



STRAT COM2019

Strategic Communications:
Policing in an Ever-Changing Landscape

Les communications stratégiques :
La police dans un contexte en constante évolution

Oct. 20-22 2019

Toronto, Ontario

#stratcom2019



Sunday, October 20, 2019

17:00-19:00 Onsite Registration (*Grand Ballroom Foyer*)

Monday, October 21, 2019

07:00 Onsite Registration (*Grand Ballroom Foyer*)

07:00-08:15 **Breakfast** (*Salons ABC*)

08:15-17:00 Plenary Sessions (*Salon D*)

Welcome Remarks

08:15-08:30 Chief Wayne Gallant, M.O.M., Kennebecasis Regional Police Force

SESSION 1

08:30 - 09:30 **The Rules of Engagement: Image Development and Reputation Management**

Description

People form their opinions of any organization based on the first few seconds of input they receive about the agency, whether it be from direct contact or an indirect source - in many cases, the media. With that in mind, what kind of image is your organization portraying to your community, key government officials and your own employees?

Most police services are dealing with issues not crises on a day-to-day basis. As a result, this session will focus on issues management rather than crisis management.

Police officers are constantly being asked to “engage” with the public and the media. When should they do it? How should they do it? What tools are available to them?

Presenter Former Assistant Commissioner Judy Pal, NYPD; President, 10-8 Communications

Moderator William (Bill) Moore, O.O.M., Executive Director, Canadian Association of Chiefs of Police

SESSION 2

09:30 - 10:15 **A Community in Crisis - Empathy in Communications**

Description Police leaders are expected to lead in times of crisis. Yet leadership is not just about leading people, it’s about understanding the needs of your community and the people you represent, communicating with compassion and empathizing with them. This session will focus on how communications did exactly that during the tragic events of the Moncton shootings on June 4, 2014.

Presenters Alex Vass, RCMP, “J” Division

Chief Wayne Gallant, M.O.M., Kennebecasis Regional Police Force

Moderator Catherine Fortin, National Media Relations Manager, RCMP

10:15 - 10:45 **Network Break** (*Salons ABC*)

SESSION 3

10:45 - 11:15 **CACP Strategic Foresight - A Unique Futures-Focused Learning Program for Diverse Talent Across the Canadian Policing Sector**

Description What if we could instill in our own people the skills and science of strategic foresight?

The CACP Strategic Foresight program advances a future-focused, sustainable system-wide capacity building model. It provides a uniquely challenging developmental opportunity for many of our future policing leaders now. And, it enables the policing sector to scan forward 5 to 12 to 20 years ahead, identifying plausible futures built upon known and emerging trends and indicators, forecasting their incumbent issues, opportunities, challenges and solutions, and positioning us to mobilize in the common cause of community safety and well-being. Learn more about this unique program among the global policing community.

Presenters	Inspector Mark Crowell, Waterloo Regional Police Service; Member, CACP Executive Global Studies 2019 Cohort
	Inspector Jen Davis, Waterloo Regional Police Service; Member, CACP Executive Global Studies 2019 Cohort
Moderator	Emma Poole, Public Affairs/Media Relations Unit, Team Lead, Calgary Police Service; Co-chair, National Strategic Communications Group (NSCG)

SESSION 4

11:15 - 12:15 Leading and Communicating During a Traumatic Event

Description The death of an officer in the line of duty greatly impacts many people: the family, the police agency, the broader police community, the public, and the media.

The Abbotsford Police Department lost Constable John Davidson in November 2017 when he was shot and killed while responding to a call. The death shook the City of Abbotsford and the entire province of BC mourned the loss.

In the minutes, hours, days, weeks, and months following the tragic event, the APD had several communications considerations and challenges to deal with - both internal and external.

One of the biggest challenges was ensuring the loss of Constable Davidson did not lead to the loss of other front-line members who were traumatically affected by the event.

Understanding trauma better prepares police leaders and officers to assist trauma victims. This session will provide you with insight on how to communicate with your agency, police partners, the community, and the media after a traumatic event.

Presenter Chief Constable Bob Rich (Rtd.)

Moderator Natalie Wright, Communications Advisor, Canadian Association of Chiefs of Police, Co-chair, National Strategic Communications Group (NSCG)

12:15 - 13:15 Lunch (*Salons ABC*)

SESSION 5

13:15 - 13:45

Trauma-informed Leadership and Policing

Description

Police officers witness and are called upon to manage various situations involving victims who have experienced and survived traumatic events (e.g. sexual assault, a shooting, a mass casualty event, etc.). As a result, our officers are receivers of secondary trauma.

When an officer dies in a tragic manner in the line of duty, we lose more than just that first officer. We lose other front-line members who have been traumatically affected by the event.

Understanding trauma better prepares police leaders and officers to assist trauma victims, and it decreases the potential for re-victimization and/or further harm. Individuals widely vary in how they experience and express traumatic stress.

This session will provide you with insight on the factors that influence traumatic stress, on what to look for, what to say and what to do to address situations in a trauma-informed and victim-centered manner.

Presenter

Dr. Kyle Handley, Psychologist, York Regional Police Service

Moderator

Emma Poole, Public Affairs/Media Relations Unit, Team Lead, Calgary Police Service; Co-chair, National Strategic Communications Group (NSCG)

SESSION 6

13:45 - 14:30

Dealing with Social Activism: How police actions are influenced and changed by cultural and special interest groups

Description

Some Canadians feel strongly about a cause and are working hard to bring about change and achieve social justice. These individuals will often resort to media campaigns, civil disobedience and protests to achieve their goals. When this happens, police services are often called upon to handle situations involving public safety; sometimes they are the specific target for change or are asked to express a position on the issue.

Drawing on a 2018 protest experience, this session will help delegates understand the platforms being used by activists, and the relationship between social activism and social justice. It will explore the complexity of protests, which typically involve many stakeholders. And it will demonstrate the critical importance of communication and relationship-building.

Presenter

Chief Evan Bray, Regina Police Service

Moderator Elizabeth Popowich, Manager, Public Information and Strategic Communication, Regina Police Service

SESSION 7

14:30 - 15:00 **The National Strategic Communications Group - A Supportive Network for YOU!**

Description While police services in Canada may be dealing with similar strategic issues and priorities, the size and composition of the team devoted to police communications can vary significantly.

Larger services may have a dozen or more people assigned to various communications functions while, at the other end of the spectrum, smaller police services may only have one person on staff responsible for overseeing all aspects of internal and external communications.

This realization led to the creation of the National Strategic Communications Group: a network of police communications professionals, a resource for all police services in Canada, and an advisory group to the Canadian Association of Chiefs of Police.

Find out how this group can help support your communication efforts.

Presenters Emma Poole, Public Affairs/Media Relations Unit, Team Lead, Calgary Police Service; Co-chair, National Strategic Communications Group (NSCG)

Natalie Wright, Communications Advisor, Canadian Association of Chiefs of Police; Co-chair, National Strategic Communications Group (NSCG)

Moderator William (Bill) Moore, O.O.M., Executive Director, Canadian Association of Chiefs of Police

15:00 - 15:30 **Network Break** (*Salons ABC*)

SESSION 8

15:30 - 16:45 **The Evolving Relationship Between Police and Media**

Description Police and media often have competing objectives which can cause communication challenges. Recent focus on data-driven stories has put pressure on police resources; a 15 to 30-minute news cycle places demands on both police and media; increasing lack of resources in newsrooms means the stories police want covered often aren't. The panel discusses the challenges faced by news organizations in 2019 and where the relationship between police and media needs to go from here.

The session will also explore the media's increasing use of Freedom of Information and Protection of Privacy (FOIPP) and Access to Information and Privacy (ATIP) requests to develop analysis pieces about police operations, systems and policies. This has an operational and resource implications for police agencies. How can police services better manage these situations effectively?

Panelists Catherine McDonald, Global News, Toronto

Ms. Patricia Kosseim, Osler, Hoskin & Harcourt LLP

Chris D. Lewis, OPP Commissioner (Rtd.); Public Safety Analyst, Bell Media

Joe L. Couto, Director of Government Relations & Communications, OACP; Member, National Strategic Communications Group

Facilitator Kathleen Griffin, Manager, Corporate Communications, York Regional Police

Closing Remarks

16:45 - 17:00 Chief Wayne Gallant, M.O.M., Kennebecasis Regional Police Force

Tuesday, October 22, 2019

07:00-08:30 **Breakfast** (*Salons ABC*)

08:30-15:00 **Plenary Sessions** (*Salon D*)

SESSION 9

08:30 - 09:30 **Strategic Communications and Police Operations: The Important Relationship Between Police Leaders and Communications Professionals**

Description No matter the size of a police organization, leaders work closely with their head of communications. Strategic communications is about so much more than media relations and marketing. It is about making communications an integral part of police operations and recognizing that every individual in the organization can be a "spokesperson" and that every interaction is an opportunity to influence perception and/or behaviour.

Canada has a unique blend of police jurisdictions from coast to coast to coast with police agencies of different sizes, including indigenous police services. Canada does not have a one-size-fits-all approach to handling police communications. In this session, we will hear from two police chiefs and their heads of communications who will discuss how they work hand-in-hand to communicate with the public and their employees and stakeholders.

Presenters Chief Constable Adam Palmer, O.O.M., Vancouver Police Department;
President, Canadian Association of Chiefs of Police

Simi Heer, Director, Public Affairs, Vancouver Police Department

Chief Kimberley Greenwood, O.O.M., Barrie Police Service

Peter Leon, Corporate Communications and Media Relations, Barrie Police Service

Moderator Elizabeth Popowich, Manager, Public Information & Strategic Communication, Regina Police Service

SESSION 10
09:30 - 10:30

Reaching Diverse Audiences - Part I: How police services can improve their cultural sensitivity

Description Many Canadian communities are increasingly multicultural, with residents having come to Canada from every corner of the globe. They speak languages other than English or French and may have emigrated from countries where police are not trusted, corrupt or violent. Canadian police services must be sensitive to the lived experience of all citizens and understand that often, global events have a significant impact on local communities. This session explores how police can earn the trust of diverse communities, including the LGBTQ2+ community, by acknowledging and embracing the social, cultural and religious differences that can have an impact on the way we manage calls for service, the interactions we have with members within our own police agencies and our ability to recruit from these communities.

Presenter Superintendent Ricky Veerappan, York Regional Police Service

Moderator Elizabeth Popowich, Manager, Public Information & Strategic Communication, Regina Police Service

10:30 - 11:00 **Network Break** (*Salons ABC*)

SESSION 11

11:00 - 12:00 **Reaching Diverse Audiences - Part II: Police Communications in Indigenous Communities - What we're saying may not be what they're hearing**

Description Policing in Indigenous communities presents challenges that are distinct from those for policing in non-Indigenous communities. These challenges are embedded within a set of cultural, social, historical, legal, political, and geographic considerations.

In April 2019, the Council of Canadian Academies (CCA) released a report entitled *Toward Peace, Harmony, and Well-Being: Policing in Indigenous Communities*. Included among the many important topics covered is "Communication and Trust". This topic emphasizes how effective relationship-based approaches are community-led and provide opportunities for police to assist in mobilizing communities and to earn their trust.

This session will focus on "the power of language" and how its importance cannot be underestimated. Words matter! Some nuances may appear to be minor to us but could be very significant to the Indigenous communities we are interacting with. Despite our best efforts, and far too often, the vocabulary, format and level of engagement adopted in our tactical approach to communications do not actually convey the intended message or our true intentions. This session will provide you with tips and key considerations to implement police communications that increase the odds of greater alignment between the message you are conveying and the message they are receiving.

Presenter Kimberly R. Murray, Assistant Deputy Attorney General, Indigenous Justice Division, Ontario

Moderator Natalie Wright, Communications Advisor, Canadian Association of Chiefs of Police; Co-chair, National Strategic Communications Group (NSCG)

12:00 - 13:00 **Lunch** (*Salons ABC*)

SESSION 12

13:00 - 13:45

Fighting Crime: One Tweet at a Time

Description

In less than four years, the Manitoba RCMP has seen its social media presence increase by over 2000%. Growing from 7,000 followers in 2015 to over 170,000 followers today. This wasn't by accident. In 2015, a Social Media Plan was developed and implemented to radically transform how the RCMP in Manitoba communicates with the public and traditional media. The goal? Increase followers so that social media could directly contribute to front-line policing and enhance public and police officer safety.

In July 2019, the value of focusing on social media over the past four years was never more apparent when two suspects wanted in connection to three British Columbia homicides made their way to Gillam, Manitoba. The search quickly became the leading national and international story with news outlets from Australia, the United States and from across Canada descending upon Gillam. For over two weeks, the questions from the media were unrelenting and public interest in the fate of the two suspects continually grew.

This segment will bring you behind the scenes of the Manitoba RCMP's Communications and Media Relations Unit as it used social media as the primary tool to provide the public and media with critical information about the search. It will also look at the potential and critically important future of social media units within police departments.

Presenters

Assistant Commissioner Jane MacLatchy, Commanding Officer, RCMP "D" Division

Robert Cyrenne, Director, Communications and Media Relations, RCMP "D" Division

Letisha Harris, Social Media Specialist, RCMP "D" Division

Moderator

Catherine Fortin, National Media Relations Manager, RCMP

SESSION 13

13:45 - 14:45

The Science of Trust, Empathy and Relationship Building: Measuring the Success of Police Communications

Description

Trust and empathy are critical factors leading to positive relationships and community connectedness. Reputation, public confidence and the impact of communications on public opinion can be measured.

Presenters

Dr. Terence (Terry) Flynn, APR, FCPRS, Associate Professor, Department of Communication Studies & Multimedia, McMaster University

David Scholz, Executive Vice President and Partner, Leger Marketing

Moderator Emma Poole, Public Affairs/Media Relations Unit, Team Lead, Calgary
Police Service; Co-chair, National Strategic Communications Group (NSCG)

Closing Remarks

14:45 - 15:00 Chief Wayne Gallant, M.O.M., Kennebecasis Regional Police Force
