural community	<ul style="list-style-type: none"> <li>Policing diverse cultural community;</li> <li>Immigration into our communities and impact on support services to address this challenge;</li> <li>Religion/race/ethnic related crimes (assault, threat, bullying);</li> <li>Diversity – anti Muslim sentiment;</li> <li>Diversity including racialized and gender issues= Major issue may be included in public trust but also plays into Member</li> </ul>

Category	Raw comments (N=92)
	Engagement Accommodations of Members which may be included in member wellness?
Training & education (n=4)	<ul style="list-style-type: none"> <li>• Training issues would be up near number 1 Education opportunities directly assisting supervisors and up would be number 3;</li> <li>• Training - use of force by police officers;</li> <li>• Already impacting us is the never-ending requirement for additional training;</li> <li>• Training of officers. Many of the issues around misconduct, "carding", excessive force and complaints are rooted in frontline officers receiving extensive "defensive tactics" training however in Ontario, this has been at the expense of academic legal training. As a result, many officers believe wrongly that non-compliance to a direction given by an officer equals a threat (because of DT training) and therefore requires a, most often, physical response to the "threat". There is no balance in training that provides the officer with sound legal decision making skills.</li> </ul>
Leadership planning (N=3)	<ul style="list-style-type: none"> <li>• Leadership. Lack of depth at leadership positions and increased risks by promoting members into leadership positions without credibility, mentorship and experience. This is the biggest risk and priority for all agencies across Canada;</li> <li>• Leadership development for the next generation of police leaders is an important priority for me - I would rank it #6;</li> <li>• Succession Planning.</li> </ul>
Aboriginal issues (n=3)	<ul style="list-style-type: none"> <li>• One of the main issue impacting out police service is the recognition of self administered First Nation police service being recognized as an essential service;</li> <li>• Proper resourcing to carry out these duties;</li> <li>• Implementation of First Nation cultural safety initiatives.</li> </ul>
Youth crime (n=2)	<ul style="list-style-type: none"> <li>• Youth crime;</li> <li>• Youth at risk.</li> </ul>
Opioid crisis (n=2)	<ul style="list-style-type: none"> <li>• Opioid/fentanyl crisis is number 1 priority by far - national issue - transcends police and health;</li> <li>• Prescription drug abuse.</li> </ul>
Victim services (n=2)	<ul style="list-style-type: none"> <li>• Le service aux victimes (comment être plus performant sur cet aspect);</li> <li>• The need for investment in major fraud investigations including prevention, education and victim services.</li> </ul>

Category	Raw comments (N=92)
Legalization of marijuana (n=1)	<ul style="list-style-type: none"><li>With legalization of marihuana an issue that needs to be addressed is impaired operation of motor vehicles while impaired by drug.</li></ul>

## APPENDIX H POLICE - URGENT ISSUES

Category	Raw comments (N=151)
Legalization of marijuana (n=20)	<ul style="list-style-type: none"> <li>• L'égalsation de la Marijuana;</li> <li>• Deciding on per se levels for THC-impaired drivers;</li> <li>• Cannabis laws need to be addressed sooner than later;</li> <li>• Legalization of marijuana - role of police vs regulatory authority;</li> <li>• Looming Marijuana Legalization and the impact on Drug Evaluation Classification Program (DRE &amp; SFST);</li> <li>• Legalization of marijuana and its effect on society;</li> <li>• Legalization of marihuana - impacts experienced in the States should be taken into consideration in way in which it is enforced in Canada;</li> <li>• Legalization of Marijuana and its impact on impaired driving, mental health, violence etc.;</li> <li>• Legalization of marijuana. Rising costs of policing and public expectations - balancing these issues - Labour relations/Police Services Act impacts;</li> <li>• Legalization of marijuana;</li> <li>• Legalization of marijuana;</li> <li>• Legalization of Marijuana and impaired driving by drugs - lack of enforcement tools;</li> <li>• The uncertainty of marijuana legalization and its impacts on policing. Specifically, drug impaired driving and ensuring we have the appropriate number of Drug Recognition Officers;</li> <li>• Drug-impaired driving;</li> <li>• Legalization of marijuana;</li> <li>• Legalization of Marihuana from an employee perspective and an impaired driving perspective;</li> <li>• Cannabis legalization;</li> <li>• How will legalization impact resource allocations? It may reduce the requirements relative to cannabis enforcement, but could in the long run lead to increase criminal activity in other areas;</li> <li>• Legalization of Marijuana;</li> <li>• Legalization of marijuana comes to mind first due to the federal government commitment to legalization (specifically impaired driving and the HR implications).</li> </ul>
Human resources (n=16)	<ul style="list-style-type: none"> <li>• Canadian Police Recruiting strategies to attract diversity (women and visible);</li> </ul>

Category	Raw comments (N=151)
	<ul style="list-style-type: none"> <li>• Cybercrime and technology. Lack of resources to deal with this issue;</li> <li>• Also, innovative recruiting strategies;</li> <li>• Creating a positive work life balance for employees in a police service;</li> <li>• Looming Marijuana Legalization and the impact on Drug Evaluation Classification Program (DRE &amp; SFST);</li> <li>• Improving recruiting to include diverse communities. What actually works??!!;</li> <li>• Policing model that appropriately captures the resourcing level required to meet job requirements (community expectations and legislative process);</li> <li>• Recruiting of applicants that are reflective of our community is a struggle;</li> <li>• We are a small Service with the same issues experienced by larger organizations which places a huge strain on our front-line resources to be response based as opposed to proactive in nature;</li> <li>• The lack of police officers is a HUGE concern;</li> <li>• Competency and Evaluation Framework to support new expectations of officers;</li> <li>• Recruiting;</li> <li>• Staffing of current personnel (increased numbers of accommodations) and falling numbers of quality recruits to fill void of retiring baby boomers;</li> <li>• The lack of proper resources has a direct impact on the safety of our communities as well as the safety of our police officers;</li> <li>• Staffing and the impacts of mental health continue to be one of the biggest issues for a small police service;</li> <li>• Human rights complaints related to accommodation requirements.</li> </ul>
Public trust & confidence (n=15)	<ul style="list-style-type: none"> <li>• The media accidentally or purposely misunderstands information and creates a story forcing unnecessary work to be done to combat their misinformation. Once the misinformation is out there it's virtually impossible to correct it;</li> <li>• Public confidence in police;</li> <li>• Public and internal trust of police;</li> <li>• Public trust;</li> <li>• Public trust - officers are expected to meet a very high standard in responding to a wide variety of calls. In each</li> </ul>

Category	Raw comments (N=151)
	<p>area, they are expected to be "experts" and to deliver service at the highest level. This standard is unrealistic and will have an impact on officer wellness, public perception of professionalism and on resources. A realistic approach to social disorder needs to address the gap between the calls that officers are required to respond to, and the role of the police officer. Traditional model of emergency responders does not jibe with the majority of calls that officers respond to;</p> <ul style="list-style-type: none"> <li>• Public confidence and trust, best practices and measurements;</li> <li>• Rising costs of policing and public expectations - balancing these issues;</li> <li>• Police/Community Relations...this continues to require strengthening in order to create the foundation for all policing and security programs and activities to achieve success;</li> <li>• There is an agenda to undermine the public's confidence in their police on every level: performance, effectiveness, efficiency, etc. This is impacting our ability to recruit and retain officers and also decreasing effectiveness;</li> <li>• Analysis of cost of policing/investment in community safety and well-being. We need some evidence based, factual narrative that can give context to the fake news or miss leading headlines and narrative in the public domain. We do not seem to have any National or Provincial Champions and we are addressing the conversation in an local, story by story fashion;</li> <li>• Analysis of cost of policing/investment in community safety and well-being. We need some evidence based, factual narrative that can give context to the fake news or miss leading headlines and narrative in the public domain. We do not seem to have any National or Provincial Champions and we are addressing the conversation in an local, story by story fashion;</li> <li>• La confiance du public envers la police a été touché durement au Québec. Que ce soit par les moyens de pression des policiers et l'alteration de leurs uniformes ou par la crise en lien avec les enquêtes policières touchants les médias. Il faut agir rapidement dans ce domaine afin de rétablir la confiance du public et cela passe nécessairement par la mise en avant plan de la police communautaire. Quebec;</li> <li>• Public trust and confidence in our profession;</li> <li>• Public trust;</li> <li>• Public trust and confidence.</li> </ul>

Category	Raw comments (N=151)
Opioid crisis (n=16)	<ul style="list-style-type: none"> <li>• Fentanyl crisis and shipping of this drug into Canada needs to be addressed federally;</li> <li>• A policy framework to support the integration of federal/provincial and local policing;</li> <li>• Opioid overdose - Narcan administration by officers to fellow members and the public. Drug stations for processing of suspected opioids;</li> <li>• Opioid problems/issues;</li> <li>• The increase in the availability of opioid based drugs and relative low costs;</li> <li>• Addressing the opioid crisis by way of education in the school system. There are no available lesson plans readily available to the school liaison officers and we have had to design our own;</li> <li>• The most effective means by which to tackle the fentanyl crisis through enforcement;</li> <li>• Response to opioid matters / Decisions are being made with best information available. Marihuana / recreational use and its effect on health issues that overlay with justice and driving matters;</li> <li>• The opioid crisis is the most urgent issue we are facing;</li> <li>• Fentanyl/Carfentanyl response;</li> <li>• Opioid abuse - the impact on lives necessitates action before all research can be complete;</li> <li>• Opioid/fentanyl crisis is number 1 priority - there is a body of research already available on drug-related issues; however, lack of national leadership on a federal strategy with defined solutions. Lack of proper education and, in particular, lack of proper addiction treatment in Canada is a huge issue that needs to be addressed;</li> <li>• Opioid Crisis;</li> <li>• Fentanyl overdose;</li> <li>• Opioid overdose issues;</li> <li>• Opioid overdose.</li> </ul>
Mental health and well-being of members (n=11)	<ul style="list-style-type: none"> <li>• Marihuana à des fins médicales utilisés par nos policiers;</li> <li>• Addressing wellness and mental health of our members as a preventative measure and ongoing issue and dealing accommodations and staff shortages resulting from presumptive PTSD legislation in Ontario is a challenge;</li> <li>• Mental health and overall wellness- work and life balance;</li> <li>• Mental wellness of our members;</li> </ul>



Category	Raw comments (N=151)
	<ul style="list-style-type: none"> <li>• Mental illness;</li> <li>• A lack of wraparound resources (i.e. detox, addictions counselling, mental health treatment capacity, etc.);</li> <li>• Issues relation to policing those suffering with mental illness combined with substance abuse are a tremendous drain on resources;</li> <li>• Managing the opioid crisis - from a resourcing issue, officer safety perspective and officer mental health (PTSD) issue due to number of overdoses dealing with. The mental health of our staff continues to be a priority. We continue to see increases in PTSD files which on one hand is good as we have de-stigmatized it; however, on the hand we have numerous member off. How do we better manage PTSD in the workplace;</li> <li>• Police member wellness - resiliency is a key factor;</li> <li>• Overall wellness of our officers;</li> <li>• Mental health and wellness of members.</li> </ul>
Impact of crime (n=12)	<ul style="list-style-type: none"> <li>• Cybercrime needs to be addressed;</li> <li>• Cost of crime;</li> <li>• Investment in cyber crime;</li> <li>• Cyber crime (harassment, fraud, etc.) is growing exponentially and very high cost, low success investigations;</li> <li>• Cyber;</li> <li>• The prevalence and cost of fraud being experienced, and our inability to respond. The Crime Severity Index identifies fraud as contributing to its increase in 2015. Troubling as we believe only a small number (attempts/actual) are reported to Police. Victimization is on the rise. A crime, where borders are not recognized, and the playing field can be international;</li> <li>• Cybercrime - national strategy, need action;</li> <li>• Cybercrime;</li> <li>• Internet crime;</li> <li>• Mexican organized crime infiltration into Canada;</li> <li>• Cybercrime;</li> <li>• Societal impact of crime.</li> </ul>
Training & education (n=9)	<ul style="list-style-type: none"> <li>• Current, timely and accessible training to get ahead to the trends;</li> <li>• Use of force, mandatory training;</li> <li>• Training issues are a huge problem for Ontario Police Services who need more and more training hours and there simply isn't enough time to get it all done within the current</li> </ul>

Category	Raw comments (N=151)
	<p>framework we work within (not enough officers to cover the extensive training requirements);</p> <ul style="list-style-type: none"> <li>• Use of Force in policing;</li> <li>• Investigators require more technical training and access to SME resources;</li> <li>• it is clear that we need to equip police officers and improve our practices in light of current knowledge;</li> <li>• How do we train for resiliency;</li> <li>• Sensitive tools &amp; techniques;</li> <li>• The broad width of skills required by officers when they first join the service is not there. The training has been skewed to defensive tactics, driver training and firearms training. The legal authorities have taken a back seat. I would like to see some research into the length of time and type of training so our officers possess the skills required to carry out their duties.</li> </ul>
Technology & tools (n=8)	<ul style="list-style-type: none"> <li>• Going dark/ dark net.....emerging technologies;</li> <li>• Keeping pace with advancing technology;</li> <li>• Technology is an urgent issue. We can't keep up and it affects everything;</li> <li>• Keeping up with technology are our biggest issues;</li> <li>• Keeping up with technology;</li> <li>• Modernization of Courts. Using technology, diversion even province is not going to be able to develop solutions before system breaks i.e. Jordon;</li> <li>• Second, is developing a reliable tool that can be used by any agency to account for activities of police staff without creating more work - this should also be a high priority as this will help to identify where efficiencies can be gained - in the absence of tools or measures police are left to make decisions on the use of resources. Police are left making decisions about operational integration without evidence to predict the effectiveness or success of such decisions. Often budget reductions or limitations will result in eliminating services without research as to need for the programs, in particular in areas of crime prevention and proactive initiatives;</li> <li>• Regarding the pilot project of body worn cameras and the associated costs.</li> </ul>
Substance abuse (n=8)	<ul style="list-style-type: none"> <li>• Drugs and addictions;</li> <li>• Mental Health and Substance abuse issues that drive crime and negative social behaviour;</li> </ul>

Category	Raw comments (N=151)
	<ul style="list-style-type: none"> <li>• Violence apparently associated with methamphetamine use is growing, leading to increasing violent crime in the community and violence toward police officers. Addictions issues are not currently prioritized by health authorities, leaving the justice system and police services to manage the outcomes of drug use and addictions, which are often co-morbid with mental health challenges;</li> <li>• Changing drug trends;</li> <li>• Drug usage;</li> <li>• Driving while impaired by drugs;</li> <li>• Addressing substance abuse and youth mental health;</li> <li>• Social cost of drugs.</li> </ul>
Cost of policing (n=7)	<ul style="list-style-type: none"> <li>• Funding constraints of municipal policing;</li> <li>• The high cost of policing comparative to other public services;</li> <li>• First -articulating value for investment with consistent performance measures that make sense to funders and service providers - this should be a high priority;</li> <li>• Cost of policing - as an administrator, I spend way too much time worrying about budgets, fighting with associations to keep costs down and justifying budgets/costs to council and mayor;</li> <li>• Decisions regarding the economics of policing, especially with regard to economic sustainability, should be at the forefront. Although the front-line policing function deserves its current high rate of compensation (compared to other Canadian occupations and professions), many other aspects of policing are not sustainable at those current high compensation rates;</li> <li>• Real cost of policing;</li> <li>• Finding sources of funding to support alternative forms of service delivery and/or legislative changes that permit these.</li> </ul>
Evolution of policing discipline (n=8)	<ul style="list-style-type: none"> <li>• The increase in private policing. The lack of training and accountability coupled with the lower costs is becoming more attractive to private contractors and provincial and municipal politicians;</li> <li>• Policing standards/industry standards;</li> <li>• Updates on issues is always helpful however it should be delivered with the caveat of not completed. Evidence based decisions based on completed research always leaves less margin for error;</li> <li>• Labour relations/Police Services Act impacts;</li> </ul>

Category	Raw comments (N=151)
	<ul style="list-style-type: none"> <li>• Our Police Service is transitioning to a new service delivery model and there have been obvious tensions developing in advance. Many of these tensions resulted from a three to four-year stagnation in services in advance of change. As a result, our service's mantra has been "SI will take care of that". So, section resourcing has been "status quo" until SI unfolds, resulting in us reacting to crime trends rather than predicting and preventing them. This is very hard to do considering our service has one of the lowest police to population ratios in the country;</li> <li>• Over taxed and under resourced Justice System (Crown and Courts) Jordan decision;</li> <li>• The key issue to address is Policing Efficiency and Effectiveness, which includes: rationalization of the current roles, responsibilities and functions of the police; evolution of our service delivery model to include enhanced alternative delivery mechanisms for less emergent call for service i.e. on-line reporting, use of non-sworn personnel to address non-core policing functions; financial responsibility and accountability i.e. assess the social return on investment of specific programs, initiatives;</li> <li>• Value of collaboration.</li> </ul>
Policing mentally ill persons (n=6)	<ul style="list-style-type: none"> <li>• Mental health issues that drive crime and negative social behaviour;</li> <li>• Issues relation to policing those suffering with mental illness combined with substance abuse are a tremendous drain on resources;</li> <li>• Bien que nous devons poursuivre les études sur les modes d'intervention auprès des personnes qui souffrent de problème de santé mentale, il est clair que nous devons outiller les policiers et améliorer nos pratiques à la lumière des connaissances actuelles. La prévention de la radicalisation menant à la violence et la prévention des actes terroristes est un autre domaine dans lequel la recherche doit se poursuivre de façon à améliorer nos pratiques;</li> <li>• Dealing with repeat offenders with mental health issues - community solutions need to be constructed to deal with these situations in a permanent way;</li> <li>• The ability to provide evidence of the value of early intervention and prevention by police. Inability to divert addicted and mentally ill offenders from justice system into treatment;</li> <li>• Policing persons with mental illness.</li> </ul>

Category	Raw comments (N=151)
Vulnerable persons (n=3)	<ul style="list-style-type: none"> <li>I believe that with an aging demographic, the potential for abuse of seniors will be increasing and their vulnerability makes them a target for criminal activity. As well, more from a proactive point of view, addressing youth crime would be a good area to focus for long term benefit;</li> <li>Systemic issues with child care agencies, missing youth placing great stress on resources;</li> <li>Competency assessments. Vulnerable individuals and conflicts between close family regarding these issues.</li> </ul>
Security (n=3)	<ul style="list-style-type: none"> <li>National security;</li> <li>Cyber security of policing, government and critical infrastructure entities;</li> <li>Disclosure of sensitive investigative techniques.</li> </ul>
Leadership planning (n=3)	<ul style="list-style-type: none"> <li>Succession Planning in Police Services and better training and education opportunities directed at all levels of Supervision up to and including the Chief of Police (a College of Policing is needed). Further Board Governance needs to be addressed with education training and at the municipal level the municipal Govt feels they need to have full control of the Board thus relegating provincial members as non-controlling or influencing factors;</li> <li>Staff Turnover/Succession Planning - about to impact us in 2-3 years;</li> <li>Leadership, Mentorship, Recruitment and Development of officers and Civilian staff.</li> </ul>
Social issues (n=2)	<ul style="list-style-type: none"> <li>Syrian refugee relocation provides some challenges, also the recent illegal entry to Canada via the USA by refugees fleeing USA due to fear;</li> <li>The prevention of radicalization leading to violence and the prevention of terrorist acts is another area in which research must continue in order to improve our practices.</li> </ul>
Aboriginal issues (n=1)	<ul style="list-style-type: none"> <li>Change in legislation for first nations police services.</li> </ul>
Victim services (n=2)	<ul style="list-style-type: none"> <li>Reporting methods in particular as well as tending to victims if same;</li> <li>Les services aux victimes lors d'enquête. Comment concilier les besoins des victimes avec les obligations de ne pas nuire à une enquête. La confiance du public.</li> </ul>
Policing diverse cultural community (n=1)	<ul style="list-style-type: none"> <li>Gathering of race based statistics.</li> </ul>

## APPENDIX I NON-POLICE - ADDITIONAL ISSUES FOR CACP CONSIDERATION

Category	Raw comments (N=40)
Evolution of policing (n=9)	<ul style="list-style-type: none"> <li>• How policing organizations will be changing in the future (i.e. tiered policing models, etc.);</li> <li>• Collaborative, multi-agency prevention/intervention models;</li> <li>• Alternative policing models to meet contemporary demands;</li> <li>• Police legitimacy;</li> <li>• Policing political protest;</li> <li>• Evidence based policing;</li> <li>• Militarization of police; Heightened fear of officer safety;</li> <li>• Policing efficiency;</li> <li>• Reducing the influence of police unions.</li> </ul>
Safer communities (n=6)	<ul style="list-style-type: none"> <li>• Web Policing;</li> <li>• Youth;</li> <li>• #1 Best ways of achieving safer communities;</li> <li>• Police and communities;</li> <li>• policing/public safety structures and strategies to maintain and enhance public safety and security;</li> <li>• Coordinated and integrated provision of public safety and security services.</li> </ul>
Human resources (n=6) should be 6	<ul style="list-style-type: none"> <li>• Human resource;</li> <li>• Mobilization of front line services;</li> <li>• Selection criteria for police officers (bona fide occupational requirements); qualification requirements across various organizations;</li> <li>• Managements responsibilities to effectively deal with delinquent police behaviour;</li> <li>• Professionalization of police workforce;</li> <li>• Human resource leadership and management.</li> </ul>
Impact of crime (n=4)	<ul style="list-style-type: none"> <li>• Crime prevention. Rank 6. Should be based on close assessment of convicted offender's stated motivation, answers compiled into a data base for research. Criminal Records. Rank 7. Canadian stats show almost half million records on file relate to citizens and others who were never convicted at trial. This goes to 'public confidence' factor above and the fostering of disrepute of Canadian Justice System;</li> </ul>

Category	Raw comments (N=40)
	<ul style="list-style-type: none"> <li>• Crime prevention programs;</li> <li>• Organized crime number 1;</li> <li>• Contraband tobacco and its links to organized crime and terrorist funding. Ontario's contraband rates already exceed 32%; this equates to an over \$800M tax loss to the province. Furthermore, the Federal Government plans to implement plain packaging of tobacco products, this will not only add to the contraband problem but also create a counterfeit crisis. Plain packaging offers illicit traders a golden opportunity to counterfeit legitimate manufacturers' products. In such an environment, it will be very difficult, if not impossible, for consumers, retailers and law enforcement to differentiate between legal and counterfeit products. This will mean billions of dollars more in lost revenue for governments, plus the further enrichment of the organized crime groups behind the illegal tobacco trade.</li> </ul>
Policing diverse cultural community (n=3)	<ul style="list-style-type: none"> <li>• Dealing with new Canadians (Immigration) supporting the new community;</li> <li>• Democracy, multiculturalism &amp; policing;</li> <li>• Inclusionary diversity and gender responsive policy, practice and service delivery.</li> </ul>
Cost of policing (n=3)	<ul style="list-style-type: none"> <li>• Economics of Policing/Value of Policing. Need to better understand what the contemporary policing role is, that is what the police are doing, and the complexity of issues they face. Expansion of previous research;</li> <li>• Policing cost;</li> <li>• Controlling the cost of policing.</li> </ul>
Training & education (n=3)	<ul style="list-style-type: none"> <li>• Use of Force and de-escalation training. Its time to incorporate evidence based programming by integrating science into police training;</li> <li>• Standardized mandatory police training and policies for critical incidents and serious crimes across the country;</li> <li>• National Training Standards.</li> </ul>
Technology & tools (n=2)	<ul style="list-style-type: none"> <li>• New technologies of surveillance (e.g. body-worn cameras). Use of force, in particular, new tools;</li> <li>• Drones.</li> </ul>
Vulnerable persons (n=1)	<ul style="list-style-type: none"> <li>• Policing vulnerable populations with more emphasis on homelessness, substance abuse; changing role of policing as connecting/reconnecting vulnerable persons to helping agencies to hopefully divert and ensure less contact in the future with police.</li> </ul>

Category	Raw comments (N=40)
Aboriginal issues (n=1)	<ul style="list-style-type: none"> <li>• Policing Aboriginal communities.</li> </ul>
Advocacy (n=1)	<ul style="list-style-type: none"> <li>• Any emerging issues that the CACP may consider advocating policy and law makers. Important that individual chiefs and collectively have solid understanding of the issues, etc.</li> </ul>
Mental health and well-being of members (n=1)	<ul style="list-style-type: none"> <li>• Officer moral, effective and efficient deployment and organization of police.</li> </ul>



## APPENDIX J FOCUS OF COMPLETED RESEARCH PROJECTS

Category	Raw comments (N=197)
Technology & tools (n=25)	<ul style="list-style-type: none"> <li>• Software for policing BIG Data;</li> <li>• Call response system;</li> <li>• The main focus of my projects is on how police officer and police organizations use and appropriate technology on the field (such as body-worn camera);</li> <li>• Our projects support public safety broadly, including the use of simulations;</li> <li>• Implementation of AED in each vehicle;</li> <li>• Implementation of equipment bars for front line vehicles and siren effectiveness;</li> <li>• implementation of drone use for collision analysts;</li> <li>• Use of Arwin;</li> <li>• Situation tables;</li> <li>• Radio system, security measures including ECS and sallyport access, equipment;</li> <li>• L'unité Recherche du SPVM a été mise en place il y a 20 ans. Nous avons réalisé des dizaines de projets en analyse de la criminalité (évolution, marché criminel, etc.); évaluation de pratiques et proposition de modèle d'intervention policière; outils et analyse pour répondre à des besoins locaux tels que des portraits de la criminalité, des sondages sur le sentiment de sécurité, des études géo spatiale en sécurité routière. Une façon efficace de prendre connaissance de nos travaux est de lire les Lecture de l'environnement (2010, 2013) et le Plan stratégique 2020 qui sont accessible sur l'Internet (voir le site du SPVM). Nous avons un grand nombre de rapports que nous pouvons partager sans toutefois céder les droits;</li> <li>• Vehicle Repair;</li> <li>• Various Technical R&amp;D (EX: UAVs);</li> <li>• Body worn cameras;</li> <li>• Repurposing of shotguns to less lethal;</li> <li>• Specific equipment research (various items)</li> <li>• Root Cause Analysis and Approach: Violent Crime in Edmonton Root cause analysis and approach: violent crime in Edmonton". The purpose of this research is to support a preventative approach to reducing violent crime. Advancing beyond hotspot mapping, the use of advanced analytics will enhance risk assessment and provide NET the opportunity to respond to the drivers of violent crime prior to its occurrence;</li> </ul>

Category	Raw comments (N=197)
	<ul style="list-style-type: none"> <li>• Type of equipment to be used to protect the public in an airport;</li> <li>• Use of Public safety broadband;</li> <li>• UAV;</li> <li>• Search and rescue;</li> <li>• Traffic safety analysis;</li> <li>• Body Worn Cameras - Toronto Police</li> <li>• Digital Evidence Management and Analysis in the Cloud;</li> <li>• Le simulateur de conduite : un nouvel outil pédagogique dans la formation des aspirants policiers Québécois.</li> </ul>
Measurement & methodologies (n=25)	<ul style="list-style-type: none"> <li>• Systematic social observation - The challenges of conducting research in Canada involving police ride-alongs. The types of information that cannot be obtained using other research methods;</li> <li>• Implicit bias policing - Officer perceptions of implicit bias and related training programs;</li> <li>• Traffic safety - ways of making the roads safer;</li> <li>• Psychotropic medication use in prisons;</li> <li>• Mental Health and Policing - Researched various aspects of police interactions with police, including spatial and temporal analyses, types and frequency of interactions, and comparisons to health data-</li> <li>• Repeat offending with spatio-temporal components;</li> <li>• Efficacy of traffic enforcement;</li> <li>• Correlates of police strength;</li> <li>• Assaults against first responders;</li> <li>• Effectiveness of e-learning;</li> <li>• Development of a Community Well-being Index and Community Well-being and Safety Survey by Lake Superior State University;</li> <li>• Mediation;</li> <li>• Perceived bias in use of force;</li> <li>• Data Integrity;</li> <li>• Operational deployment efficiency and effectiveness;</li> <li>• Analysis of Sexual Assaults in Edmonton for those over age 16 (and risk assessment validity) 1. To identify what sexual assault cases in Edmonton look like. Examine similarities and differences when compared to the larger national context. Examine the profile of the offenders and victims in sexual assault cases. 2. To address practical issues related to the reporting of sexual assault crimes and the investigation of</li> </ul>

Category	Raw comments (N=197)
	<p>newer modus operandi in the execution of sexual assaults and the destruction of evidence. Examine relevance and commonality of factors to proactively target and therefore strive to prevent future incidences. 3. To examine the factors that are associated with future sexual assault occurrences in likelihood, severity, and frequency. These characteristics would be initially identified through a review of existing research and measures that are identified known correlates, and the variables of interest would be expanded to include variables that are seen as conceptually related to increased risk for sexual assault crimes. We certainly could direct you to where research has been published, etc.;</p> <ul style="list-style-type: none"> <li>Domestic Violence 1. Identify risk factors associated with future domestic violence in likelihood, severity, frequency, and reach; 2. Profile domestic violence cases in Edmonton, and examine similarities and differences compared to the national context, and examine the profile of the offenders and victims in domestic violence cases; 3. Addressing practical issues related to prioritization and assignment of cases and the prevention of future incidences.</li> <li>Homicide 1. To examine the correlates of homicide crimes, namely, offender, victim, and environmental (e.g., demographic, location) characteristics. 2. To address practical issues related to the prioritization of cases. Using the same identified variables, compare and contrast groups of cases;</li> <li>Gender Audit - a look at equality of members transfer, promotion and family status considerations from an equality standpoint;</li> <li>Traffic stop race data collection - examination of data relating to the perceived race of drivers that officers stopped;</li> <li>Operational review of police operations (sworn &amp; civilian);</li> <li>Traffic stops - race based data;</li> <li>Measurement of organizational performance;</li> <li>Internal program evaluation studies of specific work units within our service;</li> <li>Automated traffic enforcement;</li> <li>Drug Recognition Experts Field Certification: Effectiveness of Evaluations Simulated by Professional Actors Supported by Technology and Supplementary Data.</li> </ul>
Impact of crime & prevention (n=21)	<ul style="list-style-type: none"> <li>Il y a eu plusieurs évaluations de projets de prévention. Une cartographie du processus d'intervention policière en matière de violence conjugale. Diagnostic éthique;</li> </ul>

Category	Raw comments (N=197)
	<ul style="list-style-type: none"> <li>• Crime surveys;</li> <li>• Vehicle theft - ways of reducing auto theft;</li> <li>• Violence prevention;</li> <li>• National security;</li> <li>• Patterns in criminal events across time and space;</li> <li>• Identification and analysis of criminal networks of co-offenders and organized crime networks Crime basket analysis;</li> <li>• Prolific offenders;</li> <li>• Cost of crime;</li> <li>• Societal impact of crime;</li> <li>• Gang violence;</li> <li>• Gun-crime;</li> <li>• Witness protection;</li> <li>• Most of those research projects dealt with cybercrime and the most promising policies to address those crimes;</li> <li>• Sexual Assault;</li> <li>• Homicides;</li> <li>• Preventing sexual assault;</li> <li>• Sexual Assault;</li> <li>• Gang Interdiction study;</li> <li>• Investigative Delivery;</li> <li>• Sex work enforcement.</li> </ul>
Program & policy evaluation (n=23)	<ul style="list-style-type: none"> <li>• Domestic Violence to increase specific training programs;</li> <li>• Canine Program Evaluation;</li> <li>• Police strength - Unlike the majority of policing research, this study is with a police service serving a population of 30,000+. Other aspects included officer stress, wellbeing, and police culture;</li> <li>• The research projects have been primarily in the area of policy development around: use of force reporting and review;</li> <li>• Pursuit policy;</li> <li>• Domestic violence response;</li> <li>• Cross-Gender Staffing within the Detention Facility: Due to our current staffing model within our detention facility, our department does not employ female guards for the purposes of supervising women being held in cells. This project involved examining the issues associated with cross-gender staffing including the need to protect the dignity and privacy</li> </ul>

Category	Raw comments (N=197)
	<p>of female prisoners, the potential for abuse to occur and the effect of male guards on women who have experienced past abuse. Projects like these have supported our department's ability to make evidence-based decisions about staffing models and policy/procedure changes;</p> <ul style="list-style-type: none"> <li>• Retention of a motorcycle squad;</li> <li>• Foot patrol evaluation;</li> <li>• Zone relocation;</li> <li>• Emergency planning;</li> <li>• Implementation of a long gun program;</li> <li>• Implementation of a bean bag gun program;</li> <li>• Mental health guidelines;</li> <li>• Sex work enforcement guidelines;</li> <li>• Intimate partner violence - see National framework;</li> <li>• Support member Masters thesis on "return to work" policies;</li> <li>• Several Lean 6 Projects that reviewed operational practices of our Service - K-9;</li> <li>• Promotional Process;</li> <li>• Drug policy;</li> <li>• Mental health research &amp; policy (several papers);</li> <li>• Youth cadet programs;</li> <li>• Policy &amp; Lit reviews.</li> </ul>
Evolution of policing discipline (n=11)	<ul style="list-style-type: none"> <li>• Revue de littérature sur la police du futur. Profils d'évolution pour chacun des postes de quartier;</li> <li>• Police discretion - Reconceptualizing to include factors affecting conversation tactics (e.g., directives, de-escalation), assistance, and criminal charges/provincial offence notices (PONs);</li> <li>• Transformational Change=Service Initiative had numerous research projects;</li> <li>• Law and police accountability;</li> <li>• Police civilianization;</li> <li>• Descriptive study of rural policing;</li> <li>• SCAN for strategic planning purposes</li> <li>• A strategic Threat Risk Assessment of Toronto's financial district for mitigation and planning purposes;</li> <li>• Ethics in Policing;</li> <li>• Two-tiered policing options;</li> <li>• Leadership selection of police officers;</li> </ul>

Category	Raw comments (N=197)
	<ul style="list-style-type: none"> <li>Revue de littérature sur la police de la future.</li> </ul>
Mental health and well-being of members (n=11)	<ul style="list-style-type: none"> <li>Mental health;</li> <li>Policing and mental health;</li> <li>Mental health and policing;</li> <li>Policing and mental health;</li> <li>Officer well-being;</li> <li>Mental health and wellbeing of practitioners and suspects;</li> <li>Building personal resilience and coping strategies;</li> <li>Mental Health;</li> <li>Mental Health;</li> <li>Mental Health Resilience;</li> <li>PTSD and OSI.</li> </ul>
Implementing evidence-based policing (n=11)	<ul style="list-style-type: none"> <li>Smart Policing Initiative - decisions on evidence-based policing;</li> <li>Intelligence-led policing;</li> <li>staffing level requirements efficiency;</li> <li>Research to support our current sworn staffing numbers and supporting request for additional officers;</li> <li>Review of ARC Angel technology to determine appropriate speed;</li> <li>Diversity Officer Best Practices;</li> <li>Predictive policing;</li> <li>Recruiting best practices;</li> <li>Police training best practices;</li> <li>Downtown Policing Strategy is the main project that we have used to base current and future policing decisions on;</li> <li>Small in-house training and staffing questionnaires. Findings shared internally and used to guide training and staffing decisions. Resiliency study conducted for a Sergeants Master's Thesis.</li> </ul>
Public trust and confidence (n=9)	<ul style="list-style-type: none"> <li>Improving the police complaints system - Incorporates citizen, community organizations, and police service perspectives to improve the police complaints system and police-citizen relations;</li> <li>Neighbourhood Policing Delivery;</li> <li>Public order policing;</li> <li>Community surveys;</li> <li>Social Navigator proposal/community mobilization project;</li> </ul>

Category	Raw comments (N=197)
	<ul style="list-style-type: none"> <li>• Police-community outreach/partnerships;</li> <li>• Examples of past projects include: Shoulder Flash Project: We examined the risks associated with our department's practice of handing out police uniform shoulder flashes to members of the public and police personnel. The purpose of the project was to identify instances in Canada and internationally where police insignia was used as part of a criminal or terrorist act and to assess to what extent these issues were of relevance within our municipality;</li> <li>• Trust and confidence in police;</li> <li>• Relationships with Somali Community 1) a qualitative analysis of 150 in-depth interviews and surveys with Somali Canadians, and 2) an examination of strategies that police and their relevant community partners deploy to communicate with and build relationships within the Somali community.</li> </ul>
Social issues (n=8)	<ul style="list-style-type: none"> <li>• Maltraitance envers les aînées;</li> <li>• Site d'injection supervisées;</li> <li>• Radicalization to violence;</li> <li>• Social cost of drugs;</li> <li>• Domestic Violence;</li> <li>• Domestic Violence;</li> <li>• Substance use;</li> <li>• Domestic Violence.</li> </ul>
Human resources (n=9)	<ul style="list-style-type: none"> <li>• Organizational Structure Review;</li> <li>• competency-based HR management;</li> <li>• qualification framework;</li> <li>• selection criteria and process;</li> <li>• Resource allocation for patrol;</li> <li>• Service review that resulted in our department increasing both sworn and civilian strength;</li> <li>• Civilian Staffing;</li> <li>• Staffing Models;</li> <li>• Organizational Structure.</li> </ul>
Cost of policing (n=7) 5	<ul style="list-style-type: none"> <li>• Economics of policing;</li> <li>• Economics of policing;</li> <li>• Economics of policing and criminal justice more generally;</li> </ul>

Category	Raw comments (N=197)
	<ul style="list-style-type: none"> <li>Economics of Policing - Looked at costs of policing in comparison to other public sector costs, examined the complexity of policing duties, and the context of policing;</li> <li>Economics of policing;</li> <li>Costs of policing Urban/rural/remote policing;</li> <li>Costs of policing.</li> </ul>
Collaboration (n=6)	<ul style="list-style-type: none"> <li>IPRP (joint with U of T) Return on Investment - School Officer program - Dr. Duxbury - Carleton University;</li> <li>Interpol;</li> <li>Comparative agency policy research;</li> <li>Research projects include program development, grant proposals;</li> <li>A White Paper on Toronto's PATHcomm network to identify and enhance partnerships and integrated response between public/private sector agencies;</li> <li>We collaborated with a police service to help them analyze their domestic violence response program. We have an ongoing research project related to the use of diversity education in undergraduate justice programs.</li> </ul>
Needs assessment & workload analyses (n=5)	<ul style="list-style-type: none"> <li>Workload and demand analysis for shift scheduling;</li> <li>Police officer workload analyzes;</li> <li>Shift work in policing;</li> <li>Boundary Analytics based on workload;</li> <li>Safe Cities Study.</li> </ul>
Training & education (n=5)	<ul style="list-style-type: none"> <li>Level of Service Firearms Commission Safety - Training and education;</li> <li>Policing international protest events - An analysis of media depictions of police and protesters as social problems. Examination of media relations tactics by police and how they are interpreted by the media;</li> <li>De-escalation skills training for front-line personnel;</li> <li>Review of basic constable training in Ontario;</li> <li>Enhanced education requirements for entrance into the policing profession in Ontario.</li> </ul>
Information management & sharing (n=5)	<ul style="list-style-type: none"> <li>Data quality;</li> <li>Information Technologies Section review - done by a contractor - did a needs analysis, identified weaknesses in our practices, identified need for a qualified IT manager, has</li> </ul>



Category	Raw comments (N=197)
	<p>resulted in better project management and needs assessments;</p> <ul style="list-style-type: none"> <li>• Information Management Review - done by a contractor - is ongoing at this time;</li> <li>• Information disclosure;</li> <li>• Law Enforcement Information Management study.</li> </ul>
Policing persons with mental illness (n=5)	<ul style="list-style-type: none"> <li>• Police response see to persons with mental health issues;</li> <li>• Policing mentally ill persons - Decision-making process, challenges, resources, and factors to consider when interpreting citizen behaviour, threat level, and appropriate responses;</li> <li>• Police interactions with people with mental health problems;</li> <li>• Characteristics of persons with mental health issues who have contact with police;</li> <li>• Mental Health calls from service and response.</li> </ul>
Vulnerable persons (n=3)	<ul style="list-style-type: none"> <li>• Suicide rates among persons in the criminal justice system;</li> <li>• Persons with intellectual disabilities in contact with police/criminal justice system;</li> <li>• Vulnerable persons.</li> </ul>
Youth crime (n=2)	<ul style="list-style-type: none"> <li>• Policing youth crime - The strengths, weaknesses, and fiscal viability of using specialized youth officers;</li> <li>• Currently in research partnership with Sexual Assault center and another with university on youth with mental health issues and police;</li> </ul>
Legalization of marijuana (n=2)	<ul style="list-style-type: none"> <li>• Marijuana;</li> <li>• Policing marijuana dispensaries.</li> </ul>
Aboriginal issues (n=1)	<ul style="list-style-type: none"> <li>• First Nations policing.</li> </ul>
Victim services (n=1)	<ul style="list-style-type: none"> <li>• Victimology.</li> </ul>
Quality assurance (n=1)	<ul style="list-style-type: none"> <li>• Quality Assurance Reviews to ensure compliance with Provincial and Federal mandates.</li> </ul>
Opioid crisis (n=1)	<ul style="list-style-type: none"> <li>• Opioid crisis.</li> </ul>

## APPENDIX K TYPES OF RESEARCH QUESTIONS NEEDED TO ADDRESS CURRENT AND EMERGING ISSUES

Category	Raw comments (N=159)
Implementing evidence-based policing (n=21)	<ul style="list-style-type: none"> <li>• Implementing evidence-based policing;</li> <li>• Evidence-based training and evaluation of its effectiveness in everyday operations particularly in regard to de-escalation training;</li> <li>• Empirical analysis of crime patterns using "big data" from police, courts, corrections, health RMS;</li> <li>• What is the peer reviewed, empirical evidence to support conclusions?</li> <li>• What are best practices being used abroad?</li> <li>• How to adopt evidence based practices?</li> <li>• Create inventory of best practices (evidence based policing);</li> <li>• What are the common standards of performance and effectiveness that all police services should measure and report on?</li> <li>• What are the common standards of performance and effectiveness that all police services should measure and report on?</li> <li>• What barriers are there to developing evidence based police training (best practices) for investigating crime any where in Canada.</li> <li>• What is evidence based policy?</li> <li>• There is an on-going issue of advocacy and validity of Police tactics and programs as they to human development and learning. If we are making investments in programs we need to know that the intended learnings, outcomes and behaviours are in fact enhanced or positively influenced our effort;</li> <li>• root cause and preventative based, the why, the problem solve, the innovation, what are you doing to evaluate? What are you doing differently/innovatively?</li> <li>• PTSD - best practices</li> <li>• How can police research be conducted to provide the best value to the entire law enforcement community as well as the agency level itself?</li> <li>• Cost benefit and success of the product.</li> <li>• Policing efficiency and integration</li> <li>• Are the outcomes of our activities meaningful and are they making a difference?</li> <li>• How do we measure police performance?</li> </ul>

Category	Raw comments (N=159)
	<ul style="list-style-type: none"> <li>• There is a need for consistent, user friendly mechanism for evaluation / measurement;</li> <li>• What are we doing and who is doing it? We do not need 4 police services researching the same issues.</li> </ul>
Evolution of policing discipline (n=19)	<ul style="list-style-type: none"> <li>• Future of policing;</li> <li>• Do standardized measures of police performance need to be developed in Canada to better understand the effectiveness of police programs and approaches?</li> <li>• Restructure of our service delivery models and what police do or need to continue doing;</li> <li>• Is there a different model of policing that can work in Canada?</li> <li>• Do standardized measures of police performance need to be developed in Canada to better understand the effectiveness of police programs and approaches?</li> <li>• Restructure of our service delivery models and what police do or need to continue doing;</li> <li>• What is the role of the police in the 21st century?</li> <li>• How will police organizations retool (at the strategic and tactical levels) to address the current wave of cybercrimes?</li> <li>• What will a modern police service look like in 5-10 years;</li> <li>• Regulations: increase or enhance regulatory capabilities in order to impact crime when criminal charges are difficult to support;</li> <li>• Does the expanding role of police need to be reviewed?</li> <li>• Policing needs to re-assess their role within the community. Over stretched and under resourced they need to recreate a realistic policing model. Part of that discussion should also be a serious review of internal controls and systemic concerns that are adding decreased public trust and frustration;</li> <li>• Understanding the changes over the past 20 years in the scope and scale of policing and the impacts of other systemic failures on policing (health, education, social service);</li> <li>• Do we want to police the future like we police today?</li> <li>• Sustainability efficiency and effective policing</li> <li>• What can Police remove from their job to make room for new policing requirements as the need morphs into more on-line activities to manage?</li> <li>• The role of policing in the 21st century and how organizations can transition to meet the expectations;</li> <li>• What is the current craft of policing?</li> </ul>

Category	Raw comments (N=159)
	<ul style="list-style-type: none"> <li>An analysis of two-tiered policing models in Canada..</li> </ul>
Public trust and confidence (n=18)	<ul style="list-style-type: none"> <li>La confiance du public, le rôle de la police et les attentes de la population envers les policiers, l'urbanisation des communautés autochtones, services aux victimes, maltraitance aux aînés, l'impact de la légalisation de la marijuana sur le sentiment de sécurité;</li> <li>Public confidence in law enforcement;</li> <li>Public trust and confidence;</li> <li>Police-citizen relations;</li> <li>Police-citizen encounter;</li> <li>How to enhance trust and confidence;</li> <li>Research that focuses on trust between the population and law enforcement agencies;</li> <li>Perceptions of police, community trust, confidence in police;</li> <li>What are the main drivers of public confidence in policing;</li> <li>Public trust and confidence;</li> <li>Police interactions with the public, particularly in confrontational encounters;</li> <li>How can we measure public trust and confidence?</li> <li>Impact of delinquent police behaviour relating to Community Confidence and support for public policing;</li> <li>Why is the public losing trust in the police?</li> <li>Work around police confidence, police legitimacy and trust?</li> <li>Ainsi que la confiance du public envers la police;</li> <li>Public Confidence/Ethics;</li> <li>Public Trust in Police.</li> </ul>
Social issues (n=13)	<ul style="list-style-type: none"> <li>Elder abuse;</li> <li>Root cause of homelessness;</li> <li>Domestic violence;</li> <li>How can police develop a better approach to addressing homelessness?</li> <li>Domestic violence;</li> <li>How can we better address Mental Health / Substance Abuse related to homelessness?</li> <li>Social cost of drugs;</li> <li>How can communities (including all levels of government) be mobilized to address social issues that draw on police resources and that are not within the primary responsibilities of police (mental health, substance use and homelessness)?</li> </ul>

Category	Raw comments (N=159)
	<ul style="list-style-type: none"> <li>• How, as police organization, can we prevent radicalization?</li> <li>• Impact of home-grown radicals;</li> <li>• Addressing Mental Health in community</li> <li>• Legalized Cannabis and the issues it will present to policing</li> <li>• Mental health and poverty associated programs. (Are they being underfunded leaving onus on police?).</li> </ul>
Impact of crime (n=13)	<ul style="list-style-type: none"> <li>• Changing crime picture in Canada;</li> <li>• Better understanding impact of cyber related crimes;</li> <li>• National security;</li> <li>• Identifying the most effective and efficient roles for police in reducing crime;</li> <li>• National security;</li> <li>• Cost of crime;</li> <li>• Societal impact of crime;</li> <li>• What does the profile of a dial-a-doper look like (gateway into gang life)?</li> <li>• Identify the most effective strategic and intelligence led investigative strategies to combat local crime trends;</li> <li>• Evaluating the impact of Crime Prevention Through Social Development efforts by police;</li> <li>• Cybercrime;</li> <li>• Going dark, Cyber Crime, Dark Web</li> <li>• Alternatives to the criminalization of opiates, consequences to the illicit market of various models being considered for legalization, nature and prevalence of online &amp; cybercrime.</li> </ul>
Human resources (n=8)	<ul style="list-style-type: none"> <li>• Does the policing unit have the capacity to deal with the emerging issues;</li> <li>• Officer recruitment and retention;</li> <li>• Resource use;</li> <li>• Hiring practices: more efficient hiring practices should be explored to ensure that the most appropriate people are hired to avoid long term human resource issues;</li> <li>• Resource allocation;</li> <li>• Strategic Human resource leadership and management;</li> <li>• Diversity Hiring - Equity Hiring,</li> <li>• Accommodation of Personnel.</li> </ul>
Technology & tools (n=8)	<ul style="list-style-type: none"> <li>• Technology requirements for officers;</li> </ul>

Category	Raw comments (N=159)
	<ul style="list-style-type: none"> <li>• Issues surrounding technology, body worn cameras, impact of technology on crime;</li> <li>• How can police across Canada increase their capacity to address the role of technology in crime;</li> <li>• Technology: leveraging technology to create additional time for officers;</li> <li>• Second, is developing a reliable tool that can be used by any agency to account for activities of police staff without creating more work - this should also be a high priority as this will help to identify where efficiency can be gained;</li> <li>• How to utilize technology in policing to improve outcomes?</li> <li>• Counter UAV &amp; Lawful Access tools &amp; Techniques;</li> <li>• How can technology assist police serving the community?</li> </ul>
Mental health and well-being of members (n=8)	<ul style="list-style-type: none"> <li>• Mental health and wellness of members;</li> <li>• Mental health and wellness of members;</li> <li>• Mental health of officers;</li> <li>• Mental health and wellness of members;</li> <li>• Mental illness;</li> <li>• Supporting the mental health and wellbeing of officers - do the present options of prevention and treatment work;</li> <li>• Tout ce qui touche la santé mentale;</li> <li>• PTSD.</li> </ul>
Collaboration (n=7)	<ul style="list-style-type: none"> <li>• How can police better partner with other organizations to address non-criminal issues that police face. How can police better manage information management - beyond police file systems, this is in relation to other agency information. How to address political agendas that impact or prevent police integration or amalgamation of services;</li> <li>• Collaborative, multi-agency prevention/intervention models;</li> <li>• Research needs to bridge the gap between policing and universities;</li> <li>• What further partnerships can police develop to address homelessness in Canada, and if a paradigm shift is needed?</li> <li>• How do we tailor partnerships to maximize public safety? (both police and public partnerships) How do we in law enforcement open ourselves to the risk of a trial/experiment while also experience the benefits of taking that risk?</li> <li>• Private Public Partnerships with Industry;</li> </ul>

Category	Raw comments (N=159)
	<ul style="list-style-type: none"> <li>What policing activities can be transferred to other agencies or other occupations/professions to reduce the demands on our organization?</li> </ul>
Training and education (n=7)	<ul style="list-style-type: none"> <li>Are officers properly educated;</li> <li>How do police officers respond to social disorder occurrences;</li> <li>Training;</li> <li>Use of force action / outcomes;</li> <li>How do we prepare officers for policing in the 21st century?</li> <li>Recruit training and leadership development;</li> <li>How might police agencies better equip their staff for the stressors of the job?</li> </ul>
Legalization of marijuana (n=5)	<ul style="list-style-type: none"> <li>The impact of marijuana legalization on feelings of security;</li> <li>The effect of legalizing marihuana;</li> <li>Issues with Marijuana legalization;</li> <li>Effect of marihuana legalization on the policing, safety and health;</li> <li>How might police continue to work towards road safety with the legalization of cannabis?</li> </ul>
Legitimacy of policing (n=5)	<ul style="list-style-type: none"> <li>Ways of ensuring legitimacy of policing;</li> <li>Improving police legitimacy in the name of violence prevention;</li> <li>Police legitimacy;</li> <li>Legitimacy of Policing/Audit models to measure police efficiency;</li> <li>legitimacy and transparency appears to be very relevant these days.</li> </ul>
Information management and sharing (n=5)	<ul style="list-style-type: none"> <li>Médias sociaux;</li> <li>How can police better manage information management - beyond police file systems, this is in relation to other agency information;</li> <li>How will police deal with the overwhelming volume of digital data that is generated as evidence in investigations;</li> <li>How can police report on emerging trends (i.e., terrorism, cyber crime - proxy measures, organized crime);</li> <li>How can we improve the comparability of data amongst police services?</li> </ul>
Policing mentally ill persons (n=5)	<ul style="list-style-type: none"> <li>Policing persons with mental illness;</li> </ul>

Category	Raw comments (N=159)
	<ul style="list-style-type: none"> <li>How to deal with mentally ill people and the best training methodologies to meet that need;</li> <li>Police interactions with the mentally ill should be at the top of the list;</li> <li>Policing persons with mental illness;</li> <li>Modèle d'intervention intégrée auprès des personnes de problème de santé mentale quel que soit leur âge. Les problèmes de santé mentale sont des facteurs aggravant de toutes les problématiques de sécurité.</li> </ul>
Cost of policing (n=4)	<ul style="list-style-type: none"> <li>Sustaining current policing structures/costs and services;</li> <li>Police resourcing and impacts on budgets;</li> <li>First -articulating value for investment with consistent performance measures that make sense to funders and service providers - this should be a high priority;</li> <li>How do we continue to provide the services the public expects in a weak economic climate?</li> </ul>
Aboriginal issues (n=4)	<ul style="list-style-type: none"> <li>The urbanization of Aboriginal communities;</li> <li>Missing and murdered Indigenous Women and Girls;</li> <li>Overrepresentation of Aboriginal people in the CJ system;</li> <li>How can we reduce the impact of over representation of indigenous people in our prisons.</li> </ul>
Opioid crisis (n=4)	<ul style="list-style-type: none"> <li>Strategies to effectively deal with the national opioid/fentanyl crisis;</li> <li>Opioid overdose;</li> <li>Law enforcement role in the opioid crisis - now the federal government is moving to a health approach;</li> <li>Drug impaired driving and the appropriate per se limit.</li> </ul>
Accountability (n=3)	<ul style="list-style-type: none"> <li>Police accountability;</li> <li>Public accountability;</li> <li>Why are we doing it, and is it really legal?</li> </ul>
Victim Services (n=2)	<ul style="list-style-type: none"> <li>Victim services;</li> <li>What does a future victim of gang violence look like?</li> </ul>
Youth crime (n=1)	<ul style="list-style-type: none"> <li>What motivates youth to join gangs and what makes them exit?</li> </ul>



## APPENDIX L CRITICAL ISSUES THAT WILL BE ADDRESSED IN THE NEXT TWO TO THREE YEARS

Category	Raw comments (N=49)
Collaboration (n=9)	<ul style="list-style-type: none"> <li>Continued development of collaboration between academia, police, governance bodies (including Ministries responsible). We are continuing to develop international alliances with other research institutes;</li> <li>Building upon strong collaboration between policing and academia;</li> <li>Toutes les études sur les approches intégrées (systémiques) portant sur les enjeux, la mise en œuvre, l'évaluation des effets et des impacts sont importantes dans le contexte d'aujourd'hui. Nous n'avons d'autre choix que d'être ensemble pour mieux servir;</li> <li>Generally poor coordination nationally. We need better collaboration/coordination to avoid duplication and to better assist one another;</li> <li>Our goal is to develop a nucleus of Lean 6 capable officers and civilian professionals who can be seconded for short, concentrated internal studies and continuous improvement;</li> <li>There is a lot of agencies who conduct research and despite our efforts to share results, coordinated approaches may be considered to prevent duplication and to be more efficient and effective;</li> <li>As an industry, we need to start approaching our issues strategically, pooling our resources for the greater good, and agreeing to work the same way across the country;</li> <li>We have teams in collaboration with industry, insurance police and multiple government agencies analyzing data to better understand crime and how to prevent or mitigate;</li> <li>Beginning an initiative with the University of Victoria to determine how the practice of meditation and mindfulness might help officers better serve their communities.</li> </ul>
Social issues (n=7)	<ul style="list-style-type: none"> <li>Domestic violence strategy;</li> <li>Most recently emerging issues more Syrian immigrants per capita than elsewhere in Canada;</li> <li>One of the highest aging populations in Canada;</li> <li>One of the most disadvantaged economies in Canada;</li> <li>Unemployed oil workers returning to the east from Alberta;</li> <li>PTSD with nearby military base;</li> <li>Maltraitance envers les aînés, confiance du public envers l'institution policière, la santé mentale.</li> </ul>

Category	Raw comments (N=49)
Evolution of policing discipline (n=6)	<ul style="list-style-type: none"> <li>• Integrated policing;</li> <li>• Down streaming of provincial standards to police without addition funding or resources;</li> <li>• Regionalization of service areas;</li> <li>• Stewardship of the Profession; standards, interoperability;</li> <li>• We are working to better understand how police organizations will transform in the coming years;</li> <li>• Success of the mobilization effort? reduction of police calls for service? increase cdsa charges to reduce drug abuse and overdose deaths.</li> </ul>
Technology & tools (n=5)	<ul style="list-style-type: none"> <li>• Données probantes (evidence);</li> <li>• BIG DATA research with multiple data sources;</li> <li>• Body Cameras, storage capabilities and cost associated to such a project vs the public confidence issue;</li> <li>• Introducing better technology to create efficiencies so that police may spend less time reporting and disclosing;</li> <li>• Accessing and leveraging technology to keep pace with operational demands/IT solutions.</li> </ul>
Mental health and well-being of members (n=5)	<ul style="list-style-type: none"> <li>• More policing and mental health;</li> <li>• Mental health of police officers; assaults against police officers; exposure to trauma and link to PTSD;</li> <li>• Mental health;</li> <li>• We plan significant work to build and support practices that improve the mental health of police employees;</li> <li>• Mental health resources should not be depleted because police resources are "available".</li> </ul>
Cost of policing (n=4)	<ul style="list-style-type: none"> <li>• Economics of policing (alternative costing approaches). New evaluation techniques for local/ context dependent operations;</li> <li>• Rising costs of policing;</li> <li>• Use of resources and building a case for adequate funding or reductions in services is an ongoing pressure that drives the need for evidence-based decision making that relies on objective research. This spills into every aspect of policing;</li> <li>• Funding formula for Policing.</li> </ul>
Training & education (n=4)	<ul style="list-style-type: none"> <li>• The impact of field training officers on recruit behaviour;</li> <li>• We are moving forward with science based police training;</li> </ul>

Category	Raw comments (N=49)
	<ul style="list-style-type: none"> <li>Standardized training for police personnel in Ontario especially in the areas of sexual assault and human trafficking;</li> <li>Enforcement Strategies.</li> </ul>
Impact of crime (n=3)	<ul style="list-style-type: none"> <li>Cyber Crime Investigation, Fraud investigation;</li> <li>an organized motorcycle club introduced to city (first one);</li> <li>Cybercrime obvious need to keep up.</li> </ul>
Human resources (n=3)	<ul style="list-style-type: none"> <li>Investments in people and resources may be necessary in order to achieve long term efficiencies;</li> <li>Qualification criteria; selection criteria;</li> <li>More effective recruiting.</li> </ul>
Public trust and confidence (n=2)	<ul style="list-style-type: none"> <li>We will be studying the use of Analytics and Visualization in building trust and confidence in the community;</li> <li>Public confidence in the police institution.</li> </ul>
Policing persons with mental illness (n=1)	<ul style="list-style-type: none"> <li>Interactions with persons with severe mental illness.</li> </ul>