Technology Innovation and the Economics of Policing
Workshop Report

July 10th and 11th, 2012
Ottawa, ON

Report Date: July 30th, 2012
Executive Summary

Police leaders and community safety partners participated in a Technology Innovation and the Economics of Policing Workshop on July 10th and 11th 2012 to develop a framework for a Technology Innovation Action Plan.

An overview of this framework is provided at Annex A based on the following mission/objective and associated guiding principles:

- **Mission/Objective of the Technology Innovation Action Plan**: To develop, procure, deploy, and optimize technology as a strategic investment to enhance capability in alignment with a Full Circle Community Safety Model\(^1\) and established priorities.

- **Guiding Principles.** All future technology investments will be
  
  - Enabled by high level directives and policies i.e. legislation, agreements, and procedures (i.e. info sharing/procurement)
  - Innovative and Transparent
  - Collaborative and informed by Research and Development efforts, best practices and lessons learned
  - Risk Management and Outcome Focused
  - Designed to Enhance operability/interoperability
  - Standards based
  - Replicable and portable
  -Aligned with National Strategies such as the Communications Interoperability Strategy for Canada (CISC)
  - Operationally and Economically Sustainable

The balance of this workshop report provides additional background and context related to the development of the framework and outlines the next steps and priority initiatives required to develop a formal Technology Innovation Action Plan for all community safety partners.

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\(^1\) A Full Circle Community Safety Model has been developed through an ISIS research project. This model will be presented to the CACP Annual Conference in August 2012. Subsequently more details on the model will be available to support the development of the Technology Innovation Action Plan.
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Annex C – Sample Communications Interoperability Project Roadmap
Annex D – Prince Albert CMPA Tool Overview
Annex E – Full Circle Community Safety Model Primer
Annex F – Canadian Communications Interoperability Continuum
1 WELCOME AND SETTING THE CONTEXT

Assistant Commissioner Cal Corley and Chief Dale McFee welcomed all attendees and provided presentations in relation to recent activities related to this complex topic and highlighted several key points to set the context for the workshop. The group was encouraged to consider the following key points and influences in developing a Technology Innovation Action Plan:

- The current policing model is not sustainable
- The emerging 2020 police model
- The emerging Full Circle Community Safety model
- The Drummond Report

The guidance to the group was to exploit the opportunity that the now exists to optimize technology as an integral part of a multi-stakeholder Community Safety Model with due consideration to the current issues associated with Demand for Services. Complexity in Service Delivery and Interdependencies, Expectations, Economics and the Rising Cost of Policing/Community Safety.

2 ATTENDEES

The following representatives from community safety partner organizations attended the workshop and contributed to workshop outcomes:

<table>
<thead>
<tr>
<th>Attendee</th>
<th>Organization</th>
<th>Email Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Bill Moore</td>
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<td>13. Norm Taylor</td>
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</tbody>
</table>
3 WORKSHOP OBJECTIVE AND INTENTION QUESTION

The approved workshop objective was to develop a framework for a Technology Innovation Action Plan in response to the following question:

*What do we need to do as a Public Safety Community to continue to innovate and leverage technology in the delivery of community safety services in Canada in alignment with a Full Circle Community Safety Model in a manner that is both operationally and economically sustainable?*

4 AGENDA

The following agenda was used to guide the workshop and was adjusted as needed to meet the workshop objective.

<table>
<thead>
<tr>
<th>Tuesday July 10th</th>
<th>Subject</th>
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<tbody>
<tr>
<td>9:00</td>
<td>Introductions and Welcome</td>
</tr>
<tr>
<td>9:15</td>
<td>Setting the Context</td>
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<td></td>
<td>• Reviewing Police Services – Why Necessary?</td>
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<td></td>
<td>• The Drummond Report</td>
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<tr>
<td>9:45</td>
<td>Workshop Overview and Approach</td>
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<td></td>
<td>• Schedule</td>
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<td></td>
<td>• Intention Question</td>
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<td>• Key Concepts</td>
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<td>• Expectations and Topics</td>
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<td>10:30</td>
<td>Health Break</td>
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<tr>
<td>10:45</td>
<td>Activity 1 – Technology and Policing – Current State Assessment</td>
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<tr>
<td>12:45</td>
<td>Activity 2 – Technology and Policing – Future State and Vision</td>
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<tr>
<td>14:15</td>
<td>Activity 3 – Technology - Innovation, the Value Added Proposition and the Case for Change</td>
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<tr>
<td>15:30</td>
<td>Day 1 Review and Day 2 Overview</td>
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<tr>
<td>16:00</td>
<td>Day 1 Closing Remarks</td>
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<table>
<thead>
<tr>
<th>Wednesday July 11th</th>
<th>Subject</th>
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<tbody>
<tr>
<td>9:00</td>
<td>Day 1 Review and Summary.</td>
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<tr>
<td>12:45</td>
<td>Activity 5 – The Current Reality - Overcoming Barriers and Challenges</td>
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<tr>
<td>14:30</td>
<td>Activity 6 – Priorities and Next Steps</td>
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<tr>
<td>15:30</td>
<td>Workshop Review and Outcomes</td>
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<tr>
<td>16:00</td>
<td>Closing Remarks</td>
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</table>
5  KEY ISSUES AND TOPICS

The attendees completed a Lego based ice breaker and were subsequently asked to consider issues and topics associated with the intention question. The list below reflects a comprehensive but not exhaustive list of issues and topics that need to be considered in the development and implementation of any resulting action plan for Technology Innovation and Community Safety:

- The current environment presents both challenges and opportunities – embrace the opportunities
- Think tri-service and beyond
- Most of the pieces of this puzzle exist but in a complex series of silos
- Technology can be a bridge to other partners
- Public Perceptions and Optimizing Resources to include Technology
- Aligning Technology and Innovation with Service Delivery
- Optimizing current technologies and leveraging emerging technologies
- Learning from partners and collaboration
- Technologies to achieve prevention
- Whole picture of response
- Information privacy and protection
- Need to know changes to need to share
- Improved analytics
- Engagement with industry and improving procurement processes
- Police/Community Safety leader guidance
- Canadian Interoperability Continuum based approach
- Technology Gap and Need Identification and Solutions
- Improved problem solving (corporate context)
- Managing/optimizing the large amounts of current and future data
- Moving beyond legacy systems and Government Owned and Operated approach
- Economies of scale (cost sharing and partnerships)
- Standards
- Mission and Vision (moon shot as a technology and innovation driver)
- Service models and use of people (90% of current budgets)
6  KEY CONCEPTS

Chris Davis provided a short primer on key concepts centered on the relationship between People-Process and Technology and the opportunity for innovation as reflected in the graphic below.

The attendees were encouraged to consider this relationship throughout the workshop. For the purposes of the workshop the group endorsed the following definition of Innovation:

Innovation is the creation of better or more effective products, processes, services, technologies, or ideas that are readily available to markets, governments, and society. Innovation refers to the notion of doing something different.

7  TECHNOLOGY AND INNOVATION – CURRENT STATE ASSESSMENT

Based on a review of the associated topic and issue list, the group agreed to conduct a current state assessment on the following key topics/issues:

- Service Delivery and Performance Measurement
- Standards
- Partner Outreach and Lessons Learned
- Economics and Value
- Police Leaders and Managing HR and Technology
- Technology Gap and Needs Identification and Solutions
The list below provides a synopsis of the results of the current state assessments

- This is not primarily a technology issue
- Police are using technology well as a core capability within the current service models
- Significant funds and resources are being committed to technology
- Current technologies have not been optimized
- Culture trumps technology innovation in the absence of strong and courageous leaders
- No formal policing/community safety models to shape technology requirements tend to work in isolation to address local needs
- No established performance measures to capture value and ROI related to technology investments
- A lingering culture of need to know vice need to share (this culture is changing)
- A growing number of open standards endorsed in Canada
- Ongoing challenges associated with engagement and consultation with industry throughout the pre-procurement and procurement process
- A growing trend towards partnerships and cost sharing for technology initiatives (within the police community and increasingly with other community safety partners)
- Limited information sharing at present but Information sharing and Information Management remains a key priority and enabler for technology initiatives

8 CURRENT AND EMERGING INNOVATIONS – CURRENT STATE ASSESSMENT

In support of the current statement assessment, Ron Anderson (Prince Albert) and Norm Taylor provided short presentations on the Prince Albert CMPA tool and the ISIS Full Circle Community Safety Model. A background paper on the CMPA tool currently in use in Prince Albert is provided at Annex D. A proposed Full Circle Community Safety Model was introduced and will be presented at the CACP Annual Conference being held from 19 -22 August 2012. A backgrounder on the model will be made available to attendees as soon as approved for release.

9 FUTURE STATE ASSESSMENT

The future state assessment activities included discussions on a vision/mission in relation to a Technology and Innovation Action Plan, guiding principles and the value added proposition for future technology investments.

9.1 MISSION STATEMENT:

Based on plenary session discussions, consensus was achieved on the following draft Mission Statement for a Technology and Innovation Action Plan:

To develop, procure, deploy, and optimize technology as a strategic investment to enhance capability in alignment with a Full Circle Community Safety Model* and established priorities**

* Based on emerging ISIS model
** National, provincial/territorial, regional and municipal
9.2 **GUIDING PRINCIPLES.**

The draft mission statement and future technology investments will be influenced by the following guiding principles:

- Innovative and Transparent
- Collaborative and informed by R&D, best practices and lessons learned
- Risk Management and Outcome Focused
- Enhance operability/interoperability
- Standards based
- Replicable and portable
- Aligned with National Strategies such as the Communications Interoperability Strategy for Canada (CISC)
- Enabled by high level directives and policies i.e. legislation, agreements, and procedures (i.e. info sharing/procurement)
- Operationally and Economically Sustainable

Similarly, the group identified the need for future technology investments to address:

- Performance Measurement
- Capability and Capacity
- Operability/Interoperability
- Efficiency
- Speed/Timeliness
- Accuracy, Reliability and Integrity
- Mobility
- Availability
- Safety
- Decision Support
- Situational awareness
- Protection

10 **THE CASE FOR CHANGE**

Based on the draft mission and guiding principles which reflect a shared vision for the group, attendees were asked to consider the case for change and need to make this a priority. The following statement synthesizes the case for change:

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The emerging Full Circle Community Safety model demands new capabilities. Technology is a central element of this model and must be optimized.

This model presents an opportunity to enhance community safety capabilities and ease the burden on all community safety partners i.e. renewed focus on proactive and core services

**Ideal outcomes:** The ideal outcome to be achieved through the implementation of the envisioned Technology Innovation Action Plan in simple terms is efficiencies and enhanced capability driven by a new way of doing business based on a changed conversation and economic realities.
11 RECOMMENDATIONS AND ACTION PLANNING

Based on the draft mission statement and guiding principles the group agreed to examine the following topics/lanes in greater detail to develop concrete recommendations and action planning initiatives:

1. Leadership, Governance and Partnerships
2. Strategic Directive and Policies (Legislation and Agreements, Standards)
3. Technology Need Identification & Research and Development
4. Sharing Current Initiatives, Best Practices and Lessons Learned
5. Technology Implementation and Franchising
6. Procurement

The group acknowledged the strong linkages to the Full Circle Community Safety Model, Performance Measurement, and Social Return on Investment, Information Management and Employment Models however these issues were considered out of scope at this time.

The following table summarizes key recommendations associated with each priority topic/lane:

<table>
<thead>
<tr>
<th>Topic/Lane</th>
<th>Key Enablers and Recommendations</th>
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</table>
| Leadership, Governance and Partnerships | - Bring partners together to endorse a Full Circle Community Safety model and define a common goals & vision  
- Look at improved community safety delivery (cross sectoral).  
- Support multi-disciplinary leadership courses/training/events to enhance the strategy (focus on LEADERSHIP of the issue not OWNERSHIP of the issue).  
- Develop a cross sectoral study to explore international (possibly Canada/US to save money) best practices (ISIS #2 with partners)  
- Define senior level NATIONAL governance model, possibly based on CISC, that will eventually act as the Board of Directors for a new Canadian Not-for-Profit entity for Community Safety  
- Develop relationships between policing/community safety & non-traditional partners e.g. Gaming & Liquor groups  
- Develop a leadership/mentorship program, in partnership with industry, designed to support the identification and development of tech friendly leaders of the future.  
- Leverage CITIG to support this effort  
- CACP President to socialize this initiative with EMSCC/CAFC at CACP Conference & invite them (or rep) to participate in the Community Safety Town Hall  
- Extend outreach to FCM/CAPB/CPA and beyond.  
- Ensure Action Plans & Recommendations are raised as ADM Policing Issues.  
- Look to get on agenda for other relevant FPT Committees/Groups |
| Strategic Directives and Policy | - Assigned to a formal governance body  
- Verify vision, mission and statement to outcome  
- Borrow from the P25 and 700 MHz technical working group and Operation Intersect Integrated Response model directives, policies and processes as appropriate  
- Develop WG to develop/use existing templates to re-align with community safety needs |
<table>
<thead>
<tr>
<th>Topic/Lane</th>
<th>Key Enablers and Recommendations</th>
</tr>
</thead>
</table>
| **Technology Need Identification and Research and Development** | - Move away from ad hoc research to formalized relationships with academia and industry (See DRDC Emergency Responder Test and Evaluation Establishment model/presentation attached at Annex B)  
- Develop a relationship with University Granting Councils and centers of excellence such as the Canadian Centre for Public Safety and Policing at the University of Regina  
- Create Centralized Source for Information  
- Establish central site for information relating to technology and capability standards, availability, testing, etc.  
- Develop Strategy to Talk to Industry – make talking to industry a regular occurrence through a formalized process  
- Develop Strategy to Engage Academia  
- Develop strategy for Information Portal |
| **Sharing information on current initiatives, best practices & lessons learned** | - Leverage CITIG membership (1000+), web portal, social media network, events, etc.  
- Create a Communications Strategy that includes #SM, etc.  
- Explore possibility of a National Summit.  
- Identify regional leaders/champions/key influencers  
- Develop portal for sharing of best practices/lessons learned (can use CITIG tomorrow as a start point).  
- Seek opportunities to socialize/market/educational opportunities including CATA Vendor Outreach Forum (Oct 16th & 17th), CITIG 6 (Dec. 2nd to 5th in Toronto) |
| **Technology Implementation and Franchising** | - Establish a Model for Implementation & Franchising (Look at CITIG, Full Circle, others) – build in replicability from the start  
- Increase visibility of this approach within public safety (CITIG, CACP, Tri-Services, Associations)  
- Formal project management and better documentation of entire process including post-implementation follow-up to determine if objectives were met (See a sample Project Roadmap provided at Annex C)  
- Establish training programs in implementation and franchising  
- Build Case for Change (economic impacts coming, etc.)  
- Map out connections of who should be involved /find the champions of this approach and organize working group  
- Define target outcomes  
- Better implementations that meet objectives and are built to franchise  
- Huge efficiencies from an approach that prevents reinventing the wheel |
| **Procurement** | - Strategic Procurement Body aligned with CSSP (new amalgamated program based on PSTP, CRTI and CPRC)  
- Standards based/ standards and testing (CSSP is working on this now)  
- Tie requirements to the Interoperability Continuum (Annex F) and Full Circle Community Safety model (Annex E)  
- Develop further procurement direction with industry  
- Collective ownership of the procurement process  
- Develop a national buyers group portal  
- Shared solutions and procurement approach/templates (Consider role for NFP organizations and see existing procurement models in place in Ontario and other regions)= |
12 OVERCOMING BARRIERS AND CHALLENGES

The group considered the barriers and challenges that would make it difficult to achieve the mission and guiding principles established for the Technology Innovation Action Plan and how to mitigate these challenges and barriers. The table below captures the results of this discussion:

- Identify challenges or barriers in achieving the mission associated with the Technology Innovation Action Plan?
  - Current culture and controls of police leaders
  - The environment of culture trumps technology in the absence of courageous leadership
  - Lack of senior leadership situational awareness on technology and the economy
  - Limited/lack of the right people and resources to include funding
  - The short time horizons for many political and senior community safety appointments (no burning issue on their watch)
  - The need for innovation impeded by government bureaucracy – slow to change and innovate
  - Being recognized amongst competing priorities
  - Lack of the right skillsets within community safety to deal with the pending/rolling crisis
  - A lack of action that will lead to gradual erosion of services (“failing very, very slowly and then all of a sudden”)

- How can you mitigate these challenges and barriers?
  - Engage the right people and skill sets to address this issue – remain proactive and consider the need for an economist perspective
  - Champion a nation approach - find leaders and early followers. A short video that may be of interest on leaders and early followers can be seen at http://www.youtube.com/watch?v=fW8amMCVAJQ
  - Advance the development and implementation of a Technology Innovation Action Plan based on the core recommendations reflected in the Framework (Annex A).

13 PRIORITIES AND NEXT STEPS

Technology innovation is considered an integral part of an effective Community Safety Model and the development of a Technology Innovation Action Plan is considered a high priority. The Technology Innovation Action Plan based on the framework developed through this workshop and depicted at Annex A will continue to evolve to achieve the mission and guiding principles establish for Technology Innovation and will contribute to the concept of

Support Awareness  Intent to Act  Action (Think Nationally/Act Locally)

In the short term the following priorities and next steps were established to support the ongoing development of the Technology Innovation Action Plan.

1. Develop a Communications Plan to support enhanced leadership and community awareness – strategy to include an overview of key messages, websites and events. The immediate focus is on recording a Drummond Report Webinar/video to be shared at the upcoming CACP Conference and with other community safety partners.
   Lead: RCMP CPC
2. Engage a small group of Senior Leaders (15-25) before the end of 2012 to review the Technology Innovation Action Plan framework and provide strategic direction on associated priority initiatives
   **Lead:** CACP, CPC and PSC through outreach to other community safety partners

3. Conduct a follow on Technology Innovation Action Plan Working Group/Workshop to advance the development of the Technology Innovation Action Plan based on the framework presented at Annex A and the strategic direction provided from the Senior Leaders group. Explore CSSP funding support.
   **Lead:** CACP in consultation with CSSP

4. Leverage CITIG 6 to communicate the current state of the Full Circle Community Safety Model and the TIAP. Explore the opportunity to engage CITIG participants in breakout sessions to provide upgrades and feedback on both the model and TIAP from an interoperability perspective.
   **Lead:** CITIG in consultation with CACP and ISIS

14 CLOSING REMARKS

All attendees expressed their appreciation for the opportunity to contribute to the workshop and this important initiative and restated their commitment to support the development of the Technology Innovation Action Plan in the future. Assistant Commissioner Cal Corley and Chief Dale McFee thanked all attendees for their contributions to the workshop and pledged to champion this initiative and the priority next steps in the months ahead. The CACP Annual Conference will be a catalyst for the development of a Technology Innovation Action Plan and further work on this effort are anticipated in the fall of 2012 and in advance of CITIG.

Annexes:

- Annex B – DRDC Emergency Responder Test and Evaluation Establishment Model
- Annex C – Sample Communications Interoperability Project Roadmap
- Annex D – Prince Albert CMPA Tool Overview
- Annex E – Full Circle Community Safety Model Primer
- Annex F – Canadian Communications Interoperability Continuum
Background Information / Influences

- Full Circle Community Safety Model
- National Strategies to include the Communications Interoperability Strategy for Canada
- RCMP IM Strategy
- NPIA Initiatives (UK)
- Prince Albert CMPA model and tool
- Operation INTERSECT models
- The Drummond Report

Technology Innovation - Current State Assessment

- The current policing model is not sustainable
- The environment presents both challenges and opportunities
- This is not solely a technology issue
- Police are using technology well as a core capability within the current service models
- Significant funds and resources are being committed to technology
- Current technologies have not been optimized
- Culture trumps technology innovation in the absence of strong and courageous leaders
- No formal policing/community safety models to shape technology requirements tend to work in isolation to address local needs
- No established performance measures to capture value and ROI related to technology investments
- A lingering culture of need to know vice need to share (the culture is changing)
- A growing number of open standards endorsed in Canada
- Ongoing challenges associated with engagement and consultation with industry throughout the pre-procurement and procurement process
- A growing trend towards partnerships and cost sharing for technology initiatives (within the police community and increasingly with other community safety partners)
- Limited information sharing at present but Information sharing and Information Management remains a key priority and enabler for technology initiatives
- Most of the pieces of this puzzle exist but in a complex series of silos

Technology Innovation Action Plan

Strategic Framework

What do we need to do as a Public Safety Community to continue to innovate and leverage technology in the delivery of community safety services in Canada in alignment with a Full Circle Community Safety Model in a manner that is both operationally and economically sustainable?

Strategy – How will we get there? Priority Initiatives

1. Develop a Communications Plan to support enhanced leadership and community awareness – strategy to include an overview of key messages, websites and events. The immediate focus is on recording a Drummond Report Webinar/video to be shared at the upcoming CACP Conference and with other community safety partners. **Lead**: RCMP CPC
2. Engage a small group of Senior Leaders (15-25) before the end of 2012 to review the Technology Innovation Action Plan framework and provide strategic direction on associated priority initiatives. **Lead**: CACP, CPC and PSC through outreach to other community safety partners
3. Conduct a follow on Technology Innovation Action Plan Working Group/Workshop to advance the development of the Technology Innovation Action Plan based on the framework presented at Annex A and the strategic direction provided from the Senior Leaders group. Explore CSSP funding support. **Lead**: CACP in consultation with CSSP
4. Leverage CITIG 6 to communicate the current state of the Full Circle Community Safety Model and the TIAP. Explore the opportunity to engage CITIG participants in breakout sessions to provide upgrades and feedback on both the model and TIAP from an interoperability perspective. **Lead**: CITIG in consultation with CACP and ISIS

The Case for Change

The emerging Full Circle Community Safety model demands new capabilities. Technology is a central element of this model and must be optimized.

This model presents an opportunity to enhance community safety capabilities and ease the burden on all community safety partners i.e. renewed focus on proactive and core services.

Challenges and Barriers to Technology Innovation

- Current culture and controls of police leaders
- The environment of culture trumps technology in the absence of courageous leadership
- Lack of senior leadership situational awareness on technology and the economy
- Limited/lack of the right people and resources to include funding
- The short time horizons for many political and senior community safety appointments (no burning issue on their watch)
- The need for innovation impeded by government bureaucracy – slow to change and innovate
- Being recognized amongst competing priorities
- Lack of the right skills and training within community safety to deal with the pending/rolling crisis
- A lack of action that will lead to gradual erosion of services (“failing very, very slowly and then all of a sudden”)

Mission/Objective

To develop, procure, deploy, and optimize technology as a strategic investment to enhance capability in alignment with a Full Circle Community Safety Model and established priorities.

Future State Outcomes/Guiding Principles

Ideal outcomes: The ideal outcome to be achieved through the implementation of the envisioned Technology Innovation Action Plan in simple terms is efficiencies and enhanced capability driven by a new way of doing business based on a changed conversation and economic realities.

All future technology investments will be:
- Enabled by high level directives and policies i.e. legislation, agreements, and procedures (i.e. info sharing/procurement)
- Innovative and Transparent
- Collaborative and informed by Research and Development efforts, best practices and lessons learned
- Risk Management and Outcome Focused
- Designed to Enhance interoperability/interoperability
- Standards based
- Replicable and portable
- Aligned with National Strategies such as the Communications Interoperability Strategy for Canada
- Operationally and Economically Sustainable

Future technology investments will contribute to:
- Performance Measurement
- Capability
- Operability/Interoperability
- Efficiency
- Capacity
- Speed/Timeliness
- Accuracy
- Reliability and Integrity
- Mobility
- Availability
- Safety
- Decision Support
- Situational Awareness
- Protection
### Technology Innovation Action Plan

#### Mission/Objective
To develop, procure, deploy, and optimize technology as a strategic investment to enhance capability in alignment with a Full Circle Community Safety Model and established priorities.

#### Guiding Principles
All future technology investments will be:
- Enabled by high level directives and policies i.e. legislation, agreements, and procedures (i.e. info sharing/procurement)
- Innovative and Transparent
- Collaborative and informed by Research and Development efforts, best practices and lessons learned
- Risk Management and Outcome Focused
- Designed to Enhance operability/interoperability
- Standards based
- Replicable and portable
- Aligned with National Strategies such as the Communications Interoperability Strategy for Canada
- Operationally and Economically Sustainable

### Key Recommendations
- **Technology Innovation and Economics of Policing Workshop Report**
  - Bring partners together to endorse a Full Circle Community Safety model
  - Define senior level NATIONAL governance model
  - Develop relationships between policing/community safety & non-traditional partners
  - Develop a leadership/mentorship program, in partnership with industry, designed to support the identification and development of tech friendly leaders of the future.
  - Leverage CITIG to support this effort

- **Strategic Directions and Policy**
  - Assign responsibility to a formal governance body
  - Borrow from the P25 and 700 MHz technical working group and Operation Intersect directives/policies/processes
  - Establish a Working Group to develop templates for community safety needs

- **Technology Need Identification and R&D**
  - Move away from ad hoc research
  - Develop a relationship with University Granting Councils and centers of excellence such as the Canadian Centre for Public Safety and CSSP
  - Establish central site for information relating to technology and capability standards, testing, etc.
  - Develop Strategy to Talk to Industry—make talking to industry a regular occurrence through a formalized process

- **Technology Implementation and Franchising**
  - Establish a Model for Implementation & Franchising
  - Formal project management and better documentation of entire process
  - Establish training programs in implementation and franchising
  - Commit to technologies that meet objectives and are built to franchise

- **Procurement**
  - Leverage CITIG membership
  - Create a Communications Strategy
  - Explore possibility of a National Summit
  - Identify regional leaders/champions/key influencers
  - Develop portal for sharing of best practices/lessons learned Seek opportunities to socialize/educate/educational opportunities including CATA Vendor Outreach Forum

#### Technology Innovation Action Plan - Short Term Initiatives

1. **Develop a Communications Plan to support enhanced leadership and community awareness**—strategy to include an overview of key messages, websites and events. The immediate focus is on recording a Drummond Report Webinar/video to be shared at the upcoming CACP Conference and with other community safety partners.  
   **Lead:** RCMP CPC

2. **Engage a small group of Senior Leaders (15-25) before the end of 2012 to review the Technology Innovation Action Plan framework and provide strategic direction on associated priority initiatives**  
   **Lead:** CACP, CPC and PSC through outreach to other community safety partners

3. **Conduct a follow on Technology Innovation Action Plan Working Group/Workshop to advance the development of the Technology Innovation Action Plan based on the framework presented at Annex A and the strategic direction provided from the Senior Leaders group. Explore CSSP funding support.**  
   **Lead:** CACP in consolation with CSSP

4. **Leverage CITIG 6 to communicate the current state of the Full Circle Community Safety Model and the TIAP. Explore the opportunity to engage CITIG participants in breakout sessions to provide upgrades and feedback on both the model and TIAP from an interoperability perspective.**  
   **Lead:** CITIG in consultation with CACP and ISIS
Emergency Responder Test and Evaluation Establishment

• The Emergency Responder Test and Evaluation Establishment (ERTEE) is DRDC’s location in Regina. It will be primarily responsible for delivering the testing and evaluation component of the CSSP, focusing on supporting the emergency responder community across Canada, but also addressing the needs of the broader public safety and security community. ERTEE will work with users, universities and industry partners to put in place collaborative projects to test and evaluate potential technologies. This includes assessing the effectiveness and potential limits of the technologies, as well as looking at associated standards, processes and methodologies.
Types of Test & Evaluation

• **Developmental -- Engineering -- Operational T&E**
  - These types of T&E already being done in Government, Industry and Academia
    - Important to involve end user early

**GAP**
- **What is lacking:**
  - Performance Standards
  - Test Standards
  - System of Certification

• **Comparative T&E:** Equipment designed to perform the same function is evaluated on pre-set criteria to determine suitability and a preferred option for acquisition

Factors in Conducting T&E

**T&E essential to ensure equipment:**
- Safety - Maintainability
- Effectiveness - Compatibility
- Reliability - Supportability

**Note:** Performance Standards and Test Methodology required in each area
Constraints / goals

1. Collaboration with standards associations and certified testing establishments
2. Collaboration with research bodies
3. Quality, consistency & safety - highest levels
4. Agility – responsive but not at the cost of #3
5. Live within our means (16 staff)
6. Response to CEWSI recommendations
7. Meet the expectations of the operational community

Addressing the Gaps

• Systems approach to standards / certification
  – Best practice approach to T&E program that meets performance and safety requirements
  – Address technical and operational requirements
• User pay option
• Build on CEWSI model
Closing the gap

The First Responder Owns and Shapes requirement

Identify, Adapt, Test, Evaluate, Demonstrate, Disseminate

WHAT

Guides Evaluation Requirements
Simulated Operational Environment
Operational Environment For testing & assessment

CSSP-ERTEE

HOW

Evaluate Capability Requirements

Solution Model

Identify needs and potential solutions
Adapt
Lab & Field Evaluation

Test

Disseminate

Assess

Information Search
Operational Context Evaluation Model
Unstructured Testing
3rd party lab & Scenario Based Operational Field testing
Performance metrics Lessons learned

Industry Opportunities

Identify, Adapt, Test, Evaluate, Demonstrate, Disseminate
### Evaluation

- Application / Recommendation
- Performance Expectations
- Scope and Evaluation Plan (Technical and Operational)
- Independent Testing (Qualified 3rd Party Lab)
- Operational Testing
- Evaluation of Results & Opinions
- Regular Follow-up

### Industry

- Need to understand needs
- What is ROI for new tech implementation
- Do once vs do many
### Communications Interoperability Project Roadmap

<table>
<thead>
<tr>
<th>Phase I: Initiating Project</th>
<th>Phase II: Planning Project</th>
<th>Phase III: Executing and Managing Project</th>
<th>Phase IV: Reviewing Project</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Step 1 – Plan</strong></td>
<td><strong>Step 2 – Develop Communications Interoperability Strategy (CIS) and Action Plan</strong></td>
<td><strong>Step 3 – Implement the Plan</strong></td>
<td><strong>Step 4 – Procure</strong></td>
</tr>
<tr>
<td><strong>• Communications Interoperability Strategic and Action Plan for Canada Public Safety Canada</strong></td>
<td><strong>• Governance structure and documentation</strong></td>
<td><strong>• Future state capacities</strong></td>
<td><strong>• Project Management Plan</strong></td>
</tr>
<tr>
<td><strong>• Organizational/Regional Frameworks and Plans</strong></td>
<td><strong>• Project Charter and Integrated Project Management Plan</strong></td>
<td><strong>• Requirements definition</strong></td>
<td><strong>• Risk Management Plan</strong></td>
</tr>
<tr>
<td><strong>• Functional/Regional Frameworks and Plans</strong></td>
<td><strong>• Project Schedule</strong></td>
<td><strong>• Initiation plans</strong></td>
<td><strong>• Communications Plan</strong></td>
</tr>
<tr>
<td><strong>• Project Management Initiating and Planning Processes</strong></td>
<td><strong>• Supporting Plans (e.g., Communication, Risk, Change Management, Consultation)</strong></td>
<td><strong>• Approved Strategy</strong></td>
<td><strong>• Change Management Plan</strong></td>
</tr>
<tr>
<td><strong>1.1. Initiate Project</strong></td>
<td><strong>2.1. Define Current State “AS IS”</strong></td>
<td><strong>• Stakeholder engagement outputs and outcomes</strong></td>
<td><strong>• Other key plans</strong></td>
</tr>
<tr>
<td><strong>1.2. Establish Governance</strong></td>
<td><strong>2.2. Define Desired Future State “TO BE”</strong></td>
<td><strong>• Communications Interoperability Strategy and Action Plans</strong></td>
<td><strong>• Self-Assessment Results (baseline)</strong></td>
</tr>
<tr>
<td><strong>1.3. Develop Integrated Project Management Plan</strong></td>
<td><strong>2.3. Broad Stakeholder Workshop</strong></td>
<td><strong>• Governance Structure</strong></td>
<td><strong>• Project Timeline</strong></td>
</tr>
<tr>
<td><strong>1.4. Conduct Stakeholder Analysis</strong></td>
<td><strong>2.4. Validate the CI Strategy and Seek Buy-in</strong></td>
<td><strong>• Stakeholder inputs</strong></td>
<td><strong>• Other Plan</strong></td>
</tr>
<tr>
<td><strong>1.5. Conduct Environmental Scan</strong></td>
<td><strong>3.1. Implement Action Plans</strong></td>
<td><strong>• Communications Interoperability Strategy and Action Plans</strong></td>
<td><strong>• Project Report</strong></td>
</tr>
<tr>
<td><strong>1.6. Develop Business Requirements</strong></td>
<td><strong>3.2. Create an Annual Workplan</strong></td>
<td><strong>• Governance Structure</strong></td>
<td><strong>• Risk Management Plan</strong></td>
</tr>
<tr>
<td><strong>1.7. Conduct Risk Analysis</strong></td>
<td><strong>3.3. Resources Plans</strong></td>
<td><strong>• Stakeholder inputs</strong></td>
<td><strong>• Communications Plan</strong></td>
</tr>
<tr>
<td><strong>1.9. Develop Initial Process Documents</strong></td>
<td><strong>3.5. Identify and Develop a Framework of Standardized Practices</strong></td>
<td><strong>• Governance Structure</strong></td>
<td><strong>• Other Key Plans</strong></td>
</tr>
<tr>
<td><strong>1.10. Develop Project Plan</strong></td>
<td><strong>3.6. Explore [Seminar, Showroom, etc.]</strong></td>
<td><strong>• Stakeholder inputs</strong></td>
<td><strong>• Self-Assessment Results (baseline)</strong></td>
</tr>
</tbody>
</table>

**Current State Assessment, Future State Vision, Capabilities, Gaps/Analysis**

Engage, Validate and Foster Buy-in

Write the Strategy and Seek Final Approval

**1.2.1. Stakeholder Analysis and Map**

**1.3.1. Project Charter**

**1.4.1. Integrated Project Management Plan**

**2.1.1. Stakeholder Assessment Report**

**2.2.1. Workshop Report: Interview Notes Focus Group Summaries**

**2.3.1. Inputs to the Plan**

**2.4.1. Communications Interoperability Strategy Production Plan**

<table>
<thead>
<tr>
<th>Governance</th>
<th>SDP, CISP</th>
<th>Technology</th>
<th>Training</th>
<th>Exercise</th>
<th>Use/Other Communications</th>
<th>Other</th>
</tr>
</thead>
</table>

**2.10. Workshop Report: Interview Notes Focus Group Summaries**

**2.11. Technology Assessment and Roadmap**

**2.12. Initiate Action Plan (Draft) and Prioritization**

**2.4.2. Draft the Communications Interoperability Strategy/CISP**

**3.1.1. CISP Receptivity Assessment Matrix**

**3.2.2. Develop and Test Scenarios for Future State Vision and Capabilities**

**3.3.2. Define Operational Requirements (CISP) Training and Exercise Needs**

**3.4.4. Finalize the CISP**

**3.5.5. Update Procurement Plan and Schedule**

**3.6.6. Evaluate Risks and Select Vendor**

**4.1.5. Solicitation Documents/RFP, RFP, SDP**

**5.1.1. Status Reports**

**5.1.4. Knowledge Transfer Plan with Lessons Learned**

**6.1.7. Manage Contracts**

**6.1.8. Negotiate Contract**

**6.1.9. Review Procurement Plan and Schedule, Budget**

**7.1.10. Transition and Sustaining the Plan**

**7.1.11. Change Management Plan**

**7.1.12. Updated Communication Plan with Lessons Learned**

**7.1.13. Status Reports**

**7.1.14. Transition and Sustaining Plan**

**7.1.15. Operational Continuity Framework to Support Business Continuity**

**18**
Prince Albert CMPA Matrix Overview

The PAPS Person and Address Matrix tools were initially designed based on a person tracking Excel file that was being used in GCSS in Glasgow for tracking the progress of individuals that they were working with. The inherent issues surrounding the Glasgow method were that the information had to be updated manually, and the individuals on the list were added by people who had sifted through data to identify subjects to be placed on the list. In designing our Matrix tools, the goal was to leverage the information that front line officers already enter into our records management system and to have the system present individuals based on that data without staff making decisions on who belongs on the list. The justification for this was that it was our desire to identify individuals who may not even be on our radar as a service yet through the electronic data that we already collect.

Updated information is exported from the RMS system every 6 hours to the database backend of the matrix. This information includes the base information from all tickets, street checks, dispatch calls, and general occurrences, but does not include any of the associated narrative texts from those records. This information provides the basis for the calculations and filtering used in the Matrix. The matrix references this information and uses weighted values for each possible role that an individual or address may have played in relation to incidents. The default values that were established are:

- Offender - 10
- Complainant/Victim - 8.5
- Involved - 7
- Witness - 6
- Non-Disclosure - 1
- Ticket - 5
- Street Check - 7.5
- Arrest - 10
- Warrant - 10

The decision was also made to include an age adjustment based on the health risk assessment model. The multipliers used are as follows:

- \(<15 = 1.5\)
- \(<18 = 1.35\)
- \(<=24 = 1.25\)
- \(>=40 = 0.8\)

All of these default values can be adjusted during usage to cater to specific projects. For example, if an officer is working on a project involving youth victimization, the officer may adjust the victim value to a higher level, put 0 value on the other roles and filter down the age field to under 18 resulting in only individuals under 18 who have been victimized.
Individuals who have been victims multiple times would be at the top and descend by their victimization score.

Specific addresses can also be entered in the Incident Address or Resided Address fields to return all persons who have been indexed to incidents at that address or the individuals who are listed as residing at the address in question. This provides the user with a network of individuals who are related in one way or another.

Users have the ability to click on an individual who is returned and see all involvement with the individual over the time period that was entered in the main page of the matrix to get an overview of the person’s situation.
The same principles used in developing the Person Matrix were incorporated in the address matrix in order to address problem households or businesses with the exception of the adjustment factors for age.

The enhancements that are planned for these systems are to combine the two tools into a single system of sorts where addresses and individuals can be looked at together to result in a "household" score to identify families that may need interventions, the ability to add outside agency information on people identified to track successes or failures of such things as addiction counselling or school attendance. This would only be gathered on individuals that have been brought forward to the Hub/Cor attention.

Additional drill down features are being considered to be able to link directly into the records management system to review incidents via the Matrix.

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ISIS 2012 Presents: The Full Circle Community Safety Model

The Full Circle Community Safety Model is the final product of the 2012 cohort of the Institute for Strategic International Studies (ISIS 2012), the Canadian Association of Chiefs of Police global research and executive learning program. The model will be presented to the CACP Board of Directors and the association’s general membership in mid-August 2012 for their consideration, together with specific recommendations for its immediate application and further study across the Canadian policing and public safety system. At this time, any adoption of the model remains subject to the guidance of the CACP Board.

The model derives from a combination of domestic research into practices and metrics currently applied across Canadian policing, their governing bodies, and the communities they serve, and, the findings from a nine country series of site studies designed to compare emerging practices in these same areas and among these same parties in other countries. ISIS 2012 has determined through their global studies that 10 universally recognizable dimensions can be combined to represent a full circle approach to community safety. The dimensions are further supported by 5 foundational principles. Taken together, ISIS 2012 believes the Full Circle Community Safety dimensions will offer a new set of metrics and provide a new language for engaging all relevant stakeholders and for making new determinations about the economics and operational practices of policing. ISIS further believes that the model has the potential to reshape the national and local dialogue on the future of community safety and public safety in a modern Canada.

Subject to direction of the CACP Board, the Full Circle Community Safety model will be released publicly immediately following its presentation to the CACP general membership on August 21st, 2012 at Sydney, NS. All relevant materials will be available via the ISIS website (www.cacp.ca/ISIS) by August 22nd, 2012.