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April 2015



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Cost: \$100

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Presenter: Nir Maman
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Active Shooter Intervention

Presenter: Nir Maman
Cost: \$100

Day 2: April 29th, 9am – 4pm
Counter-Ambush Response for Patrol Officers

Presenter: Phil Devine
Cost: \$200

INTERVIEWING & DECEPTION

Day 1: April 28th, 9am – 4pm
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Presenters: S/Sgt Gordon MacKinnon (ret)
and A/Sgt Wayne Vanderlaan (ret)
Cost: \$100

Day 2: April 29th, 9am – 4pm
Dealing with Deception

Presenters: A/Sgt Wayne Vanderlaan (ret)
and S/Sgt Gordon MacKinnon (ret)
Cost: \$100

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Day 2: April 29th, 9am – 4pm
The Engaged & Healthy Workforce

Presenter: Commissioner Chris Lewis (ret)
Cost: \$150

For complete course descriptions and registration
www.blueline.ca/expo



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Canadian Business Media Association

Canadian Advertising Rates Data

International Police Association

The Canadian Press Newswire

Access Copyright

SUBSCRIPTIONS

\$30 per year; \$50 for 2yrs; US & Foreign: \$100

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PRINTED
IN CANADA

CANADIAN
BUSINESS MEDIA
ASSOCIATION

CARD



ISSN# 08478538

Blue Line Magazine was established in 1988 as an independent publication to inform, entertain, connect and educate those involved in the law enforcement profession. With no direct control from an enforcement agency, its opinions do not necessarily reflect those of any government or law enforcement agency.

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by Morley Lymburner



We need an Amish judge or a new court system

Startling news that the Canadian Police Information Centre database was 400,000 records behind from 2013 was made even more crushing when it was learned the backlog will be cleared by 2017. Then, presumably, staff will begin tackling the 2014 records.

This reminds me of a police car passing an Amish carriage. In the midst of a world moving in fast forward, in spectacular reverence to science and technology, it is nice to take a break and catch a glimpse of this old method of transportation. Invariably it is being drawn by a slick looking mare with a shiny coat. Its pace is a healthy trot on a good day and the rhythmic beat of the hoofs are simply inspiring to watch. A splendid modern day glimpse of the past viewed in real-time through the eyes of the modern-day beholder.

The only other place you can get this same experience is by sitting in a courtroom.

The fast-paced, science driven prosecutions of today proceed at blinding speed with the aid of modern technology and police officers who know how to wield it. The officers are educated to a degree never before seen in policing. Their training is consistent and the processes used are studied and practiced to a science. The methods of detecting and apprehending criminals would make Sir Arthur Conan Doyle shrink away from even thinking about writing Sherlock Holmes novels. Yesterday's fiction has not only become today's reality but has been left behind in a technological dust bin.

The huge avalanche of paper and data bits are funnelled into a court house that teems with the hustle and bustle of likewise trained clerical staff and prosecutors who process the information and schedule it for the courts. The cases are then shoehorned into the courtroom door. As it creaks open to receive the material everything suddenly moves in slow motion, as if the air has become the same consistency as water and Newton's law of inertia was suspended. The material slowly flutters to a stop before the judge's bar.

Ladies and gentlemen, welcome to a 21st century Canadian courtroom. Notice the rules of order and decorum. It is exactly the same pace and quality of life our ancestors experienced more than 150 years ago. It was a time of relative peace and tranquility where nothing on the roads moved faster than a horse drawn carriage – and it was thought that nothing ever should.

In this realm the judge is king and the rule of law sacred and followed to the letter. It is a world that takes a long and sober look at the actions of an accused through the eyes of police and witnesses. There's philosophical debate between sparring partners who possess enough knowledge of this old order to know how to manipulate it to their own ends. It is a world that sanctifies truth and honour and prides itself in stridently maintaining its traditions and decorum.

This system will never realize that we can no longer afford it. The pillars and walls are staunchly guarded by a legal profession with no incentive to change. The system is nicely cushioned by a firmly entrenched school system that encourages little or no background checks on its students. It encourages its members to become politicians, who then ensure only laws supportive of the system and training are tolerated. All of this is fed to a propaganda machine that convinces the public it is in their best interest to have an 11th century system of justice.

The world has changed greatly since 1066. We have new age crime set in a new age world. Many criminals are far more organized than the court system that judges them. They know the system they are manipulating which, thanks to modern information sources, is not as opaque as it once was. Criminals know the system is supported entirely by a process of delay and plea bargain, the jails are bursting at the seams and the courts are backlogged to the gables. They know the true value of their crimes in society and rely on the sluggish process to keep themselves free and circulating at maximum capacity.

Come to think of it I don't think the Amish would appreciate this court system. At least they have the integrity of knowing why they have not changed and do not try to force-feed the rest of society into validating their existence.

We need to at least streamline the court processes and get more judges, courtrooms and records keeping technology to keep up with our higher level of policing.





CONNECTING CREATIVITY AND CARING

Ian MacDonald, 2015 Blue Line Police Leadership Award recipient

Cst. Ian MacDonald's leadership goes well beyond just being a media liaison officer with the Abbotsford Police Department (APD). His specific involvement in anti-gang activity and road safety not only highlights his leadership skills to the community at large but also amongst his peers.

Mistrust of police has become all too common in today's society. Stories of conflict between police and the public sells newspapers and dominates the news cycle. Trust in police has dropped across Canada and especially in BC. Today, police, crime and court reporting make up 60 per cent of news content.

News travels faster than a police car. A gangster murdered in a parking lot receives wide social media coverage within minutes of the occurrence, with many of the details tweeted out for public consumption.

Four Worlds Apart

MacDonald has been the Media Liaison Officer (MLO) for the Abbotsford Police Department (APD) for the past five years. In that time he has mastered four connected worlds:

- Earned the trust of the media locally and provincially through the traditional media handling of police operations;
- Generated proactive stories about public safety;
- Established a presence on social media, "Generation Next's" medium of choice for news and information, and;
- Earned the trust of the members of his own and other police agencies.

Over the years MacDonald's high profile media visibility has enhanced the APD's positive image in the community, translating into a necessary two-way dialogue between the public and the police which, in turn, promotes a lower crime rate. This ultimately helps reduce the pressure on street level officers.

Gang Prevention

Gang prevention is a crucial issue in Abbotsford. Finding themselves unable to succeed in the mainstream, many young people join gangs as a way to belong and be

successful. Youth in Fraser valley communities took advantage of the "BC Bud" cash cow wave in the early 2000s to get involved in the drug trade.

Pot production leads to importation of cocaine and the weapons required to protect the business and product, resulting in a gang war in Metro Vancouver and the Fraser Valley.

One part of the APD's success in dealing with this problem was a strategy to highlight the realities of being involved with a gang – what it was really like. It was important to educate the community, and specifically young people, during the 'at risk' phase of their life about the dangers of gang involvement. MacDonald was very proactive in getting the message out, a key part of the strategy.

Getting Attention

In charge of ensuring media coverage and interest in the projects, MacDonald staged multiple events, getting the message out through video and audio PSAs and poster campaigns and working closely with his media contacts.

MacDonald worked with the youth squad sergeant to get free coverage of the posters, videos and in-school programs. He arranged



for the sergeant to make multiple live appearances on Global TV's morning show and arranged numerous TV and radio interviews.

Media buzz – when people remember and talk about a story after it airs – occurred throughout the project.

MacDonald took the materials and presentations and built them into a large, successful media campaign, which was instrumental in reducing gang crime and violence in Abbotsford.

Getting Results

The statistics tell the story. There were nine gang murders in 2009. That dropped to one in 2011 and one in the following two years. For his hard work on this project, MacDonald was awarded the Solicitor General Community Safety and Crime Prevention Award in the fall of 2010.

Another campaign that gained media attention was the APD's Christmas card, which featured the police chief dressed up as Santa in full ERT protective gear, armed with a carbine rifle. The card, featuring captions about being naughty or nice, was sent to serious offenders the APD had dealt with, asking them to make a different choice in the year ahead.

MacDonald ensured the card was featured on the front page of BC's biggest newspaper and carried on media across the province. The card gained so much buzz that it was also featured on CNN's *Anderson Cooper*, two other national US TV shows and print publications around the world.

Road Safety

Abbotsford, the largest city by area in British Columbia, has approximately 1,300 kilometres of roads winding through its urban core and peripheral agricultural lands. As the city continues to grow it recognized driver attitudes had not kept pace with the increase in population.

Statistics showed that 110 people had died on Abbotsford roads since 2000. The top three causes were distracted drivers, speeding and alcohol and/or drug use.

In 2013 and again in 2014 the number one priority for police was to reduce the carnage. The three Es of road safety – enforcement, engineering and education – are at the root of this project. MacDonald took the lead in educating the public, making it easier for officers to carry out enforcement. With all the publicity



about their efforts, few motorists could argue that they hadn't been warned.

As the primary person for both creating and delivering the media message that drivers had to change their behaviours, MacDonald created many posters and crafted numerous messages to get the word out.

Social media was a large component of MacDonald's work in this area. Through 2013, he built the department's policy and training for members to engage in social media – most through Twitter.

MacDonald, in tandem with a videographer and on a shoestring budget, created multiple videos highlighting Abbotsford's police at work, uploading more than 100 videos to the APD YouTube channel. The main Abbotsford PD Twitter account has nearly 8,000 followers while its Facebook page boasts over 4,600 followers.

MacDonald's use of social media to convey Abbotsford's road safety was integral in the mainstream media picking up the message, all the way up to the national level. MacDonald's "Driving Excuses Week," which provided examples of excuses drivers gave when they were stopped, went viral, attracting more than 100,000 views. Officers tweeted the most worthy examples throughout the week.

Knowing the media and public would continue to discuss road safety, MacDonald then asked, "who are better drivers; men or women?" The conversation generated huge buzz on talk shows and news networks. MacDonald followed up that question up with another, asking if it mattered what kind of car you drive.

It appears to be working; people are examining their behaviours and discussing

road safety in large numbers.

Poster campaigns are also a successful component of MacDonald's leadership. Posters he designed highlight distracted driver's month (February) and the start of the school year, reminding drivers to slow down in school zones and watch out for the little ones.

All these programs and campaigns are a result of MacDonald's own initiative and creativity. He has built a solid reputation for openly and honestly delivering the facts and being accountable for police work in Abbotsford, whether good or bad. He answers all phone calls, tweets and emails from the media and citizens, a work ethic that has built MacDonald's reputation and inspires all APD members to do their best.

"The police are the public and the public are the police" was the message from perhaps the first great police leader, Sir Robert Peel. For police to succeed, they must connect to the public they serve, hold their trust and gain their co-operation.

Ian MacDonald's energetic efforts have gone a long way toward closing the gap between the public and the police. He has not only helped to create a safer community but shown the way for others in this enigmatic new era of open and transparent police work.



Ian MacDonald will receive the **Police Leadership award** at the **Blue Line EXPO Awards Gala** to be held on April 29. Tickets are still available for this dinner: www.blueline.ca/expo or 905-640-3048.



LEGACY OF LEADERSHIP

The *Police Leadership Award* was initiated and first bestowed in 1999 by the Canadian Police Leadership Forum (PLF). With continual promotion and sponsorship from *Blue Line Magazine*, the PLF presented the award annually until 2005 when the organization ceased to exist.

Blue Line has long recognized the similarity between the precepts of the award and the magazine's founding principles. Leadership ability is not a virtue one is born with or delegated to perform but rather something that is acquired through a learning experience and nurtured through a willing spirit. Encouraging leadership as an activity encourages leadership as a position. Drawing forth those with recognized leadership abilities at levels beneath senior management encourages the availability of a talent pool for the future of policing.

The **Blue Line Police Leadership Award** exists to highlight the importance of recognizing those with leadership abilities and encouraging other officers to develop leadership skills. It is open to active Canadian police officers below the rank of senior officer who have demonstrated exemplary leadership and commitment to service through deeds resulting in a measurable benefit to their peers, police service and community.

In February 2011 *Blue Line Magazine* took up the challenge of a cross-Canada search for suitable candidates for recognition. Blue Line's appointed judges have so far selected several worthy recipients including this year's selection Cst. Ian MacDonald.

2015 Judges



Michael A. Sale
Panel Co-ordinator

Michael Sale served with the (Metropolitan) Toronto Police for thirty years, retiring as an Inspector after many years in public affairs and event management.

He is a graduate of the 169th Session of the FBI National Academy.

Sale has worked as a manager of emergency planning for the Ontario Ministry of Community Safety and Correctional Services and as a justice studies program co-ordinator for Humber College.

He is currently a law enforcement education co-ordinator with American Military University and serves as the university's representative in Canada.



Armand La Barge

La Barge began his career with York Regional Police in 1973. In 2002, he was appointed as Chief of Police, a position he held until his retirement in December 2010.

Chief La Barge is the Past President of the Ontario Association of Chiefs of Police and the Board of Directors for the Canadian Association of Chiefs of Police and he is a member of the First Nations Chiefs of Police Association.

He holds a Bachelor of Arts Honours degree from York University. Armand is a graduate of the FBI National Academy, the Queen's University Executive Programme, the Schulich School of Business Masters Certificate in Municipal Management and Le Centre Linguistique at Jonquiere, Québec.

Chief La Barge was invested as an Officer of the Order of Merit by Her Excellency Governor General Michaëlle Jean on May 19, 2006, in Ottawa.



Peter German

A former Deputy Commissioner with the Royal Canadian Mounted Police, he is currently on a new challenge at Correctional Service Canada (CSC) as the Regional Deputy Commissioner Pacific Region. Mr.

German worked on uniform and plainclothes duties in every province and territory and upon retirement in 2012 was the Deputy Commissioner for Western and Northern Canada. His scope of police work includes urban and rural detachments, security services, professional standards, and commercial crime duties.

A lawyer and member of the Ontario and British Columbia bars, he previously practiced law privately, including as a Crown prosecutor and criminal defence counsel. He holds graduate degrees in law and political science, including a doctorate in law from the University of London, and is the author of a legal text, *Proceeds of Crime and Money Laundering*.

He is a frequent lecturer in Canada and abroad and has served as a Canadian delegate to various international forums. Mr. German has taught at the University of the Fraser Valley and the University of British Columbia. He is a Senior Fellow at the Centre for International Financial Crime Studies at the Levin School of Law, University of Florida.

He is the recipient of the RCMP Long

Service and Good Conduct Medal, and clasp, the Queen Elizabeth II Golden Jubilee Commemorative Medal, and is an Officer of the Order of Merit of Police (O.O.M.)



Frank Beazley

Former Chief of the Halifax Regional Police Service, Beazley has been involved in police work for over 42 years. He is a graduate of the Canadian Police College Executive Development program,

Queen's University executive program and numerous certificate studies concentrating in the area of business, law and human resources. He is a past and life member of the Nova Scotia Chiefs of Police Association and Canadian Association of Chiefs of Police (CACAP). He is past Vice-President of the CACAP and served on its Board of Directors. He sat on a CACAP committee for four years regarding the future of policing in Canada.

Chief Beazley has received the distinction of Officer of the Order of Merit for the Police Forces (O.O.M.), and is a recipient of the Police Exemplary Service Medal and Bars, Queens Golden Jubilee Medal, Queen's Diamond Jubilee Medal and the Province of Nova Scotia Long Service Medal and Bar.



Maurice Pilon

Maurice (Moe) is a former Deputy Commissioner with the Ontario Provincial Police. He joined the OPP in 1975 after spending three years in the Canadian Armed Forces. Moe served with distinction in a variety of senior positions

with the OPP as well as during a secondment in 1988 to the Royal Canadian Mounted Police in Ottawa as Assistant Director of the Criminal Intelligence Service Canada.

He served as CISC Director between 1990 and 1993 before returning to the OPP as Commander of the Provincial Traffic and Marine Safety Bureau. Pilon was promoted to Deputy Commissioner in 1998 and retired in 2006 as the Provincial Commander for Investigations and Organized Crime.

He has served as Chair of the OACP's Traffic and Torch Run Committees. In 2003, Deputy Commissioner Pilon received the Order of Merit of the Police Forces (O.O.M.), which honours a career of exceptional merit, contributions to policing, and community development.

PREVIOUS RECIPIENTS



Supt. Bud Bechdholt
Royal Canadian
Mounted Police
1999



D/Chief Robert Kerr
Toronto Police Service
2000



Sgt. Barry Gordon
Cape Breton
Regional Police
2001



Insp. Robert Taylor
Vancouver Police
Department
2002



C/Supt. Kate Lines
Ontario Provincial
Police
2003



Chief Edgar MacLeod
Cape Breton
Regional Police
2004



Cst. Ojo Tewogbade
Toronto Police Service
2005



Sgt. John Harris
Hamilton Police Service
2010



D/Sgt. Duncan MacIntyre
York Regional Police
2011



Cst. Randy Wood
Halifax Regional Police
2012



Sgt. Marty R. Singleton
Ontario Provincial Police
2014



Cst. Ian MacDonald
Abbotsford Police
2015



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A KIDNEY from the boss

by *Elvin Klassen*

“There are no words to express the amount of gratitude I have,” exclaimed Abbotsford Police Department (APD) Detective Roy McBeth. “You can’t put a monetary value on it. It is like someone has won the lottery and given me the cheque.”

Inspector Kevin Wright gave McBeth a new kidney in January. Both are now home from St. Paul’s Hospital in Vancouver and doing well.

“I looked and looked for a card but there just isn’t a card for someone donating a kidney,” noted McBeth. “I have thought long and hard. Insp. Wright and his family are remarkable and loving people and I will forever be grateful.”

McBeth began his policing career with the APD in 2004 and has faced many work related challenges on the path to his

current assignment as a domestic violence unit detective. He has also challenged himself as an athlete and competitive cyclist but his greatest challenge had little to do with his career or athletics.

The polycystic kidney disease (PKD) which was diagnosed in his youth had created a medical emergency. The condition is characterized by numerous fluid-filled cysts, resulting in massive enlargement of the kidneys and eventually progressing to kidney failure.

McBeth’s grandmother died of the condition in her late 30s and his dad passed away in 2010 at age 63 after 15 years of dialysis. He has a 12-year-old son who has also been diagnosed with PKD.

McBeth has maintained his health through the years as a competitive cyclist, sometimes participating in triathlons. “There is no treatment other than living a healthy life and diet as well as monitoring my blood pressure,” he explained.

He first began noticing signs of PKD about two years ago, when he was becoming

increasingly fatigued and finding it more difficult to exercise. His health has been monitored more closely since and had reached the point where his kidneys were functioning at only a small portion of normal capacity.

McBeth was either facing dialysis, a process that removes waste and excess water from the blood and must be performed four or five hours every second day, or a kidney transplant.

His family members could not donate due to their history of PKD. His wife Anne was not a match, nor were some of her family members, so McBeth began reaching out to friends and co-workers. A letter sent through the police union advised fellow officers of his need, resulting in several people coming forward, mainly through the APD.

The search for a live kidney donor resulted in several friends and co-workers being tested, and Wright, then 51, turned out to be the best match. He said he agreed to donate his kidney after realizing that he could still live a productive, healthy, normal life while helping someone else.

“It’s something I could do for him and his family to help him out,” said Wright, “and it’s not going to affect me negatively in the long run so I figured it’s just something I wanted to do for him.”

McBeth said the improvement in his health after the transplant “has been remarkable! Prior to the surgery I was functioning with eight per cent kidney function and, as a result, I was suffering from many negative symptoms, including extreme fatigue, nausea, bloating, sensitivity to cold, loss of appetite, cramping and lack of sleep, to name a few...

“Since the removal of my native kidneys and the transplant all of these symptoms have disappeared. I began to improve dramatically immediately after surgery! I was fortunate to maintain some health and fitness prior to the procedure and this proved to be instrumental in my recovery, as I was only hospitalized for five days.

“Upon returning home I was able to perform routine errands, being mindful initially not to lift anything too heavy for three weeks. I have continued to improve and as I recover from the procedure I am able to do more and get back to more of a regular routine. I anticipate being able to return to work in approximately 8-9 weeks after surgery and should be back to full function by this time.”

Beyond the positive impact this procedure had on his own life, McBeth and Wright also see the experience as an opportunity to raise awareness about the need for live organ donors. Right now there are several hundred people in each province waiting for kidney transplants.

“I just don’t think the general public is aware that really anyone can be tested and help if they’re a match,” said McBeth.

Information about financial assistance for those planning to donate is available at www.livingdonorassistance.org. More information about the kidney foundation is available at www.kidney.ca with provincial web connections on the same page.

After their recovery, the two men and Wright’s wife Elly plan on running a half Ironman relay together in Pentiction in August to promote the Living Organ Program.

Depending on his recovery, McBeth said his goal is to return to Hawaii with his wife in October to compete again in the off-road world championships for triathlon.

Wright said he spent three nights in hospital after the surgery. “Since then my health has been improving steadily. I anticipate being back at work after about eight weeks. It is all worth it to see the improvement in Roy and to see how happy his family is.” The two families have become very close through the experience and are very supportive of each other.

“Kevin and Roy are great police officers and amazing people,” said C/Cst. Bob Rich. “Roy’s strength and determination through medical challenges and Kevin’s generosity and selflessness with organ donation is an

inspiration to us all. When Roy’s need became known to his co-workers, a number of members immediately volunteered to be tested. I was just amazed at the response.

“In this profession, we put our lives on the line to protect others. When it came to helping a colleague, our members instinctively did what they always do, put themselves on the line to save a life. I couldn’t be more proud or in awe of the people working here.”

“I truly cannot convey what this has meant to me and my family,” said McBeth. “It has given me the opportunity to continue working and being productive, the opportunity to enjoy vacations and family

milestones, and quite possibly the opportunity to live another 25 years or more before needing dialysis. It is truly a life saving gift.”

Abbotsford is situated in the Lower Mainland between the International Boundary and the Fraser River next to Greater Vancouver and is home to about 175,000 people.

The APD, with the theme “Protecting with Pride,” is the third largest police organization in BC, with about 217 officers, 100 civilian staff and 80 volunteers.

Elvin Klassen is Blue Line Magazine’s West Coast Correspondent. He may be reached at elvin@blueline.ca.



**THE TORONTO BLUE JAYS™ CONGRATULATE
CST IAN MACDONALD AS THE 2015 RECIPIENT
OF THE BLUE LINE MAGAZINE POLICE
LEADERSHIP AWARD.**

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LEADERSHIP VS MANAGEMENT

*Leaders will get us
through the tough times*



TRAINING



by Chris D. Lewis

“It’s a leadership issue, Chris,” the manager argued. I whole-heartedly disagreed, maintaining the policy problem we were debating was a management issue, and soon received the hateful glare senior officers reserve for underlings who dare disagree with them.

What truly terrified me was that a person in such a very senior position didn’t begin to understand the difference between management and leadership. This debate occurred 10 years ago but I wonder how many so-called leaders can differentiate between these skills even today.

“Management is your day job; leadership is your career,” observed author John Baldoni. Similarly I often say, “You manage things, but you lead people.”

I always ask classes if there’s a difference between management and leadership. They generally agree that differences exist, but very few can actually define them. “Leadership is hard” is one answer that really caught my attention.

I’m sure that comment will offend most managers but dealing with real people and their emotions, agendas, personalities, egos, motivators and so much more is undoubtedly more demanding to true leaders than manuals and ledgers. I’d never profess that being a manager is a cake-walk, as it has never really been my strong suit. I was always fortunate to have strong managers that I trusted to advise me on policy, budget and process decisions.

In my view, and I probably read this

somewhere years ago so I apologize to whoever inspired my thoughts – leaders are more visionary and motivating, actually caring about substance while seeing a bigger picture. Managers focus more on planning, efficiency, form and process, ensuring that people adhere to checks and balances.

There is no doubt that many leaders are good managers and many managers have the ability to lead. People simply aren’t exclusively just one or the other, thank God, but the two skill-sets are not interchangeable.

Leadership guru Warren Bennis is one of the best. His slant on the issue is something like this. When a manager administers, a leader innovates. A manager is a copy where a leader is an original. The manager maintains, while the leader develops. Managers focus on systems and structure. Leaders focus on people. The manager relies on control, when the leader inspires trust in the people they lead.

Managers ask “how and when,” while the leader asks “what and why.” While the manager has an eye on the bottom-line, the leader eyes the horizon. Managers more often accept the status quo and the leader challenges it. The manager does things right while the leader does the right things.

My friend and former boss, retired Barrie PS Chief Wayne Frechette, was a leader and although not an incapable manager, management was not his forte. When it came to knowing policy, budgeting and administration, Wayne’s favourite saying was, “We’ve got people for that.”

He once caught the ire of his deputy while still a chief superintendent in the OPP by ordering an inspector to drive to Toronto and purchase a few dozen laptop computers from an electronic wholesaler. We needed them, had the money in the CIB budget and Wayne was tired of waiting for proper government procurement processes to kick-in, which we all knew would cost two or three times as much money – but that was the policy.

The men and women in the CIB loved Wayne’s decision but I’m sure it ended up giving the deputy a bleeding ulcer. Was it a good management decision? Not at all. Did the world come crashing to an end over it? No – it actually met our dire operational needs, saved thousands of tax dollars and Wayne won the hearts and souls of his people in the process. Leadership or management?

I once read a list of U.S. Marine Corps leadership quotes. One that sticks out in my mind is: When a project turns sour, the manager asks, “Who is responsible?” Leaders say “I am.” The true leader will take the hit when the occasional decision goes bad, but when things go well – as they often do, the leader will let the light shine on those they have the honour to lead.

Many of the leaders we study to this day are long gone: Washington, Lincoln, Roosevelt, Sir John A. MacDonald, Gandhi, Mandela, Churchill... and many more, but we still remember what they did to lead people and/or entire nations.

Have you ever gone into a town square

and observed a majestic stone monument of a person standing tall or riding the back of a sculptured horse whilst brandishing a sword? I'm sure you also took the time to read the inscription on the plaque. Did it ever, even once, reference the name of a great "manager"? I think not.

In his article, *The Difference Between Managing and Leading*, author Steve Keating says: "Believing that managing and leading are one in the same is very, very outdated thinking. You manage "stuff." You lead people."

Every organization needs both managers and leaders. Sometimes those two very different skill sets can belong to the same person but it should never be assumed that a skilled manager is, or will become, a skilled leader."

I do truly believe that organizations, including police services, need strong managers. Someone needs to know policy, manage budgets, ensure diary dates are kept, oversee the business planning cycle, administer procurement processes, ensure records are properly kept and much more. These are all vital matters for any organization, private or public sector. However, the leaders therein will get us through the tough times, supported by strong managers. One skillset will often complement the other.

Think back to your very best supervisor, boss, coach, teacher or mentor and how they encouraged you to be great and do great things. Do you recall if they knew how to manage a budget? Did they know policy inside and out? How about forms and processes and when or

how to follow them?

Now think of the worst leader you worked for and the negative impact they had on your will, pride, self-confidence and drive to succeed. Did any of the things they said or did to drag you down have anything to do with management ability? I think not. It's the people skills of the good and bad that have the greatest positive or negative affect.

In a perfect world, all police leaders would have the right mix of leadership and management skills but in the real world, I'd take the leader any day of the week. The leader will build morale, encourage innovation, communicate, build trust and inspire people to be the very best they can be.

Leaders need the support of good managers to provide solid advice on policy, systems and process matters and ensure the i's are dotted and the t's crossed – where feasible. That is all important to organizational success, but it is leadership that will get us through the tough times.

Commissioner (Ret.) **Chris Lewis** was a member of the OPP for 36 years, serving across Ontario in a variety of operational and command roles. He continues to consult, write and lecture on policing and leadership issues. He can be reached at: www.lighthouseleadershipservices.com. Lewis will be at **Blue Line EXPO** this April instructing the course "**The Engaged and Healthy and Workforce.**"

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Commissioner (Ret.) Chris Lewis,
Ontario Provincial Police



Becoming lost with no idea how to get home is one of the scariest and also most common behaviours associated with Alzheimer's disease. The number of people with dementia is increasing and 60% of them will wander from home. If they aren't found in 24 hours, up to 50% will come to harm.*

For this reason and many others, registered charities, MedicAlert Foundation Canada and the Alzheimer Society of Canada joined forces and launched the MedicAlert Safely Home program in 2012 to help bring people living with Alzheimer's disease and other dementias safely home.

In 2011, 747,000 Canadians were living with cognitive impairment, including dementia – that's 14.9% of Canadians 65 and older.¹ By 2031, if nothing changes in Canada, this figure will increase to 1.4 million.¹ While dementia is not a normal part of aging, age remains the biggest risk factor, which doubles every five years after age 65, though dementia can also occur in people as young as 40. Most people with dementias will wander at some point during the progression of the disease.

The MedicAlert Safely Home program utilizes the MedicAlert Look-Read-Call procedure – a simple process that can be followed by health professionals and first responders when faced with a person suffering a crisis or emergency.

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A MedicAlert "Blue" steel ID is offered to those joining the MedicAlert Safely Home program.

emergency contacts and medical information.

When a person with Alzheimer's disease or dementia is found and is wearing the MedicAlert ID – even if they are unable to answer basic personal questions like where they live – MedicAlert will provide critical information and immediately notify emergency contacts.

As law enforcement plays a crucial role in safely returning people living with Alzheimer's or dementia who have wandered, MedicAlert is excited to announce the second annual MedicAlert Legends of the Call Award for Law Enforcement, which will be presented in partnership with Blue Line, on **April 28th at the Blue Line EXPO Awards Gala in Ajax, Ontario.**

Together we are proud to announce Constable Shawn Richard of the Ontario Provincial Police, Niagara Falls detachment, as the second recipient of the MedicAlert Legends of the Call Award for Law Enforcement.

Last August, Constable Richard found one of our elderly members wandering on the ramp of a highway. She was not able to give him her address or age, but



she was wearing a MedicAlert ID with the blue emblem, denoting that she was a member of the MedicAlert Safely Home program. Constable Richard called the 24/7 Emergency Hotline that is engraved on the back of the emblem, obtained the member's emergency contact information, and was able to return the member safely home to her caregiver.

We recognize Constable Shawn Richard for the passion and commitment that he has demonstrated in returning those with dementia safely home. He states that "I was just doing my job," however, it was the special manner in which he did his job that really made the difference to our member and her son.

Robert Ridge, President and CEO, MedicAlert Foundation Canada, says that "in addition to helping ensure that people with dementias can find their way safely home, the sophisticated MedicAlert database stores full medical information including what medications they are taking, information about allergies or conditions and a record of their medical history."

He adds that, all other reasons aside, registering for the MedicAlert Safely Home program provides families and caregivers with invaluable peace of mind, knowing that those in their care are as safe as possible.

*Alzheimer's Association of the U.S.A

1. A new way of looking at the impact of dementia in Canada. Alzheimer Society, 2012

For more information on the MedicAlert Safely Home program visit medicalert.ca/safelyhome or call 1.855.348.3353.

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Cells jammed after Ottawa shooting

OTTAWA – The Oct.22, shootings on Parliament Hill jammed Ottawa’s cellular and internet networks at a time when the federal government was switching from landlines to cheaper cellphone service.

Newly disclosed documents show severe communications problems hit emergency personnel as thousands of nervous public servants tried to contact families and others when police locked down core buildings in the capital for hours.

Warning messages were issued that day by the Treasury Board, Industry Canada and Shared Services Canada, among others, as it became clear the local wireless network was clogged, potentially impeding police and others.

“Our mobile service providers are experiencing network congestion and therefore ask that you inform your employees to refrain from using their mobile devices unless for emergency situations,” said one urgent email widely distributed in the afternoon.

Another widely disseminated email from Shared Services Canada, flagged Wireless Network Congestion, said “At this time, there is no estimated time for resolution. Industry Canada strongly recommends to federal employees to avoid all non-essential wireless calls during the emergency event unfolding in Ottawa.”

The issue was significant enough that officials with Public Safety and Shared



Services Canada met twice in the weeks following the shootings “to discuss the resiliency of current communications especially as it pertains to such incidents similar to Oct. 22.”

“The purpose of the discussions was to highlight how the planned transition from Centrex (landlines) to VoIP (or to mobile devices) [several words redacted] between the federal operations centres during a crisis.”

Heavily censored documents, including an after-action analysis for the Government Operations Centre, were obtained by CBC News under the Access to Information Act.

Minutes of a Nov.13 post-incident meeting refer repeatedly to communications overload.

“Alternate forms of communicating need to be explored, e.g., BBMs, Pop up msgs, Tele-source, etc.,” says one comment. “Text messaging caused as much saturation as voice communications.”

Shared Services Canada is currently

ditching thousands of federal landlines, or Centrex lines, in favour of cellular phones and VoIP lines that rely on the internet for transmission. As of December 2014, some 11,301 cellphones had replaced desk phones, while another 37,719 landlines were converted to VoIP. Both cell service and VoIP can be vulnerable to sudden spikes in network usage, often triggered by an emergency.

Annual savings from the migration away from landlines are expected to hit about \$29 million this year.

A spokeswoman for Shared Services Canada said the department is working with its service providers to avoid congestion problems in the future.

“Our suppliers are aware of the situation,” Stephanie Richardson said in an email.

She added that emergency officials can still use other communication methods if cell or VoIP systems become clogged.

CBC News previously reported that the Government Operations Centre issued a series of situation reports on Oct.22 that were out of touch with police statements. Ottawa city police told the public that no threat existed in the downtown core, for example, just as the centre issued an update saying as many as five assailants remained on the loose.

(CBC News - Mar 17 2015)

747,000 Canadians are living with a form of dementia. Many will wander and become lost.

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NOT *IF...* BUT *WHEN*

Keeping forensic teams sharp is a necessity

by Jack Neri

- 229 fatalities - Swissair plane crash, Nova Scotia, 1998
- 12 fatalities - Tornado at Pine Lake, Alberta, 2000
- 12 fatalities - First Air Boeing 737 crash, Nunavut, 2011
- 47 fatalities - Oil transport derailment, Lac Mégantic, Québec, 2013

We are unlikely to know where or when the next disaster will occur or to imagine the number of fatalities and magnitude of destruction involved. What is more certain, however, is that there will be a next time and that police

and forensic identification units across Canada are prepared to respond.

Forensic units provide highly specialized services in support of police investigations and are also responsible for disaster victim identification (DVI). Training exercises that simulate disaster situations, such as the ones that some certified airports are required to conduct, provide participants with a practical understanding of the complex environment they will encounter.

Many initiatives are geared for first responders and most local police forensic units are not usually asked to participate. To this end, Cpl. Jack Neri of the RCMP Southern Alberta Forensic Identification Section took steps to conduct a mock plane crash exercise. The objective was to provide hands on training specifically for forensic identification professionals responsible for processing large disaster scenes and handling multiple fatalities.

Preparation

Twelve forensic officers from various police agencies were invited to participate in the mock exercise to supplement their learning and development as forensic investigators and to strengthen the local emergency preparedness of the jurisdiction. Inviting fire department and ambulance personnel and other

partners was also deemed to be an important part of the overall exercise. Not only did it serve to highlight the collaborative working environment needed in these tragic events, it also provided these other external groups with an opportunity to test their own procedures and educate them about the role police and forensic officers have in disaster recovery.

Participants were involved in a two day training exercise that revolved around a pretend collision of two aircrafts above the Town of Coalhurst, just outside Lethbridge, Alberta. The scene was staged to resemble that of the 2011 First Air crash in Nunavut. The local fire department helped with the presence of metal debris, electrical wires and other features. In addition, a decommissioned 19-passenger commuter plane, two large cylindrical culverts and a flight recorder (black box) were provided on loan by local contacts. Other props included a school bus, car and mannequins and numerous volunteers, who played surviving passengers.

The objective was to make the crash site visually realistic. Bovine brain tissue, for example, was spilled on the mannequins to provide simulated exposure to graphic and traumatic injuries that are often present when dealing with dismembered or disrupted human remains. This level of attention to detail was done to mentally prepare

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participants for what to expect. The area was also meticulously staged so that the forensic group would encounter different scenarios and levels of problem solving.

A team of Canadian Armed Forces (CAF) dental detachment personnel and three civilian forensic odontologists also participated. Fingerprints, dental records and DNA are the three positive methods of identification recognized by INTERPOL. Therefore the presence of dentists and pathologists working alongside the group of police identification officers is crucial during a DVI operation.

A central working area was set up for all of the participants. In a real occurrence, plans should be made to have a minimum of two large shelters for police personnel, one as a command post and one for body examination, which is used to handle the bodies, belongings and other associated evidence. During the mock exercise, an additional inflatable shelter was used for the CAF dental team to conduct their work and to keep everyone at the site.

Simulation

On the first day, the forensic officers watched the initial response of the local volunteer fire and emergency medical services personnel. This provided an excellent opportunity to observe how other first responders were handling a large disaster. Participating





Drone Helicopter



Forensic 3D imaging device

forensic officers were then split into groups and asked to process each area of the site.

When teams encountered a body, they tagged it in such a way as to prevent the erroneous duplication of a body reference number. Participants used best practices and internationally recognized standards and forms such as those used by INTERPOL. The DVI forms developed by INTERPOL facilitate the co-ordination and importation of the collected data regardless of the language used in the DVI identification software (www.interpol.org). This is especially important when several forensic teams from different countries converge to a single disaster area. The ante mortem (AM) data can be easily transferred to a corresponding form in the language of choice, allowing for an immediate and effective exchange of information.

The next step for the forensic group was to take the bodies to the temporary morgue inside one of the assigned shelters. This part of the session was used to inventory clothing and personal articles found on a victim using INTERPOL's latest DVI forms. These highly detailed forms are designed to gather all physical features and associated belongings from a deceased individual.

The second day of the exercise was dedicated to the collection of all personal belongings scattered across the crash site. Observers

from various police agencies got involved and formed a line search. When an item of interest was located, the forensic identification members would approach, tag, photograph, log and collect the item. This was repeated until the entire crash site scene was fully searched and all personal belongings retrieved. An additional component of the simulation exercise was using a 3-D laser scanner to map the scene and an unmanned aerial vehicle ("UAV") to record aerial photographs and video.

Conclusion

A major disaster can occur at any time at any location across Canada and when it happens the eyes of the country and perhaps the world will be watching. Simulation exercises involving all local emergency departments are highly recommended to prepare agencies to better respond during such an event.

Police agencies across the country are encouraged to conduct advance planning with their respective forensic units to respond to an aircraft, train or other large scale disaster involving multiple fatalities.

Contact Cpl. **Jack Neri** of the Lethbridge RCMP Forensic Identification Services at jack.neri@rcmp-grc.gc.ca or 403-329-5027 for more information on how to prepare for a mock forensic identification training exercise.



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A HEALTHY AND SAFE WORKPLACE

The History of Police Unionism in Canada



Courtesy Edmonton Police Pipes and Drums

by Rick Parent and Noor Sandhu

Although Canadian police agencies have existed for hundreds of years the unionizing of police officers is relatively recent. The current Canadian police labour movement originated from fraternal associations that began forming at the turn of the century. The Vancouver Police Department association is one of the oldest, created in 1918.

The forming of a police association and obtaining individual rights for police officers was often met with resistance. In New Brunswick, St. John police were forced to go on strike in December 1918 after being refused permission to affiliate with the American Federation of Labor. Although 40 police officers went on strike, six officers stayed on duty, ensuring that no violence occurred.

Also in 1918, the Toronto Police Union became chartered by the Trades and Labour Congress. Wage and working conditions influenced officers to view unionization as a means of improving their workplace and a way to increase formal and professional interactions with their employer. Unfortunately, the police commission failed to recognize the union's existence, resulting in 67 per cent of officers participating in a four day strike which resulted in a promising settlement.

This ruling was later overturned by a Royal Commission citing that a labourer was a producer and that a constable was not; therefore, it was "not advisable for the Toronto Police Union to continue to hold its present charter."

Due to these findings, the Trades and Labour Congress revoked the Toronto Police Union's charter, effectively delaying progress in Ontario police labour relations for many years.

It was not until 1933 that a number of police chiefs formed the Police Association of Ontario (PAO) in an attempt to equalize standards in law enforcement province-wide. In 1934, recommendations were made to the Attorney General of Ontario that included references to the less than optimal working conditions for police officers. Soon after, associations began to spring up throughout the province.

When the federal Wartime Labour Relations Act was enacted in 1944 several groups of government employees were granted union certification. Since this act recognized the union as the official and legal labour representative

of a particular group of labourers, many local governments began to grant the right to collectively bargain with their municipal employees. This piece of federal legislation significantly impacted the development of the police labour movement in Canada.

In the mid 1940s, police departments in Toronto, Montréal and Vancouver became certified associations. Also around this time, the PAO ignored its roots and became a rank-and-file organization. No longer dominated by chiefs and deputies, it became a province-wide professional organization representing all police officers. By 1945, a large majority of police officers were members.

In 1946, the Vancouver Police Department was able to obtain its first collective agreement. As this was occurring, police in Montréal were forced to strike in order to obtain bargaining rights. However, by the end of the 1940s the seeds had been sown for the Canadian police labour movement. Police personnel and other employees of municipal governments had generally seized on the increased awareness of labour rights within society and formed legal associations with collective bargaining rights.

During the 1950s, while other municipal and civil servants gained more bargaining rights, large numbers of police officers were becoming concerned with the "no strike" clause in their contracts. This placed them at the mercy of the government and employer interests, setting them apart from most other emerging municipal unions. Although the police labour associations were recognized as legal bargaining agents, their ability was limited in situations where labour negotiations had reached an impasse. In some instances, strategies were required to address the "essential services" designation and to compensate for the inability to strike. One of the few exceptions was the Vancouver City Police Union Association, which was able to bargain via compulsory arbitration.

Toward the end of the 1950s, a significant transformation occurred in Toronto as a result of two events. First, the city merged with other surrounding municipalities for a variety of service-delivery purposes that included policing. This resulted in the formation of the Municipality of Metropolitan Toronto Police Force in 1957 and with it, the Metropolitan Toronto Police Association (MTPA). Secondly, with an enhanced membership, a decision was made

to acquire a full-time president. This move brought significant change to how management approached police labour relations. The MTPA was now in a position allowing it to effectively bargain with the employer.

During the 1960s, officers became less willing to accept the paramilitary structure of police organizations. Concerns with inadequate wages, inflation and increased public pressure for law and order created dissatisfaction among police and increased militancy.

In 1965, the Ontario Provincial Police was granted the right to establish an association. In Québec, the Labour Code of 1964 and the Police Act of 1968 granted Montréal officers the right to collective bargaining, however they could not take legal job action and were subject to mediation and binding tripartite arbitration. As a result, 3,700 Montréal police officers went on strike in 1969. The event was triggered by several external and internal factors that proved to be one of the most significant events in police labour relations.

The Montréal City Police (MCP) was the only large metropolitan department in the province. Relationships between police and the public grew strained as officers were forced to deal with student riots and the Québec separatist movement. In addition, police were faced with prolonged arbitration proceedings as a consequence of what officers perceived to be insufficient wage increases and a rolling back of on-the-job benefits. This situation was further intensified when the MCP no longer had wage parity with their Toronto counterparts.

To end the strike, MCP officers were eventually granted wage parity with Toronto. The strike and chaos were unsettling for the public, judicial bodies and police management. However, the strike served to demonstrate the power and strength of police associations as well as the realization that police strikes must be averted. By the end of the 1960s, most Canadian police agencies, except the RCMP, had been granted collective bargaining rights. During the 1970s, police associations became more professionalized in their labour relations techniques but maintained a certain degree of militancy utilizing labour-related job action. In 1971, Canada experienced its first legal police strike in Nova Scotia when 56 police officers walked off the job when city council turned down a recommended pay settlement.

In 1975, labour negotiations in general were

altered when provincial governments across Canada froze wage increases due to inflation and a widespread economic recession. These restrictions made it difficult to negotiate monetary issues, forcing police associations to turn their focus to issues such as resource allocation and the deployment of personnel. This change in focus interfered with traditional managerial rights and created a rift in police organizations.

By the late 1970s, police labour issues had spread across the country, focusing upon monetary and non-monetary concerns. In Nova Scotia, police refused to cross the picket lines of a strike with which they sympathized. In Toronto, police lobbied for two-man patrol units while Regina officers went on an illegal strike to speed up contract negotiations. In 1978, Saanich police officers on Vancouver Island reported for duty ungroomed and in plain clothes as a means of protest.

Since the 1980s, police associations have maintained a steady pattern of growth and development. Police labour leaders have become more experienced in the field of labour relations and a more sophisticated system of bargaining has emerged. Despite advances in the police labour movement, most Canadian police associations have remained conservative and are rarely confrontational with their employer.

Smaller police associations and the RCMP (due to an agreement with the Treasury Board of Canada) have been able to reap the benefits obtained by the independently larger metropolitan police forces. For example, in the Vancouver lower mainland area, police agencies

such as Abbotsford, Delta, New Westminster, West Vancouver, and Port Moody have similar collective agreements to those negotiated by the Vancouver Police Department.

Police associations and unions vary in membership; some represent only ranks that have no supervisory responsibilities, while others represent mid and senior level management in addition to rank-and-file members. In other instances, the police union represents sworn police officers and civilian workers that may include jail guards and dispatchers.

No matter where they lie on the continuum, police unions and associations are a structured and organized group of individuals that share common objectives and features focused upon improving the quality of life for others. They attempt to speak with a unified voice on behalf of their membership; they place a premium on group over individual goals. They enjoy greater bargaining power than would be available to individual members negotiating alone with an employer.

Police associations and unions also serve to influence the public's attitude and perceptions about policing while improving the quality of work life through both active and passive mechanisms of collective bargaining. The goal of many police unions is to better the police agency; allowing the rank and file input into shaping the quality of policing that the community receives.

Today, the Toronto Police Association (TPA) is the largest single association of its kind in Canada. The objectives of the TPA are

to "uphold the honour of the police profession, promote and advance the social, wellness and economic welfare of its members [and to] generate public and political interest on the vital importance of police work in the everyday life of our community."

Collective bargaining and labour contract administration are a priority for the TPA, as is promoting a healthy and safe work environment for all its members.

Authors Note:

This article is based upon excerpts from: Master of Art's (Criminology) Thesis by Ms. Barbara Ann Suzon Fleury entitled: *The Historical Development Of Police Unionism: Three Case Studies From British Columbia*, 1981. *Police Leadership and Labour Relations* by James W. Drennan (2003). The Diane Bell Memorial Scholarship, *The Thin Blue Line*, Volume 3, Issue 2 (2004). Toronto Police Association's Web Site: Our History (www.tpa.ca/about-us/history).

Dr. Rick Parent is an associate professor in the Police Studies Program, School of Criminology at Simon Fraser University and was a Delta police officer for 30 years. Rick served as the vice-president of the Delta Police Association during his career. His current research and expertise surrounds police use of lethal force, including the phenomena of suicide by cop. rparent@sfu.ca

Noor Sandhu is an undergraduate student at Simon Fraser University and works as a youth care counsellor for high risk youth within B.C.'s criminal justice system. Her research interests include police studies, specifically the legal aspects of police accountability and youth sex offending. noors@sfu.ca



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THE LITTLE TIN CUP THAT DID

Toronto's Syd Brown changed police labour relations in Canada

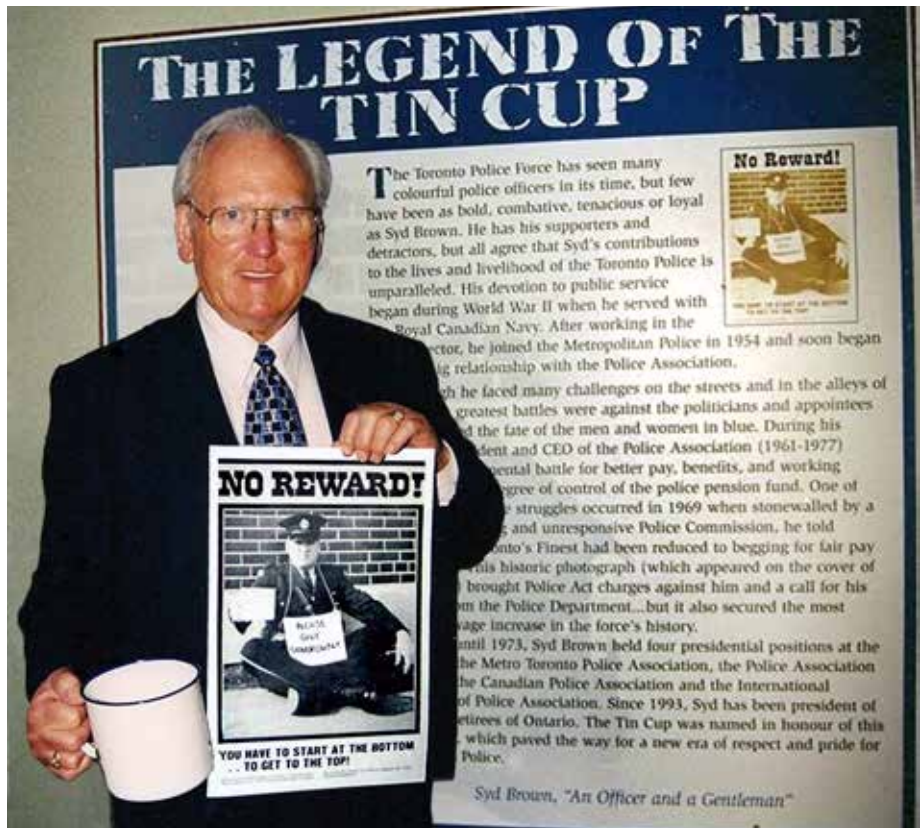
by Morley Lyburner
(with files from Toronto Police Association)

The Toronto Police Force has seen many colourful police officers in its time, but few have been as bold, combative, tenacious or loyal as Syd Brown. He had his supporters and detractors, but all agree that Brown's contributions to the lives and livelihood of the Toronto Police is unparalleled. His legacy has also left an impression on police labour relations across Canada.

Brown's devotion to the public service began during World War II when he served with the Royal Canadian Navy. After working in the private sector, he joined the Metropolitan Toronto Police in 1954 and soon began his life-long relationship with all aspects of police labour relations.

Even though he faced many challenges on the streets and in the alleys of Toronto, his greatest battles were against the politicians and appointees who controlled the fate of the men and women in blue. During his tenures as president and CEO of the police association (1961 - 1977) he led the monumental battle for better pay, benefits and working conditions and a degree of control of the police pension fund.

One of his most memorable struggles occurred in 1969. When stonewalled by a seemingly uncaring and unresponsive Police Commissioner, he told reporters that Toronto's finest had been reduced to begging for fair pay and benefits. He then posed for his historic photograph (which appeared on the cover of *Toronto Life Magazine*) sitting cross legged on a sidewalk with a tin cup in hand. The action



Syd Brown, "An Officer and a Gentleman"

proved an embarrassment to the intransigent police commissioner and brought Police Act charges against Brown and a call for his dismissal from the force... but it also secured a 30 per cent pay raise. This changed the way (police) wage and job negotiations were done in all of Canada

From 1968 until 1973, Syd Brown held four presidential positions at the same time: The Metro Toronto Police Association, The Police Association of Ontario, the Canadian Police Association and the International Conference of Police Associations. In 1977 Brown became a further trend setter by becoming the chief of the Waterloo Regional Police. From

constable to labour boss to chief of police. Another Canadian first.

In 1993 Brown took over the presidency of the Police Retirees of Ontario and loyally served until his death in 2011 at the age of 85.

To this very day the Toronto Police Association (TPA) is the single most significant trend setter in influencing all contract negotiations across the country. The social club owned and managed by the current TPA was named *The Tin Cup* in honour of the actions of Brown. It was his tin cup action which paved the way for a new era of respect and pride for the Toronto Police in particular and the Canadian police labour movement in general.

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DANCING EARNS TRIP TO HAWAII



Left: Const. Robert Hynes and his wife Lori Hynes with their children, nine-year-old Kempton and six-year-old Jessa. **Right:** Const. Robert Hynes with some artwork given to him by school children in Alberta.

by Danette Dooley

What started out as a way to cheer up his children resulted in a free trip for two to Hawaii for RCMP Cst. Robert Hynes and a fundraiser for a fallen comrade.

The story begins when Hynes' wife Lori took a video of him arriving home from work, in full police uniform, breaking into dance to Bruno Mars *Uptown Funk* – all to the delight of the couple's six-year-old daughter, Jessa.

The video was taken in November, 2014 – about a month after the family moved from St. Paul, Alberta to Barrhead, Alberta.

While it's accepted that RCMP members will be transferred several times during their career, the move isn't always easy on their children.

Leaving their friends behind in St. Paul was devastating for his daughter and her nine-year-old brother Kempton, Hynes said.

"My kids were having some issues at school and finding it hard to make friends. My wife decided we needed to do something to cheer them up. So, she would have afternoon dance parties when they got home and I'd get off at 4:30 (pm) and I'd join in."

When Hynes began dancing out of his jacket, his daughter joined in and his wife began videoing the impromptu dance party. She shared the video, called "My Dancing Mountie," with RCMP spouses via their private Facebook page.

"Their Facebook page is a great online community of RCMP spouses and when they get behind a cause, they are definitely a strong

voice. My wife has certainly found some benefit in being part of that group."

The video caught the attention of another RCMP officer's wife, who contacted Lori and asked if she could nominate Hynes in a Facebook contest called "Most Loving Person in Central Alberta."

The contest was started by a couple from Alberta who received a free trip for two to Hawaii when they bought a new car from a local Ford dealership. They decided to donate the trip to the most loving person in Central Alberta. There were more than 15,000 nominees and Hynes was one of ten finalists.

The finalists attended a random draw for the trip in Stettler, Alberta in January. While his name wasn't chosen, the Ford dealership that awarded the initial trip decided to donate three more – one to the couple who held the contest and another to auction off to raise money for the family of RCMP Const. David Wynn, who was shot and killed while responding to a call.

The third trip went to Hynes as a thank-you for his service with the RCMP. It was a pleasant surprise, he said. Cst. Steve Nolan, who mentored Hynes in St. Paul, lauded his work in the community.

Hynes was instrumental in organizing a cadet corps at the First Nations reserve in Good Fish, he noted, and also spent time helping people on the reserve during his off duty time.

"Rob spent a lot of time on the reserve doing community policing work. At Christmas time he would dress up like Santa Claus and sing songs. He's a very caring person with a

big heart, a really nice guy."

Born in St. John's, NL, Hynes joined the RCMP in 2008 and began working as a police officer the following year.

"I did about five and a half years in St. Paul doing general duty policing before I took a school resource officer position in Barrhead this past October."

His work, particularly in the First Nations school, prepared him well for his most recent position, he said.

Hynes said he's proud of his career with the RCMP and, as much as he'd love to be policing in his home province, he's content carrying out his duties in Alberta.

"The most difficult part of this career is being away from home. My kids are growing up only getting to see their grandparents once or maybe twice a year if they're really lucky. But you hang on to the friendships you make in the community and you have those friendships for the birthdays and other special occasions."

Knowing the video that won him the trip has put smiles on other people's faces (it presently has almost 9,000 hits on YouTube) makes Hynes chuckle.

"Lori often records us being silly but this time I was just getting off work and I really enjoyed the song that was on. My daughter started mimicking my dance moves... it was just one of those moments that was luckily captured on video."

Danette Dooley is *Blue Line's* East Coast correspondent. She can be reached at dooley@blueline.ca.

LETTERS

In recent months there have been several cases referenced in the Canadian media that discuss the issue of false confessions and how police interrogation techniques can cause innocent people to confess to crimes that they did not commit. In reality, this is a very rare occurrence.

The overwhelming majority of Canadian law enforcement officers adhere to the following core interrogation principles:

1. Always conduct interviews and interrogations in accordance with the guidelines established by the courts;
2. Do not make any promises of leniency;
3. Do not threaten the subject with any physical harm or inevitable consequences;
4. Do not deny the subject any of their rights;
5. Do not deny the subject the opportunity to satisfy their physical needs;
6. Always treat the subject with dignity and respect.

There is always an ongoing struggle to, on the one hand, balance the needs of society to identify and prosecute criminal offenders, and on the other hand, to respect the rights of the individual accused of committing a crime.

It is a dangerous precedent to make sweeping changes in effective police investigative techniques based on a few isolated cases of poor investigator judgment.

If we deny the police the opportunity to use active persuasion to convince the guilty suspect to tell the truth about what they have done, we run the risk of allowing criminal offenders to avoid identification and subsequent justice.

*Joseph P. Buckley,
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ODDITORIALS

BRUNSWICK, N.Y. (AP) — It may have been the easiest driving while intoxicated arrest ever made by the New York State Police.

Authorities say a trooper was driving a marked patrol car when he stopped to fill his gas tank at a convenience store in Brunswick, near Albany.

While the trooper was gassing up, state police say, a 50-year-old man from nearby Troy pulled in and parked next to the trooper's car. Police say the man got out of his vehicle and walked directly into the trooper's car.

Officials say the man showed obvious signs of intoxication and was questioned by the trooper. Police say the man failed field sobriety tests and was arrested for DWI. His blood-alcohol content was 0.18 percent, more than twice the legal limit.

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BETTER IS BETTER

by Glenn De Caire

- A 45-year-old man cut himself and sent pictures via Facebook. The Mobile Crisis Rapid Response Team (MCRRT) responded to assess him; he had a substance abuse problem. Based on the mental status exam, he was not apprehended. Uniformed patrol would have taken him to hospital.
- A 13 year old boy went missing for five hours during a cold alert and was the subject of a missing person search. He had hid in the backyard dog house during a previous cold alert wearing only a light jacket. MCRRT was able to talk him out and back into the house.
- A personal support worker called 911 to say a female client wanted to jump off her balcony. MCRRT responded, did an assessment and found there was no need to apprehend the client. Uniformed patrol would have taken her to hospital.

These incidents are common to police right across the country. The Hamilton Police Service (HPS) used to make about 2,000 mental health apprehensions each year. As with most police services, a disproportionate amount of resources were being used without



meeting the needs of the people in crisis.

Facing these problems on a daily basis, we developed a Mobile Crisis Rapid Response Team, the first of its kind in Canada. A uniformed officer was paired with a mental health professional to provide direct, rapid support to individuals in their time of crisis.

The goal was to reduce the number of people suffering from a mental health crisis taken to hospital by police for psychiatric treatment and to divert those in crisis by connecting them with other mental health service providers/partners.

The MCRRT proof of concept strategy

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sees a dedicated mental health professional (MHP) work with divisional patrol Monday to Friday from 10:00 am to 10:00 pm. Our downtown patrol area was selected as it had the most mental health apprehensions.

The MHP is partnered directly with a uniformed police officer and is responsible for and dispatched to all “in-progress” 911 calls involving a reported person in crisis.

The MCRRT strategy has already seen positive results. Officers are spending less time standing by in emergency rooms awaiting doctor assessments. Individuals in crisis are receiving an immediate frontline response and the care they require on scene.

The initial target was to assess 250 clients in one year. This was revised to 500 in very short order as the team was set to quickly surpass the original goal.

The MCRRT was mobile for 246 shifts and responded to 735 individuals in crisis between Nov. 25, 2013 and Nov. 30, 2014. Of the 745 individuals seen, 203 were apprehended by the MCRRT for assessment at hospital (41 youth were taken to McMaster University and not included in these statistics). Of the remaining 491 individuals, 431 were immediately diverted/connected to other available services and 60 were apprehended on the strength of the Mental Health Act forms already in place and required no further assistance.

Many of the people apprehended go right into medical or psychiatric care instead of coming into police custody.

With MCCRT, our apprehensions have fallen, diverting more than 400 people from hospital while still offering those in crisis the level of care and assistance they require.

The outcomes are very impressive and we now seek to solidify this important project into the service with our 2015 budget request. Our focus on mental health requires five full-time officers to work with the mental health professionals. We seek to entrench this important program and to expand it to seven days a week across the city.

We are supported in the endeavour by our partners at St. Joseph’s Hospital and Hamilton Health Sciences. The Local Health Integrated Network (LHIN) of Hamilton Niagara Haldimand Brant agreed in December to provide St. Joe’s mental health workers with almost \$500,000 of base funding to support our MCRRT. We are grateful for this major contribution to mental wellness in Hamilton.

The National Committee on Public Safety, May 2014, stated that “paving the way to community safety includes upstream solutions for downstream benefits... prevention is cheaper than investigation, response and putting people through the courts system.”

We know that mental illness is not criminal behaviour. Our teams are offering people in crisis the right care at the right time. Better is better.

Glenn De Caire has been the Chief of Police for the Hamilton Police Service for over five years. He is a former senior member of the Toronto Police Service and a member of the Medal of Merit for the Police Services. He may be reached at 905-546-4764.



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Lights, camera, action – start your interview

by Wayne Vanderlaan and Gord MacKinnon

In a world where cameras and digital media are integral parts of mainstream living, it's not surprising that public expectations about police and how they do their jobs have changed.

People not only want to hear about what happened, they want to see it and judge for themselves who acted reasonably and who didn't. This has led to calls for more police car cameras, better surveillance video in police stations and, more recently, body cameras for individual officers. The movement towards more accountability through the use of technology shows few signs of slowing down and, if anything, we can expect greater scrutiny of police actions in the future.

This trend is also apparent in police interview rooms, where video of key interviews are released to the media in more and more high profile cases. Granted, cameras have been part of police interview practice for quite some time, but where once it was extremely rare to see an interview on the news, now it is a fairly regular occurrence. We are even seeing analysis and commentary on newscasts and entire investigative journalism programs dedicated to critiquing the techniques and methods employed to obtain the truth from suspects.

The interviews of Russell Williams, Terri-Lynn McClintic and Michael Rafferty by OPP D/Sgt. Jim Smyth are all available on YouTube, almost in their entirety. The interviews were widely reported, with various pundits and commentators playing and analyzing segments and generally praising Smyth's ability to elicit the truth. He used a low key, patient approach that was very non-confrontational.

A far different analysis was made in the case of Eric Morgan, who was charged by Peel Regional Police with murder. Officers were judged to have "aggressively" questioned eyewitnesses. The trial judge denounced police conduct, found that "almost all witnesses were inappropriately pressured," and directed the jury to acquit Morgan.

The CTV News program *W5* looked at the Morgan case. A variety of "experts" analyzed and commented on the conduct of officers and a number of interview excerpts were shown where officers appeared to confront witnesses on their stories.

Regardless of whether they are right or wrong, the opinions formed by members of the public, judiciary, media, various activist groups or anyone else who takes an interest,



will be greatly influenced by what is presented in a police interview. This is the new reality facing officers. They have to be aware not just of what they are saying, but how they are saying it and how it will look if and when it is shown on the evening news.

Officers need to be trained to interview in a manner that will present well in the media while still allowing the use of certain techniques that should increase the chances for a successful outcome. Confrontational methods of interviewing subjects can be exactly that – confrontational – and at times do not present very well when viewed through the camera lens.

Even though it is not illegal or abusive to confront a suspect unless officers go beyond what is reasonable, they can nevertheless appear to be "brow beating" or becoming aggressive with an interview subject. At times, it just doesn't present well. This can lead to negative impressions being made when the interview is shown in the media or in court.

It is not surprising then that the trend today in interviewing is towards a more non-confrontational approach. Many courses centre on a common mantra such as conversational management or non-confrontational, motivational or non-accusatory interviewing. Each technique has its own set of guidelines, procedures and steps but all have one thing in common: done properly, they present well on video and in court.

When using a non-accusatory approach, an officer will present evidence and facts that let the interview subject draw his or her own conclusions about the incident under investigation. It is this evidence that applies psychological pressure to tell the truth.

The officer remains a neutral observer who, although tasked with seeking the truth, should not allow personal doubts about a subject's story to contaminate the conversation.

Subtle persuasion can be employed, as well as making the subject explain themselves, without crossing the line into coercion. A subject is given the opportunity to tell the truth in a manner that is reasonable, patient and personable.

When you consider that a large part of the non-accusatory approach to interviewing involves building and maintaining rapport with your subject, it is easy to see why it scores well when analyzed by the media and general public. The interview is conducted in a manner where the interviewer and their subject assist each other in arriving at the truth.

A good example of this rapport is found in what Russell Williams says when he is on the verge of confessing to the abduction and rape of Jessica Lloyd:

Williams: So how do we fix this?

Smyth: Well, we can start with some honesty.

Williams: (Long pause) Okay.

Smyth: Where is she?

Williams: Got a map?

Williams asks "How do we fix this?," not "How do I fix this?" This is a subtle difference in language but a very good indication of how Williams was feeling about his relationship with Smyth at that time. The confession that followed likely led to Williams' guilty plea and was a very successful outcome to a tragic and disturbing case.

We can see that successful interviews can be accomplished without the need to accuse the subject and spark a confrontation. Increased training in the use of non-confrontational and non-accusatory interviewing techniques would go a long way to solving some of the image problems police sometimes face in the media. This will lead to a better public perception of police techniques and may avoid future issues where courts rule statements inadmissible due to their overly oppressive nature.

We will present courses on the Non-Accusatory Interview Technique and the Detection of Deception April 28 and 29 at the Blue Line EXPO. Hope to see you there.

Instructors

Wayne Vanderlaan and Gord MacKinnon will return to the Blue Line EXPO this April to conduct 2 one-day courses – "The Non-Accusatory Interview Technique" and "Detecting Deception." The courses will cover rapport-building, questioning styles and other techniques that allow you to conduct an investigative interview in a fair and effective manner, defensible in court and "bullet-proof" in the media. See you there!

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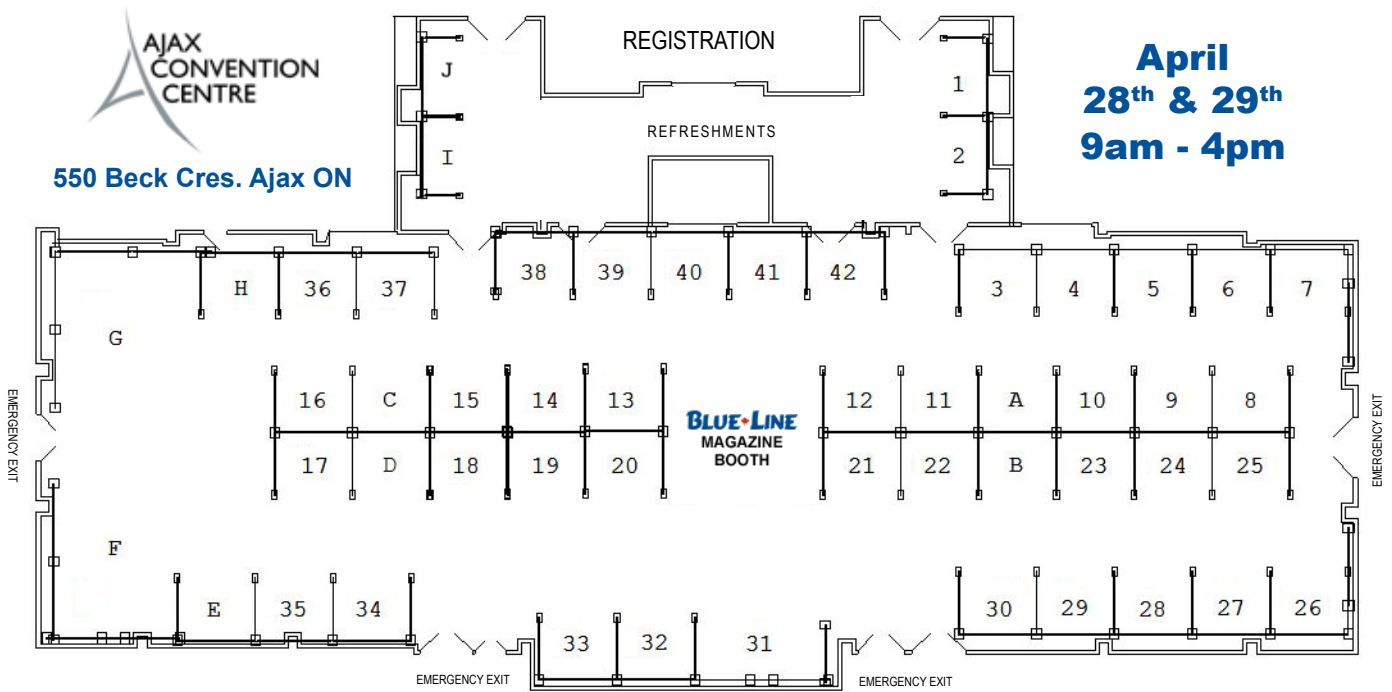
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ACCEPTING THE CHALLENGE

Critical crisis negotiation techniques for hostage/barricaded situations

by Tom Hart

There has been an overwhelming interest and emphasis recently on continuous training on crisis negotiations to strengthen resolution skills and improve on-scene opportunities to minimize use of force.

The interest has been highlighted in reports from Supreme Court of Canada Justice Frank Iacobucci's "Police Encounters with People in Crisis" (July 2014), the Ontario Coroner's Inquest and the Mental Health Commission of Canada study (March 2012).

Case studies provide learning opportunities from real life where superior negotiating techniques and tactics have successfully handled and resolved a situation to the best possible outcome. A hostage/barricade situation at a treatment centre specializing in treating drug and alcohol additions over a short-staffed holiday weekend is a good example.

The initial communication outlined a disturbance as an argument between a resident and unidentified man. Police arrived and met a resident who saw a male suspect armed with a handgun arguing with his wife inside the building. The witness was placed in a cruiser a safe distance away for further questioning, but close enough for the officer to maintain contact with the front door and monitor the building while awaiting backup.

A registered nurse called communications from the main office to confirm the names of the husband and wife. The suspect's wife called from inside the building on her cell phone, quietly advised that her husband had a gun and then hung up. Communication cannot re-establish contact with her cell but the same nurse answered the office phone and indicated she was hiding in fear of her life while the couple argued down the hall.

Two uniformed units and the supervisor arrive on scene and co-ordinate containment of the building, attempting to re-route holiday and construction traffic.

The wife calls communications again, stating "he is upset and has a gun, please help." A male voice can be heard yelling in the background before the phone hangs up. Communications advises police that the suspect is Caucasian, age 40 and has a history of outstanding drug and robbery charges and a

lengthy criminal record of drug and violent offenses. The wife is also on CPIC for drug offenses with an upcoming court date, is Caucasian, age 40, with a lengthy criminal record for drug and property crimes.

The Emergency Response Unit (ERU) arrives to take over containment and await further instruction. The incident commander arrives with the mobile incident command unit and scribe, soon followed by the crisis negotiation unit.

Communications receives a text message from the wife's cellphone advising that her husband is holding a gun to her head and demanding drugs. The negotiator begins a text conversation, initially asking the wife "are you okay?" before realizing that the suspect was responding.

The incident commander requests a subject assessment and locks down the landlines. Once convinced to pick up, the suspect immediately advises he is looking for drugs (methadone) and/or alcohol. His level of frustration and anxiety are quickly escalating. He will seriously harm the nurse or his wife if not given drugs.

Meanwhile, CIB obtains a drawing of the building, as requested by the ERU sergeant. The incident commander is advised of the immediate and deliberate action plan, location and exit route. There is concern over the plan's effectiveness because the suspect's location is unknown.

Following several hang-ups, crisis negotiators make contact with the suspect, who stresses that his only demand is drugs or alcohol. He is willing to talk with the crisis negotiator to ensure he receives them, but remains agitated. An updated subject assessment indicates the suspect is expressive, agitated, desperate and unorganized.

The crisis negotiator continues to communicate effectively with the suspect in an effort to build a rapport. The suspect's wife can be heard in the background asking for drugs and alcohol, which indicates a shift in dynamics between the couple.

A psychiatrist arrives to assist the incident commander and team. The psychiatrist's assessment suggests a high probability the suspect will commit a violent act toward either the nurse or his wife. At this point either of

the victims could be experiencing survival identification (Stockholm) syndrome.

The crisis negotiator continues to speak with the suspect using active listening skills and rapport building techniques, which had de-escalated the suspect's level of frustration and anxiety. Negotiators realize the nurse has become sympathetic towards the suspect, as she offered advice on drug and alcohol rehabilitation programs. The relationship between the suspect (hostage taker) and the nurse (hostage) becomes friendly and less threatening.

Through lengthy and at times frustrating conversations, the crisis negotiator is able to effectively reduce the demand to a small amount of alcohol for the release of the nurse. The incident commander approves the exchange of two cans of beer and awaits the tactical plan. After the alcohol is delivered the nurse follows the tactical officer's directions and is handed over to the detective team.

During this time, the suspect's wife unexpectedly walks out the front door, where she is taken into custody by the tactical team and later questioned by investigators at the command post.

The crisis negotiator continues to talk with the suspect as his subject assessment shifts from expressive to depressed and potentially suicidal, due to the effects of the alcohol. The crisis negotiator is now challenged with saving the suspect from killing himself.

A number of effective crisis negotiation techniques were used throughout this potentially violent and dangerous hostage-taking event. Learn more on how this situation unfolded and the strategies and techniques used by attending the *Crisis Negotiation Techniques Course*, taught by Canadian Critical Incident Inc. (CCII) at the Blue Line EXPO, April 28, 2015 at the Ajax Convention Centre.



Detective (Ret) Tom Hart is a former crisis negotiator with 20 years experience. President of Canadian Critical Incident Inc., he instructs and qualifies police officers in crisis negotiations.

Visit www.blueline.ca/expo for info and registration.



Survey says... enough already

I just got back from ten days away – a combination of business and personal travel. Much as I like to travel, I really hate coming back. Not that my life is awful or anything – quite the contrary, but two things happen when one has the gall to go away:

1. Everything piles up on your desk awaiting your return, making you wish you had never left; and
2. Every single person that you so much as made eye contact with during your sojourns sends you extensive surveys and questionnaires to determine your experience with their hotel/restaurant/service/merchandise.

I have nothing to say about #1 but a whole lot to say about #2. The fact is that I am all data'd out. Done. Caput. I do not want to tell one more person how I felt on a scale of 1 to 7 about the colour of the wait staffs' uniforms or whether the bathtub was clean.

It's not just travel-related surveys that cross my desk. Psychology is a research profession so everyone and their dog is trying to collect data about something. I returned to find my mailbox overflowing with requests to complete surveys about my supervision style, way of selecting interns, satisfaction with various psychology-type services, my view on someone's new website... you get the picture.

Don't get me wrong – I actually enjoy completing surveys. I even volunteered for an agency that does nothing but ask you to complete surveys – but quit after answering what looked to me to be the same set of questions five different times.

So I am done. DONE. But alas, while I say that today, tomorrow I will turn into a hypocrite and start collecting data for something we don't seem to know enough about. There are lots of those sorts of things in police psychology. What is the most effective way of contributing to officer selection and promotion? Which model of joint police/mental health response works best and what do the various models achieve?

How does one design and implement a workplace based mental health initiative that is accepted and works? What is the best way of re-integrating injured folks back into the workplace? I could go on... but every one of these questions require collecting even more data! How does one get around the problem of surveying people to death?

I have a few suggestions:

1. Stop collecting data that you never use or look at. I do not know a single agency that doesn't collect a package of "routine statistics." Are you using them? Do they tell you anything new? If the question has already



been answered, stop asking it. (Mind you, I do realize that you are mandated to collect a whole bunch of statistics, many of which are useless. Good luck with that.)

2. May I repeat... Once you have answered a question, stop asking it. If you've done community satisfaction surveys every three years for the last few decades and they all say the same things, stop asking – or ask less often. Most questions can be answered through time sampling: you collect data for a month, or for the first week of several consecutive months, or once per season, then quit.
3. Before you ask for an answer, figure out what the question was. If there is no question in mind, you don't need the data. Do you really need to know whether people who have never called the police think the response time is quick enough? If the answer is yes, then ask the question, but if it is no....
4. Focus your survey. Maybe a blunderbuss approach which involves asking everyone everything forever is not the way to go. Identify a specific subpopulation, and ask them enough questions about a specific topic, over a specified period of time, then see # 2 above.
5. Use the data that exist – whether they are yours or someone else's. There is a ton of data out there so there's often no need to generate more. Likewise, if you have data, make it available to others.
6. Collect GOOD data. Make sure the people who are designing the surveys know what they are doing, and make sure that you can use the information you collect. If you collect useful data, it takes on a life all its own. This tends to happen whether the data was good or bad so make it good. If you don't know what the difference is, find someone who does.

7. Also, if you are going to collect data, make sure you collect enough that you can stand behind your conclusions – because otherwise someone else has to do it all over again. The Internet has made it easy to collect bad data. If you send a questionnaire to every police officer in Canada and get responses from 237 of them, what on earth will that tell you?

8. Consider teaming up with other agencies to collect data so you all collect the same – which makes it infinitely more useable. It is hard to interpret data when there is no reference point and we can dismiss it if we think it only applies to you and no one else.
9. Don't make the survey any more complex than it needs to be. Not everything merits a 10 point Likert scale. If you want my opinion on whether your hotel bathtub was clean enough, the answer is pretty well "yes" or "no." I don't think my bathtub inspection skills are up to discerning whether the cleanliness was a 6 or 7 on a 10 point scale.
10. Make it apparent to the people who have contributed data that you are actually using it. As noted above, if you do not plan to use it, don't ask. If you do use the data, let me know. I might be more inclined to complete your next survey.

Now that I have all that off my chest, I will wade through the many requests for my feedback. I will tell Via Rail that I hate their new meals – even though I'm sure they already know everyone hates them. They are cheaper and require less staff time to prepare so they are unlikely to heed my advice – and besides, I have told them this a zillion times already.

I will tell the university student that I do not provide the kind of services she is asking about – and do not even live in her country.

I will redirect the person doing the survey on a particular aspect of police psychology to the existing literature because I don't see what his survey will add to what we already know.

I will point out to the local social service agency that its survey does not make sense and the numbers are not in order.

I will tell the latest conference organizer that asking if the chairs were comfortable and the speakers good really does not provide useful information to anyone.

I think I will design a study about bad surveys and useless data.

Dr. Dorothy Cotton is Blue Line's psychology columnist, she can be reached at deepblue@blueline.ca.

BC Fugitive program hits milestone

B.C.'s fugitive return program has hit a milestone with the 100th wanted person shipped out of the province to face outstanding charges.

The latest fugitive was arrested by the Surrey RCMP and was returned to Alberta to face assault and failing to appear charges.

He was escorted back to Alberta by B.C. sheriffs, which was funded by the Fugitive Return Program. The Vancouver Police Dept. is a partner in the program, which the VPD had originally dubbed "Con Air" to denote sending some fugitives by air to other provinces to face outstanding charges.

While any wanted fugitive from another province can be eligible for the program, most face serious criminal charges. One recent fugitive was returned to Devon, Alberta to face charges of sexual assault, forcible confinement, fleeing from police and dangerous operation of a motor vehicle.

Another man and his two daughters were returned to Calgary on warrants for assault causing bodily harm stemming from an incident that left the victim with semi-permanent paralysis. The daughters allegedly held the victim down while their father beat him.

To date, the fugitives sent from B.C. were returned to six provinces and one territory, with 42 per cent returned to Alberta, followed by Ontario, with 28 per cent of returnees.

A total of 43 per cent of fugitives were returned from the Lower Mainland, 26 per cent were returned from southeast B.C., 22 per cent were returned from Vancouver Island and nine per cent were returned from northern B.C.

RCMP Cpl. Trish Robinson said the fugitive return program was started in 2012 and 38 fugitives were returned in the first two years.

But the number of fugitives returned has doubled in the last 18 months, she said.

The program is managed by the RCMP but has a joint management team that includes the Vancouver Police. It is funded by the Civil Forfeiture Office and B.C. Sheriff Services under the Court Services Branch.

Jail combats drones

HALIFAX – One of Canada's newest jails is researching use of detectors to prevent the drugbearing drones that have plagued North American prisons.

Tim Carroll, superintendent of the Northeast Nova Scotia Correctional Facility, said staff are examining ways to prevent unmanned aerial

vehicles from lowering contraband into the jail's airing yards in a rural area north of Truro.

"We're looking at both obtaining our own drones for... perimeter checks and verifying surveillance in and around our correctional facility and, in addition to that, detecting drones which are not government operated and that may pose a threat to the facility," he said in an interview.

Incidents recorded in South Carolina and Quebec in the past two years prompted Carroll's interest as he worked on plans for the 100-cell jail, which opened Feb. 8. A drone detection company says it has received inquiries from provincial governments as incidents involving drones over jails become more prevalent.

Boris Defreville, chief of operations for French-based Orelia Inc., said his firm is one of a few competing in the new drone detection market.

Sensors made by the company, which cost about \$3,000 each, lock onto the sound of whirring drone blades, while competitors' devices lock in on Wi-Fi frequencies, use radar or employ infrared cameras, he said.

Drone detectors are just part of an array of technology aimed at keeping drugs out of jails, said Carroll, who has asked for approval to buy a body scanner worth more than \$200,000 to keep contraband out of the jail in Priestville.

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The need to lead during tragedy

The loss of a fellow police officer is one of the most difficult tragedies to work through. Officers lose their lives in the course of their work, and by their own hand. Suicide can be even more difficult for co-workers to deal with because it occurs at work or is believed to be due to the impact of traumatic events experienced on the job.

A death can impact even those that did not know an officer because they can identify with their difficult experiences. Some might even fear that they might one day meet the same fate. Supervisors and senior officers can assist others by demonstrating grief leadership, demonstrating behaviour that enables healthy coping in those grieving a tragic event. Grief leadership entails the healthy expression of grief, facilitating communications, empowering others with information and demonstrating healthy coping.

Leaders openly express emotional reactions to tragic events. This healthy demonstration of emotions helps to de-stigmatize normal human reactions that have typically been labeled as signs of weakness. Traditional police culture calls for an artificially stoic

reaction to ALL events, not just those where officers must suppress their fears and emotions to focus on getting the job done. During times of tragedies true leaders will offer a healthy demonstration of grief.

Personally, I am not motivated by nor trusting of people who hide the way they feel or, worse yet, feel nothing when a fellow officer dies. By demonstrating their grief, leaders show that you don't have to stuff your emotions and pretend that everything is alright when it isn't. It takes a lot more courage to be vulnerable than it does to act like everything is fine. A leader's healthy demonstration of grief makes it more likely that others will also express their grief. Senior officers, whether supervisors or not, will be role models for more junior officers on how to react to a tragic event.

Leaders say what others feel but do not say. In speaking unspoken feelings, leaders open up communications between officers about how they are interpreting the event. When tragedies occur there is a tendency to try to make meaning of the event, evaluating it to determine what could have (or should have)

been done to prevent it.

Some of this meaning-making is vocalized and oftentimes people play the "blame game" regarding how the event could have been avoided. This tendency is exacerbated by the fact that police officers have training and experience detecting suicidality in others and taking measures to prevent or at least delay suicidal behaviour with members of the public. For this reason, they may blame others for not preventing the officer's suicide – an uncaring supervisor or administration, a work partner or a spouse.

Colleagues might even blame themselves if they knew the suicidal officer. Normalizing feelings of guilt as part of the grieving process would aid them in realizing that just because they feel the guilt does not mean that it is appropriate or deserved. It would also help officers to learn that they are not alone in their interpretation of the event. If others feel the same way, the reaction feels more normal than a personal failing or weakness.

Leaders provide as much information as possible. Clearly, there are circumstances where not all information can be disclosed but all details that can be released should be, along with an explanation about what cannot be revealed and the reason why. Some of the information provided would relate to the details of the event itself. This will hopefully stifle the rumor mill and officers' search for information, which might not be accurate.

General information about suicide, grief and coping would also be helpful for police officers trying to make sense of the tragedy. For instance, leaders would be well-advised to explain that most police suicides are a surprise because officers are skillful at hiding their pain. So, instead of blaming people for not noticing a co-workers pain or for not doing something about it, officers could learn that they might be asking for something that was just not possible.

Lastly, leaders aim to lead by example in every aspect of healthy coping – taking care of their health with exercise, nutrition and abstaining from substance abuse, making use of social and professional support and maintaining work-life balance.

Grief leadership isn't about telling others what they should be doing to cope with the impact of the event. It is about showing what is helpful. It's about walking the walk and inviting others to walk with you.

Stephanie Conn is a registered clinical counsellor and former communications dispatcher and police officer. To find out more visit www.conncounselingandconsulting.com or email her at stephanie@blueline.ca.

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THOMSON REUTERS

Report says RCMP need a raise



The Mounties need a big raise to catch up with rival police forces and attract quality recruits, an internal report has found.

The RCMP Pay Council has compiled a “business case” that calls for a 10-per-cent raise, stating RCMP members have fallen far behind other police bodies.

“In order to recruit, retain and motivate the best work force for the job, the RCMP must be able to offer a competitive and relevant compensation package to its members,” said the report, entitled Fair Compensation for the RCMP.

“Given various conditions that have led to fiscal restraint measures, both the total compensation and the first class constable rankings of the RCMP are becoming less competitive with those of other departments in the police universe.”

The finding will put pressure on the federal government to increase salary and benefits in the RCMP, even as the force is trying to persuade Ottawa to approve the hiring of new officers to deal with the increased focus on the fight against terrorism.

The members of the RCMP have recently won a court battle in the Supreme Court to form a union or a police association, which they hope will increase their leverage in salary negotiations with the government.

“This climate creates the potential for a crisis within Canada’s national police force, especially in light of the Supreme Court of Canada decision ... which will significantly change the labour relations landscape within the RCMP,” the report said.

To attract and keep quality officers, the RCMP has determined that it must offer wages and benefits that are higher than the average compensation in police forces in six big cities (Edmonton, Halifax, Montreal, Toronto, Vancouver and Winnipeg) and the two main provincial forces (Ontario and Québec).

The RCMP wants its average compensation to be within the top three of the eight comparable police forces.

Currently, the RCMP is in fifth place, “with its total compensation value falling 9.61 per cent behind that of the average top three services.”

The Mounties started to fall behind other police officers in 2007, as the federal government entered a period of spending cuts, and have steadily lost ground since.

“In terms of salary alone, the RCMP first class constable salary ranks 57th out of the 82 Canadian police services with 50 members or more,” the report said. “These trends have contributed to members no longer recommending the RCMP as an employer of choice, which could hamper

any recruitment strategies that the force is implementing.”

One of the bigger challenges facing the RCMP is attracting recruits to serve in isolated parts of the country, even as their counterparts in other police bodies receive large incentives to serve in faraway detachments.

“As the pool of possible new members is shrinking, the competition between police services for qualified applicants is rising.

Successful organizations must offer rates of pay comparable to their competitors in the labour market,” the report said.

The five-member Pay Council now has to make a formal recommendation on a compensation package to RCMP Commissioner Bob Paulson.

The file will then head to the departments of Public Safety and the Treasury Board Secretariat for a final decision.

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The Case of George Gwaze

TITLE: *Murder That Wasn't*
AUTHOR: Dr. Felicity Goodyear-Smith
PUBLISHER: Otago University Press:
 Dunedin, New Zealand, 2015
REVIEWER: Gilles Renaud

Police officers in Canada and throughout the common law world will profit immensely from this recently published book concerning the investigation and trials of a father for the sexual violation and murder of his young daughter.

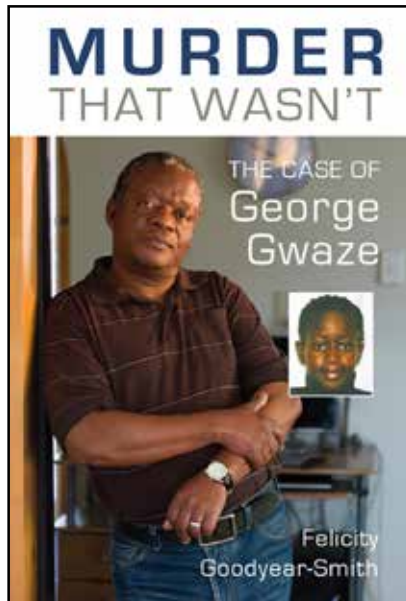
The case is eerily reminiscent of the prosecution of William Mullins-Johnson in Sault Ste. Marie, Ontario, documented fully by Justice Stephen T. Goudge in *The Inquiry into Pediatric Forensic Pathology in Ontario* (www.goudgeinquiry.ca).

A well-educated and well-to-do Zimbabwean-born veterinarian who had recently immigrated to New Zealand was charged with horrific offences, including suffocating the victim to avoid detection.

The rigorous and thought-provoking analysis makes plain that the accused is totally innocent of any wrongdoing. He endured arrest, detention and two trials (and a prosecution appeal), leaving aside scathing condemnation by the media in this Internet driven world. Others will face the same horror unless we take pains to learn from the errors of this miscarriage of justice.

As a trial judge and former prosecutor, I wish to underscore that the police correctly charged Gwaze on the strength of apparently obvious trauma to the anus, together with subsequently discovered seminal material on the child's underwear that was linked to her father. Indeed, reading the book's initial pages touching upon this evidence, I conclude that police would have been liable to professional misconduct accusations had they done otherwise.

Nevertheless, the author argues – based on her professional qualifications as an experi-



enced forensic physician and as documented in her meticulous account of the case, including a detailed and searching examination of the myriad medical observations and conclusions – that the prosecution ought not to have been carried forward.

The text suggests in the clearest of terms that the “guilty” theory put forward originally was based on an incomplete factual understanding of the case, especially the presence of blood (suggesting trauma), and the objective belief that the child's anus was torn (if, in fact, it was) by an object such as a phallus. This was the product of a faulty appreciation of how complex and intertwined diseases, notably HIV in the case of a child, destroy the body internally and externally. In brief, the child was killed by a rare illness that produced a fulminating and irreversible sepsis and not through human hand.

The police, prosecution and Crown experts are taken to task throughout the book

for not understanding the complex medical processes at play. If this criticism is fair, a question I leave to the reader to answer, I suggest that the police are the least likely to be held to account. They appear to have held a good faith belief in the expert opinions advanced throughout their investigations that the child died from a terrible assault.

I doubt that many investigators could suspect that seminal material on clothing or sheets might be innocently transferred during the course of being washed, to address just one of the many counter-intuitive points raised in the course of the investigation's “post-mortem.” That being said, police officers are to be faulted for failing to read books such as these, or the relevant chapters at the very least, since they analyze closely the numerous developments in scientific knowledge and investigative techniques touching upon medical controversies.

In a subsequent case, investigators will be better equipped to ask the searching questions that arise such as how best to cut underwear or other material to avoid contamination, and how to test fairly and fully the defence hypotheses that are advanced, such as whether repeated washing may result in transferring biological material.

In conclusion, cases such as this represent signal challenges to the police and all of us in the administration of justice profit immensely when the work of dedicated writers is read in the correct spirit: that of educating us to avoid past errors.

Dr. Goodyear-Smith has written a detailed account of what appears to have gone terribly wrong in this investigation. Ignore this valuable guidance at your peril.

Gilles Renaud is a former assistant crown attorney who was appointed to the Ontario Court of Justice in January 1995. Justice Renaud has published eight books on law, covering topics relating to evidence, sentencing, advocacy and judging including two in French and one book of short stories.

From patrol cop to profiler

TITLE: *Crime Seen*
AUTHOR: *Kate Lines*
PUBLISHER: *Random House Canada*
REVIEWER: *Morley Lymburner*

Kate Lines' new book "Crime Seen" must be seen to be believed. As I turned the pages I tried to come to terms with how to write a review on such a large panorama of police work. It is like standing on a mountain top and trying to describe the view in detail. Where do you start?

It was interesting to read about Lines' rustic roots. Peel back the current knowledge of her as Canada's second trained criminal profiler and her much heralded and awarded career and you are warmed by the real Kate and her life experiences.

Her early confessions of stealing candy as a child and college era experimentation with pot gives a human touch which leads the reader to the solid foundation of the whirlwind police career which followed.

Her career began humbly, patrolling highways in the Greater Toronto Area. She learned quickly that the best way to thrive was to keep calm, carry on and never lose her sense of humour.

This last attribute would prove to be the most helpful in the first of many dramatic turns in her career. In the mid 1980s Lines traded in her uniform for a tight miniskirt and leather jacket, becoming one of the OPP's first female undercover officers specializing in biker gangs.

The opportunity of a lifetime arose in 1990. After being promoted to corporal she was chosen as just the second Canadian to attend an elite program at Quantico, Virginia in what was then the emerging field of criminal profiling. After ten months of intensive education in the intricacies of violent crime, Lines' new skills made her much in demand back home.

Over the years Lines was involved in a number of high-profile cases, including the abduction and murder of Kristen French in St. Catherines, Tori Stafford in Woodstock and the disappearance of Michael Dunahee in Victoria, BC.

This book takes the reader through the entire investigative process as well as the dramatic impact on victim families and the investigators.

Kate was an early proponent of ViCLAS – the Violent Crime Linkage Analysis System, and when she took charge of the new and massive Behavioural Sciences Division of the Ontario Provincial Police in Orillia,

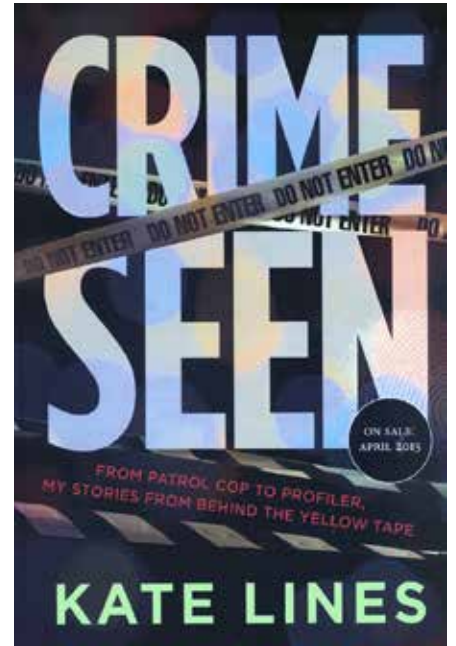
she turned the department into a dynamic hub of innovation. She gathered the best minds and technological advances into the new section and helped hone and refine its capabilities. In short order the world came knocking and they continue to knock to this day.

Kate attained the rank of Chief Superintendent with the OPP and was appointed a member of the Governor General's Order of Merit of the Police Forces recognizing her exceptional service and performance of duty.

In 2003 the Canadian Police Leadership Foundation (currently known as the Blue Line Police Leadership Award) named her Police Leader of the Year.

Kate is an unsung, groundbreaking Canadian woman, one of a kind in this country, with a unique, inspiring and intriguing story to share.

I was fascinated to read of her pioneering spirit, her pride in not only her work but also those who worked with her. An excellent book telling untold stories in a clear and concise fashion.



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by Rev. Leslie Schrader

Thanks for the privilege

The years have passed quickly since an RCMP inspector invited me to be the chaplain for our local detachment. Looking back, I recall one of my first experiences on patrol with officers on a rainy Wednesday night.

With lights flashing and sirens wailing, four officers race from various parts of the city to the same destination – a downtown hotel. The call from dispatch and the computer readout verify that a woman with slashed wrists is outside a hotel bar bleeding to death.

We penetrate the crowd and come face to face with the woman. Blood spurting from both wrists, she slinks to the ground, cursing the police. The crowd is vulgar, seething and slurring drunken profanities.

We manage to move the crowd back as the ambulance arrives and paramedics rush to the woman. She fights their attempts to put her on the stretcher. Some in the crowd jeer, “You pigs, what are you doing here?”

Finally, with wrists bandaged to staunch the blood loss, the woman is wheeled to the ambulance and rushed to hospital. Still standing

at the scene, I glance at the pavement. The midnight downpour, like heaven’s tears, is slowly washing away the pool of blood near my feet.

The assurance of God Almighty bursts into my heart and mind. “This is where the Lord wants me to be. I am here for them (the officers). They have invited me into their lives. God, help me to help them.”

Fifteen years have passed since that night, and there have been many traumatic experiences, too numerous to tell. However, the confidence of being where God wants me to be has remained as clear as it was that first Wednesday night.

I always look forward to spending time with officers on patrol. They have become dear friends and confide in me about some of the traumatic incidents they have experienced.

A young female officer was first on the scene after a teenager fell from a bridge to the rocks below. He had intended to walk on the plank handrail to where he could jump off into the deep pool of water below, as his buddies were doing, but slipped and fell.

The officer called for backup and an ambulance on her arrival. The reply came back, “It will be 15 minutes or more before the ambulance arrives.” She rushed down the riverbank

and out onto the rocks. The boy’s friends huddled in fear, watching her anxiously as blood oozed for their friend’s mouth and head.

“Do something, do something!” they screamed.

Bending over the boy, she felt for a pulse, but there was none. The urgency of saving a life overwhelmed her and she began to administer CPR. Later, the emergency doctor pronounced him dead on arrival.

Back at the detachment, the young officer burst into tears. “I had to do something... he wasn’t breathing. I didn’t have the resuscitation kit, so I gave him mouth to mouth without protection. This could be the death of me.”

Though shaken, tears released her emotions. Her colleagues consoled her and I prayed with her.

Each day I pray that God will help me to help officers through their difficult times.

Thank you for the privilege, dear friends.

The past president of the Canadian Police Chaplain Association, **Rev. Leslie Schrader** recently retired from pastoral ministry. In addition to his RCMP chaplaincy, he volunteers as a chaplain on cruise ships, providing worship opportunities and spiritual conversation for cruise patrons and crew members.

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Be Careful What You Ask For...

The Risk of Creating False Memories

by Kirk Luther and Brent Snook

It has been a while since the last installment of *Science BEAT* but we wanted to share a just published study that has garnered quite a bit of media attention.

The study is titled *Constructing Rich False Memories of Committing Crime* and its findings are very important for investigative interviewers, and others working in the criminal justice system. The results solidify what researchers and many practitioners have known for a long time – memory is malleable to pressure, and people will confess to a crime that they did not commit. In fact, it seems that after a couple of pressured filled interviews, people can provide rich details to accompany their confession.

The research, carried out by Dr. Julia Shaw and Dr. Stephen Porter, was conducted to determine if university students would be able to recall details of a criminal activity that they supposedly committed as a young adolescent. Specifically, the researchers wanted to test the effect that various interviewing techniques would have on students recalling information about a crime that they did not actually commit (that is, creating a false memory).

Prior to the study, the researchers sent a questionnaire to the students' caregivers to obtain information they could use during their interviews (e.g., the name of the student's friends, where they were living at the time). For their study, students were interviewed about a true memory and a false memory during three separate 40-minute interview – each occurred a week apart. During each interview, students were first asked to recall the details of a true memory (as provided by the caregiver), followed by a false memory of committing a crime (the students were told that this came from their caregiver as well).

In the first interview, none of the students were able to provide information about the false criminal event. Over the course of the remaining interviews however, the interviewer engendered memory distrust by using a trusted source (that is, telling the student that the caregiver said the event happened) and a suggestive interviewing technique (such as visualization and guided imagery).

The interviewer also suggested that it is

normal not to remember events from such a long time ago, but if they worked hard to visualize it, their memories would come back to them. By the end of the third interview, 70 per cent of the participants had false memories of a criminal event that resulted in police contact. The students provided between 50 and 90 false details, such as a physical description of the police officer. Interestingly, the content of the false memories were very similar to the content of the true memories (e.g., similar proportion of visual details).

The take away message from this research is that interviewers should manage eyewitness memory with the same philosophy that investigators use to manage a crime scene – namely, “do not move anything.” Interviewing is an extremely complex skill and interviewers must be careful that their words do not alter memories, and ultimately, destroy evidence.

Interviewers also have to be very cautious about the interviewing techniques they use. The aforementioned study shows that interviewers should avoid pressure to remember and using suggestive tactics such as false evidence (or implying non-existent evidence exists), guided imagery, leading questions and drip-feeding information during an interview.

This research also has implications for deception detection research. The researchers found that the visual, auditory, olfactory and tactile sensory components did not differ significantly between the true and false

memories. Ultimately, these findings show that it is difficult to determine whether a suspect is lying (i.e., providing a false memory) because the difference from telling the truth (i.e., providing a true memory) is nominal.

Note: A Google search using the term “Misinformation Effect” will produce a wealth of information on this phenomenon that will be of interest to investigative interviewers.

Reference

Shaw, J., & Porter, S. (2015). Constructing rich false memories of committing crime. *Psychological science*, Advance Online Version.

Kirk Luther is a Ph.D. candidate at Memorial University. His research interests include false and coerced confessions; interrogation tactics; child interviewing practices; and distinguishing between science and pseudoscience in law enforcement. Kirk has published several articles within these areas, and has presented at both national and international conferences. His research has garnered international media attention and numerous national awards.

Brent Snook is Professor of Psychology at Memorial University of Newfoundland. He holds a PhD in Psychology from The University of Liverpool, UK. His research interests include decision-making, forensic psychology, investigative practices (e.g., interviewing) and pseudoscience in the criminal justice system. In addition to the implementation of PEACE in Canada, his current body of work involves how people understand their legal rights and refining the effectiveness of the various components comprising the PEACE model of interviewing.

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Digital imaging – better, faster, cheaper



It's been some time since I looked at the world of digital imaging and much has happened in the ensuing years.

The smartphone has savaged much of the traditional dedicated camera market, particular the low-end point and shoot category. Many people who would not ordinarily carry a camera now always have one available. Many camera owners just leave them at home because their smartphone takes pictures of adequate quality for most purposes.

Most higher-end smartphones now feature built-in cameras with sensor resolution upwards of 10 or even 20 megapixels. They often include image-stabilization and other technology, producing pretty-decent images even under poor conditions.

Adding all these cameras to everyday life has resulted in many changes. Just look at all the smartphone photos and videos which show up daily in the news media. This has many implications for law enforcement. We are constantly scandalized by the media, which broadcasts raw, out of context smartphone video of police use-of-force incidents.

On the positive side, law enforcement benefits largely from the presence of personally owned smartphone cameras in the hands of officers in the field. There are some potential disclosure and legal issues with officers using their personal smartphones for official business, but I haven't read of many problems and the benefits probably far outweigh the risks.

Image sensors

Probably the single most important factor to overall image quality (even more important than the megapixel count) is sensor size. A bigger sensor gathers more light, in the same

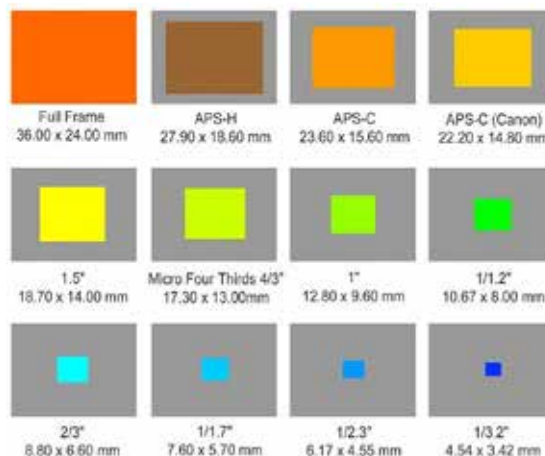


Image sensor size comparison Gizmag.com

way that a bigger window lets more light into a building. The more light, the better the image.

Smartphones typically have very small sensors. Those in point and shoot cameras are generally three to four times larger.

Moving up-market, the standard APS-C sized sensor, which is the most common size, is substantially larger than those in point and shoot cameras. It is used in most consumer and professional digital single lens reflex (DSLR) models, as well as the market leading Sony Compact System Camera (CSC).

While Sony's Alpha series cameras (formerly branded NEX) leads the CSC market, Panasonic and Olympus follow with their slightly smaller, jointly-developed, Micro 4/3 sensor equipped lines. Samsung's NX-sensor based cameras have a sensor fractionally larger than standard APS-C.

Full-frame (35mm film camera equivalent) sensors are at the top of the market and were until recently limited to a few DSLR

models from Canon, Nikon and Sony.

Sony upset the full-frame market last year with its A7 line of full-frame sensor equipped CSCs – substantially smaller and lighter than standard DSLR cameras (including Sony's own full-sized A99).

A variety of other image sensors are limited to professional and specialized markets.

Lenses

The lens is the second most important factor for image quality. Larger diameter lenses allow in more light, resulting in better overall performance, especially in low light.

Smartphones generally only have a small fixed focal-length lens so when the user zooms into an image, the camera software just magnifies the centre of the image in a process known as digital zoom. Regular cameras typically have optical zoom, where the focal-length is changed by moving the lens elements forward and backward in relation to the sensor.

If the image sensor and lens are of good enough quality and size, and the sensor has a high megapixel count, zooming-in digitally will produce a decent image, but only to a point. Digital zoom is no match for optical zoom.

There are a wide variety of lenses for every imaginable purpose available for cameras with interchangeable lenses. They can be broken down roughly to fixed focal-length lenses such as a 50 or 85mm lens and zoom-lenses with a range of focal-lengths.

A top-quality name-brand lens can easily cost more than the camera body. Lens mounts are different for each brand, although adapters allow the use of virtually any lens with any camera.

Megapixels

The megapixel count in cameras is determined by multiplying the number of pixels (or photosites – the little electronic sensors that turn light into the digital signal) along the vertical and horizontal axis of the sensor.

Pixel counts don't tell the entire image story. The actual size of the pixels also makes a big difference. Again, think of the big window vs. little window analogy.

Two cameras with the same effective megapixel rating can have very different pixel sizes, depending on the size of the image sensor. As shown in the chart above, a smartphone or point and shoot camera has a much smaller sensor than an APS-C equipped camera. Even with the same megapixel count, the smaller sensor will have much smaller pixels than the larger sensor, again negatively affecting image quality.

The biggest general advantage of more megapixels is the ability to crop an area out of a frame and enlarge it while still maintaining quality.

Canon recently upped the megapixel ante by announcing its new EOS 5DS (\$4,099.99) and EOS 5DS R (\$4,299.99) models (available in June), a pair of full-frame 50.6 MP DSLR cameras. Sony and Nikon are both rumoured to be working on 50 MP equipped full-frame cameras so Canon's lead won't last long.

Imaging in policing

With the affordability and versatility of digital cameras, I find it interesting that there are not more out in the field.

Issuing every front-line police officer with a quality point and shoot camera as standard equipment would be a huge benefit for virtually every aspect of policing.

So many cases would benefit from digital imaging, even if it's only a quick half-dozen photos. Instead of calling in scarce scenes-of-crime or forensic officers (or officers using their personal smartphones) to photograph a scene or incident, a trained officer with a digital camera could quickly document the situation.

Just imagine the benefit of more photographs at traffic collisions, thefts, assaults or other incidents. Expensive court time could be reduced, while case quality would increase greatly.

It could be as simple as telling officers to "photograph anything that you think you should," but would probably require a more detailed policy. There would be some peripheral costs for cases, batteries and secure archiving of images.

Body-worn video-cameras will not supplant the need for more digital cameras in the field, primarily because they have a more specific purpose and generally don't have the still-image quality and versatility of a real camera.

Tom Rataj is Blue Line's Technology columnist and can be reached at technews@blueline.com.

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NEWSWEEK

Shelter helps officers

Saskatoon's police chief says The Lighthouse has been a saviour for his officers despite controversy surrounding the supported living unit on 20th Street.

The Lighthouse Supported Living provides emergency shelter, supported living, and affordable housing to those in need in Saskatoon.

"We would be lost in the city without The Lighthouse," Chief Clive Weighill said.

"It has helped us out a lot. It gives us some stable housing overnight for people that need it. It has allowed us to take people there that are intoxicated that have not committed a criminal offence but they have been a bit of a nuisance, rather than putting them in our police cells they can get housed at The Lighthouse."

The issue of encountering people on the streets with mental health issues is not unique to Saskatoon, according to Weighill. It's a societal problem in every major city in Canada.

Currently, officers will visit The Lighthouse between 60 to 90 times per month. Some of those occurrences include giving a ride to a resident.

The Lighthouse has been a "big game changer for the mosaic of the City of Saskatoon to keep people off the street that are wandering around," Weighill said.

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Accumulation of factors justified safety search



The Ontario Court of Appeal has upheld the safety search of a man found in the backyard of a dwelling where police had responded to a static 911 call.

In *R. v. Peterkin, 2015 ONCA 8*, two police officers were dispatched at about 2:30 am to investigate a 911 call connected to a townhouse unit. No one spoke during the call and the line was busy on call back. Police arrived to find the front and back doors of the

townhouse locked and the unit dark. No one answered the door, no sounds could be heard from within and there were no signs typical of an actual or attempted forced entry.

As officers waited nearby for a security guard to let them in so they could investigate further, Peterkin arrived on foot. They saw him walk into the fenced backyard of the townhouse unit through an open gate while talking on a cell phone. When approached, Peterkin denied any connection to the townhouse, and explained that he was just waiting for a ride. He appeared nervous and avoided eye contact.

Not satisfied with the explanation, officers advised Peterkin he was being detained under Ontario's *Trespass to Property Act*. They asked him whether he wanted to speak to a lawyer but did not mention the toll-free number for duty counsel or the availability of immediate free legal advice. Peterkin produced a driver's licence to confirm his identity but declined to speak to a lawyer.

While officers were running a computer check of his license, Peterkin began to act suspiciously. He was seen tapping his right hip with his right wrist and "blading" himself so that his right side was furthest away from the officers. When his driver's licence was returned, Peterkin received it awkwardly by holding his right elbow tightly to his right hip.

Suspecting he was carrying a weapon, police decided, in the interests of their own safety, to do a pat down search for weapons before releasing him. When officers told him they were going to pat him down, he backed away, refused to permit the search and tried to flee. Police struggled with him but he was quickly taken to the ground and subdued.

One of the officers felt the butt of a gun on the right side of his waist and removed it. The struggle stopped and Peterkin was arrested for unlawful possession of a firearm. The gun was loaded with a bullet in the chamber. When the officers searched Peterkin incident to his arrest, they recovered 40 rounds of ammunition, some cocaine and marijuana, two cellphones and \$275 cash.

An Ontario Superior Court of Justice judge found the officers had a sufficient legal basis to detain Peterkin for investigation in the backyard and to conduct a safety search (pat-down) incidental to this detention.

"While completing their investigation, the accused conducted himself in a way that caused the police to reasonably suspect that he was armed with a weapon," said the judge.

The proposed 'pat down' search of the accused for weapons was fully justified as incidental to the investigative detention of the accused given that the reason for the search was officer safety, and the officers reasonably believed that their safety was at risk. Of course, when the accused refused to permit this incidental 'pat down' search for weapons and instead tried to flee, the police were entitled to use reasonable and proportional force to prevent the accused's escape, and to conduct the necessary weapons search to protect themselves and the general public in the vicinity.

There was no s. 8 Charter breach against unreasonable search or seizure. The judge did, however, find two other Charter breaches under s. 10.

First, police failed to advise Peterkin as to both reasons for his investigative detention;

they did not tell him he was also being detained in connection with the 911 call. Second, they failed to tell him about the availability of duty counsel and provide the toll-free number. Nevertheless, the evidence was admitted under s. 24(2) and Peterkin was convicted of unlawfully possessing a loaded restricted firearm and possessing cocaine for the purpose of trafficking.

Peterkin challenged his convictions to the Ontario Court of Appeal, arguing that the search which followed his investigative detention was unlawful. He submitted that a warrantless safety search is presumptively unreasonable and the Crown failed to rebut this presumption by establishing, on a balance of probabilities, that police had reasonable and probable grounds to believe, at the time of the search, that their own or public safety was at risk.

In his view, a reasonable suspicion of the presence of a weapon, which reflects a standard of possibility, is not sufficient to discharge this obligation. Rather, he said, the evidence must give rise to a reasonable belief, reflective of a standard of probability.

The Crown contended that the relevant standard by which the lawfulness of a safety search incidental to an investigative detention is to be determined is only a reasonable suspicion, not reasonable belief. This standard requires a demonstration of reasonable grounds for a belief that police or public safety is at risk and relates to reasonable possibility of harm, not a reasonable probability.

In the Crown's opinion, it doesn't make sense that the power to conduct a limited safety search incidental to a lawful investigative detention should require a higher standard than for the detention itself. Furthermore, even if the higher reasonable and probable grounds standard applied, the Crown's position was that the evidence in this case satisfied that standard.

Safety search

Under the common law, police officers have a limited power to detain a person for investigative purposes. They must have a reasonable suspicion that there is a clear nexus between the prospective detainee and a recent or ongoing criminal offence. As well, the detention must be executed in a reasonable manner.

"The investigative detention should be brief and does not impose an obligation on the detained individual to answer questions posed by the police," said Justice Watt, speaking for the unanimous court.

As for searches incidental to investigative detention, they too are permissible under the common law. However, such searches do not exist as a matter of course and are not to be equated with the power to conduct a search



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incidental to a lawful arrest. Instead, “safety searches incidental to investigative detentions are justified where the officer believes on reasonable grounds that his or her own safety, or the safety of others, is at risk,” said Watt, citing the Supreme Court of Canada.

“The search must be grounded in objectively discernible facts to prevent fishing expeditions on the basis of irrelevant or discriminatory factors.” Furthermore, a safety search incidental to an investigative detention requires additional criteria.

First, the officer’s decision to search must be reasonably necessary in light of the totality of the circumstances. It cannot be justified on the basis of a vague or non-existent concern for safety, nor can the search be premised upon hunches or mere intuition. Second, the safety search must be exercised in a reasonable manner [para. 45].

The court upheld the safety search:

When [the accused] entered the backyard... the officers were investigating a static line 911 call from the unit. In doing so, they were discharging their common law duty to preserve the peace, prevent crime and protect life and property. [The accused’s] entry into the fenced rear yard also entitled the officers to detain him to investigate a potential breach of the Trespass to Property Act, an arrestable offence under s. 9(1) of that Act.

As the interaction with [the accused] continued, the officers noticed several movements they considered to signal possession of a gun. Taps to the waistband of the [accused’s] pants. “Blading” to obstruct their view of the [accused’s] right side. Awkward receipt of the driver’s licence when the officers returned it to the [accused]. An indication by the officers of a pat-down search for the officers’ safety. Resistance. An attempt to flee. Apprehension and only then a search. This accumulation of factors fully supported a reasonable belief on the part of the officers that their safety was at stake and justified the search [paras. 61-62].

Reasonable suspicion v. reasonable grounds

In a recent Supreme Court of Canada decision (*R. v. MacDonald, 2014 SCC 3*) the majority concluded that safety searches require an officer to believe on reasonable grounds that their safety is at stake (or reasonable grounds to believe a person is armed or dangerous or a reasonable belief in an imminent threat to safety). The minority in that decision took this to mean that a new, higher standard was created to replace the lower reasonable grounds to suspect standard articulated in *R. v. Mann, 2004 SCC 52*.

Watt observed that MacDonald did not involve a safety search incident to an investigative detention but was a free-standing search power. In the end, he found it unnecessary to determine whether the standard for determining the lawfulness of a safety search has been re-calibrated in light of MacDonald, because, in this case, the test of a reasonable belief that the officer’s safety was at stake was satisfied.

The safety search was lawful, the evidence admissible under s. 24(2), Peterkin’s appeal was dismissed and his convictions upheld.



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Preventative arrest okay in domestic case

Manitoba's top court has ruled that police do not have to wait until a person overtly threatens or becomes very violent before arresting them as a person "about to commit" an offence.

When officers responded to a 911 hang-up call at about 4:00 a.m. in *R. v. Alexson, 2015 MBCA 5*, they saw and heard the accused through the living room window. He was wearing only underwear and screaming at his wife and a child that he was "pissed off." The wife and child appeared to be terrified as they were clinging to each other. When officers banged on the window and door, the wife ran to let them in and implored the officers to "take him away."

Police entered the home and noted Alexson smelled strongly of alcohol and was likely intoxicated. He became verbally abusive to both the officers and his wife. When they asked the wife to take the child to another room, Alexson got up as if to go after them. He was told to calm down but continued yelling profanities at the officers while he dressed, despite their repeated attempts to calm him down. He also clenched his fists and took up a fighting stance.

Police concluded they would need to intervene out of concern for their safety and that of the wife and child. They told Alexson he would be taken into custody because he was intoxicated. He was pushed to the ground and handcuffed. The officers wanted to remove Alexson from the house and bring him to a detoxification centre where he could sober up and then be released. When they tried to place him in the police cruiser, he braced himself against the back door, kicked one of the officers in the jaw with his steel-toed boot and said "I gotcha." He was arrested for assaulting a peace officer.

Although the Manitoba Provincial Court judge recognized this to be a difficult situation that escalated very quickly, he believed the officers should have done more to resolve the matter without taking Alexson into custody, which "clearly just inflamed the situation."

In the judge's view, there was insufficient evidence to believe Alexson was about to commit an assault in the home or was likely to breach the peace. Thus, the officers were not acting in the execution of their duty when they forcibly removed him. Alexson was acquitted of assaulting an officer "engaged in the execution of his duty."

A Manitoba Court of Queen's Bench appeal judge agreed with the trial judge that the officers were not lawfully acting in the execution of their duty when they forcibly removed Alexson. Nor did the trial judge err in holding that police lacked reasonable grounds to believe an offence or breach of the peace was likely to occur. The forcible removal amounted to an assault on Alexson and he was justified in using reasonable force to defend himself.

The Crown appealed Alexson's acquittal to

the Manitoba Court of Appeal, arguing that the officers lawfully acted in the exercise of their duty when they attempted to remove Alexson, and had the necessary reasonable grounds to believe an offence or breach of the peace was likely if they did not intervene.

Chief Justice Chartier first observed the difficulty police face in investigating domestic violence.

Unfortunately, domestic violence incidents like this one are often before the courts. What are officers to do when they believe a belligerent and intoxicated person poses a danger to others in the home? Do they arrest that person and risk being assaulted with impunity and sued in civil court for unlawful arrest; or, do they leave and risk being blamed if another member of the household is hurt because they did not remove that person? [para. 13]

Police authority to enter

Although an individual's home deserves special protection from police intrusion, the common law can in some cases provide authority for police to enter. In this case, police had the general duty to preserve the peace, prevent crime and protect life and property. The officers were investigating a 911 hang-up call.

There can be no question that the officers in this case had the authority to enter the home to investigate the reason for the 911 call, irrespective of whether the person that let them in had the authority to do so, said Chartier.

In fact, they could have used reasonable force to enter to ascertain the health and safety of the 911 caller, had it been required. Their investigation, as brief as it was, led them to believe, based on their judgment and experience, that an assault on the wife or child was about to occur.

Was forcible removal justified?

Considering the totality of the circumstances, the court concluded that the officers acted in the lawful execution of their duties when they removed Alexson from the home without a warrant:

[I]n this case, the duty being performed was preserving the peace and preventing crime by addressing the safety concerns of the wife and child. The officer testified that he was taking the [accused] to a detoxification centre to prevent him from assaulting them and to sober up. He was not going to charge him with an offence.

A cumulative assessment of the relevant factors satisfies me that the arrest and detention were reasonably necessary for the carrying out of the duty to preserve the peace and prevent crime. It was a preventative and restrained measure taken to protect other members of the household.

The nature and extent of the interference

with the [accused's] liberty was limited to the time it took for him to sober up. It was also a reasonable interference that served an important public purpose [para. 22].

About to commit?

Under s. 495(1)(a) of the Criminal Code a police officer may arrest when they believe, on reasonable grounds, that a person "is about to commit an indictable offence." Reasonable grounds for belief carries both a subjective and objective component: was the officer's subjective belief objectively reasonable in the circumstances?

"Under s. 495(1)(a) of the Code, officers do not have to wait until a person overtly threatens or becomes very violent before intervening," said Chartier. "The threshold is much lower."

There is no need to demonstrate a prima facie case, nor does it require an imminent and substantial risk. Instead, all that is required is "the officer's belief that an assault was about to occur be more likely than not."

Furthermore, "the evidence that can form the basis for the officer's reasonable grounds can be hearsay evidence."

The officer's subjective belief was not in dispute. He believed that it was necessary to remove Alexson from the residence to protect the safety of the wife and child from assault. Moreover, his subjective belief was objectively supported by the facts. The court concluded that the officer had reasonable grounds to arrest Alexson for an assault that was about to be committed.

Someone had called 911 and it can reasonably be inferred that it was the wife; the [accused] was seen screaming at them; he was yelling at them that he was "pissed off;" he was intoxicated and undeterred by the police presence; he attempted to go after the wife and child when the officers sent them to the other room; and he clenched his fists and took a fighting stance against the officers [para. 28].

Since the arrest was lawful under s. 495(1)(a), it was unnecessary to decide whether Alexson could have been arrested for a breach of the peace under s. 31 of the Criminal Code or at common law for an anticipated breach of the peace.

As for the charge of assaulting a police officer in the execution of his duty, Alexson had deliberately kicked the officer when he was attempting to place him in the police car. In light of these facts, Alexson's acquittal was overturned and a conviction entered.

The matter was remitted to the trial judge for sentencing.

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Backlog leaves blind spot to thousands of recent criminal records

An RCMP criminal database remains seriously backlogged six years after Canada's auditor general warned the out-of-date system was undermining the courts and law enforcement.

The Mounties have failed to keep the information in the Canadian Police Information Centre database, known as CPIC, current, leaving justice officials and police blind to the recent criminal records of thousands of offenders.

The information gap can be two years or more because the RCMP has not yet entered hundreds of thousands of recent criminal records.

A spokesman for the Canadian Police Association says the federal government is focusing on the security of Canadians, yet fails to provide front-line officers with a basic tool.

"There's great concern at the federal level about the security of citizens, but we're calling on (Public Safety) Minister (Steven) Blaney to give us the necessary tools to be able to do our job," Yves Francoeur, vice president of the police association, said in an interview.

"In certain cases, this could effectively put lives in danger," he said, saying that police need to know the criminal past of suspected terrorists they are monitoring, among others.

Canada's auditor general has twice sounded the alarm about the CPIC database, first in 2009 when there was a serious backlog in updating

individuals' criminal record information, and again in 2011 when that backlog had grown far worse. English-language updates were taking 14 months, while in Quebec the backlog stretched for 36 months. Justice officials say there's been no improvement since.

"Crown prosecutors ... each day have to make crucial decisions about the freedom of an individual and the security of the public with incomplete information, which is totally unacceptable," said Thomas Jacques, spokesman for the Association of Quebec Prosecutors.

The most recent data from the RCMP indicates that in 2013 there were some 400,000 criminal records that had yet to be added to the CPIC database. Local and provincial police forces do keep up-to-date records, but if an offender moves to a new jurisdiction, they can effectively shed their criminal record for up to two years.

"The increased volume of requests and demand for criminal record checks from both criminal justice agencies and the public sector continues to exceed the RCMP's current capacity to respond in a sustainable, timely manner," said Mountie spokesman Sgt. Harold Pfeleiderer, acknowledging the problem remains unsolved.

"Until automation processes for the entire criminal records system is complete, quicker turnaround and sustainable delivery of service will remain a challenge."

The RCMP launched a project in November last year to help address the existing backlog, and has offered to selectively update some criminal records at the specific request of police and prosecutors, he added.

Another RCMP spokesman, Sgt. Greg Cox, later said the backlog is expected to be cleared by March 2017.

CBC News has obtained several examples of Ontario justice-system reports that show no previous convictions for some offenders in the last two years in the CPIC system, yet convictions are recorded for the same period in the Ontario Provincial Police database.

Even some judges have railed against the RCMP's failure to keep the CPIC information current.

"The public should know that the RCMP is, whatever, four years behind in posting these things and this is not a trivial matter," Justice Elliott Allen told his Kitchener, Ont., courtroom in 2012.

"I mean, I can't sentence people properly on the basis of a four-year gap in information," he said, calling it a "national scandal."

Allen had been told by prosecutors that CPIC showed no convictions since 2008 for a man he was about to sentence, yet a local database showed 12 convictions in that gap period.

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DISPATCHES



Deputy Chief **John Pare** will become the new chief for the London Police Service. Pare has been a police officer for more than 26 years, the last three as deputy chief of the London Police Service. He has worked in a number of areas at headquarters, including the Criminal Investigation Division. He will be the city's 19th police chief and will replace Chief Brad Duncan when he retires on May 2.



Chief Superintendent **Rod Booth** is leaving the North District RCMP. After 34 years in the RCMP, a career that has seen him take postings across Canada, including the Yukon, Booth has decided to retire. Those 34 years in the RCMP saw him involved in major crime, emergency response, 2 years as the Executive Officer to the Commissioner of the RCMP and seconded to the Privy Council office for two years where he helped work on the preparations for the 2010 Olympics. Last fall he received the Order of Merit medal from the Governor General of Canada, **David Johnston**.



Rick Hanson, Calgary's police chief, says four decades in policing is enough and he's ready to hang up his handcuffs. Taking over the job in 2007, Hanson stepped down on March 13th. Hanson, 60, joined the Calgary Police Service in 1975. He served with the Alberta RCMP as chief superintendent in charge of integrated and federal policing before returning to the southern Alberta city as chief. He will seek a seat in the legislature in the northeast riding of Calgary Cross. Supt. **Paul Cook** is the interim head. Cook, a 25-year veteran, was tapped by the Calgary Police Commission as officials begin searching for a full-time replacement.



Chief **Paul Hames**, of the Central Saanich Police Service on Vancouver Island, will retire this September after 16 years at the helm. This will conclude a distinguished 41 year career. He began with the RCMP in 1974 and served in K Division and Ottawa before taking over as Chief of the CSPS in 1999. He immediately began to modernize the police department by implementing new technology and partnering with other regional police forces for specialized services. In 2013 he was appointed a Member of the Order of Merit of the Police Forces by the Governor General of Canada.



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Police scapegoated by dysfunctioning societies

by Ian Parsons

For generations, a disproportionate number of African Americans and Hispanics have been incarcerated in the US. A 2006 study indicated 4.8 per cent of African Americans and 1.9 per cent of Hispanics were arrested and jailed compared to 0.7 per cent of Caucasian Americans. Since 2006, the figures for black inmates have actually risen.

There are a plethora of socio-economic reasons for these anomalies, fomenting and festering for years. The Ferguson, Missouri incident has become a flashpoint for minorities nation-wide and has spread to Canada. With the recent shooting of two Ferguson officers, God forbid that American society is on the brink of a racial war.

This is especially ironic because the current president is African American. Even with ongoing affirmative action programs purportedly instigated to redress the colour imbalance, real societal change to put black citizens on an even footing has not come quickly enough. Depressed black neighborhoods in all the large cities are still a fact of life.

They produce hordes of aimless young people who have no opportunity or motivation to lift themselves out of the ghettos. With few positive role models to emulate, they are effectively “locked out” of mainstream America and generations are now seeking ways to lash out.

Law enforcement gets the brunt of this vitriol. Many in the profession have known for years they are dealing with individuals who consider police the enemy.

They are the thin blue line mandated to ensure the bottom strata of society are controlled and restrained. Even with all of their community relations initiatives, police cannot change the underlying dynamics that create poverty – lack of education, depression and anomie.

Young police officers, many who chose the profession due to its history of serving and protecting, are facing hostility at every turn. They did not join law to don riot gear and carry a truncheon, yet too often such duties are appearing routine. In America, law enforcement seems to be standing between anarchy and civilization, not an enviable place to be.

Many Canadians cast a smug eye to the south, thinking our superior governmental structure precludes the possibility of racial

inequality. Looking closely at our societal dynamics, however, challenges smug comparisons.

Examining the incarceration rate of Aboriginal Canadians compared to the rest of Canada yields some depressing data. First Nations peoples make up four per cent of the population but 23 per cent of inmates are native. The reasons are the same as those south of the border; poverty, lack of education, low self-esteem and anomie.

Canadians are more sparsely distributed, which no doubt lowers the possibility of wide spread discontent and civil unrest. However, one only has to visit our large western cities like Winnipeg, Regina and Edmonton to conclude that Aboriginals migrating to large urban areas have been ghettoized with very serious social problems.

The social wrongs are being righted but at a glacial rate, again much like in the US. There have been recent instances of confrontation between police and First Nations and it is bound to get more intense. Police are given the responsibility to confront a very unhappy, dissatisfied minority, placing them in danger.

We seem to have accepted the status quo. The minority population sits at the bottom of the social scale, with few tools to escape from their sad, pathetic station. Police are perceived by the minorities as tools of society to ensure this does not change. If a Martian, or even a European with no knowledge of Canada, examined this structure, it would be self-evident that there is pathology in the system.

Why can't we Canadians, who are viewed as a peace-loving people with a great sense of fairness and compassion, come up with some way of redressing this unconscionable state of affairs?

The craft of law enforcement started out as a noble profession, most often reflecting the mores of the people it serves. How can it be that in the 21st century police are often viewed as oppressors, even goons, who put down the less fortunate and disaffected souls of the community.

As our society evolved into what it is today, it has forced our protectors, those mandated to preserve the peace and tranquillity, into something that few officers ever expected to be.

Ian Parsons is a retired Royal Canadian Mounted Police Inspector and currently resides in Courtenay, BC. Ian is a periodic guest editorialist and may be contacted at parsonsposse@shaw.ca

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