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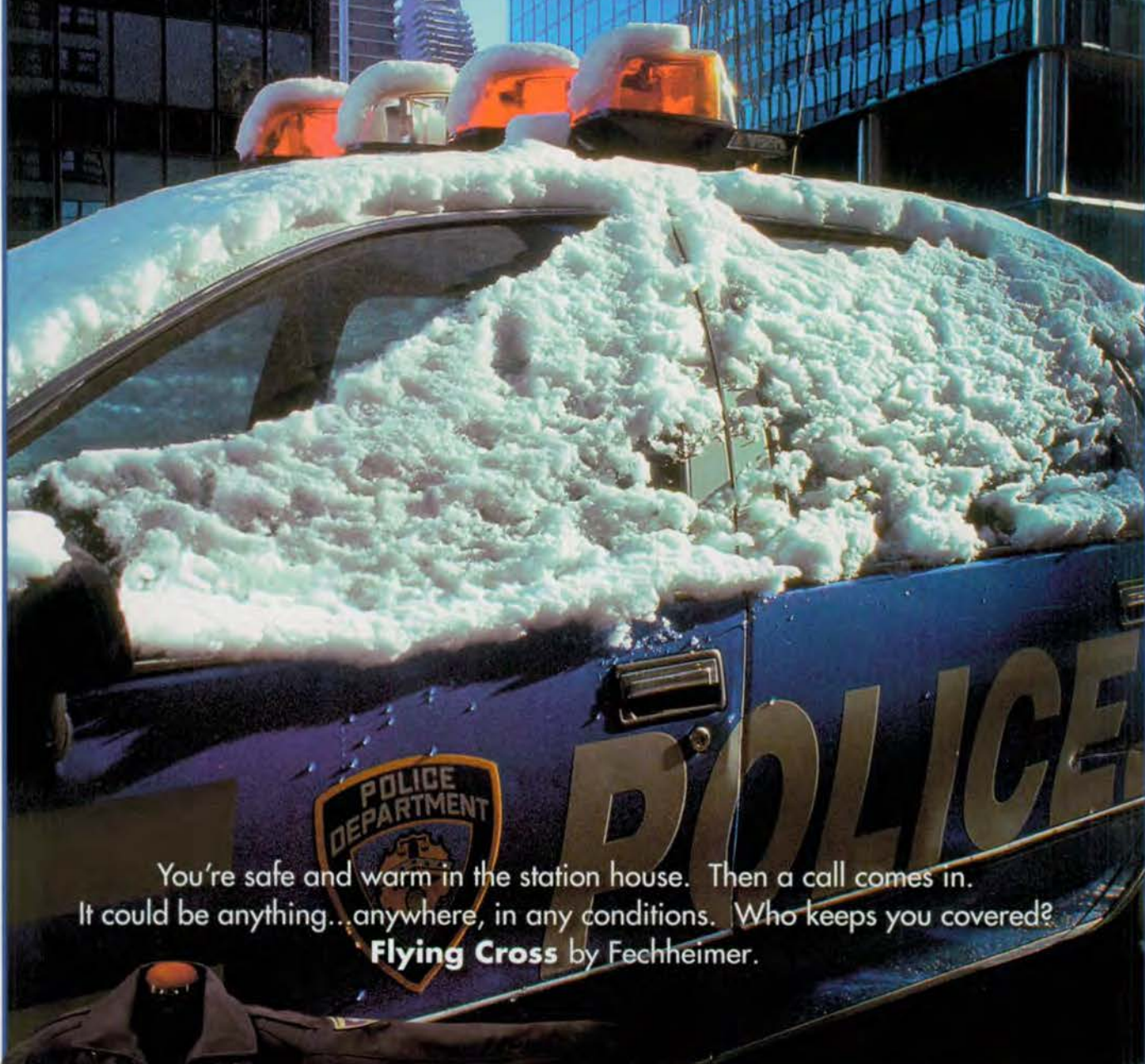
Canada's National Law Enforcement Magazine

February 1999



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BLUE LINE

Canada's National Law Enforcement Magazine February 1999



Welcome to Blue Line Magazine's Annual *Supply & Services Guide* edition. We thought a view of a new Panasonic Mobile Work Station would be quite appropriate for the occasion. The cover picture, taken by freelance photographer Mark Zelinski, was taken in a Toronto Police Service prototype vehicle used to test the computer in actual field-use conditions. Turn to page 60 in this issue to read more about the variety of computers available for police applications and you can decide how they shape up for your applications.

Other than the *Supply & Services Guide* starting on page 41, you will also find a major article describing the state of policing in Ontario. In addition we have supplied you with a relatively up-to-date chart of the locations, phones and faxes of Ontario's police forces and which municipalities they police.

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Anarchy rules Ontario police restructuring

by Morley Lyburner

The Ontario Government has embarked simultaneously on what appears to be a "burn and pillage" project that will cut the number of municipalities while at the same time reduce the number of police services. This philosophy of "short-term pain for long-term gain" would make a professional anarchist beam with pride.

Due to cumbersome bureaucracy and passive resistance from government officials we sent out a survey form to all police agencies across Ontario asking them specific questions about their future. The survey received immediate and complete success from the police agencies. The 93 percent return on the survey is an indication of the frustration being felt by the law enforcement community in Ontario.

Interviews with Chiefs, Associations, and front-line officers painted a grim scene. The unofficial policy of the Ministry of the Solicitor General appears to be one designed to create a competitive atmosphere between police agencies when costing policing services for a municipality. For the most part this has pitted the Ontario Provincial Police against municipal police services in a land grab reminiscent of the California Gold Rush. Both sides are fighting and scrapping with a no-holds-barred enthusiasm. Respect, composure and dignity are right out the window in this battle and the Solicitor General's office appears to be enjoying the show.

Both sides are complaining the other side is presenting improper figures and exposing municipal leaders to inaccurate propaganda in their bid to get a cost efficient police service. This problem is complicated by municipalities completely inexperienced at paying for and administering a police service.

My advice to municipalities is to forget the numbers game. Their only concern has to be what is good for the community. They are in the driver's seat. My best advice is;

- If they have a municipal force in place don't monkey with it unless there is good reason. In reality going to the O.P.P. is a one-way street. If they go for cost reasons it will be even more expensive to try to go back to municipal policing later if they are not satisfied. Certainly there is economy in a larger police service's administrative costs but nothing can be more unwieldy than a large, impersonal bureaucracy.
- If the O.P.P. are already in place think long and hard about changing. They have the officers who know the community and the grass roots history of the area's crime picture. Unless there is a strong and compelling reason to change then this factor alone can not be ignored.
- If your area has a large mix of municipal and provincial policing then it would be advantageous to encourage the county level to get involved. It would certainly improve on the present fragmented level of governance that presently exists and provides the police agency supplying the service with a consistent communications conduit with the community.

My advice to officers taking part in negotiations;

- Keep everything on a professional level. Anything less reflects on you as an individual and encourages disrespect for the profession of law enforcement.

- The O.P.P. should remember that no matter what happens they are the police service of choice by default. They've been around for almost a hundred years and are secure for at least the next hundred. There is no rush to consume as much geography as possible.
- Instilling fear in the rank and file members regarding their future is completely counter-productive and is being untruthful. Stay away from the subject completely. No police officer will get cold, wet or hungry because of restructuring. Their talents are too much in de-

mand.

After all our conversations with all sides we have found people who are very committed and sincere about their version of the truth. As in most instances of this nature the truth really exists somewhere between the visions of the participants. A strong and decisive mediator is required immediately to minimize damage. It is a role that can only be handled by the Province. But guess what? It's an election year in Ontario!

Your comments are expected!

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The changing face of Ontario policing

A radical redrawing of the map of police jurisdictions in Ontario is bringing considerable controversy



by Blair McQuillan

Ontario is in the midst of an ongoing turf war.

But this battle isn't the kind police officers in the province are used to. There are no organized crime figures vying for control over the drug trade and there are no gangs killing each other for supremacy in a neighborhood. This battle is unique because it involves the officers themselves and the ultimate prize comes in the form of a policing contract with one of the province's 648 municipalities.

The battle began in November 1997, when the Ontario government announced changes to the Police Act that required all municipalities to start paying for policing out of their own coffers on Jan. 1, 1998. Government mandated municipal restructuring also meant many communities had to reassess their current policing services and decide whether to amalgamate with a neighboring force or hire the Ontario Provincial Police.

Two of the stakeholders in this battle are the Ontario Provincial Police Association (OPPA) and the Police Association of Ontario (PAO). Both organizations have taken different approaches in dealing with the problems that have resulted from the changes, but the challenges they face are the same.

First and foremost, both associations want to ensure that their members' best interests are taken care of, especially in municipalities that have decided to restructure their police service through amalgamations or by entering a contract with another force.

"From a municipal police officer's perspective, you're facing the realistic possibility of being uprooted from employment that you chose to take," said Bill Baxter, president of the PAO, an umbrella organization which represents 84 police associations and about 20,000 front-line officers and civilian employees. "From our ci-



Brian Adtkin
Pres. O.P.P.A.



Bill Baxter
Pres. P.A.O.

vilian members' perspective, they're facing the realistic possibility of the loss of jobs."

Brian Adtkin, president of the OPPA, agrees that the possibility of being transferred is one of the many adversities the members of his association must face.

"Many people like to promote the fact that we are not in locations that long and I guess I would challenge them on that," said Adtkin, who represents 5,000 front-line OPP officers who serve in 440 municipalities. "Many of our people have lived in communities for many, many years and suddenly they're going to be uprooted and that's a challenge for them."

However, Baxter and the PAO believe that the number of challenges the police and public face could be reduced if the Ontario Solicitor General's department would step in and regulate the entire restructuring process.

In 1996, The Ontario Association of Chiefs of Police created the Alternative Policing Subcommittee, which represents every stakeholder in the province including senior officers, police services boards, police chiefs, the OPPA and PAO. After meeting with all interested parties, the committee created protocols to help police deal with the changes that are taking place.

But while everyone agreed to the protocols, there is nothing binding about them, Baxter said. This means police managers don't have to follow them and there have been cases where police chiefs and governing authorities have ignored them.

"Our position is, and we've had this out with the solicitor general on a number of occasions, if those protocols were in the form of a regulation attached to the Police Services Act (all stakeholders) would have no choice but to follow them."

Ontario Solicitor General Bob Runciman says he endorses the protocols outlined by the Alternative Policing Sub-committee and has made no plans to introduce binding legislation, although he hasn't completely ruled it out.

"We don't think at this stage of the game that a regulation is required," Runciman said. "If we do have problems I haven't ruled out the possibility of putting it into regulation, but at this stage I don't think it's something the majority of the stakeholders want to see occur."

However, Baxter isn't convinced. The association head says rules are needed to ensure that smaller municipal police forces can compete with the much larger and resource-rich OPP in the battle for contracts.

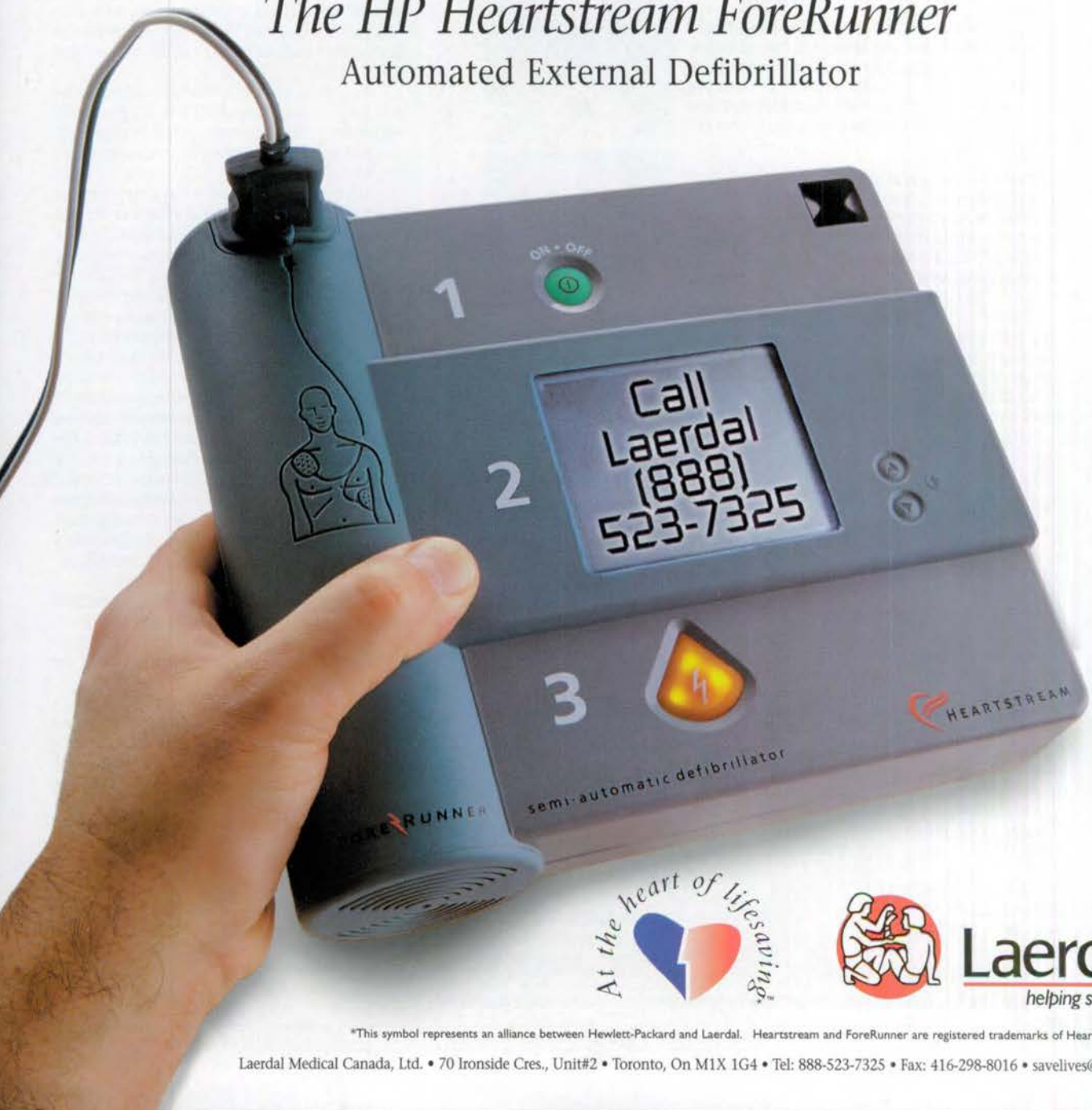
"The challenge that the PAO faces are more in representing the local associations that are facing the bigger challenge," he said. "It's the local municipal associations that are facing the bigger challenge of looking after the best interest of their members and the bigger challenge of being forced to compete against a campaign by a larger police force that's putting a lot of time, resources and money into a province-wide blitz."

In recent months PAO officials have continually criticized the OPP for putting on "side-shows" in an attempt to impress officials in com-

(Continued page 8...)

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munities that are undergoing restructuring. The PAO claims that the provincial force has paraded its equipment in front of municipal authorities and lavished them with free meals to win policing contracts.

But Adkin says that is simply not the case. He says many claims, including one that alleged the OPP helped pay for representatives from a municipality to take a trip to Casino Rama in Orillia where the force's headquarters is located, were misrepresented and overstated by the media.

"What the OPP concentrates on is policing and that's the bottom line," Adkin says. "What's happening is people are looking at their policing costs and they are having a comparison put

in by the municipal force and by the OPP and they're going with the OPP.

"People are just looking at their options and making their choices as they see fit."

However, Baxter argues that in many cases municipal governing authorities are making their choices based on the cost of policing as opposed to the level of service the community will receive and that has created an open-market for contract bids.

"It's almost like they've created an environment of bidding wars and competition," he said. "The fear that we have is that the ultimate decision will be based on the dollar factor rather than who can provide an adequate service."

Baxter believes the bidding process could be streamlined to ensure that municipalities get



Bob Runciman
Solicitor General
Ontario

an adequate level of service at the best price. He says municipalities should examine their policing needs before accepting any proposals. Once they've outlined their needs they should forward that assessment to the Ontario Civilian Commission on Policing Services, which determines if a municipality's restructuring plan is adequate. If the commis-

sion agrees with the assessment, the municipality could then accept proposals from both a municipal force and the OPP.

If both proposals meet the level of service outlined in the assessment, then all the municipality has to do is choose one of the two police forces, Baxter said.

"If you get into bidding wars where you're sharing the costing of one police service with another in an effort to get the second one to lower their bid, then we believe that you're sacrificing efficiency and adequacy in that you're putting the health and safety of the officers and public at risk."

But Mike Mitchell, Ontario's director of policing services, says the OACP's protocols outline the costing process and ensure that only one bid will be submitted by each interested force.

"The costing is based on an assessment of maintaining an adequate and effective service in that municipality," the director said. "It's not based on coming in under someone else's estimate."

In addition to ending controversy over the bidding process, Baxter says government regulations would also help to protect officers in the wake of restructuring. The PAO head cites a recent municipal police takeover in a township formerly policed by the OPP as an example.

The chief of the municipal force has ignored the regulations outlined by the Alternative Policing Sub-committee by refusing to give OPP officers the chance to join his police service or honor their rank and seniority. Instead, the provincial police officers living in the township must apply for available positions with the municipal department just like any other interested candidate.

Despite the fact that some OPP members will be forced to leave the township as a result of the chief's decision, Adkin said it is an isolated incident and doesn't spark the need for government regulations.

"We don't see a need for regulations in this business," the president said. "It's occurred once with one person and most of the other people that are working along with this thing are compliant and are working within the guidelines."

In instances where municipal, police or association officials run into problems they can contact a provincial dispute resolution team. The team is comprised of Bob Middaugh, the assistant deputy minister of the province's policing services division, OPP Commissioner Gwen Boniface, OACP President Julian Fantino and representatives from the OPPA and PAO.

"Change is always threatening ... so there's

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always going to be a certain amount of tension and we're trying to diminish that," Mitchell said. "If there is a specific problem identified in an area we will have, at a high level, some sort of mediation to try to resolve it before it gets out of control."

While the OPPA and PAO remain at odds over many issues surrounding restructuring, both Adkin and Baxter do agree that there are advantages to the process, though most of them come in the form of cost savings which may not directly benefit police officers.

"The government's encouraged restructuring, they've encouraged the amalgamation of police services, in fact the amalgamation of communities if it's possible and that in and of itself is not a bad thing," Baxter said. "If people can amalgamate communities or services and save money while maintaining adequacy there's no problem."

"I see a big benefit for the taxpayer," said Adkin. "The big thing right now is that people are looking at their costs and they're saying, 'Am I going to get a better deal for my dollar?'"

However, Adkin warns that the public has to get more involved in the process so that they understand what level of service their money is buying.

"The question to the taxpayer becomes - do they know what they're getting in policing? These are the challenges for the taxpayer as they attempt to rationalize what they're getting and try to get more bang for their dollar. Are they still getting the same product?"

Baxter agrees that the communities must scrutinize the changes that are taking place so that the issue remains one of providing adequate policing as opposed to saving money.

"Ultimately, at the end of the day it's their money that's being spent and it's their protection that's being either enhanced or hindered."

But while the face of policing has changed in many municipalities, the public can be assured that an adequate level of service will be maintained, Runciman said.

"We've passed an adequacy regulation that municipalities are going to have to achieve by Jan. 1, 2001. We're already developing the procedures to ensure that we have the compliance in place by then. We'll do whatever is necessary to ensure they are up to standard."

In the meantime, the turf war continues. Municipalities continue to accept proposals for policing, the two police associations continue to fight for their members and the province's police officers continue to do their jobs while wondering what the end result will be.

Adkin doesn't believe a conclusion will ever be reached. The association head says that when the new OPP contracts expire in five years, the provincial force will again have to compete with its municipal counterparts in submitting the lower bid to local government officials.

"We're into a perpetual circle now. I just see this thing perpetuating itself all the time."

Baxter says the entire process to this point has been handled poorly and he stands by his argument that laws are needed to prevent the

situation from getting out of hand.

"Up to this point it's been a disgrace," he said. "The safety, adequacy, efficiency is being compromised for the sake of dollars. The whole costing process has turned into a sideshow of bidding wars and does not resemble a business-like atmosphere whatsoever."

"It's the perception you have to worry about. We not only have to be fair in this process and professional, we have to be seen to be that way."

As for the provincial government, Mitchell said the consensus has been to let the municipalities who face restructuring decide what course they want to take in terms of policing.

"The act was specifically drafted so municipalities were made responsible for paying for policing and then they were given options under that act," he said. "So, it's up to them to determine the manner in which they want to proceed."

While Mitchell hopes that the most basic restructuring will be complete by the end of 1999, Runciman says the entire process should reach a conclusion within the next three years.

"Some people think it's going to be sort of an ongoing kind of thing, but I don't see it in that way," the solicitor general said. "I think it's going to start to level out in the next couple of years and we won't see that much effort to compete for the opportunity to police jurisdictions."

As for the future, Runciman said the government, municipalities and law enforcement community must work together to define the role of the police officer in the next millennium.

"We need to develop a vision for policing well into the next century. That's something we're starting to mull over - how we can approach that with all of the stakeholders in the next period of time and work together to develop that vision."

A LQK BACK
BLUE LINE NEWS WEEK
14 July 1998

Victoria mayor thinking of police amalgamation

VICTORIA (CP) - Mayor Bob Cross is seizing a once-in-a-lifetime opportunity to regionalize the Capital Region's police forces.

In a private meeting with local police boards Monday, Cross suggested creating a position for a central police chief.

Of the 13 municipalities in the region, eight are served by the RCMP and five by municipal police forces.

Due to one vacancy and three retirements to take effect over the next year, the region has openings for four of its five chiefs.

"There may never be an opportunity like this again to hire a central chief," said Cross. Esquimalt Mayor Ray Rice doesn't share Cross's enthusiasm. Rice said a regional force would depreciate the response time and community service of Esquimalt's police force.

"I'm opposed to amalgamation," said Rice. "Our police department is second to none."

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The Who-Does-What in Ontario file



by Marley Lyburner

As of last month each city, town and township in the province of Ontario must pay for and maintain a police service. This can be accomplished in three different ways. They can acquire the services of a nearby police service, create their own police service or contract with the Ontario Provincial Police.

Contracting with the Ontario Provincial Police is the most popular due to the simple fact that it is the least complicated for the municipal leaders to understand. The problem arises when the leaders in the community have the ability to entertain the services of another agency. When they call for a nearby municipal police service to provide figures for policing the race is on in spades.

Smaller and less aggressive agencies have simply capitulated under a compelling and convincing presentation from the Ontario Provincial Police. This larger agency's ability to organize and execute a slick presentation backed by a huge Province-wide bureaucracy backed by detailed statistics has guaranteed success in the majority of these cases.

In other areas of the province police agencies who saw the storm clouds gathering have voluntarily amalgamated in an effort to create an advantage in economy of scale to compete with O.P.P. bids. Other agencies, backed by a loyal municipal government, have aggressively manufactured an advantage to retain their police services.

The province of Ontario is presently a tan-

gled mess for policing administration. Thankfully the street coppers have, for the most part, held their heads high and shown a level of maturity that has superceded the chaos that exists administratively.

Frustration could be heard in the voice of an officer spoken to on New Year's Eve. "We don't even know how we are to answer the phones at midnight," he said. "We are a 15-member police service and all we know is that at midnight we will be paid by the county. We don't know our future at all." In his area policing was to be administered at the county level but they were uncertain if the county was going to be policed by the O.P.P. or their smaller force amalgamated with a city in the middle of the county or they were to expand to encompass the county.

In the midst of surveying the province we came upon the only "Virtual" police service in the province. It is called the Oxford Community Police Service. In reality it is the 75-member expanded Woodstock City Police whose responsibilities include the eastern townships of Oxford County. The newly formed Police Services Board adopted the name of the county but tactfully left out the word county because it did not include the west half of the county. And what about the west half? The town of Tillsonburg had not yet decided if its 30 members were to join the O.P.P. or not. Likewise the town of Ingersol with its 23 members and all the townships in between had not made a decision.

Bitter battles not only divided respect between police services but also municipalities and local politicians with individuals taking positions on both sides of the skirmish. Multiple levels of appeals brought into doubt victories won and not

just a few dirty tricks to make things interesting. Examples of fudging financial figures on the municipal side was countered by lack of crime stats on the provincial side. Both sides felt they were better prepared to serve the communities and neither side willing to cooperate for fear of improving the other's position.

The only credible level of police governance was recognized by a few areas. The county level of government in Ontario goes back to the 1830's. Although it has functioned well in the areas of roads and education it has never really been tested in the policing realm outside of the more heavily populated Regional Municipalities. It has survived quite well in England and a few Ontario counties have now taken advantage of this concept. The most successful examples being Kent County, which adopted the city of Chatham Police Service and the newly formed United Counties of Stormont-Dundas-Glengarry adopting the Ontario Provincial Police.

The bottom line in all this hubbub is that you, our readers, want to know who to call. To help you along we are supplying you with a snapshot of police services and the municipalities served as of January. A few agencies have not been completely started as yet but the organization is a done deal by the end of the year. We hope to keep you further informed as the year goes on.

Although the OPP supplied a list of district phones they could not come up with detachment phone numbers or even the strengths of their detachments. The people interviewed advised the amount of work it would take to determine where to call for any given municipality would be prohibitive for *Blue Line Magazine's* requirements. Personnel data of municipal police agencies includes civilian and uniform staff.

ONTARIO POLICE SERVICES - JANUARY 1999

Alexandria Town
see United Counties Stormont-Dundas-Glengarry

Almonte Village
see Mississippi Mills

Amabel Township
see South Bruce Peninsula

Amherstburg Town
also Anderdon and Malden Townships
Amherstburg Police Service
519-736-2252 Fax 519-736-8310 28 members



Anishinabek Police Service
Contract policing for 16 First Nations
Ojibway Territories
705-946-2539 Fax 705-946-2859
92 members

Apsley Township
see Apsley-Burleigh-Chandos Township

Apsley-Burleigh-Chandos Township
Amalgamated municipality
Ontario Provincial Police

Asphodel-Norwood Township
Amalgamated Municipality
Ontario Provincial Police

Atikokan Township
Atikokan Township Police
807-597-2777 Fax 807-597-4555 10 members

Aylmer Town
Aylmer Police Service
519-773-3144 Fax 519-765-1580 13 members

Barclay Township
see Dryden Town

Barrie City
Barrie Police Service
705-725-7025 Fax 705-728-2971 145 members

Bathurst-Burgess-Sherbrooke
Amalgamated Municipality
Ontario Provincial Police

Belle River Township
see Lakeshore Township

Belleville City
also Thurlow Township
Belleville Police Service
613-966-0882 Fax 613-966-2701 98 members

Blandford-Blenheim
see Woodstock City

Blind River Town
Ontario Provincial Police - Blind River
705-356-2244 Fax 705-356-1374



Bradford West Gwillimbury Town
also Innisfil Town
South Simcoe Police Service
705-436-2141 Fax 705-436-2414
75 members

Brant City
Amalgamation Paris Town, Oakland, Onandaga,
S.Dumphries, Brant, Burford
Brant County Police Service (or OPP)
519-442-2241 Fax 519-442-5849 23 members

Brantford City
Brantford Police Service
519-756-7050 Fax 519-756-4272 168 members

Brockville City
Brockville Police Service
613-342-0127 Fax 613-342-0452 53 members

Cardoc Township
see Strathroy Town



Carleton Place Town
Carleton Place Police Service
613-257-2323 Fax 613-257-8847
22 members

Chandos Township
see Apsley-Burleigh-Chandos Township

Chatham-Kent Municipality
Amalgamated Municipality
Chatham-Kent Police Service
519-436-6600 Fax 519-352-0507 174 members

Cobourg Town
Cobourg Police Service
905-372-6821 Fax 905-372-8325 43 members

Cochrane Town
Ontario Provincial Police - Cochrane
705-272-4391 Fax 705-272-4380

Colchester North Township
see Essex Town

Colchester South
see Essex Town

Collingwood Town
formerly Collingwood Police Service
Ontario Provincial Police - Collingwood
705-445-4321 Fax 705-445-7024

Cornwall City
Cornwall Police Service
613-933-5000 Fax 613-932-9317 120 members

Deep River Town
Deep River Police Service
613-584-3500 Fax 613-584-1736 8 members

Douro-Dummer Township
Amalgamated Municipality
Ontario Provincial Police

Drummond-North Elmsley Township
Amalgamated Municipality
Ontario Provincial Police



Dryden Town
also Barclay Township
Dryden Police Service
807-223-3281 Fax 807-223-1138
25 members

Durham Regional Municipality
Durham Regional Police
905-576-1520 Fax 905-432-4188 770 members

Durham Town
Town of Durham Police Service
519-369-3046 Fax 519-369-5474 5 members

Dymond Township
Ontario Provincial Police

East Nipissing Township
Amalgamated Bonfield, Chisholm, East Ferris Twp's
Ontario Provincial Police

East Zorra-Tavistock
see Woodstock City

Espanola Town
Espanola Police Service
705-869-3251 Fax 705-869-5269 14 members

Essex Town
also Harrow Town, Colchester North & South
Essex Police Service
519-776-8242 Fax 519-776-6322 27 members

Fergus Town
see Wellington County

Galway-Cavendish-Harvey Township
Amalgamated Municipality
Ontario Provincial Police

Gananoque Town
Gananoque Police Service
613-382-4422 Fax 613-382-7167 15 members

Goderich Town
formerly Goderich Police Service
Ontario Provincial Police - Huron
519-524-8314 Fax 519-524-4434

Guelph City
Guelph Police Service
519-824-1212 Fax 519-822-0949 182 members

Haldimand-Norfolk Regional
Formerly Haldimand-Norfolk Regional Police
Ontario Provincial Police - Simcoe
519-426-3434 Fax 519-426-2294 154 members

Halton Regional Municipality
Halton Regional Police Service
905-825-4747 905-825-9416 566 members

Hamilton-Wentworth Regional Municipality
Hamilton-Wentworth Regional Police Service
905-546-4925 Fax 905-546-4752 832 members



Hanover Town
also Walkerton Town
South Bruce Grey Police Service
519-881-0544 Fax 519-881-1237
29 members

Harriston Town
Amalgamated Municipality see North Perth Town

Harrow Town
see Essex Town

Havelock-Belmont-Methuen Township
Amalgamated Municipality
Ontario Provincial Police

Hawkesbury Town
Ontario Provincial Police - Hawkesbury
613-632-2729 Fax 613-632-8621

Ignace Township
Ontario Provincial Police - Dryden
807-223-2221 Fax 807-223-4002

Ingersoll Town
Ingersoll Police Service
519-485-1500 Fax 519-485-6949 23 members

Innisfil Town
see Bradford West Gwillimbury

Jaffray Melick Town
Ontario Provincial Police - Kenora
807-548-5534 Fax 807-548-8381

Kingston Township
see Kingston City

Kingsville-Gosfield
Ontario Provincial Police - Essex
519-723-2491 Fax 519-723-2497

Lac Seul First Nation
Lac Seul Police Service
807-582-3802 Fax 807-582-3576 7 members

Lakeshore Township
Amalgamated Belle River, Maidstone, Rochester,
Tilbury North & West
Ontario Provincial Police - Essex
519-723-2491 Fax 519-723-2497

Lindsay Town
also Ops Township
Lindsay Police Service
705-324-5252 Fax 705-324-6492 54 members

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ONTARIO POLICE SERVICES - JANUARY 1999

London City
London Police Service
519-661-5670 Fax 519-645-1908 601 members

Mattawa Group of Four
Amalgamated Calvin, Mattawan, Papineau, Cameron
Twp's & Mattawa Town
Ontario Provincial Police



Meaford Town
Also Thornbury Town
Meaford-Thornbury Police Service
519 538-2412 Fax 519 538-5714
16 members

Mersea Township (part)
see Leamington Police Service

Michipicoten Township
Michipicoten Township Police Service
705-856-2345 Fax 705-856-1555 11 members

Midland Town
Midland Police Service
705-527-6633 Fax 705-528-6035 33 members

Mississippi Mills
Amalgamated Almonte Town & Pakenham, Ramsay
Ontario Provincial Police

Mono Township
Ontario Provincial Police

New Liskeard Town
New Liskeard Police Service
705-647-4388 Fax 705-647-5738 13 members

Niagara Regional Municipality
Niagara Regional Police Service
905-688-4111 Fax 905-688-5522 845 members



Nishnawbe-Aski First Nation
Nishnawbe-Aski Police Service
807-737-4086 Fax 807-737-4093
94 members

North Bay City
North Bay Police Service
705-549-5555 Fax 705-497-5591 138 members

North Grenville
Amalgamated Municipality - Kemptville Town
Ontario Provincial Police

North Himsworth Township
see North Bay Police Service

North Parry Sound
Amalgamated Municipality - Himsworth South,
Nipissing, Powassan Town
Ontario Provincial Police

North Perth Town
formerly Listowel Town
Ontario Provincial Police

Orangeville Town
Orangeville Police Service
519-941-2522 Fax 519-941-1279 48 members

Otonabee-South Monaghan Township
Amalgamated Municipality
Ontario Provincial Police

Ottawa-Carleton Regional Municipality
also Rockcliffe, Cumberland, Osgood, Rideau
Ottawa-Carleton Regional Police Service
613-236-1222 Fax 613-236-9360 1,369 members

Owen Sound City
Owen Sound Police Service
519-376-1234 Fax 519-376-6131 47 members

Palmerston Town
Ontario Provincial Police

Pembroke Town
Pembroke Police Service
613-732-9975 Fax 613-732-2321 32 members

Perth Town
Perth Police Service
613-267-3131 Fax 613-267-7351 19 members

Pittsburgh Township
see Kingston City

Point Edward Village
Ontario Provincial Police



Port Elgin Town
also Southampton Town & Saugeen
Southampton Port Elgin Police Service
519-832-9200 Fax 519-389-4257
19 members

Port Hope Town
Port Hope Police Service
905-885-8123 Fax 905-885-5787 31 members

Powassan Town
Ontario Provincial Police

Prescott Town
Prescott Police Service
613-925-4252 Fax 613-925-4884 17 members

Prince Township
Ontario Provincial Police

Quinte West City
Amalgamated from Frankfort, Sidney, Murray,
Trenton Town
Quinte West Police Service
613-392-3535 Fax 613-392-5202 65 members

Rawdon Township
see Stirling-Rawdon Municipality

Red Lake Town
Ontario Provincial Police

Red Rock Township Red Rock Police Service
807-886-2235 Fax 807-886-2742 4 members



Renfrew Town
Renfrew Police Service
613-432-3644 Fax 613-432-7810
19 members

Rideau Lakes Township
Ontario Provincial Police

Sarnia City
Sarnia Police Service
519-344-8861 Fax 519-344-6001 164 members

Saugeen Township
see Port Elgin Town
Southampton Port Elgin Police Service

Sault Ste. Marie City
Sault Ste. Marie Police Service
705-949-6300 Fax 705-759-7820 169 members

Shedden Township
Ontario Provincial Police

Shelburne Town
Shelburne Police Service
519-925-3312 Fax 519-925-6954 8 members

Shuniah Township
Ontario Provincial Police

Sioux Narrows Township
Ontario Provincial Police

Six Nations of the Grand River
Six Nations Police Service
519-445-2811 Fax 519-445-4894 26 members

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ONTARIO POLICE SERVICES - JANUARY 1999

<p>Smith Falls Town Smith Falls Police Service 613-283-0357 Fax 613-283-1253 26 members</p> <p>Smith-Ennismore Township Amalgamated Municipality Ontario Provincial Police</p> <p>Smooth Rock Falls Ontario Provincial Police</p> <p>South Bruce Peninsula Amalgamated Municipality of Wiarton, Amabel, Albemarle, Hepworth Ontario Provincial Police - Wiarton 519-534-1323 Fax 519-534-1334</p> <p>South Frontenac Municipality Ontario Provincial Police</p> <p>Southampton Town See Port Elgin Town</p> <p>St. Thomas City St. Thomas Police Service 519-631-1224 Fax 519-633-9028 66 members</p> <p>St. Clair Beach Village Ontario Provincial Police</p>	<p>Stratford City Stratford Police Service 519-245-1250 Fax 519-245-6264 56 members</p> <p>Strathroy Town also Caradoc Township Strathroy Police Service 519-245-1250 Fax 519-245-6264 22 members</p> <p>Sudbury Regional Municipality Sudbury Regional Police Service 705-675-9171 Fax 705-674-7090 311 members</p> <p>Tecumseh Town Ontario Provincial Police</p> <p>Temagami Town Ontario Provincial Police</p> <p>Terrace Bay Township Terrace Bay Police Service 807-825-3822 Fax 807-825-9491 8 members</p> <p>Thessalon Town Ontario Provincial Police</p> <p>Thornbury Town see Meaford Town</p> <p>Thunder Bay City also Oliver-Paipoonge Township Thunder Bay Police Service 807-684-1307 Fax 807-623-9242 292 members</p> <p>Thurlow Township see Belleville Police Service</p> <p>Tillsonburg Town Tillsonburg Police Service 519-688-6541 Fax 519-842-2190 37 members</p>	<p>Toronto City Toronto Police Service 416-808-2222 Fax 416-808-8202 6,975 members</p> <div style="text-align: center;">  </div> <p>United Council of Manitoulin First Nation UCCM Anishnaabe Police Service 705-377-7135 Fax 705-377-5583 14 members</p> <p>United Counties Stormont, Dundas, Glengarry New Municipality Ontario Provincial Police</p> <p>Walkerton Town see Hanover Town</p> <p>Wellington County also Fergus Ontario Provincial Police - Guelph 519-822-7250 Fax 519-822-3020</p> <p>Wikwemikong United Indian Reserve Wikwemikong Tribal Police Service 705-859-3141 Fax 705-859-2656 13 members</p> <p>Windsor City Windsor Police Service 519-255-6671 519-255-6569 528 members</p> <p>Wingham Town Wingham Police Service 519-357-1212 Fax 519-357-1215 7 members</p> <p>Woodstock City Oxford Community Police Service 519-421-2800 Fax 519-421-2818 103 members</p> <p>York Regional Municipality York Regional Police Service 905-830-0303 Fax 905-895-4149 945 members</p>
<div style="text-align: center;">  </div> <p>Stirling-Rawdon Municipality Amalgamated municipalities Stirling-Rawdon Police Service 613-395-3044 Fax 613-395-0864 8 members</p> <p>Stone Mills Township Amalgamated municipality from Camben East, Sheffield, Newburgh Ontario Provincial Police</p>		

ONTARIO PROVINCIAL POLICE PHONE NUMBERS

REGION	ADMINISTRATION	BUS PHONE	FAX PHONE	REGION	ADMINISTRATION	BUS PHONE	FAX PHONE
CENTRAL	BARRIE	705 726-6484	FAX 726-6487	EASTERN	SOUTH FRONTENAC	613 384-2400	FAX 384-2403
CENTRAL	BRACEBRIDGE	705 645-2211	FAX 645-3350	EASTERN	HAWKESBURY	613 632-2729	FAX 632-8621
CENTRAL	MINDEN	705 286-1431	FAX 286-4532	NORTH EAST	BLIND RIVER	705 356-2244	FAX 356-1374
CENTRAL	NORTHUMBERLAND	905 372-5421	FAX 372-1301	NORTH EAST	BURK'S FALLS	705 382-2015	FAX 382-2495
CENTRAL	HUNTSVILLE	705 789-5551	FAX 789-7666	NORTH EAST	COCHRANE	705 272-4391	FAX 272-4380
CENTRAL	HURONIA WEST	705 429-3575	FAX 429-3616	NORTH EAST	TEMISKAMING (HAILEYBURY)	705 672-3323	FAX 672-3597
CENTRAL	KAWARTHA	705 742-0401	FAX 742-9247	NORTH EAST	KAPUSKASING	705 335-2238	FAX 335-2004
CENTRAL	LINDSAY	705 324-6741	FAX 324-8479	NORTH EAST	KIRKLAND LAKE	705 567-5355	FAX 567-9614
CENTRAL	MIDLAND	705 526-3761	FAX 526-6700	NORTH EAST	MANITOULIN (Manitowaning)	705 859-3155	FAX 859-3160
CENTRAL	NEW TECUMSETH	905 729-4004	FAX 729-4007	NORTH EAST	NORTH BAY	705 495-3878	FAX 495-3879
CENTRAL	ORILLIA	705 326-3536	FAX 326-4126	NORTH EAST	PARRY SOUND	705 746-3897	FAX 746-9731
CENTRAL	SHELBURNE	519 925-3888	FAX 925-6462	NORTH EAST	SAULT STE. MARIE	705 945-6833	FAX 945-6797
CENTRAL	COLLINGWOOD (MS)	705 445-4321	FAX 445-7024	NORTH EAST	SOUTH PORCUPINE	705 235-3345	FAX 235-4522
CENTRAL	MNJIKANING (MS)	705 325-7773	FAX 325-4522	NORTH EAST	STURGEON FALLS	705 753-2990	FAX 753-4811
NORTH WEST	ARMSTRONG	807 583-2394	FAX 583-2285	NORTH EAST	SUDBURY	705 564-6900	FAX 564-3115
NORTH WEST	DRYDEN	807 223-2221	FAX 223-4002	NORTH EAST	WAWA	705 856-2233	FAX 856-7572
NORTH WEST	FORT FRANCES	807 274-3322	FAX 274-7541	GREATER TORONTO	AURORA	905 841-5777	FAX 841-7888
NORTH WEST	GERALDTON	807 854-1333	FAX 854-1353	GREATER TORONTO	BURLINGTON	905 681-2511	FAX 681-2893
NORTH WEST	KENORA	807 548-5634	FAX 548-8381	GREATER TORONTO	CALEDON	905 584-2241	FAX 584-2188
NORTH WEST	MARATHON	807 229-0220	FAX 229-1852	GREATER TORONTO	CAMBRIDGE	905 654-0150	FAX 654-9650
NORTH WEST	NIPIGON	807 887-2637	FAX 887-2399	GREATER TORONTO	DOWNSVIEW	905 235-4981	FAX 235-1697
NORTH WEST	NORTHWEST PATROL UNIT	807 737-1383	FAX 737-3241	GREATER TORONTO	NIAGARA	905 356-1311	FAX 356-2636
NORTH WEST	PICKLE LAKE	807 928-2211	FAX 928-2268	GREATER TORONTO	PORT CREDIT	905 278-6131	FAX 278-5486
NORTH WEST	RED LAKE	807 727-2418	FAX 727-2578	GREATER TORONTO	WHITBY	905 668-3388	FAX 668-3635
NORTH WEST	SIOUX LOOKOUT	807 737-2020	FAX 737-1785	WESTERN	BRANT COUNTY	519 753-4161	FAX 759-2761
NORTH WEST	THUNDER BAY	807 939-2733	FAX 939-2144	WESTERN	CHATHAM-KENT	519 352-1122	FAX 352-3886
EASTERN	ARNPRIOR (MS)	613 623-3134	FAX 623-2323	WESTERN	ESSEX	519 723-2491	FAX 723-2497
EASTERN	BANCROFT	613 332-2112	FAX 332-5618	WESTERN	NORTH LAMBTON (Forest)	519 786-2349	FAX 786-2141
EASTERN	BROCKVILLE	613 345-1790	FAX 345-3202	WESTERN	HURON (Goderich)	519 524-8314	FAX 524-4434
EASTERN	CASSELMAN	613 764-5415	FAX 764-5418	WESTERN	GUELPH	519 822-7250	FAX 822-3020
EASTERN	KILLALOE	613 757-2600	FAX 767-2173	WESTERN	SOUTH BRUCE (Kincardine)	519 396-3341	FAX 396-4526
EASTERN	KINGSTON (MS)	613 384-4700	FAX 384-2403	WESTERN	LONDON	519 681-0300	FAX 681-0383
EASTERN	LANCASTER	613 347-2449	FAX 347-2286	WESTERN	MOUNT FOREST	519 323-3130	FAX 323-1535
EASTERN	UPPER CANADA	613 534-2223	FAX 534-2486	WESTERN	NORTH GREY	519 376-3433	FAX 376-7827
EASTERN	NAPANEE	613 354-3369	FAX 354-9183	WESTERN	PETROLIA	519 882-1011	FAX 882-1014
EASTERN	OTTAWA	613 828-9171	FAX 592-2982	WESTERN	SEBRINGVILLE	519 393-6123	FAX 393-6125
EASTERN	UPPER OTTAWA VALLEY (Pembroke)	613 735-0188	FAX 735-7427	WESTERN	HALDIMAND-NORFOLK (SIMCOE)	519 426-3434	FAX 426-2294
EASTERN	PERTH	613 267-2626	FAX 267-7489	WESTERN	ELGIN COUNTY (St. Thomas)	519 631-2920	FAX 631-2923
EASTERN	PICTON	613 476-2151	FAX 476-5016	WESTERN	STRATHROY	519 245-2323	FAX 245-1410
EASTERN	PRESCOTT	613 925-4221	FAX 925-1115	WESTERN	WIARTON	519 534-1323	FAX 534-1334
EASTERN	QUINTE	613 968-6495	FAX 968-7355	WESTERN	WOODSTOCK	519 539-9811	FAX 539-9815



THE CANADIAN HERALDIC AUTHORITY

Pride in 100 years of Service

Last October 17, 1998, the City of Medicine Hat had a ceremony that incorporated a historic moment in Alberta history. It marks the first occasion when a city and its police service have both been granted heraldic symbols by the Crown.

The city's coat of arms draws heavily on the local landscape, history and economy for specific elements and colours. In the shield, the gold of the prairie grasslands is combined with the blue "flames" for the gas fields and symbols for the South Saskatchewan, the railway, industry and the gas light.

Above the shield is a First Nation's medicine man's head dress, symbolizing the city's name. Beneath it is the traditional municipal emblem for civic government, an open crown of masonry, here shown in Canada's national colours, referring also to the historic ceramics industry, Medalta.

The supporters at either side of the shield stand on a mound of prairie land. On the left, the horse represents the ongoing importance of ranching and pioneer transport. On the right is a mythical beast - a heraldic tyger - a dynamic creature of energy, symbolizing the power flowing from the gas fields and the prospects of new growth and change. The motto "With Spirit And Faith" is taken from the city's first seal, circa 1906.

Following traditional heraldic practice, the flag is composed of the elements of the shield shown on a horizontal banner. The third symbol granted is a badge linking the head dress and the city's name with a circle of blue flames.

The police service, celebrating its 100th birthday in 1999, is honoured with a separate badge which is a distinctive version of the National Municipal Police Service Badge. This is framed by a wreath of gold maple leaves, for



Canada, held at the base by a wild rose, for Alberta. Above is the Royal Crown, authorized by Her Majesty the Queen on the recommendation of the Governor General, symbolizing the key role played by the service in administering the Crown's justice. This badge is featured as the central element in a special ceremonial banner.

The Canadian Heraldic Authority was established by the Governor General on June 4th, 1988 under the powers granted by the Royal Letters Patent received by Her Majesty Queen Elizabeth II as Queen of

Canada. His excellency the Right Honourable Romeo LeBlanc is Head of the Authority. Canada is the first country in the Commonwealth outside the United Kingdom to exercise this ancient royal prerogative in its own domain. Coats of arms, which are grants of honour from the crown, are symbols of authority, ownership and identity. Through these symbols, Canadian corporations and individuals have a beautiful and permanent method of celebrating their history.

The Royal Canadian Mounted Police, Waterloo Regional Police, Halton Regional Police, Midland Police and Sarnia Police Services are just a few of the police organizations to receive similar recognition and protection of their police badges. Further information regarding your agency badge receiving Patents Royal may be obtained by writing Mr. Robert D. Watt, Chief Herald of Canada, 1 Sussex Drive, Ottawa, ON K1A 0A1.

CounterPoint

Carbine can not replace shotgun

I am extremely disappointed and intend to take issue with the article by Pierre Descotes on the Ruger Carbine.

Descotes states in an article in January that "This carbine is a very good replacement for the 12 gauge shotgun. Actually, I believe it is a lot better than a shotgun".

By its very nature, the carbine is a pistol with a longer barrel capable only in outperforming the pistol by way of its accuracy at longer distances. It provides no greater stopping power than the pistol and is therefore rather inefficient as a manstopper. The police carbine is a defensive weapon.

The 12 gauge shotgun is the only offensive weapon that police officers routinely have access to. Its ability as a powerful firearm in trained hands has been proven again and again. Officers should always have access to this firearm when they must go offensive (i.e. weapons calls, building clearing, etc).

Using liability as a reason for replacing the shotgun with the carbine is a draconian piece of logic indeed. As an officer safety instructor and firearms trainer I am loathe at this idea. We must never allow liability and training concerns to be the driving force behind removing critical equipment the street officer needs to safely perform his duties.

In this age of law enforcement, the need for a firearm with stopping energy and even armour-penetrating capabilities is evident, (remember Bank of America?).

The firearm that officers need most in addition to (not in replacement of) the shotgun is a .223 semi-automatic with non-overpenetrating ammunition (as per IWBA and FBI research).

Two last points. The Ruger Carbine uses magazines not clips. And if anyone ever manages to remove a shotgun or carbine from a patrol car it's the fault of the officer, not the firearm. I would hate to think this esoteric logic would ever even be considered by those with the power to make decisions.

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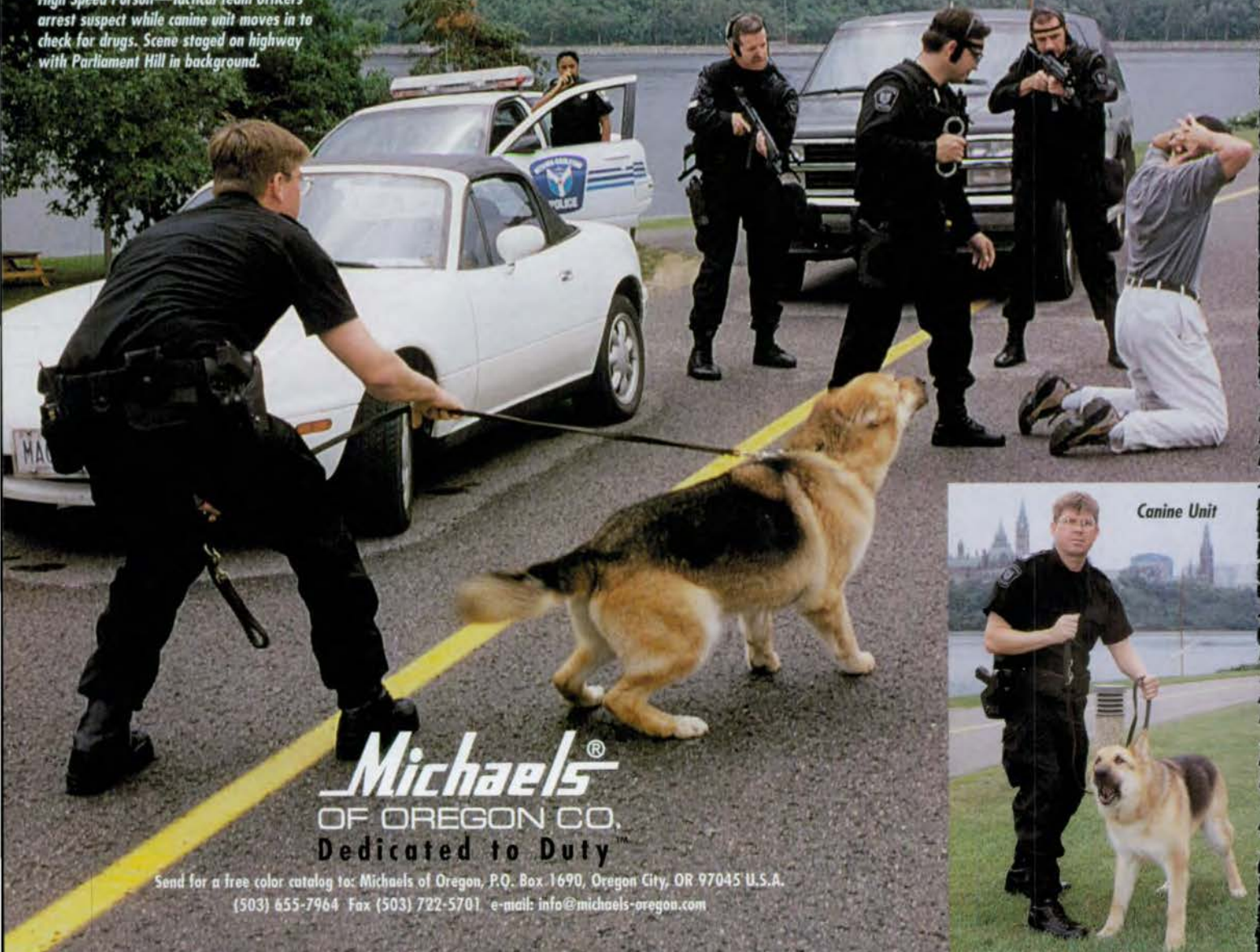
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Women in law enforcement

A dynamic influence upon tomorrow



The following is an edited speech made by Ontario Provincial Police Commissioner Gwen Boniface and presented at the Ontario Women in Law Enforcement annual awards banquet held November 27th, 1998.

To my mind, and I may be biased, law enforcement is a field that should be attractive to women and be recognised as an important career choice for women especially as the millennium approaches and we prepare to live and work in the 21st century.

Next year, just before the millennium, the Ontario Provincial Police is celebrating two milestones. Ninety years of service within the Province of Ontario and a quarter of a century of women in policing. We are looking forward to celebrating these milestones as well as to the future of women officers in policing across Canada.

I think Arnold Glasgow's idea about the future comes perilously close to the truth for many of us. He said "the trouble with the future is that it usually arrives before we're ready for it."

We can't avoid it and we certainly can't stop it. The only thing left is to prepare for it. And I believe that organizations such as the Ontario Women in Law Enforcement (OWLE) have an important role to play in helping law enforcement do just that.

The OWLE is a full affiliate of the International Association of Women Police, an organization that came into existence more than 80 years ago. The importance of forming a network to exchange experiences and join forces in order to improve a situation was recognized then, and its importance has not diminished even as we approach the year 2000.

The Ontario Women in Law Enforcement mandate reflects a commitment to personal and professional development, a perspective I feel is most important. And it is the kind of development, through networking and training opportunities, that might not normally be available within individual agencies. The OWLE recognizes that there is strength in unity and in numbers. And it recognizes that growth and innovation are not possible in a vacuum.

There is a tremendous pool of female talent in law enforcement agencies throughout this province. By sharing information and ideas, and building on common interests, women in law enforcement will go a lot further, a lot faster.

I believe that any organization is a reflection of the strength of its individual members. And the growing representation of women in policing and law enforcement is to my mind particularly important.

The importance of that representation is more than a gender issue. It is key from a broadening perspective, in that it helps policing re-

fect more of the communities it serves.

We are in an era where old ways of doing things are constantly under scrutiny. We are more dependent than ever on new ideas to give shape and substance to the kind of life we are leading. In our field we are more dependent than ever on innovation to accurately reflect and respond to the rapidly changing world that is unfolding around us.

The principle of always questioning whether a thing could be done better applies in a great many fields. Law enforcement is no exception. The fact that women do bring new methods of problem-solving to policing and law enforcement serves established organizations well. This kind of innovation must be encouraged.

Within the walls of the law enforcement community, women have played, and will continue to play, a role in effecting change in traditional approaches to enforcement.



We are seeing evidence that women's voices are now not only being heard but are being acted upon. As more women take up careers in law enforcement, their ability to be heard and their ability to influence change will be strengthened.

There is a particular injection of energy that comes from being exposed to new ideas. As we sit on the cusp of the millennium I think we might do well to prepare for a significant injection. Law enforcement and policing will never be the same again. And a good thing too!

A colleague reminded me recently about the early days of women officers in the Ontario Provincial Police. In 1974, 15 women graduated as the first female police officers. In those days, the uniform was straight skirts, heels and purses; a duty belt was out of the question for women.

A few years later, a female officer was sent to a motor vehicle collision on Highway 401. The accident site was in the core lane, on the other side of the guard rail. The officer, skirt, heels and purse, had to clamber over the guard rail to get to the scene to give assistance, all the while trying to maintain her authority, presence and dignity. Indeed some things have changed for the better.

Author John P. Kotter says that a critical success factor in change is effective communication. To my mind this is why networking re-

lationships are so important. In my view this is very much the future of law enforcement.

I believe that to be effective in building safe and healthy communities, police agencies need to develop strong community partnerships. The challenge, of course, is to focus on the needs of each community by ensuring that we reach out to all segments and get them involved in the appropriate resolution of issues. Extending this cooperation to all aspects of the community remains an even bigger challenge.

I also think that we must grow within our own community, the law enforcement community. To do so we must continue to build stronger bonds of cooperation among our agencies and services.

The last point I would like to touch on speaks more to each of us as individuals and the importance, as I see it, of maintaining a balanced perspective of self. Above all else I feel we need to recognize and make room for all the different aspects that go into defining each of us as a person.

I don't think anyone would dispute that work consumes a pretty significant commitment of one's time and energy. More so if that work carries the authority and responsibilities of law enforcement in our society. Focusing that commitment is key to keeping it in balance. That is why the support and grounding found within networks like the Ontario Women in Law Enforcement is so important.

I also believe that it is important for anyone who is pursuing a demanding and fulfilling career to have a good sense - and in fact actually know - how we fit, and how we want to fit, in the bigger scheme of things.

I think this comes as our own sense of self is developed. I think it comes as we build confidence in our strengths and abilities. My experience is, that as your confidence grows, you become more settled in who you are and what you want to represent. Colleagues and peers play a significant role in buoying that confidence.

For women in law enforcement, one of the main benefits of networks is the power of connection; the ability to help and the opportunity to be helped through a supportive network. I encourage you to make use of networks for yourself for your career and for your profession. And I encourage individual law enforcement agencies to consider opportunities to enable more women officers to take part in network opportunities, such as the Ontario Women in Law Enforcement sponsored events and the International Association of Women Police Training conferences. Such support would signal a positive message to women law enforcement officers and bring significant benefits to our agencies.

Women officers have an extremely important role to play in ensuring that law enforcement recognizes and responds to the needs of the public we are sworn to serve. It is important to remember that what you do as women today will have a dynamic influence upon tomorrow.

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A 101 tactical communications course for law enforcement officers

by Robert A. Brown

This article is based on a number of factors, my experience as a Peace Officer with the Toronto Transit Commission (T.T.C.), my extensive training in the realm of use of force instruction (as a Use of Force Instructor), research, and my personal opinions and observations. Throughout this article I will attempt to relate all points to a practical aspect of law enforcement.

Tactical communication is the single most important tool for law enforcement officers to avoid physical confrontations - in other words, using their mouth. This is probably the most commonly used part of the body.

When officers are taught tactical communication skills, you hear such things as rapport. But, what is rapport? How does it work? What factors affect rapport? What happens once you have rapport? And, most importantly, how does rapport directly relate to the safety of law enforcement officers on the street?

What is rapport?

Rapport is defined as "relationship or communication esp. when useful and harmonious" (Oxford dic.). My personal law enforcement working definition of rapport: to build a temporary relationship through commonality to influence the behaviour of a person. The ultimate objective is to achieve a peaceful resolution in any given situation.

One way to build rapport with someone is to first observe the person and their actions. But, what are you looking for?

Body Language (head motions, eye movement, shoulder movement, hand(s) location, stance, gestures, and even breathing), all play a role in establishing a method of building rapport. As most good communicators will tell you, the most important step to being an effective communicator is to listen, and they're right. So what



does body language have to do with listening? Nothing! However, body language has everything to do with building rapport (not to mention officer safety). Listening skills will be touched on later in this article.

Remember commonality, people relate and open-up to people that are similar to them, whether it be on a conscious or subconscious level. Subtle mirroring or duplicating a person's body language usually triggers that initial step to build rapport [Based on NLP research].

Notice the word usually, Nothing in this world is guaranteed and mirroring is no excep-

tion. Rapport is an invisible phenomenon of the human psyche. It may work, or it may not; you may realize the benefits or you may not even realize it's working. However you will know when it does not work. If rapport were not in your favour in a particular situation you will not have control of that situation [to influence the behaviour of the person].

The next time you have a conversation with a person, take a mental note of their body language, and make subtle changes to your own posture and gestures to mirror that person. Some changes may include, crossing your hands, adjusting your stance, head tilt, even your breathing pattern. The more the better, without being obvious. You may notice the person will start opening up to you, using more detail in their explanations and expressions. This is because they are becoming more comfortable with you, as you are more like them. Then try doing the opposite. Do you notice the difference? Tricky - perhaps, but it works.

Under no circumstances should an officer jeopardize their tactical position or compromise any advantage when dealing with a person. Each situation will have different factors. Officers should use as many tools as possible to win the situation. This is another tool, take from it what you can and use it when appropriate.

Keep this in perceptive of front line officers. Front line officers, for the most part, will never fully experience the effect because of the time factor. Once on scene, in most cases, officers will have to engage or deal with a situation within seconds. So, when will officers have an opportunity to make body language observations? This opportunity could be on the approach to the situation.

Coupled with mirroring, the language used is another tactical communication tool. The language being used by a person is also a good indication of where to start. If the person is using slang, such as street language and expressions then use such language in your response, without the profanities. Use caution however; you must have a good understanding of the words you are using, and use them in the correct context or this process could backfire. Additionally, without being contradictory, use your professional edge to maintain situation superiority; giving you the advantage to positively influence the outcome.

How does rapport work?

The first words in any conversation are the most critical. What you say and how you say it will have a soothing or damming effect on the situation.

They are a few things that must be understood when entering any situation with the intent to resolve it. Human nature dictates that people have to establish and or maintain respect in the presence of others. Therefore, if law enforcement personnel have been called to deal with a situation, more than likely, someone has lost that respect.

With that said, how do you give someone back that respect? A short term, law enforcement specific solution is empowerment. Giving the person the belief that they can direct the situation; making them feel as though they have a

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choice. Realizing that in a dispute situation, the first objective is to separate the combatants. Imagine a scenario in which one party is approached and told "Sir, come over here so I can figure out this problem". Right from the start, that person has been singled out, his right of choice taken away. Additionally, a lose-lose negative situation is projected.

A more subtle approach may be more effective. "Hello", and identify yourself (even if you are in uniform), "Sir, would you please come to the side so we can correct this problem". This approach will serve to have a dramatic increase in gaining peaceful and wilful compliance. Here's why!

Extensive research on the human psyche shows that some of the greatest fears of humans are aggression and rejection; not being accepted among other humans. A simple "hello" or some sort of friendly introduction addresses and diminishes that barrier. In addition, you must remember empowerment, and choice. People need to feel that they are in control of their fate, i.e., "would you please.". Although this is open for a big fat no, (they have choice) it is phrased in conjunction with a reward "so we can correct this problem" negating the no response. The key here is to acknowledge a joint objective to address the problem. Once you have the information required to properly assess the situation, it's time to direct a new thought pattern.

NLP (Neural-Linguistic Programming) research refers to this process as "desired state". This means, allowing the person to create a positive picture in their mind of how the situation could be resolved to their satisfaction. "How can I help?" is an example of how to stimulate the positive thought process. The person's response will facilitate the next course of action. However, you must actively listen to the person to get to the heart of the problem and select the appropriate course of action. Keeping everything on a positive note will dramatically increase your control of the situation.

The above is an example which has been utilized in a number of different situations, and each time the outcome has been successful. There is no one answer to every situation. Each situation has unique circumstances that no one can predict. Adding the above tools to your mental options gives you the critical advantage needed in the field.

Factors that affect rapport

One factor that affects rapport is your perceived authority and professionalism to handle the situation. In the beginning of this article I mentioned that the body language of a person may give you a beginning indication of the type of person you are dealing with. Don't think for a second that the person you are approaching is not following the same rule, they are!

If officers approach a situation, whistling, chewing gum like it was going out of style, and swaggering into a situation, they may as well say good-bye to the initial, subconscious control that is so badly needed. A professional presence that exudes confidence and expertise will get you started on the right foot. These same demeanours must be maintained throughout your involvement in the situation. Your body language accounts for ninety three percent of effective communication skills. This means your words and body language must be in harmony. There is another component needed to balance this delicate equation; knowledge. If a person wants to give you a hard time, the first thing they will attack or challenge is your knowledge of the law and authorities relative to the situation. [This

usually applies in a situation where a person may be charged or arrested.] There is a simple way to avoid this; know your stuff, and be able to articulate it professionally and effectively. This includes leaving sarcasm out. Get to the point and, again, give the person their options, if applicable. In cases where persons refuse to identify themselves, you should clearly and thoroughly explain the negative consequences of their choice and give them new options.

A common error at this point by officers is that they continue to talk. Once you have completed your explanation, wait a few seconds for their brain to process the information and generate a new selection. Then try again.

TACTcom is the most important tool an officer has. Like any other tool, in order to master it,

it must be practised everyday, on every shift. Once again, as important as TACTcom is, always be prepared for the unexpected when dealing with persons, especially in the law enforcement capacity. Never compromise your safety.

Robert Brown is currently a Peace Officer with the Toronto Transit Commission - Community Response Unit and assists with the use of force and fitness requirements for Commission officers.

Robert is a Certified Fitness Consultant and is qualified to conduct the provincial fitness testing for police personnel.

For further information contact: Robert Brown at 416-315-8059.

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Eurocopter delivers new police helicopters

RCMP acquires two state-of-the-art AS 350 B3s for use in BC

by Jacques Brunelle

With one of the largest police aviation operations in the world, the arrival of two police helicopters at Ottawa's RCMP Air Section should be a routine affair. However, on September 17, 1998, employees of this unit were found outside on the hangar apron watching the sky with anticipation. In the distance, two RCMP Eurocopter Squirrel A350 B3 helicopters were slowly approaching to alight. Soon destined for Vancouver and Kelowna, these new machines were in Ottawa for ground crew familiarization following the roll-out ceremony in Fort Erie forty-eight hours earlier. The excitement shown by the crowd of workers was evident as the craft landed amongst four other RCMP aircraft already on the apron. Registered as C-FMPG and C-FMPN, their contemporary delivery conveyed a positive impression of the new technology that lay beneath the composite and aluminum skin.

The AS 350 B3 obtained its VFR certification on December 24, 1997, and is the latest version of Eurocopter's venerable line of A350 light helicopters.

The Mounties were the North American launch customers for this versatile Canadian-assembled aircraft. One of the B3's strengths is its ability to carry heavy sling loads of up to 1400 kg (3086 lbs) at altitudes of 4572 m (15,000 ft). Combined with a maximum pressure altitude of 6400 m (21,000 ft), this specialty is duly required by the force in BC's mountainous interior.

Now operational, the aircraft spend a portion of their flying time maintaining isolated radio repeater sites located high in the Rocky Mountains and the Coastal and interior mountain ranges. These repeaters, which are located in the 3000 m (10,000 ft) altitude range, are crucial to police communications. Ninety-percent of these sites are accessible only by helicopter.

The force's "E" Division, which comprises all of British Columbia, operates four police helicopters plus the occasional charter under their provincial contract. The new B3s were purchased to replace the two smallest of these Bell machines which were located in Kelowna and Comox respectively. Both of these retiring Bell Jet Ranger IIIs were considered to be under powered for heavy mountain work, being capable of lifting only 220 kg (500 lbs) at altitude. Moreover, with many thousands of flight hours on their air-frames they had become more costly to run. Notwithstanding the high flying time, the strict maintenance schedule followed by RCMP Air Services under Ottawa-based Chief Aircraft Engineer S/Cst. Merv Moffat, ensures top dollar for their aircraft at the end of their useful life with the force. Undoubtedly the trade-ins will continue flying un-



der a different affiliation.

The RCMP operates a total of eight helicopters and twenty-seven fixed-wing aircraft from their own facilities across Canada. Seventy-five full time police pilots drawn from the ranks are employed to fly the eleven different types of aircraft. Although liaison and transport missions are many, most RCMP aircraft are used primarily in support of the ground units through direct assistance, such as back up of ground units, surveillance, ERT and SAR operations.

Even though most larger Canadian cities maintain their own police services, the RCMP

provide municipal policing in approximately 200 towns and cities outside of Quebec and Ontario. Partially because of this, the concept of urban aerial police patrols has not been overlooked by the force. Although at this time, RCMP helicopters do not routinely patrol over cities under their jurisdiction, but they are available on short notice to assist members and often do so, day or night.

As reported in the May 1998 issue of Blue Line Magazine, the RCMP leases a fully equipped Bell 206L (C-FMPM) to Montreal's regional police service for urban patrols over the city. This

inspite of the fact that it is a province where they only have federal jurisdiction. The force may in the near future, provide assistance to other agencies, but tight government purse strings have forced many services to pool their resources. Cost recovery has also come into the picture for conventional operations while some non-essential missions have even been cancelled outright.

The new Eurocopters were selected by the force and Public Works/Government Services Canada (PWGSC) following an interesting fly-off in Ottawa nine months ago between Eurocopter Canada of Fort Erie, Ontario and Bell Helicopter-Textron of Mirabel, Quebec.

The fly-off consisted of seven different "mission scenarios," including cargo, medical, emergency, and tactical situations. For the two-day match-up, Bell introduced its current technology 407 variant now in production at their modern facility in Mirabel. Both the 407 and the A350 B3, being in the 2.5-metric-ton class of light helicopters were closely matched in performance. Needless to say, this fly-off was significant to the builders as this was a substantial sale involving millions of tax dollars. The potential winner would also enjoy additional publicity as police helicopters are occasionally featured in newspaper and magazine articles. Their usage during police operations such as monitoring high-speed chases and effecting rescues, often results in lives being saved, which makes for captivating headlines.

On March 23, 1998, Eurocopter was declared the winning contractor and PWGSC handed over a cheque for \$2,366,299.24 with the trade-ins, in exchange for the two new aircraft. This sum had been earmarked during the previous fiscal year in a federal/provincial arrangement. Although price is a large factor in any purchase decision, the ability of the helicopter to suitably perform in its operational flight envelope is paramount. The B3 was considered superior in performance, cabin design, instrumentation, maintenance and even product support. In this case, the better performer also came out the least expensive by hundreds of thousands of

dollars.

With Bell Helicopter-Textron's (Canada) large production share, combined with Eurocopter Canada's growing product line, the two firms manufacture about 68 per cent of the world's light commercial helicopters - an extraordinary feat for any country.

Eurocopter Canada is now poised for sales to regional police services in the Golden Horseshoe area of southern Ontario as well as in other urban centres in western Canada. Eurocopter has in recent years sold two AS 355 F2R twin-engined police helicopters to the Ontario Provincial Police (OPP). They are also active in the US law enforcement market where urban patrol helicopters have been operating for decades.

In most metropolitan areas where police patrol helicopters are deployed, excessive noise produced by the helicopter rotors are always a concern. Though perhaps less of a factor in this contract, as these B3s are employed primarily in rural areas, Eurocopter, nevertheless, kept the noise emissions of the B3 well below the ICAO limitations for built-up areas. Moreover, Eurocopter's completely new EC 120 Colibri light helicopter now in production, is reportedly even quieter than the McDonnell Douglas NOTAR (no tail rotor) helicopter now in use by the Calgary Police Service. This, combined with other features including very low aerodynamic drag and crash protection for the crew, makes the EC 120 a strong contender for urban police helicopter patrol contracts.

The powerful A350 B3s Squirrels are equipped with the new Turbomeca FADEC electronic-controlled Arriel 2B engine with an impressive power rating of 855 shp. In addition to being fuel efficient, its computerized governing allows the B3 to be airborne within 30 seconds from a cold start. It also continuously balances optimum engine performance as environmental conditions change.

The AS 350 B3s purchased by the Royal Canadian Mounted Police, are equipped with "Reduced Pilot Workload" electronics featuring digital auto pilot, mission parameter computer and engine and flight LCD displays. It is also fitted with a Global Positioning System (GPS), wire strike protection, emergency flotation skids, durable leather seating and a satellite telephone. Interestingly, its large cabin with a sliding rear door is even somewhat reminiscent of a mini van! This clever use of space allows for the ship to be converted into an aerial ambulance within minutes by the quick installation of a litter kit. Removable prisoner barriers can also be rapidly installed. The very low interior noise level even at its maximum cruise of 140 kts is noteworthy. Equipped as they are however, 120 kts is more the norm for cruising at altitude. Senior RCMP helicopter pilot, S/Sgt. Greg Lester, who ferried C-FMPG from Fort Erie to Ottawa, acknowledged that it handles differently than the older Bell Jet Ranger and he is quite impressed with its features and performance.

Although not readily apparent from the exterior, Eurocopter Canada has also developed and certified for worldwide use, a particle separator which removes 80 percent of minute foreign matter drawn into the engine intake under normal operation. This feature, which prolongs engine life, is standard equipment on the new B3.

A 30 million candlepower Spectrolab Nite-Sun and a thermal imager are now available for the two machines. But unfortunately, a severe

cash shortage problem throughout the force has thus far prevented their installation. Hopefully this temporary set back will be resolved soon.

Eurocopter Canada's modern 100,000 sq. ft. plant located in Fort Erie near Niagara Falls, Ontario, employs 110 persons. This ISO 9001 certified facility provides full service for an extensive range of multi market helicopters. No stranger to government contracts, this firm also built sixteen BO 105 helicopters for the Canadian Coast Guard for demanding ship-borne service. More recently, the US Drug Enforcement Agency (DEA) has announced Eurocopter Canada's BO 105 model as the winner of a four-ship contract.

Overall, Eurocopter SA has sold more than 170 Squirrels to police forces in more than 20 countries. With more than 60 of the improved B3 variant sold worldwide in less than nine months from its first certification, the type is already a success story. It even appears destined to replace the long-serving Aerospatiale Lama, the mainstay of the Himalayas and Andes mountains, which still holds the world's absolute height record for helicopters. This record which was set in 1972, stands at 12,442 m (40,820 ft).

Here in Canada, the B3's versatility and abundant power reserves makes the new machine an ideal choice for a variety of operators, including the RCMP.

Jacques Brunelle is a member of the RCMP and co-author of the book "RCMP Uniforms in the 90's". He can be contacted at 613 830-9492.

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Misconduct, corruption, abuse of power What can the Chief do?

by Edward J. Tully

In our high-technology, multicultural North American society there has been a high degree of rapid social, economic, political, and cultural change during the past fifty years. As these changes have occurred, it was quite natural that some people accepted change, some people resisted, most of us were a bit confused, and all of us debated the wisdom of doing things differently. The most talked about change was that which we saw in the behaviour of individuals. If you compare the average person's behaviour in the 1950s with similar behaviour today, you can only describe the difference as unbelievable.

Law enforcement deals with the "unbelievable" in two ways. First, we try to contain the wreckage caused by drugs, sex, institutions that don't work, failed marriages, incredible levels of crime and violence, and a trashed value system. Second, we now employ many people nurtured and affected by this environment. That we in the law enforcement profession have experienced problems with employee misconduct during this time is not surprising. The purpose of this article is to examine ways in which the chief executive officer's influence in a law enforcement agency might be able to lessen future incidents of employee misconduct.

There is no central data base maintained in the United States regarding law enforcement officer misconduct or in the disposition of these complaints (I use the word misconduct to mean a variety of behaviours that ranges from a simple violation of a departmental rule to a serious violation of law, such as bribery or the unlawful use of excessive force). Inasmuch, my suggestion that it seems the number of misconduct cases has significantly increased in the past ten years is not based on hard data. Rather, I base my case on anecdotal evidence and many conversations with police executives. As a result of this information, I have come to the conclusion that the various forms and degrees of officer misconduct have become, particularly in our federal and larger law enforcement agencies, a significant and serious problem.

We all understand that law enforcement officer misconduct, particularly the abuse of power, has a tendency to erode the trust people have in our organizations. So in light of the increase in misconduct incidents, plus the negative publicity of recent egregious incidents, it is prudent to conclude that the loss of public trust in law enforcement may become one of the most serious problems we face in the next several years. Perhaps it is wise, therefore, to examine the problem and to take appropriate measures to reduce the number of incidents, and the resultant negative impact on public trust.



The Problem

As I stated earlier, there seems to be an increasing number of cases in North America involving law enforcement officer misconduct both on and off the job. In my opinion, there are at least six reasons for this increase in the numbers.

First, law enforcement agencies are more alert to officer misconduct than ever before. Additionally, there is more press coverage of law enforcement, we have had the introduction of civilian complaint review boards in many of our large cities, and it is far more common to have leaks from department members to the press. Finally, departments today are far more likely to publicize officer misconduct as opposed to the past practices when many agencies swept similar behaviours under the rug.

Second, the number of opportunities that an officer(s) may be tempted to engage in improper conduct has increased dramatically. For example, an increase in the use of mind altering drugs by the public often leads to their unpredictable behaviour when confronted by officers. This has led to occasions of unauthorized levels of force. Drug commerce has also moved away from its early violent stage and is engaging in more sophisticated ways to ensure distribution, such as bribery. The level of job stress continues to increase in law enforcement. This leads to behaviours, which are of dubious value in relieving stress. Such activities as choir practice, the use of steroids for body building, and the adoption of an "us versus them" mentality often lead to subsequent actions by officers that are clearly wrong.

Third, our society is producing a large number of individuals who do not exhibit strong character, deeply held values, or the reasoning ability to choose right from wrong behaviour. Far too many individuals choose behaviours that reflect an incredible lack of self-discipline, which, of course, may result in individuals choosing behaviours that make them feel good, advance their personal interests, or satisfy their desire to dominate and control others. Given the nature of a police officer's job, if we have a large number of officers who have similar attitudes and behavioural characteristics, it does not bode well for them, or the department.

Fourth, the work environment of law enforcement has become, laudably, multiracial and more balanced in percentages of men and women employed. Unfortunately, this has also led to more interpersonal contention on the job and some serious difficulties on the home front as well! Given more time, I am sure the work environment will improve significantly in this regard, but at present it still remains a major source of tension and officer misconduct.

Fifth, our highly materialistic society is very compelling. We are all a bit greedy, some of us more so than others, and a few individuals are consumed by greed. Greed often wins when it conflicts with morality and ethical behaviour. In the past ten years, the FBI has been shaken by a number of its special agents being involved in a criminal activity. In virtually every one of these cases, the principle motivation on the part of the agent was greed.

It is not uncommon for police officers to face similar moral choices. A combination of personal values, self-discipline, and fear of the consequences usually is sufficient to ensure that most of us make the right decision. But as we all know the old cliché, "There but for the grace of God go I" is appropriate to describe how close we have all come to making the wrong decision. It requires a strong commitment to ethical principles and self-discipline to resist the proffered temptations of the job. That so many officers consistently make the right decision is a tribute to them; that a few officers make the wrong decision is devastating to us all.

Sixth, it is fashionable for politicians, activists, and other influential people in the community to talk tough on crime, take a conservative stance on all issues, and be unwavering in the defence of old-fashioned virtues. Most of us in law enforcement hold similar views. However, holding these views personally, while at the same time not letting them have undue influence in the administration of a law enforcement agency, is difficult.

Law enforcement agencies must strive for neutrality on such matters. A truly wise law enforcement administrator will avoid sending a message to the officer that the defence of traditional values is a function of the police. This would allow some officers to assume that they are doing "God's Work." We cannot allow our officers to become consumed with trying to bring justice to all of society's problems. If we allow this, it will only lead to actions on the part of some, which indicates they believe that the end justifies the means. Curbside justice, lying under oath, or planting evidence to send the bad guys away are means that some officers, at times, use to achieve a just end to a problem. Unfortunately, in most cases of this type that come to light, it is the officer who is sent to jail.

All of us in law enforcement have to realize that there are those in our society who would make us the unwitting victims of powerful social forces. These forces are dimly perceived and not well understood by either the officers or the organization. Often, the role of law enforcement in our society places officers between a rock and a hard place. An example of this would be the role we play in the conflict between opposing sides on the issue of abortion. The fact that we have handled this conflict in a most admirable fashion is a tribute to law enforcement executives who correctly insulated the department from taking sides in the core issue.

We have not had similar good fortune in trying to police the conflict between labour and management when labour strikes disrupt a community. A similar example, but one of unintended consequence, is the politicization of some law enforcement agencies as a result of the nature of community-based policing. In this new policing initiative we have placed officers in difficult situations where they are often faced with choosing between the chief's views, as reflected in department policy, and the community's demands which may significantly differ.

I strongly believe that officers on the street need help to maintain their moral character; reinforce their ethical conduct, and maintain their personal integrity. We must bear in mind that Socrates, Mother Teresa, or other revered individuals in our society ever had to face the constant stream of ethical problems of a busy cop on the beat. So, I think it only fair that one of the roles of chief of police, sheriff, or director of a law enforcement agency is to create an environment that will help the officer resist the temptations that may lead to misconduct, corruption, or abuse of power. The chief executive officer cannot sit idly by and observe officers being used as cannon fodder by various interest groups, each trying to exert influence on the public, and occasionally trying to use the police to further their agenda. Nor can the chief allow individual members of the force to do, as they plead in current advertising jargon, "make your own rules, do your own thing, or just do it!"

The executive cannot construct a work environment that will completely insulate the officers, or the organization, from the forces which lead to misconduct. It is also certain that the chief not do this task alone. Help is needed from the labour associations representing police officers, and support is needed from the executive, legislative, and judicial branches of government. In addition, the rank and file have to know and support the rules the organization uses to protect them from physical and mental harm. However, the ultimate responsibility for an officer's ethical and moral welfare rests squarely with the officer. Good character is an individual responsibility that you can never shed. The excuse that someone, or something, made me do it has rung hollow since Adam and Eve tried to blame the snake!

In the balance of this article I will offer a few suggestions for the chief executive officer to personally have an impact on preventing officer misconduct. Some of these suggestions may hit the mark, others may not. The purpose in offering them is to generate discussion, debate, and reflection on the responsibility that leadership has in the prevention of officer misconduct.

The Organization

Every police organization has a set of values, written or unwritten, which forms the underlying structure of all policy, guidelines, rules and regulations. If this has not yet been accomplished, members of the department, a citizen's group, or a mix of the two can make sure the department's values are set forth. The final result should be a set of principles which every member of the department agrees to follow. Existing rules, policy, and regulations should be modified, if necessary, to reflect these guiding principles. Subsequent actions, both positive and negative, by members of the department should be judged according to these principles and appropriately recognized. If the department can accomplish this, then you can achieve a state of integrity, that is, a consistency of principle and actions throughout the organization. If all decision-making in the department can follow the logic that flows from basic principles, it will make the task of integrity maintenance much easier. It is the prime responsibility of the chief executive officer to ensure that the above analysis of organizational values is accomplished. You do not have to write the values personally, but you must ensure that the task is accomplished.

Set a Good Example

The most onerous words ever spoken to me by my mother were, "You must set a good example." I am sure your mom tried to drill the same principle in your head as well. Ed Delattre, Dean of Boston University's School of Education and the author of *Character & Cop*, makes our mothers' advice even more difficult to do when he advises, "Do the right thing, even when no one is watching." These difficult bits of advice combined with the observation that the job of a law enforcement executive is one of the most demanding, complex, and lonely jobs found anywhere does make your life challenging.

Being the chief executive officer or an aspiring CEO of a law enforcement agency gives you little choice but to live your life, on and off the job, at a higher standard. Most important, however, is that this is the life you have chosen to live. You know that if you are going to set and enforce the rules and regulations, then you have to place yourself in a position, not only to abide by department rules, but to make compassionate judgments against those who do not. It is not wise to place yourself in a position in which oth-

ers call you a hypocrite. This undermines the respect and authority you need to be the department's leader. Leading this type of life can be difficult, but in the long run it is a very satisfying lifestyle. We all know that there is not a single action of the chief that is not observed and interpreted by someone in the department or the community. Your uniform, hair style, laughter, quirks, comments, golf score, shoes, kids, rose bushes, and your likes and dislikes are all observed, commented upon, and communicated to others. There is an expectation on the part of all department employees that you are perfect! How close you come to that ideal is directly related to how effective you will be in convincing the younger officers that your lifestyle is one they can confidently emulate.

(Continued page 24...)

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Rules and Regulations

A lot of evidence suggests that when the rules and regulations of an organization (or society) are rigidly enforced, the number of people committing serious infractions is significantly reduced. Presently, New York City is making that claim in regard to their recent significant reductions in the overall crime rate. New York's attitude is that if you enforce the small and petty regulations, it will have a chilling effect on the more serious violations. So far it seems to be working. I recall, many years ago, when I was a grade school principal, the rule of thumb was that you could tell the quality of a school by the condition of the buildings. Clean and well-maintained facilities usually reflected an administration that paid attention to the smaller details. It is also said that student behaviour and performance are enhanced when students wear uniforms or a strict dress code is enforced.

All of us know that most cases of law enforcement corruption begin with infractions of minor rules followed by ever-increasing serious violations. Given that there is a modicum of truth in the above common sense assertions, it is reasonable to assume that strict enforcement of rules and regulations by sergeants and other officers is in the best interest of all. I would not argue that punishment has to be severe. Actually, I would say that for most minor cases of officer misconduct our discipline is too harsh and needs some adjustment downward. What is key is that the rules and regulations be tied directly to the guiding principles of the department. All personnel should understand the reasons behind each rule. They also need to appreciate that the strict enforcement of rules and regulations is not an exercise in power by the administration. This strict enforcement reminds all employees of the seriousness of our work and the devastating consequences of serious misconduct to both themselves and the organization. If you want to call

strict enforcement of rules and regulations "putting the fear of God into employees," that's fine with me. Just make sure everyone knows that strict enforcement is a means to prevent more serious violations down the line. This organizational philosophy, currently out of favour, always worked in the past and produced great organizations. I see no reason why it would not work today.

Selection



It is easy to say that the simple way to avoid the problem of future officer misconduct is to hire only angels! Unfortunately that labour pool is rather thin since most of the members have taken jobs as our critics. Notwithstanding this paucity of available angels, the chief needs to know two similar truths underlying a good selection process, leopards never change their spots, and past behaviour is the best predictor of future behaviour. A possible third thing for the chief to keep in mind is that you cannot make chicken salad out of, say, chicken feathers.

Remember what you are trying to find is people who can be educated and trained to be

good cops. If they happen to be female, black, brown, or a member of a protected class, that is fine. However, if race, sex, or ethnic origin are their only qualification, you would be well advised to increase your efforts to find similar people who are more qualified.

You should never hire more people than your staff can properly handle in terms of an extensive background investigation to determine the past behaviours of the applicant. Since the use of the polygraph has proved to be extremely useful in the selection process, consider having each applicant tested after they have been found to meet minimum standards. Next, tough and demanding training provides an excellent view of the talents, self-discipline, willingness to learn, and work ethic of the applicant. Taking a good look at an applicant's previous behaviour and the applicant's performance in training should provide a sufficient amount of information to judge whether the applicant will succeed as a law enforcement officer.

Finally, there are occasions when big departments are required to hire a large number of people in a short period of time. Should this be the case, the chief must provide leadership to the department in resisting any, and all political pressure to do so. Time and time again we have seen in law enforcement a rush-to-hire scenario enacted. It always results in eventual disaster for the department and also a disaster to the unqualified individuals we were in such a hurry to hire.

Training

It is a reasonable assumption that most recruits and younger officers have little military experience and possess a set of values which are quite different from the older employees, or the traditional values of a law enforcement agency. It is the nature of youth to be different. However, experience teaches us that new age values, or traditional values not deeply ingrained, are not compatible with the corrosive and difficult nature of a police officer's job. Yet one of the most difficult teaching assignments found anywhere is in teaching values to the young. It becomes even more difficult when trying to change the mindset of older officers. I used to teach and still believe, that the best way to change attitudes and values is with a baseball bat!

Whatever methodology we use, however, the carrot or the stick, it is important that all employees know and adopt the principles of the department in their daily lives. Thus, training in ethics, character, and morality is not only essential at the recruit level, but at all levels of command. This type of training should not be a one-time event, but must be done on a continual basis and in conjunction with all other courses. I can think of no law enforcement training course, including roll-call training, that should not include some aspect of proper ethical behaviour. This is a subject we have long ignored in law enforcement because we thought it just dealt with corruption. Even today, I see in many departments a tendency to treat the subject like it is a vaccination. One four or six-hour shot and you are immune forever! This is just not the case. Ethics is a serious course of study covering all aspects of our lives. Appropriately

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presented on a continuing basis, the study of ethics has the potential to transform the profession of law enforcement.

There are several other topics that are critically needed by officers to assist them in resisting occasions of possible misconduct. These include a great deal more defensive tactics training so as to equip the officers with alternative ways to bring subjects under control without having to resort to more extreme measures. More training is required on when it is appropriate to use, or not use, force. Last, I think we need to develop a source of instruction that can assist officers in understanding the strength and weaknesses of their own personality. The question of why we are overly aggressive, why some officers have a need to dominate and control others, or why we think and act the way we do are important to understand. Additional training in the area of personal psychology would benefit all police personnel.

Many readers will say, "All of the above is well and good, but we are a small department and do not have the resources to accomplish most of your suggestions." However, an astute law enforcement administrator knows the power that training has in terms of changing or improving the efficiency and effectiveness of operations. Knowing this, the problem becomes not a question of resources, but one of will.

Actually, there are many ways in which small, or cashed-strapped departments can receive good training. Usually, nearby larger departments will lend a hand. Nearby corporations often make their relevant training programs available to a few officers. Talented individuals within the community, such as lawyers, doctors, and the clergy, can present a variety of programs. The state police, DEA, FBI, and other agencies of this type have always bent over backwards to provide training to smaller departments. The Internet is also fast becoming a means by which officers can take advanced academic training. So, it is not always a question of resources. Sometimes it just boils down to the law enforcement administrator's vision and will.

The Sergeant

No administrator of a law enforcement agency can, by his efforts alone, prevent all cases of misconduct in the agency. The administrator needs a great deal of help. Let me make this argument. Show me a law enforcement agency with a serious problem of officer misconduct, and I will show you a department staffed with too many sergeants not doing their job. My advice to law enforcement administrators is to recognize the vital and influential role sergeants play within a police organization. They should be selected with care, given as much supervisory training as possible, and included in the decision-making process of the organization. Sergeants are, in the view of the troops, the custodians of the police culture, the leaders and informal disciplinarians of the department, and the individuals most officers look to for advice. In my opinion, good sergeants are the most critical key in reducing incidents of misconduct in a law enforcement agency. They need to be a part of the management team and know that the chief stands behind them.

Internal Affairs Rotation

Not all police agencies are large enough to have an internal affairs unit or sufficient per-

sonnel to rotate officers from one assignment to another on a regular basis. Space does not permit a detailed discussion of these two diverse problems within a department, except to say that they can make a significant contribution to lessening the incidents of misconduct within a department.

Every chief needs someone within the department to handle internal investigations with competence, sensitivity, and objectivity. If this is not possible because of the size of the department, then the chief must find an alternative source to conduct internal investigations, such as the State Police or a cooperative federal agency. The simple reason for this recommendation is that the public has to have confidence that a law enforcement organization is willing and capable of investigating misconduct on the part of its employees.

Departments must also limit what they ask undercover officers and officers assigned to investigate vice and drug activities to do in the line of duty. You just can't leave an individual in this assignment without careful supervision and psychological support. The consequences to the officer are enormous, none of them, I might add, are good! If a chief asks an officer to handle these corrosive assignments, then it is important that the assignment be of short duration, with quality support, and a mandatory rotation after a reasonable time. I would also suggest, to the extent possible, that every officer in the department be rotated on a timely basis. Ignoring these minimum recommendations places the department, and the chief, in a position that is difficult to defend on either ethical or moral grounds.

Conclusion

The chief executive officer of a law enforcement agency should never underestimate the amount of influence they could have over the behaviour of their employees. It is also argued that the CEO has a responsibility to do all that is humanly possible to help officers resist the temptations encountered on the job. There is no question that some civil service commissions, labour contracts, and civilian review boards often can be difficult hurdles for the CEO to overcome in the administration of a well-disciplined department, but there are always going to be some obstacles to either educate or overcome.

I think President Truman's comment, "The buck stops here," is particularly relevant to the job of a law enforcement CEO. The "buck" does, in a law enforcement agency, stop with

the CEO. Responsibility is the nature of the job. In the final analysis, most law enforcement officers want to do the right thing. Given the right example to follow and a leader who will stand with them shoulder to shoulder, the law enforcement officers of tomorrow can set an example for all other professions to follow.

Edward J. Tully is the Editor of the Leadership Bulletin. He served with the FBI for 31 years prior to his retirement in 1993. Presently he is the Executive Director of the National Executive Institute Associates and an advisor to the Major City Chiefs. He can be reached at tullye@aol.com or 540-371-3084.

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Officers on Trial

A dilemma for Judges

by Harold Levy
- Liaison Magazine

What goes on in the mind of a judge when he sees a police officer standing before him in the prisoner's dock?

Does he treat him like any other person charged with a crime? Is he more lenient or does he tend to be more harsh? Does he feel more emotional pressure in handling the case, just because the accused person is wearing a badge?

For judges, few tasks cause them more anguish than having to convict police officers and punish them for their crimes.

It shouldn't be like that, for judges are professionals who convict and sentence people to jail for breaking the law all the time. But it is like that. And no matter how many years they have been sitting on the bench, judges cannot get used to the sight of a police officer in the prisoner's box.

It's an unnatural sight, because that box is supposed to be reserved for those who threaten society, not for police officers who are our last protection against social disorder and anarchy.

It is a problem recognized by those who work in our justice system and special efforts are made to ease the pressure on judges when officers are charged.

In most cases, a judge who has never had to rely on the accused officer's evidence to convict someone else will be brought in to try the

case, and a prosecutor will be imported in an effort to overcome the powerful relationships developed between local crown attorneys and members of the force who have been working on the same team for years.



But some judges will tell you that no matter what precautions are taken, they have to struggle to overcome the strong institutional pressures which make them go "soft" on police officers - especially those who are charged in connection with illegal acts committed during the performance of their official duties.

Judges say they have to recognize that, in the real world, police have to work on the fringes of society, and that the people whom they arrest are often abusive, taunting and provocative.

And they point out that unless they give the officers extra latitude in the manner in which they carry out their duties, they will lose their respect and cooperation in court, and the administration of justice will suffer.

One explanation for this generous leniency may be that judges are well aware that their own futures are tied to the criminal justice system, and therefore sympathize with others in the system whose futures might be jeopardized because they performed their difficult work too zealously.

But if this is the case, is it fair for judges to be less sympathetic to ordinary mortals who exist outside the club, whose futures may be equally disrupted by criminal sanctions?

Judges tend to come down harder on police officers who commit crimes outside their official duties by taking advantage of their unique position. But some of the toughest challenges for judges arise out of situations in which a police officer commits a crime off duty, which is not directly connected with his or her official duties.

The controversial Brampton, Ontario, case in which an Ontario Provincial Police sergeant, who had served his force well for 27 years, received a 90-day weekend sentence in the hit-and-run death of an 18-year-old woman, fits into this category.

The 48-year-old officer was off duty, but the prosecutor argued that an experienced OPP officer should have known that it can be difficult to prove impaired driving related offences when breathalyzer tests are delayed. Although the officer had 110 milligrams of alcohol in his blood at the time of arrest, he was acquitted on charges of impaired driving and driving with more alcohol in his blood than the law permits.

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The trial judge spoke out strongly at the sentencing hearing.

But he allowed the officer to serve the sentence on weekends so he could continue to carry on his work as a police officer. And the sentence he imposed has been angrily denounced by members of the victim's family and public safety groups, who are repelled by the fact that people who are not police officers have been sentenced up to a maximum two years imprisonment provided by the Criminal Code. Ironically, a 1977 Nova Scotia case had remarkably similar facts. A 38-year-old accused man struck and killed a 15-year-old woman on a highway on the outskirts of a city. He then fled from the scene of the accident, stopped at a nearby hotel and reported that his car was stolen, temporarily misleading the police.

The accused man was a police officer in the area with an outstanding reputation, married and the father of five children.

The trial judge also spoke tough, saying, "You were an officer sworn to uphold the law and to enforce the law... There is a greater degree of moral fault, of moral turpitude, in that you have betrayed the trust which was imposed on you by the public."

But his bark was worse than his bite. He sentenced the policeman to a mere 30-days in jail.

An appeal court declared, however, that a much heavier sentence was required because, in addition to breaking the law, the officer had aggravated the offence, and further breached his police duty "by trying to conceal his complicity and mislead the police investigators." The court ruled that a sentence of one year in jail was necessary.

Several important lessons flow from this latter case.

The first is that trial judges tend to give police officers more lenient sentences than appeal courts, probably because they have to look the officer and his colleagues in the eye, while the appeal court justices are removed from the daily action in the trenches of the trial courts, and make their decision on the basis of the paper transcripts of the trial.

And the second is that no matter how far the police officer's illegal conduct is removed from his duty, he will be exposed to a greater punishment than an ordinary citizen would because he has been entrusted by the public to enforce the law.

Some might argue that this is unfair, for a police officer who beats his wife, or drives while impaired off duty, should be treated the same as any other citizen.

But offences by police officers are more serious than offences committed by just about anyone else except lawyers and judges because of the fact that they know the law and diminish the public's respect for our criminal justice system every time they break it.

As one judge points out, unless police officers are seriously punished for the crimes which they commit either on or off duty, other members of the force will conclude that they are free to break the law with impunity.

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A LOOK BACK

BLUE LINE NEWS WEEK

13 November 1996

Teen sentenced to essay for perjury

BRANDON, Man. (CP) - A 19-year-old from Souris, Man., must have felt like he was in a classroom, not a courtroom, after he pleaded guilty to perjury this week.

The judge in the case ordered Jamie Menard to write a 1,000-word essay on honesty. He even provided the title: Oh, What a Tangled Web We Weave.

"It's been my experience people think too frequently it's OK to lie in court so long as they can get away with it," rebuked associate chief Judge Brian Giesbrecht.

Defence lawyer Scott Cooper explained that Menard lied on the stand to bail out a friend who was charged with mischief to property and unsafe storage of a firearm.

The friend had been accused of shooting up a grain auger with his shotgun. The charges against him were dismissed.

Cooper suggested Menard didn't know what perjury was and didn't understand the gravity of what he was doing at the time.

He most certainly will now - in addition to the essay, he must cough up a fine of \$1,500.



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Policing: The Military Connection

The Benefits of Wearing Two Hats

by Richard E. Gower



Constable Mike Shultz from the Kingston Police has been a police officer for twenty-five years and he also has thirty-four years of military service. Even with a total of fifty-nine years in uniform however, Constable Shultz isn't ready for a rocking chair. He is one of a number of Canadian police officers who combine a career in law enforcement with service to their country as military reservists. When he wears his military hat, Lieutenant-Colonel Mike Shultz is Commanding Officer of The Princess of Wales Own Regiment in Kingston. After completing five years of Regular Force service, he has spent the balance of his military career in the Reserve Force.

Reservists are ordinary citizens who volunteer to devote a portion of their spare time to serving in the reserve component of the Canadian Forces. There are over 300 military reserve units across Canada representing about 30,000 Primary Reservists. They are divided into four elements: the Naval Reserve, the Militia or Army Reserve, the Air Reserve and the Communication Reserve.

Constable Shultz sees a natural synergy between his career as a police officer and his military service. For him, there has been a distinct advantage to balancing two careers. "They compliment each other," he said. "I've been asked to call upon my military training to augment my police work. I've been chosen to do things because of my military background. For instance, I was a firearms officer for several years and that was a direct result of my military experience. I've also been picked for committee work because of my military involvement."

The most obvious benefit reservists bring to a civilian job is the occupational training they undergo that is paid for by the Canadian government. Many private-sector employers, including police organisations, have recognised this. According to Constable Shultz, there are also other benefits. "One of the things that being in the militia brings to the police force is loyalty to the organization, something that is often lacking in many people these days. Service in the Reserves teaches that. Often people join the Reserves when they are quite young, seventeen or eighteen and loyalty is something that is ingrained early in their military training."

Inspector Gerry Mann, an Ontario Provincial Police officer at the General Headquarters in Orillia, Ontario, has been a police officer for 23 years (Part of that time as Chief of the former Kincardine Police Service). He is also a reservist and the commanding officer of The Grey and Simcoe Foreresters, currently holding the military rank of lieutenant-colonel. Like Constable Shultz, Inspector Mann also sees the two careers as being complimentary.

"In 1984 and 1985 I was involved with a weapons theft in Waterloo," he said. "We were able to solve the theft and recover the weapons and in that case, both the police and the



Lt. Col. Michael Shultz, Lt. Gov. Hilory Weston, Honorary Lt. Col. J. McQueen at Point Petre August 1998

military benefited because of my knowledge of the military. In another case, I used my police skills when investigating a fire that happened at the armoury in Cambridge. There the Reserves benefited because they were able to recover the full costs of the damage."

Besides general military and occupational training, reservists are also expected to develop values which will enhance their performance in their civilian employment; dedication to duty, honour, integrity, dependability, loyalty, respect for others and pride. The aim is to ensure sound leadership and management development. Police departments look for these qualities when the time comes for promotion and advancement.

Detective Staff Sergeant Rob Shaw has been in the Ontario Provincial Police for 14 years. Prior to that, he was in the Canadian Forces Military Police for seven years. He left the Regular Force to join the provincial police in 1984, but is still in the Reserve Force as a major and second in command of The Governor General's Horse Guards in Toronto.

"My military and police careers have definitely complemented each other," he said. "I'm currently seconded to the investigations branch of the Ontario alcohol and gaming commission. My most recent job was to start up a new section of nine registration and enforcement units across the province. The organizational and leadership skills that I learned in the military were a big help with this."

Chief Jamie D. Fox of the Borden/Carleton Community Police in Prince Edward Island has been a police officer since 1985. He is also a reservist and a military police officer in The Prince Edward Island Regiment with a total of 18 years of military service. He believes strongly that his being in the Reserve Force has provided a benefit to the police department he works for. "The training, the discipline and the emphasis on being a team player," he said. "But

here it has also given me more of a way to interact with the community. It shows that you're really involved. I would say to any employer that it's a win-win situation when you have someone who works in both areas."

Deputy Chief Derek Egan of the Saanich Police Department in Saanich, British Columbia is a 27-year police veteran. He also has 25 years of military service, 20 as a reservist. Currently he holds the rank of lieutenant-colonel and is assistant chief of staff at 39 Canadian Brigade Headquarters in Vancouver.

"On a personal level, the military has allowed me to develop a lot of skills that I've used in police work," he said. "They fall into three separate areas. Leadership training is one. In emergency services the military tactical training was useful and also in staff duties and planning. There are other obvious cross-overs. I recently attended an ethics conference in Ottawa for the military. Ethics are ethics no matter where you are."

One of the difficulties that some police officers who are reservists face is getting time off to do their military service. Unlike the United States and several other countries, Canada does not have civilian job protection legislation for reservists.

The Canadian Forces Liaison Council (CFLC) serves as a conduit between reservists and their civilian employers. The CFLC encourages employers to foster a Human Resource policy that supports reservists and also to go "on the record" and sign a Statement of Support for The Reserve Force. The statement of support offers two choices. An employer may sign stating that they will "actively and sympathetically consider granting leave" etc., or they may just sign the line that says, "Yes! This organisation supports the Reserve Force." Employers are encouraged to sign a statement of support even if they do not currently have reservists in their employ. The state-

ment is a tangible "thumbs-up" for Canada's military establishment.

To date, more than 2000 Canadian employers, including a number of police organisations, have signed a Statement of Support for the Reserve Force with the CFLC. More than 550 have sent in copies of their HR policies that grant time off for military service. The most common element of a HR policy that supports reservists is an annual two-week military leave apart from the employee's regular vacation time. As in any employer/employee relationship, it is a matter of striking a policy that accommodates the employee without creating hardship for the organisation.

During his time with the Kingston Police, Constable Shultz has never had a problem getting the necessary time-off to do his military service. "We've never had an official policy to give police officers time off to attend military training," he said. "In my case, I've always managed to work out my time away with my own leave." He has also had some time off for military service granted by his employer.

Although primacy of police operations in the Ontario Provincial Police must always be respected, Inspector Mann said that he also has never had any difficulty in getting time off for his military service. "The OPP has been very good about it," he said. "I've been fortunate in that they've recognized that if there is no operational conflict, they will allow up to two weeks off each year for military service." Under an Ontario government public service policy that was signed recently, OPP officers get one week off with pay and one week without. The policy also allows for a leave of absence of up to five years.

At this time the CFLC has no hard statistics that show how many police officers in Canada are also reservists, but anecdotal evidence alone indicates that the number is significant.

"Including myself, there are six people that I know of in my regiment in Kingston who are also in the police force," said Constable Shultz.

"You'd be surprised at the number of police officers who are in the Reserves," said Inspector Mann. "I'm also President of the Canadian Infantry Association, and I've met reservists from every province who are also po-



Lt. Gov. of Ontario Hilory Weston chats with Sgt. Scott Shultz (son of Lt. Col. Michael Shultz). Sgt. Shultz is an OPP Officer stationed in Killilo, Ont.

lice officers. In The Grey and Simcoe Forsters alone there are three Reservists who are police officers."

"I can't think of a career course that I attended in the Reserves where there hasn't been a police officer on the course," said Detective Staff Sergeant Robert Shaw.

According to Constable Mike Shultz, get-

ting the leave to do military service is the key to successfully balancing a police and military career.

"In order for a reservist to make a go of it, the civilian employer must be supportive. I know of one case currently where a young officer can't go on military training because his civilian employer won't give him the time off," he said.

Gary Browne is currently Deputy Chief of Support Services for The Royal Newfoundland Constabulary. Although he spent three years in the Canadian Forces before becoming a police officer, he is no longer involved with the military. He is, however, very supportive of the police officers working under him who are reservists and he was enthusiastic in his response when asked how his organisation deals with requests for time off for military service.

"It is an issue in this day of limited resources," he said. "But when we can help out we will do our best to accommodate an officer who needs time off for military service. We're lucky that some of our members are reservists. It's an advantage for us to have these people on our staff. The Department of National Defence spends a great deal of money training them. They get leadership, motivation and problem solving skills. It's all top notch. It's a bonus for us."

Captain Richard E. Gower is the Outreach Officer for the Canadian Forces Liaison Council (CFLC) in Ottawa. To learn more about the CFLC and its programs or for information about Canada's Reserve Force please call 1-800-567-9908.

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The Great Mac Attack!

by Tony MacKinnon



COMPUTER!?

First popularised by the original Star Trek television series and the movie "2001 - A Space Odyssey," the talking, listening and thinking computer is finally arriving.

by Tom Rataj



One of the first proving grounds for new communication technology will be the dispatching centre. In this emerging technology the dispatcher need only speak a key word or phrase and an electronic voice will transmit all pertinent procedures over the radio for the officers attending the call.

In a recent demonstration hosted by the Waterloo Regional Police, International Neural Machines (INM) Inc. of Waterloo, Ontario showcased their voice recognition and control product, NeuroTalker Speech. Their demonstration application allowed users to perform a number of routine tasks on a computer without using a keyboard or mouse.

In the first demonstration, a participant ran a CPIC check and registration on a motor-vehicle licence placed entirely by voice command. The query result was then read out by the application, albeit in a very synthesised computer voice.

The second demonstration simulated an officer checking his agency's policy manual while enroute to a plane crash. Again, with only voice commands, the officer was able to direct his query and listen to the procedure without

touching a single key or having to read off a computer screen.

While the actual marketable product is not available yet, the demonstration quite clearly provided a glimpse at the future. This application would be able to provide a wide variety of benefits for the officer on patrol. Without taking his eyes off the road, the officer could run CPIC checks on vehicles and persons, and perform a wide variety of other routine functions.

Although a number of technical issues involving the environment inside a police car still need to be worked out before this technology can be effectively deployed, it shows real promise.

INM also demonstrated their neural network technology. In essence, neural network technology is computer software that mimics human

thinking and perception by learning from each operation it completes. In their demonstration application, a Criminal Code query was conducted. The query consisted of a search for the offence and section number for a sentence containing the phrase "gun in a glove-box".

Instead of using a simple key-word search of the Criminal Code, the application understands that a "gun" is a firearm and a weapon as defined in the Code, and that a "glove-box" is part of a motor vehicle. The application successfully recognised that the phrase "gun in a glove-box" likely refers to the offence of Restricted Weapon in a Motor Vehicle, section 91(3).

Not only can this technology successfully query such a common-language phrase, but it also remembers the query and the result. The system starts with a foundation of information (in this case, the Criminal Code) and a core set of correlations established by the software developer. The system uses this information and other predefined related data to complete the query and provide the result.

The real-life application of this technology would allow smaller police agencies to tap into the experience of a larger agency's neural network system by acquiring a copy of the base information and all the learned and remembered experiences of several years of use by the larger agency. This would allow a smaller agency to share the learned experiences of the larger agency to provide better service. While INM's demonstration used the Criminal Code, the technology could be applied to any type of information.

Used in either an office or mobile environment this technology takes advantage of computer technology to provide greater efficiencies. Ultimately INM's NeuroTalker product could be integrated with their neural network technology to provide a completely computerised assistant. (.Hmm.Constable Spock...riding shotgun?).

Also present at the Waterloo Regional Police presentation was Panda Voice Systems Inc. of Belleville, Ontario. They showcased an implementation of INM's NeuroTalker technology in their BLACKVOX Voice Recorder system. Their application is being used by the Correctional Services of Canada to record and monitor inmate calls (with the appropriate legal authorisation) to automatically search for particular words in telephone conversations, and to provide automated transcriptions of telephone call interceptions.

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Where to find leads to technological advances

by Blair McQuillan



Police, Government and private industry come together to develop technology for policing in the future. Waterloo Regional Chief Larry Gravill is joined here by Gavin Hutchinson of Panda Voice Systems, John Arnold of the Canadian Police Research Centre, Oleg Feldgajer of International Neural Machines and S/Sgt. Nigel Moore.

It all started over a dinner conversation between a police chief and a chief scientist during the 1996 Ontario Association of Chiefs of Police Conference in Ottawa.

Waterloo Regional Police Chief Larry Gravill invited the Canadian Police Research Centre's Chief Scientist, John Arnold, to make a presentation to his police services board about the centre's role in the law enforcement community.

The presentation led to a unique partnership between the police service, research centre, a computer software manufacturer and a digital telephone recording system supplier.

"There were no plans," Arnold said. "A lot of this stuff starts with a conversation in a social setting."

The "stuff" Arnold is referring to in this case is the development of voice recognition software that has the potential to allow front-line police officers to dictate their reports over the phone to a computerized recording system or verbally interact with their MDTs to search for licence information, definitions of law and obtain information on police policies and procedures.

Sound too good to be true? Well it is true. The technology is in the making and the Waterloo Regional Police, CPRC, International Neural Machines Inc. (INM) and Panda Voice Systems Inc. are working hard to make it a reality.

This four-member partnership began shortly after Arnold had made his presentation to Waterloo's police services board in December 1997. Arnold had taken a colleague with him who knew of INM's advancements in the field of voice recognition software and thought it could be applied to policing.

"That's usually how these projects work," Arnold says. "Everybody likes to think you sit down and make a big plan and then it all unfolds."

"Well, the big plan is you talk to as many

people as you can about what you do and maybe you'll get something done. Believe it or not, that works."

Arnold became aware of how well this method works when his colleague, Dr. Ernie Davison of the Industrial Research Assistance Program, called him in the fall of 1997 to say that INM and the Waterloo Regional Police wanted to work together to develop law enforcement related voice recognition applications.

But the project soon hit a snag. In order for INM to create the recognition software, they needed a record of phone calls made to the Waterloo headquarters by different police officers. These recordings would allow the software company to train the program to recognize different speech patterns and common police terminology.

"What they needed to do, which was crucial to the project, was to gather information on what was being phoned in," Arnold said.

Again, Arnold employed his method of talking to everyone he knew in an effort to find a solution. Last April, while attending Blue Line Magazine's Response '98 trade show, he found the right person - Panda Voice corporate president Gavin Hutchinson. Panda Voice provides clients with digital voice recorders which can record and instantly play back telephone conversations on PC software. The information that Panda Voice's technology could help supply was what INM needed to further its own software.

After the Response Trade Show, Arnold introduced Hutchinson to INM president Oleg Feldgajer and the project was soon back on track.

In early December, the four project partners held a small conference to display the technology they've been working on. Police leaders from various agencies had the opportunity to marvel at the voice recognition software and how it could be used to better serve the law enforce-

ment community.

Waterloo Regional Police Staff Sgt. Nigel Moore, who acts as a liaison between the police service and companies, said he hopes the government and other police managers support the project because of the future benefits it can provide.

"I think the progression has been very good," he said. "I'm hoping that there's enough support for this type of technology."

The next step in the initiative is to launch a pilot project this year. The partners hope to have the computer dictation system up and running this summer so police officers can start calling in reports.

The idea is to create a streamlined reporting system. Under the current system, officers call in and dictate their reports, which are later typed on a computer and filed away. This process can be slow, frustrating and leave officers without timely information that could be critical to the case they're working on, or their own safety.

Where the project goes from there is up to the imagination of those involved, Moore said.

The policing service can only be the supporting area for their development," he said. "Now, what INM has to do is decide where they think there is a breakthrough area."

But no matter what area INM decides to support, there will be advantages for the Waterloo Regional Police and perhaps many other law enforcement agencies in the future.

"The benefits are forthcoming," Moore said. "The benefits I can see are that we are supporting a small, local company that has a lot of capability to develop voice recognition (software) that may be used in all sorts of applications."

Arnold said it's nice to see a project like the Waterloo initiative come together because it serves as an example of how the CPRC can help bring businesses and the police together in a manner that benefits all parties involved.

"We need to put technology in the face of the police community," Arnold said. "I look at my activity more as a technology brokering activity."

"I get the technology into the community for the benefit of not only the police, but the people they are trying to protect."

So, if you ever find yourself sitting across from John Arnold, you may want to engage him in conversation. Who knows, you may soon find yourself working with local business leaders or a police agency to develop technology that could be used by the law enforcement community.

If you want to see what the future holds for law enforcement you will have a front row advantage at the Response 99 Trade Show on April 20 and 21. The Canadian Police Research Centre will be hosting an "Emerging Technologies" display at Response 99 and you are encouraged to view and give your feedback and suggestions to what you find. If you pre-register your admission is free.

Prince Albert officers recognized

by Connie Sampson



Constable Paul Clouatre



people was gathered on the front lawn of a two-storey, three bedroom unit. The second storey was ablaze, with flames shooting from the east window. From the west window, a man was leaning out as far as he could, across the sill and away from the billowing smoke. In his arms, he held a small child.

Clouatre rushed to the front steps of the townhouse, stood directly below the man and urged him to drop the child into his arms. It was not a long drop and he was certain he could catch the child.

Although he coaxed and urged the man to drop the child to him, the man did not respond. Later, Clouatre learned the man was temporarily blinded by smoke burns to his eyes and couldn't see the police officer just below him. Afraid the child might be injured, he clung to it and refused to let go.

Clouatre then ran to the door and entered the burning townhouse himself determined to bring the child and man to safety. Although the lower level was engulfed in smoke, he was able to guess the layout and started up the stairs.



Cst. Tim Settee

On the landing, he found a second man, partially overcome by smoke but still able to take himself to safety.

The hall of the second floor, which ran the length of the house, was completely obliterated by distinct layers of smoke. Clouatre estimated the lower layer was about two feet from the floor to the second layer of dense, acrid black smoke, reached to the ceiling. Eighteen years of experience as a police officer attending fires had taught him there was no way to get to the man and child, several yards away, without breathing equipment he didn't have. His flashlight would not penetrate the smoke at all. His best bet was to go back outside and keep on trying to get the man to drop the child to safety.

To his relief when he reached the front step, he realised neighbours now had the child safe in their care. Constable Tim Settee was the second officer to arrive and, with several neighbours, had convinced the man to release the child. They had dragged a rug to the site and successfully used it as a net to catch the child without injury.

Knowing Clouatre was in the house, Settee made no attempt to enter. "There wasn't any flame visible near the guy at the window so I knew he was safer there than anywhere else until the firefighters could get to him."

At that point someone brought a young girl with a burned arm to Settee. "I got her medical attention. She was a 12-year-old who had fled to a neighbour's home." It was later learned that an older boy had also fled the burning home without injury.

The firefighters and EMTs had arrived. Clouatre, who was suffering from smoke inhalation, learned that there was yet another child inside. No one knew where. The man at the window, he learned, was Stacey Millham, the building superintendent. Advising the firefighters that Millham and a second child were still inside the burning building, he joined Settee in controlling a crowd of approximately 200, some of whom were crowding around the doorway and even trying to enter the burning townhouse. Firefighters Craig Harper, Bob Bannerman and Lorne Szeman entered the building. Harper, not waiting to put on his mask, raced upstairs to the now semi-conscious, frantic Millham. He wrestled with the man, who was afraid to leave the window area, and with Bannerman's help, got him safely downstairs. While containing the crowd near the door, Clouatre saw that two firefighters were carrying the now unconscious Millham down the stairway. Clouatre entered the building for the second time and helped carry Millham to safety through the front entry.

Bannerman, with his breathing apparatus on, searched two bedrooms for the missing baby, while Harper and Szeman struggled with

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Bob Bannerman



Craig Harper

a caught hose. As firefighters fought the blaze, it became apparent to Clouatre that more hose was needed to reach the bedroom, located at the opposite end of the house from the top of the staircase. Grabbing a length of hose, he re-entered the building to assist the firefighters. He then assisted firefighter Scott Witkowski in searching for the parents they had learned were in the basement when the fire broke out. The couple were later located safely outside. Bannerman

found the second child in the burning bedroom, in a fire started by children playing with a lighter, later found by police in the closet. Unable to see in the burning house, Bannerman was elated when he was certain he heard the baby cough. To Bannerman's dismay, the child was pronounced dead as the firefighter stood in the doorway yelling for help. Clouatre helped get the small body into an ambulance, away from the view of onlookers. The firefighters finished their task and finally, everyone was able to leave

the scene. With the paperwork done, Clouatre resumed regular patrol duties and put the incident out of his mind as best he could. "When you have young children of your own, the situation takes on a different character," he commented later, in an interview.

The firefighters soon sent a letter to the police chief. "We would like to commend Constable Paul Clouatre who assisted the first entry crew in the rescue of an adult male and also in our fire fighting efforts in a very trying situation. His action enabled us to secure more hose length when we ended up short at the bedroom that was involved. Also, a special thanks to Constable Tim Settee for bringing tools to our aid and in crowd control which was especially large at the scene. Both officers acted in a very professional manner and performed above the call of duty to assist us and their performance should not go unnoticed."

It did not go unnoticed. Several months later, Clouatre was approached by Staff/Sergeant Mike Devaney of the Prince Albert RCMP. Millham's name had been put forward for an award from the Governor General and Devaney was carrying out the routine investigation of the incident. Reading Devaney's report, the Governor General's awards staff decided that Clouatre was a candidate for a new award, instituted in 1993. The Canadian Decorations Advisory Committee voted that Clouatre should be recognized with the Certificate of Commendation for "having made a significant contribution by providing assistance to another person in a selfless manner." The

award was presented to Clouatre at a public meeting of the City Police Commission by Mayor Don Cody on October 19, 1998.

Clouatre is proud of the award but he is modest about it. "I really appreciate it. The unexpected surprise aspect is nice. But I got into this line of work to help people and that is what I was doing that day." He failed to mention he had resuscitated a four-year-old boy at another fire in 1984. He was off duty on that occasion.

The initiation of the Certificate of Commendation, available to recognise unsung efforts of police and others, pleases Clouatre very much. "Police officers need more of this sort of thing. It definitely validates what we are doing. It's nice to get some positive recognition once in awhile. This will be important to police officers in the future. We don't look for, and we don't get recognition. Something like this erases some of the negative press. You have to wear a flak jacket (with the press) and then something nice happens and it gives you the ability to tell yourself you are doing something worthwhile."

Sergeant Gary Doetzel, who was also on the scene, sees Clouatre as a pretty conscientious officer, considerate of other people, and never one to have a big image of himself. "Paul did what everyone thinks he might have to do someday. He put his life at risk. He entered and did what he could."

Settee believes, "Paul is a good officer and given the same circumstances, I know he would do it again. It's nice to see police officers recognised for their efforts above and beyond the call of duty."

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Think tactically



by Blair McQuillan

Lone officers on remote patrols face problems that are much different than those of their urban counterparts, a provincial training specialist for the Ministry of Natural Resources says.

"You'll have special circumstances on a remote patrol as a lone officer that no one else will," Jim Fry told delegates attending a use of force trainers conference held in King City, Ont., in October.

To deal with these special circumstances, the remote officer, whether on patrol deep in the woods, in the middle of a lake, or on a desolate stretch of highway, should always have a

tactical plan in mind, Fry said.

"If you're in an area, you're by yourself and you chase somebody, what are you going to do once you've got him?" the training specialist asks. "Have a plan in place or you could find yourself in a bad situation."

Fry said a remote officer's tactical plan should include methods of dealing with suspects they have wounded while defending themselves from harm.

An officer who has a partner and is involved in a situation where they have used lethal force to subdue a suspect has an advantage over a lone officer on a remote patrol. An officer with a partner can separate himself from the scene

while his colleague deals with the wounded offender.

But a lone officer doesn't have that luxury. He is still responsible for the assailant's safety and must do everything in his power to help him even after being attacked.

"What if you're by yourself, you're on a remote patrol and you shoot somebody and you didn't kill them?" Fry asks. "This person may have just tried to take your life, but you may have to perform first aid on this person."

However, the responsibilities don't end there. Transporting suspects after they've been arrested also places the burden of ensuring safety on the officer's shoulders.

How does a remote officer transport a suspect they have taken into custody while on a summer canoe patrol or in the middle of a frozen lake?

"If you've got a guy out in the middle of a lake how are you going to get him in to shore?" Fry asks. "How are you going to deal with that? Are you going to tell him to hang on and put him on the back of your snowmobile?"

"You're responsible for that person's safety."

In these situations officers must use transportation methods that take the officer's personal safety and the safety of the suspect into account, the training specialist said.

Ministry of Natural Resources officers who arrest suspects while on canoe patrols have different options available to them.

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In cases where the offender has his own canoe, the officer can escort the suspect back to civilization by having him lead the way while the officer follows behind. This allows the officer to monitor the suspect's movements.

Officers may also have a pilot fly in to pick the suspect up, or they may simply get the offender's personal information, seize any material they have to and deal with the matter once they're out of the woods.

Officers who arrest a suspect on a snowmobile use a tactic similar to the canoe arrest. In these cases the suspect is usually ordered to drive his own snowmobile while the officer follows behind.

Of course, officers aren't always going to be in situations where they want the suspect to have his hands free. They also aren't always going to be in situations where they're arresting just one person.

To deal with this, Fry suggests that remote officers purchase a second set of handcuffs and a double handcuff pouch. Alternatives include less expensive nylon handcuffs which are easier to pack.

Fry said it's also important for remote officers to know their legislation.

"It's really important to know your powers of arrest, search and seizure," he said. "Knowing your legislation is really important because you're not always going to be able to contact someone for advice."

While remote officers have to deal with all of these factors, at the end of the day they can take stock of their performance by asking themselves if what they did was reasonable, Fry said.

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The Great Mac Attack!

by Tony Mackinnon



The Firearms Act: A "Public Agents" perspective

by Morley Lyburner

The new Firearms Regulations have some sections that are of specific interest to law enforcement agencies across Canada. In the Act they are known as "Public Agents". Other than the standard sections which see officers laying charges against firearms violators there are some sections specifically directed at the law officers themselves. To assist Blue Line Magazine's readers the Canadian Firearms Centre has supplied the following information.



The interpretation of a "public agent" is as follows:

1. (a) any of the following person in the course of their duties or for the purposes of their employment:

- (i) peace officers,
 - (ii) persons training to become police officers or peace officers under the control and supervision of a police force or a police academy or similar institution designated by the federal Minister or the lieutenant governor in council of a province,
 - (iii) persons or members of a class of persons employed in the public service of Canada or by the government of a province or municipality who are prescribed by the regulations made by the Governor in Council under Part III of the Criminal Code to be public officers, and
 - (iv) chief firearms officers and firearms officers, and
- (b) an individual acting on behalf of, and under the authority of, a police force or a department of the Government of Canada or of a province. (agent-public)

"public service agency" means a police force, a department or agency of the public service of Canada or of a province or municipality, a police academy or other public agency that employs or has under its authority public agents. (agence de services publics)

"sticker" means a self-adhesive label issued by the Registrar under subsection 7(2), (etiquette)

Application

2. These Regulations apply to:
- (a) public service agencies; and
 - (b) public agents.

Storage Of Firearms

3. (1) A public service agency and a public agent shall store firearms when not in use by a public agent in a container, receptacle, vault, safe or room that is kept securely locked and that is constructed so that it cannot readily be broken open or into.

(2) Subject to subsection (3), every agency firearm that is stored in a dwelling house for the purpose of being used by a public agent shall be stored in accordance with the Storage, Dis-

play, Transportation and Handling of Firearms by Individuals Regulations.

(3) A peace officer who stores an agency firearm in a dwelling house may store it in accordance with the express written instructions given in accordance with subsection (4) by a person in authority designated by the public service agency under whose authority the public agent is acting.

(4) Where it is necessary for a peace officer to have ready access to a firearm for the purposes of carrying out his or her duties, a person in authority designated by the public service agency under whose authority the public agent is acting may instruct the peace officer in writing as to the manner, other than that set out in subsection (2), of storage of the firearm, which must be reasonably safe.

4. Prohibited devices, prohibited weapons, restricted weapons, and prohibited ammunition in the possession of a public service agency or a public agent shall be stored when not in use by a public agent in a container, receptacle, vault, safe or room that is kept securely locked and that is constructed so that it cannot readily be broken open or into.

Training

5. A public service agency shall ensure that each public agent who acts under its authority, or on its behalf, and who stores, transports, handles or uses firearms in the course of his or her duties receives training appropriate to his or her particular duties before storing, transporting, handling or using them.

Agency Identification Number

6. (1) Every public service agency shall request an agency identification number from the Registrar by providing its name, address, phone number and, if applicable, facsimile number and electronic mail address.

(2) A public service agency shall advise the Registrar of a change of its name or address within 30 days after the change.

Duties Of The Registrar

7. (1) The Registrar shall assign:
- (a) an agency identification number to any public service agency that requests one under section 6 or reports that it has possession of a firearm; and

(b) a firearm identification number to an agency firearm or a protected firearm reported under subsection 8(1), 9(1) or 10(1) in respect of which a firearm identification number has not already been assigned.

(2) In the case of a protected firearm that does not bear either a serial number sufficient to distinguish it from other firearms or a firearm identification number, the Registrar shall issue a sticker that bears the firearm identification number assigned to the firearm.

Initial Firearm Inventory

8. (1) Every public service agency shall provide the Registrar within one year after the commencement day with its name and agency identification number as well as a complete inventory of all firearms in its possession including listings of:

- (a) agency firearms; and
 - (b) protected firearms.
- (2) For each firearm listed under subsection (1) the public service agency shall request a firearm identification number and must include the following information as to each firearm:
- (a) serial number, if any;
 - (b) make;
 - (c) the name of the manufacturer if different from the make;
 - (d) model;
 - (e) type;
 - (f) action;
 - (g) calibre;
 - (h) barrel length; and
 - (i) the quantity of ammunition that the cartridge magazine of the firearm can contain and, if different, the quantity set out in the manufacturer's specifications.

(3) Where an agency firearm, other than an agency firearm kept for the exclusive use of public officers involved in covert operations, does not have a serial number sufficient to distinguish it from other firearms, the public service agency shall mark the firearm identification number when assigned, on the firearm, by stamping or engraving the number permanently and legibly on its frame or receiver in a visible place.

(4) Where a protected firearm has been issued a sticker under subsection 7(2), the public service agency shall ensure that the sticker is attached to the frame or receiver in a visible place.

Acquisition Of Agency Firearms

9. (1) A public service agency that, after the commencement day, acquires a firearm for use as an agency firearm, shall forthwith advise the Registrar of this transaction, providing:

- (a) the agency's name and agency identification number;
- (b) with respect to the firearm, its serial number if any or, if there is none, its firearm identification number or, if not known, the information referred to in paragraphs 8(2)(b) to (i).

(2) Where a public service agency, after the commencement day, acquires an agency firearm that is not kept for the exclusive use of the public officers involved in covert opera-

tions and that does not bear a serial number sufficient to distinguish it from other firearms or a firearm identification number, the public service agency shall mark the firearm identification number when assigned, on the firearm, by stamping or engraving the number permanently and legibly on its frame or receiver in a visible place.

Reporting Of Protected Firearms

10. (1) A public service agency shall report to the Registrar every firearm that comes into its possession after the commencement day for the purpose of being kept as a protected firearm, before the earlier of:

- (a) the thirtieth day after the coming into possession, and
 - (b) the transfer or disposal of the firearm.
- (2) The report shall include the following information:

- (a) the agency's name and agency identification number;
 - (b) with respect to the firearm, its serial number if any or, if there is none, its firearm identification number or, if not known, the information referred to in paragraphs 8(2)(b) to (i);
 - (c) whether the firearm was found, detained, seized, surrendered in an amnesty or otherwise surrendered; and
 - (d) the case reference or file reference respecting the firearm, if applicable.
- (3) Where a firearm referred to in subsection (1) has been issued a sticker under subsection 7(2), the public service agency shall ensure that the sticker is attached to the frame or receiver in a visible place.

Reporting Of Lost Or Stolen Firearms

11. A public service agency that suffers the loss or theft of a firearm or to whom a firearm is reported as being lost or stolen under section 105 of the Criminal Code shall, forthwith, report the event to the Registrar and include:

- (a) the agency's name and agency identification number;
- (b) as much of the information referred to in subsection 8(2) as is available; and
- (c) the case reference or file reference respecting the firearm, if applicable.

Modification Of Agency Firearms

12. A public service agency must advise the Registrar within 30 days after making any modification to an agency firearm which changes the class of the firearm.

Transfers Of Firearms Between Agencies

13. A public service agency that transfers possession of a firearm to another public service agency shall forthwith notify the Registrar of the transaction and provide the following information:

- (a) the names and agency identification numbers of both parties to the transaction and
- (b) with respect to the firearm, its serial number if any or, if there is none, its firearm identification number or, if not known, the information referred to in paragraphs 8(2)(b) to (i).

Importation

14. A public service agency shall provide the Registrar, prior to the importation of any firearm or within 30 days thereafter, with the following information:

- (a) its name and agency identification number; and
- (b) with respect to the firearm, its serial number if any or, if there is none, its firearm identification number or, if not known, the information referred to in paragraphs 8(2)(b) to (i).

Exportation

15. A public service agency shall provide the Registrar, prior to the exportation of any firearm or within 30 days thereafter, with the following information:

- (a) its name and agency identification number; and
- (b) with respect to the firearm, its serial number if any or, if there is none, its firearm identification number or, if not known, the information referred to in paragraphs 8(2)(b) to (i).

Disposal Of Firearms

16. (1) If a public service agency wishes to dispose of a firearm, the agency shall dispose of it in the following manner:

- (a) by offering the firearm to the chief firearms officer of the province in which the firearm is stored or, if refused, to the Registrar, for destruction or for any scientific, research, or educational purpose, or for preservation as a historical object, but the firearm can only be sold to another public service agency; and
- (b) if the persons referred to in paragraph

(a) refuse the firearm, by having the firearm destroyed.

(2) Before disposing of a firearm, a public service agency shall advise the Registrar by providing the following information:

- (a) its name and its agency identification number;
- (b) with respect to the firearm, its serial number if any or, if there is none, its firearm identification number if available or, if not, the information referred to in paragraphs 8(2)(b) to (i); and (c) the intended manner of disposal.

(3) If the firearm referred to in subsection (2) is destroyed, the public service agency shall advise the Registrar of the date and place of destruction.

Offence

17. For the purposes of paragraph 117(o) of the Act, the public agent who contravenes any of subsections 3(1) to (3) or section 4 commits an offence.

Coming Into Force

18. These Regulations come into force on October 1, 1998.

For further information regarding more precise wordings and to answer any further questions you can call 1-800-731-4000.



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Response show keeps getting better



One of Canada's most popular law enforcement trade shows is shaping up to be the best to date, show organizers say.

Response 99, Blue Line Magazine's third annual law enforcement trade show and exhibition, will return to Le Parc Conference Centre in Markham, Ont., on April 20 and 21.

Over the past three years the Response trade shows have grown in size, with the addition of many new exhibits, seminars and events. Naturally, the 1999 show is no exception.

"We have some added features this year that should peak the interest of those in attendance," said Mary Lymburner, a *Response 99* co-ordinator. "In this age of advanced communication capabilities and emerging technology, we've tried to make sure the show is representative of the future of law enforcement."

The Canadian Police Research Centre will be at *Response 99* to in fact show police officers what the future may hold.

John Arnold, the CPRC's chief scientist, and representatives from companies working with the centre, will be displaying innovative technologies and services which could someday become common law enforcement tools.

"We're very pleased that the research centre will be in attendance to exhibit and demonstrate some emerging technology," Lymburner said. "This will give police officers and other law enforcement specialists an opportunity to learn more about the research centre and those who are working closely with it."

"Those in attendance will also be able to give the company representatives their impressions on the products and services that will be on display."

While the emerging technology exhibit should generate lots of interest, *Response 99* organizers are sure that a new surveillance conference will also be a popular attraction.

Hal Cunningham, a surveillance expert and one of *Blue Line Magazine's* contributing writers, will oversee the two-day event which will cover topics including cellular telephone surveillance, global positioning systems, airplane surveillance, eating for surveillance, staff development training and video and photographic surveillance techniques.

Those interested in attending the seminars will have to pre-register for them as there are a limited number of spaces available. Some seminars are only open to police officers due to the sensitive nature of the material involved. A private brainstorming session will also be held to give police a chance to discuss surveillance-related issues among their peers.

In addition to the added features, a number of new exhibitors will be appearing at *Response 99*. Those in attendance will have a chance to view everything from photographic equipment to police vehicle outfitters and defibrillator.

Of course, many of the popular exhibitors from last year will also return to display their goods and services. Weapons specialists, law enforcement accessory retailers, computer software suppliers and clothing and outerwear representatives will be available to anyone interested in their products.

"The trade show will appeal to all personnel in law enforcement, whether it be municipal police, private police, customs, corrections, by-law officers or private investigators," said Lymburner. "*Response 99* will not only give law enforcement professionals the chance to view what companies have to offer, but also to make agency or individual purchases."

Organizers are anticipating that *Response 99* will surpass last year's show which played host to more than 70 exhibitors and 600 police officers.

"We had a positive response from both the exhibitors and law enforcement personnel who attended the show last year," Lymburner said. "As news about the trade show and the new features we've added for 1999 spreads, we're sure the response to this year's show will be even greater."

Surveillance the topic for new conference at Response 99

Due to overwhelming responses received from the readers of *Blue Line Magazine* to the surveillance articles written by Hal Cunningham, the need has been identified for further dialogue and discussions regarding surveillance. To meet this need a conference is being planned to provide the opportunity to get together, acquire new information, techniques and methods to.



develop this expertise even further. Professional contacts have been used to create an impressive list of guest speakers to discuss surveillance related issues and topics. Each speaker is an expert in their related field and very interested in attending to pass on their knowledge to all.

The two day *Surveillance Conference* is planned for Tuesday, April 20 and Wednesday April 21, 1999 and will be held at Le Parc Conference Centre, Markham, Ontario. This event will be held simultaneously and at the same location as *Blue Line Magazine's Trade Show Response 99*.

The following is an anticipated list of speakers and their topics for discussion. This list is subject to change without notice.

1. Staff Development Training; Hal Cunningham. He has been declared an expert Surveillance/Counter Surveillance witness in the courts and has been instructing his techniques for the last 15 years. He also is a former member of a surveillance unit.

2. Cellular Telephone Surveillance; Warren Leonhard. Manager of the Bell Mobility Security Unit. Warren has assisted Toronto Police with numerous investigations. He is a fraud investigator and is an electrical engineer. Warren will display how the investigator can utilize his unit to trace users of cellular telephones for their investigations.

3. Global Positioning Systems; Iain Campbell. Purologer Couriers Loss Prevention Unit. Iain has 20 years of experience as a security professional working in the retail and transportation sectors. He will have a practical demonstration to show how the investigator can

utilize GPS to prevent and investigate thefts of vehicles, high-tech computers and consumer electronics equipment.

4. Eating for Surveillance; and

5. Video/Photographic Techniques; Tim Fletcher. He is with a police forensic unit and an expert in his field and lecturer. Tim has information on staying alert with the proper nutrition during surveillance projects and will demonstrate his video and photographic techniques during surveillance projects.

6. Airplane Surveillance; Steve Mason, RCMP. An expert in this area and lecturer. Steve will discuss the ongoing techniques to use airplane surveillance to compliment your surveillance team.

7. Note-taking and Evidence; Robert Montrose. An expert in notes and evidence and lecturer. Bob has lectured to police officers and other investigators on how to properly record your observations and present them professionally in front of a difficult defence attorney.

8. Expert Surveillance Evidence; Robert Ash, Senior Crown Attorney and publisher of articles dealing with expert Surveillance Evidence. Bob is the author of a legal paper *A Guide to Surveillance Evidence* and can inform you on how the members of your unit can be declared an expert witness in surveillance techniques.

9. Counter Surveillance Techniques; Bart Bechtel, retired member of the CIA and lecturer. Bart has just finished a distinguished career with the CIA and lectures on Surveillance and Domestic Terrorism.

10. High Risk Surveillance Take-downs; to be confirmed, but anticipate a member of the ETF. This information is essential for any sur-

veillance unit and very topical these days.

11. Information/Brainstorming Session; Opportunity for surveillance officers from across Canada to privately discuss mutual concerns and questions. Hal Cunningham will encourage an open discussion with full participation by those attending.

The lectures regarding *Airplane Surveillance* and the *Information Session* will be restricted to serving police officers only for security reasons. All other sessions are open to police, corporate and private investigators only. Identification is required with your pre-event registration and identification will be checked and verified at the door.

This *Surveillance Conference* is a first for Canada and is a unique opportunity for investigators from across Canada to attend and interact with these speakers and other investigators involved in surveillance.

If you are interested in attending this conference then complete and submit the registration form, on the outside sleeve of this magazine, as soon as possible as space is limited. Contact Blue Line Magazine at 905 640-3048 or www.blueline.ca for further information on this conference. The cost of the conference is \$225.00 per person, pre-paid, and will include coffee breaks and admission to *Response 99 Trade Show*.

This conference is organized in conjunction with Hal Cunningham, Surveillance Consultants Phone 416 716-3107

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So, you are Teaching - What Now?

Part 2 of a series by Gary Foo

Don't draw attention to your 'weaknesses'

Just because you may not have taught this subject much or just because you cannot remember something, does not mean you tell your audience that. Honesty, like this, is not your best policy.

Let's say you sit in on a lesson and the instructor starts with "erhummm, Okay, this is my second class teaching this so if I have to refer to my notes, just bear with me." Tell me you are thinking, "Well this guy really knows his stuff..." followed by... "Obviously new, therefore not obviously that good."

Even if he is a great instructor, that opening phrase does not beg the greatest vote of confidence, and you need that. Why draw attention to it? Just act confident and focus on your strengths. Do not get lost in your 'word whiskers' (erhummm, okay, you know, mmmmm, etc. .) and if you must read, read it like a statistic - otherwise speak from your heart, your training and experience. Your sincerity and your unconscious will carry it off.

Involve and Teach as a Multi-Sensory Experience

Whether this is a purely academic or a physically interactive type of programme, involve all the senses. We naturally yearn for multi-sensory experiences in our daily life, and not everyone predominantly makes sense of the world the way you do. In much of the N.L.P. (Neuro-Linguistic Programming) information we have out there, you will often hear of people being more visual, or auditory, etc. (I say with a predicate of 'sound'!) So increase your span of information to include as much sensory input variety as is conducive, (without overloading).

For example, during a course you may start by speaking to the group, then play a video, then demonstrate or discuss components and then offer handouts. Then you could allow for a break followed by a physical or interactive role playing to explore the subject. This is so much better than starting with the old fashioned, "Shut up, sit still, don't make any noise, write this down - there will be a test at the end of the day..." kind of attitude.

Remember, visual is quicker and kinaesthetic is 'deeper'.

Get the group's involvement and participation. I may be presenting to 400 officers in an auditorium or 5 in a special private training session. The first objective remains; hook their interest and get them involved. People learn bet-

ter and enjoy the learning process if they are motivated and are interested. (It is naturally harder for larger numbers like, 900 members of a group to listen to a lecture and get involved, but it is not as hard as you might think...)

Combine the speed of visual learning with the emotional attachment and motivation of their feelings. Ask questions, tell stories, create thought process and permit them to explore the subject. Once you have discipline in the class (and that control is a mandatory prerequisite) then you can let them deviate slightly from the hard and fast way you may want to do things. Remember that the instructor does not just 'pass on' information - rather they facilitate the student's learning in a way that works for them.

Do not alienate your audience

I heard an instructor teach a course once where the introductory comments were crude, insulting and confrontational. It included a lot of (irrelevant) profanity and attempts to raise their own self-importance but being condescending to the audience. What a way to start. Needless to say, he was not popular.

Have you ever noticed how many times at school, the best subjects were the ones when the teacher (and the subject) was liked? And you may not always be liked but then be respected for your information and sincerity, without alienating your audience. If a student offers information publicly, then thank them for their contribution. Encourage their involvement, complimenting those who answer questions.

You are like a salesperson selling information. As in all sales, isn't it easier to buy from someone you like than dislike? Remember that being liked, respected, having charisma, actual useful experience, being powerful and sincerely being able to help people; are fundamentals to your success and popularity as a speaker.

Often people may alienate their audience by using a 'harsh' direct teaching tone, or deliberately hurting people in physical demonstrations. They may be very nice people at heart.

However, unprofessional, racial, sexist, insulting and demeaning behaviour has no place in the professional instructor's repertoire. You may say that you are not there to make friends and I agree, but your effectiveness, as an instructor will be much higher if you combine popularity with respect.

Help them increase their memory

Von Restorff discovered that you could increase memory impact and retention, by making more of an 'impact' and making things stand

out. Anything that is very colourful, dramatic, bizarre, emotional, humorous, funny or vulgar.

Generally speaking, subtlety only works well within the deliberate confines of such things as analogue marking and hypnosis. Make parts of your presentation memorable by utilizing the Von Restorff effect: a sad emotional video, a funny story, a very descriptive presentation, etc. These will improve the recall ability of your audience.

Ziegarnick, discovered that you could increase the level of subsequent recall, if you interrupt a task that is going on, even if it is doing well. So take regular breaks and keep the general pace upbeat. Also, consider the 'Primacy and Recency' effect, whereupon a person will find it naturally easier to remember the first thing that was introduced and the most recent matter, prior to their break.

Therefore, it is likely to markedly increase the level of future recall if the instructor schedules regular breaks. This includes taking 'breaks' in topic and activity and not just to have a total rest. (I advise 30 to 50 minutes modules interrupted with an average of 5 to 10 minutes in an actual break.)

In summary, there are many ways to increase your students' memory retention including association, repetition, high motivation to learn, rhythm and rhyme, etc. - and remember to add a multi-layered sensory based learning, positive language peppered with regular breaks and strong memory anchors.

Deliver more than they expect

Once you set the ground rules and everyone is expecting, always add a little more. This is a nice piece of human psychology for any encounter. A pleasant surprise always raises the enjoyment and effective memory of the group.

This tip works for many components of the class from the actual experience to handouts and even parting gifts. Don't get me wrong - a nice gift should never take the place of a solid presentation however, it is not unheard of for us to give belt retainer handcuff keys to certified officers upon completion of a Tactical Handcuffing course.

It is just another pleasant memento of the course and a useful tool they can use. On top of the manuals and certificate, etc., the extra \$9 or \$10 investment from us translates into another good feeling and student ownership of their programme or course. (Oh dear! Now everyone will expect these in each class we do!)

Remember, we are all teachers and sharers of information.

Gary Foo is an accomplished educator and the author of the book "Tactical Communications" professionally dealing with the public and diffusing aggressive behaviour. It is the staple guide for over 60,000 Police and Security Officers in Canada, England and the United States. A former police officer and department use-of-force instructor with over 26 years studying the worlds combative and philosophical arts, he is constantly attending diploma courses and taking on new challenges. He is concurrently writing three more books, *Tactical Communications - 2nd Edition*; *Police Use of Force - A Comprehensive Advisory and Pressure Points - The Art of Healing and Hurting* for 1999. He can be contacted at *The Police Charter* at Excalibur House 905 820-9845 or fax: 905 820-3566. url:www3.sympatico.ca/excaliburhouse

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Each year Blue Line Magazine surveys the private sector to see which companies or individuals are interested in making their products or services available to the law enforcement community. This directory is a result of that survey.

This directory is divided up into three parts. The first part is the "Category Index". It provides you with details of how the products and services you may be looking for are listed. The second part is the "Corporate Listings" which include the names, address and phone/fax lines of the companies surveyed. The third part is the "Category Listings" which places the companies under the categories of services or products they are prepared to supply.

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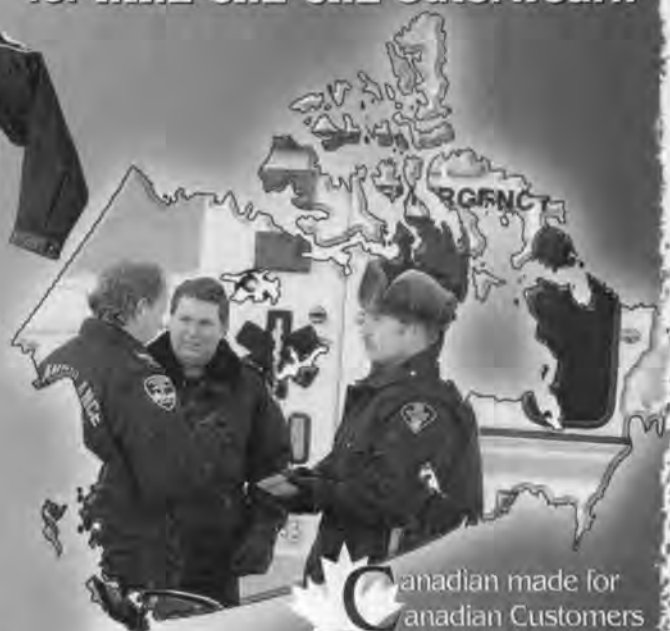


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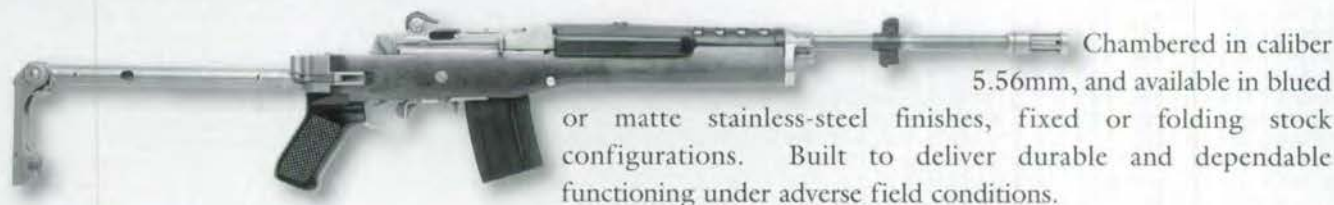
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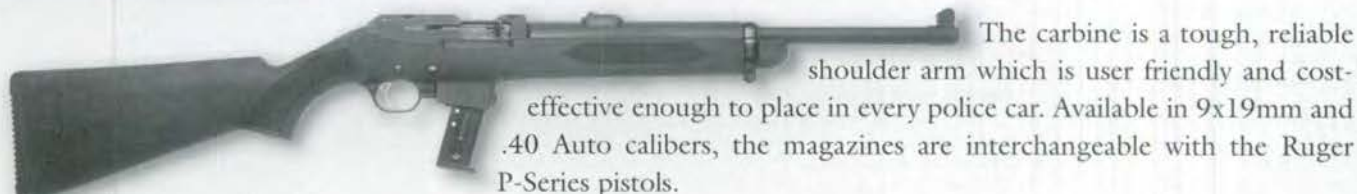
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BLUE LINE NEWS WEEK

Volume 6 Number 1

A Weekly News Service From Blue Line Magazine

Page 1 of 8

Thursday
December 31, 1998

Judge refuses to nix suit against police

TORONTO (CP) - A judge has refused to quash a multi-million dollar lawsuit against city police launched by the family of a slain bank robber.

The family alleges the officers undermined the province's Special Investigations Unit's probe of the incident.

In his decision released Thursday, Justice Gerald Day commented that Canadian courts must put protection of the public interest as a priority over other interests. "The family must understand the tremendous sense of conflict police officers must feel when they are required to provide potential evidence against a fellow officer," said Day.

"But the brutal truth is that police officers

Pot not necessarily a cure, RCMP say

VANCOUVER — The RCMP has issued a warning about marijuana-smoking clubs in B.C.

The statement follows a front-page article in a Vancouver newspaper about a woman who smokes pot at such a club to get relief from arthritis.

RCMP Inspector Richard Barszczewski says there is no evidence to suggest marijuana has a medicinal value.

In fact, he says, pot is not a serious

condition with a substance that puts harmful smoke in a person's lungs and impairs a person's ability to do things like drive a car.

The inspector says there are plenty of safe and effective alternatives to using marijuana for medicinal purposes.

He also points out providing marijuana at smoking clubs fits the definition of drug traf-

Friday
January 1, 1999

Police impersonators apprehended

VANCOUVER (CP) - Police have arrested three men following a home invasion on Saltspring Island by suspects claiming to be police officers.

One man charged with assault in connection with the Dec. 23 home invasion on the island in the Strait of Georgia, between Vancouver Island and the B.C. mainland.

And there may be links to similar incidents in the Vancouver area, the RCMP say.

According to a police search warrant, a resident of the Saltspring home was awakened as his front door was forced open at around 3:30 a.m. last Wednesday.

The resident told police two men entered screaming: "Police ... search warrant ... get on the ground ..."

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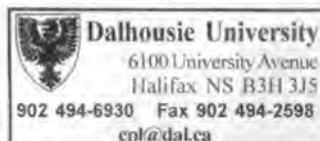
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Mobile Information Systems

Instant access to information has quickly become the norm in police vehicles across the country. Here is an updated look at the hardware solutions that are available

by Tom Rataj

In these increasingly complex times, the use of information technology in policing is not only becoming more important, it has become a necessity. With the amount of information available about individuals, the need to access and utilize it has also increased rapidly.

While an officer's wits and intuition, and some good old-fashioned luck, are still an important asset on the street, instant access to all types of information has established itself as being equally important. With the self-serve information access afforded by a mobile data terminal (MDT), an officer can become more effective and efficient than ever before. Not having to wait for free air-time on the voice-radio, coupled with the ability to communicate directly with other officers and the dispatcher without talking on the air, also provides a significant tactical advantage.

While the MDT has had its place in the history of information access, it is being relegated to "has-been" category, along with the police call box and other such limited technologies.

Dumb Terminals

Since they have little or no actual processing power, MDT's are basically just "dumb" terminals. Their functionality is limited to sending inquiries to a mainframe computer, receiving the responses, and providing 2-way text messaging between other devices connected to the system.

Because they are relatively simple electronic devices, MDT's have fared pretty well in the rugged environs of a police car. Subjected to extremes of heat and cold, and being bounced and rattled around inside a car for years on end, MDT's have proven to be robust devices capable of providing years of reliable service.

As good as MDT's have been, they have rapidly been outpaced by newer technologies. With massive increases in computing power and advances in miniaturisation, the "laptop" or "notebook" computer has essentially replaced the market traditionally occupied by the MDT.

Smart Machines

With state-of-the-art colour Liquid Crystal Display (LCD) technology, Intel Pentium processors and a complete range of standard computer hardware, the laptop brings the functionality of the station-bound desktop computer into the police car, providing the mobile officer with the ability to do almost all his work on the road. These new state-of-the-art machines can quite aptly be called a Mobile WorkStation (MWS).

Not only can the MWS perform all the functions of the MDT; it can also store, process and manipulate data independently. Instead of carrying several reference books (such as procedure manuals, the criminal code, etc.) in their briefcases, officers can access all this information right on their MWS. This allows the patrol officer to be out on the road and available for



calls, instead of sitting at the station doing paperwork and having to be called out.

The MWS also allows for the introduction of several technologies that are specifically advantageous to the patrol officer. Mapping applications linked to the Computer Aided Dispatch (CAD) system can provide officers with instant maps, showing precisely where their calls are. Instead of having to guess or refer to a printed street guide, the system can automatically provide a map showing the exact location in relation to cross-streets or other points of reference. Not only does this allow for general improvements in response times, but it also provides significant improvements in officer safety.

The MWS is also the ideal platform for a wide variety of other current technologies such as Global Positioning Satellites (GPS), which in a rural setting becomes a navigational and safety tool.

Future technologies, such as voice recognition and control, are also being supported by today's laptops, opening the possibilities of hands-free computer use.

Fragile Machines

Unfortunately, the basic business-grade laptop computer is ill suited to anything other than the relatively safe environment of the modern office. Even then, annual torture tests conducted by the top computer publications, show conclusively that the basic laptop computer is a fragile and temperamental machine that needs to be handled with lots of care.

In PC Computing Magazine's 6th annual notebook torture test (April 1998), 16 consumer grade notebooks were baked, frozen, dropped

and drowned. Seven of the 16 machines failed after being subjected to the drop-tests (falling off the edge of a desk onto a carpeted floor), while the remaining machines suffered significant and permanent damages.

To put this into some perspective, a recent survey conducted by an American consulting firm, International Data Corporation (IDC), found that 75 percent of companies that make extensive use of notebook and laptop computers reported hefty repair bills when their equipment was damaged. Repairs averaged US\$1,200 per incident of damage. With the typical business-grade laptop costing two to four times that price to purchase, \$1,200 would certainly qualify as significant.

Like cars, laptops are expensive to buy, and incredibly expensive to fix. Unlike cars though, laptops and computer technology evolve at a blistering pace. Laptops released to the market are often replaced or updated with newer and faster technology within just 6 months. Prices remain fairly constant although processing power and functionality constantly increase.

Rugged Machines

Because of the environment in which some laptops need to live and work, a whole range of rugged laptops have been brought to market. Initially aimed at the industrial and commercial markets, these machines have spawned a whole market niche. Often built around a cast aluminium or magnesium frame, these rugged machines are designed to be water and dust resistant, shockproof, and to remain operational in extremes of heat and cold. Various mechanical components are mounted on special shock absorbing gels or otherwise isolated from vibration and shock. The colour LCD's in these machines are often 50 percent brighter than normal laptops, and specially coated to reduce light reflection, making them readable even in direct sunlight.

As little as two years ago, many of these rugged computers still featured under-powered 486 processors, small hard-drives, small monochrome LCD's, and small amounts of system memory. Fortunately most of the rugged machines now offer one of the many Pentium or even Pentium II processors, huge 12 and 13 inch sunlight readable displays, and plenty of hard-drive space, system memory, and many of the multimedia features usually found on consumer-grade machines.

There is of course a price to pay for all the rugged features and advertised toughness. Prices start around the \$5,500 range and head upwards to more than twice that. If all the machines on the market were really as rugged as their manufacturers advertise them to be, then their hefty price premium would be easy to justify in terms of day-to-day reliability, and actual service life.

Despite all the manufacturer's claims of rugged construction and capabilities under extreme



Panasonic

temperatures, it remains to be seen how well any of the machines will work after spending the night locked inside a police car parked at the station when the temperature plunges to minus 40.

Computing Hardware

As already mentioned, advances in computing power are out-dating machines in as little as 6 months, making it important to buy or lease the biggest fastest machine you can afford. Not only will the hardware be able to run all currently available software, but also it will continue to be able to do so (reasonably well) for the next two to three years.

If the machine has survived that time period in reasonably good shape it will probably be due for replacement anyway, because the industry standard software after that three-year period will require much more processing power than the machine has. In the long term, buying hardware is always cheaper; although replacing it all after three years creates an enormous budgetary strain. Primarily because of the speed at which hardware and software advances, leasing becomes the best option when it comes to acquiring this type of hardware in a corporate setting.

The following is a list of the minimum hardware specifications that should be considered for mobile computing:

- Metal alloy frame with all mechanical components protected against vibration, shock, liquids and dirt,
- Sunlight readable active matrix (TFT) colour LCD display measuring at least 12" diagonally,
- 200MHz Intel Pentium processor or better,
- 64MB system memory or better,
- 4GB hard-drive,
- Diskette Drive,
- Onboard 32 bit audio with speakers and microphone input for future voice recognition capability,
- All industry standard interfaces including Universal Serial Bus (USB) and Infrared Data Transfer,
- Back-lit keyboard,
- Microsoft Windows NT 4.0 certified compatibility.

Some Contenders

While this is by no means an exhaustive list of what is available on the market today, it provides a good starting point.

PCMOBILE features a rugged magnesium-alloy case with a detachable keyboard. Pow-



Dolch NotePAC II

ered by a 233 MHz Pentium (or an optional AMD586 133 MHz processor), it features 2.5GB hard-drive, a 10.4-inch TFT display, as well as the usual compliment of features. This machine is somewhat unique with its rubberized backlit keyboard. Some users have complained that the keyboard is an impediment to touch-typing because of the rubber skin. The backlit keyboard is a great feature.

Contact Cycomm Mobile Solutions at 1-888-784-4331.

The Dolch NotePAC II is a rugged notebook designed for field operations. Built on a sturdy cast-magnesium alloy frame, it features a waterproof keyboard and sealed interface ports. Standard configuration includes 200MHz Pentium, 32MB RAM, 11.3 inch TFT display, removable 2.1GB hard-drive, and four expansion bays. Priced at US\$6,000 for this configuration.

Contact DOLCH at (510) 661-2220. The Canadian distributor is Integrys at (905) 890-2010.

The Panasonic - CF-25 rugged notebook was the first of Panasonic's line of "Toughbook" rugged notebooks. Built on a magnesium-alloy frame, the CF-25 features a 166MHz Pentium, 32MB RAM, 12.1 inch TFT display, 2.1GB hard-drive, Type III PC Card slot, diskette drive, and more. It is priced at \$6,510 MSRP. The machine was recently picked as the standard by the Canadian Military, and was also the success-



ful candidate with the Toronto Police Service's Mobile Work Station Pilot Project.

Contact Stan Gray at Panasonic Canada Inc. at (905) 238-2405 for more information on this machine.

The Rocky II by AMREL Systems is a rugged computer featuring a unique touch-screen/pen-based LCD screen that it sealed against the elements. This US\$5,000 machine features a 166 MHz Pentium, 2.2 GB hard-drive, CD-ROM drive, a wireless modem/LAN card, and more.

Contact Amrel Systems Inc. at (818) 303-6688 to access more information about this machine.

FieldPAC by Dolch is an attache-style all metal computer designed for field automation and engineering professionals. It is a large unit that will not easily fit into a police car. This machine may be well suited to mobile command post duties where the larger display and keyboard could be more easily accommodated. It features a huge 15.1-inch TFT display, Pentium processors and all the usual rugged features.

Contact DOLCH at (510) 661-2220 or contact their Canadian distributor, Integrys at (905) 890-2010.

Fieldworks 5000 Series II, the toughest looking portable computer features up to a 200MHz Pentium with a 10.4-inch TFT display, 1.3 GB hard-drive, and the usual assortment of high-end

continued page 62

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Motorola

features, built into a rubber-coated magnesium-alloy frame. This sturdy machine comes at a hefty price premium well in excess of \$10,000.

For more information about this machine contact FieldWorks at (612) 947-0856.

The Stealth Warrior is an industrial strength portable computer built on an aluminium alloy chassis and designed to withstand the toughest conditions. Available with a variety of Pentium processors up to 133MHz, with up to 64MB memory, 1.2 GB hard-drive, and an 11.3" TFT colour display. The usual complement of standard features including diskette drive and 2 PC-Card slots. This machine is manufactured for Stealth Computer Corporation.

For more information and current pricing they can be contacted at (905) 264-9000.

The Motorola Mobile Workstation 520 is a modular computer system designed for policing and other mobile applications. With processor choices up to a Pentium 166MHz, 63MB of memory, 2 PC-Card slots, and a wide variety of standard hard-drives and other peripherals. A 10.4" TFT colour display is also available. This unit is somewhat unique in its modular design, which allows the users to remove the keyboard from its mount for laptop use, and the fact that the processor unit comes with a built-in radio transceiver. It also features a built-in keyboard light and a number of backlit programmable function keys positioned around the display.

For more information and pricing on this



Pentax Printer

unit, contact Mr. Keith Lyon at Motorola Canada: 416 756-5623.

Shoe-Horns

Even the last remaining rear-drive full-size police car in the North American market (the Ford Crown Victoria) has a hard time coming up with enough space to squeeze a laptop computer, two officers and their gear into the front. With dual airbags and a variety of other electronic gear such as voice radios, siren and emergency light controls, radar and video cameras, fitting the laptop into the car creates a major challenge.

While the above listed contenders, except for the Dolch FieldPAC, can all be squeezed into a Crown Victoria, a number of manufacturers also provide rugged LCD monitors that are designed to be mounted on the dashboard, and connected to a mobile PC that is located out of the way. The most flexible design concept in the above group is the Motorola Mobile Workstation 520, because the system housing, monitor and keyboard are all separate units, allowing it to be installed in a wide variety of vehicles.

Communicating

There are several different communications technologies on the market today. Unfortunately the transmission of data over the airways runs into some technical limitations.

The major choice in the communications end of this business boils down to two choices. A private data network operating on a proprietary radio network such as those manufactured by Motorola or using a commercial communications company such as Bell Mobility, Cintel AT&T, or Clearnet.

Motorola manufactures a private DataTAC network operating MDC 4800, RD-LAP 9.6, and RD-LAP 19.2 protocols at 800 MHz. The cellular telephone companies provide data com-

munications over their existing equipment under such trade names as ARDIS and MOBITEK.

Printing

Since all the machines provide standard computer interfaces, the possibility to print reports and information in the field exists. Where to put the printer becomes a problem, as do the available technologies. For general patrol type duties, printing is probably not a realistic or viable option. Not to be deterred, there are several printers on the market that are designed for the mobile market.

Perhaps the best choice is the Pentax PocketJet II. It is a 3 page-per-minute printer that can run on DC power or a Ni-Cad battery. Pentax advertises it as a rugged printer designed to withstand most hot and cold extremes. It is a monochrome printer that uses direct thermal printing technology to print documents on cut-sheet or roll thermal paper. Priced at \$699 for the complete kit that allows in-vehicle printing. An optional mounting system is available for use in a mobile environment. For more information and specifications, check out www.pentaxtech.com, or contact EMJ Data Systems at 416 861-8449.

The other two mobile printers are both colour ink-jet printers that use liquid ink and would not likely be suitable for use in a cold climate. The Canon BJC-50 colour inkjet printer is capable of 5 page-per-minute in monochrome mode and 2 page-per-minute in colour using regular paper. This printer is available at the retail level for around \$465. Visit your local computer retailer or contact Canon at www.ecsi.canon.com for more information.

The Hewlett-Packard DeskJet 340 is a colour inkjet printer rated at 3 pages per minute. For more information about this product check with your local retailer. Street pricing is around \$389.

Mounting Equipment

As mentioned earlier, getting a rugged computer to safely fit inside a police car is a difficult proposition. The machine needs to be mounted on a sturdy docking station of some type where it will stay put during everyday driving as well as during the extremes of a collision. The machine needs to stay out of harms way if airbags are deployed, and must be secure against theft if it remains in an unattended police car.

In order to be truly useful, the machine should also be able to be adjusted for height and swivelled from side to side to allow both the driver and the passenger to comfortably use the keyboard. Some of the better-known manufacturers for consoles and computer mounting equipment include:

D&R Electronics Co. Ltd, 711 Millway Ave. Thornhill Ph.905-660-0620. Doctor Systems 190 Don Park Rd. Unit 9, Markham, ON Ph.905 479-9484. Lund Industries, Inc. 303 Messner Dr., Wheeling, IL 60090 Ph.847 459-1460. Havis Shields Equipment Corporation P.O. Box 2099, Warminster, PA 18974 Ph. 215 957-0720. Gamber-Johnson - Stevens Point, WI Ph.800-456-6868.

Resources

In addition to the information contained in this article, there are also a number of sources of information, including but not limited to specialised publications such as Mobile Computing & Communications Magazine. Their web site has a broad range of articles and product reviews about all the solutions available on the market, check out: <http://www.mobilecomputing.com> or the local news-stand.

Most manufacturers will also be more than willing to provide references for police and other emergency services that use their equipment.

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Dealing with the year 2000 problem

Y2K

By Reid Goldsborough

Throughout history technology has brought both unexpected benefits and costs. The latest in a long line of snafus is the Year 2000 problem, often abbreviated as Y2K.

Simply put, many computer programmers in the past didn't expect the machines they were programming to still be in use today, so they permitted years to have only two digits. This shortsightedness will cause many programs to misread January 1, 2000, as January 1, 1900, which is expected to lead to widespread computer malfunctions and even crashes.

You would think that correcting Y2K would be easy. One thorny obstacle is finding the millions of tiny microprocessors embedded unobtrusively in the equipment of power plants and similar systems used by other industries. Another is having to manually sift through billions of lines of mainframe computer code — the intricacies makes automation impossible.

Personal computers are not immune. Inexcusably, many newer programs and computers were programmed without regard for the next millennium.

You've probably read some of the gloom-and-doom prophecies about the consequences of all this. The worst of the alarmists are predicting the collapse of industries ranging from electric power and telecommunications to banking and transportation, and they're planning to head for the hills to avoid the food shortages, bank closures, and riots that they expect will follow.

At the other extreme, others are poo-pooing all the hullabaloo, confident that the experts will take care of matters.

Nobody knows for sure what's going to happen. But the best analysts are saying that we'll likely experience at least some disruptions, individually or collectively, and that some of these will be serious.

Fortunately, you can take steps to prepare for the problems you can't solve. And if you have a PC, you can take other steps to solve problems that may affect it.

Personal computer problems, though not hassle-free, are easiest to fix. First, check with whomever you bought your computer from to see if it's Y2K-compliant. Most newer ones are, but even PCs a couple of years old may need an upgrade to their BIOS, which is a chip that includes instructions for handling dates and other operations.

Upgrading a BIOS can involve popping out the old chip and inserting a new one or downloading software over the Internet and "flashing" your old BIOS with updated code. You need to be careful here — a misstep can render your PC inoperable. Even though I followed instructions, flashing the BIOS of my 2 1/2-year-old Pentium 166 caused its sound to malfunction, which required a phone call to the manufacturer to fix.

You can alternately test your PC to see if

it's Y2K-compliant. A number of Web sites provide access to free software for this purpose along with background information, including PC Magazine's at <http://www.pcmag.com/y2k> and CNET's at <http://www.cnet.com/Content/Reports/Special/Y2K>.

Software programs may also have problems when the new century rolls around. The most foolproof solution is to simply upgrade to the latest version of any mission-critical programs you use. Alternately, you can check with the software developer to see whether the version you're using is Y2K-compliant and, if not, whether a fix is available.

If you have a Macintosh computer, you have less to worry about, since the Mac and most Mac programs will handle the transition with aplomb. Apple's Y2K site is at <http://www.apple.com/macintosh/info/2000.html>.

Some Y2K issues are entirely your own doing. Whether you're PC or Mac-based, if you've used two digits for date entries in spreadsheet, database, or accounting programs, and you plan to use the same files beyond 1999, you should convert the dates to four digits or look into other remedies.

Y2K issues involving custom computer

programs can be a more difficult fix, and you or your organization should already have begun the process of identifying and fixing problems. This task can be so formidable that some organizations are replacing entire systems with newer ones.

The Y2K consequences beyond your control, if they occur at all, will likely be temporary. Still, short of becoming a survivalist, it makes sense to prepare for them. In case your bank's ATMs don't work correctly on January 1, 2000, have a little extra cash on hand. In the event of a food distribution foul-up, consider stocking up on a few canned goods during the week before.

Finally, since we'll be at the mercy of winter's throes, and since utility companies with all of their embedded processors may be most vulnerable to Y2K, have a contingency plan ready if you wake up in the middle of the night shivering.

Reid Goldsborough is a syndicated columnist and author of the book Straight Talk About the Information Superhighway. He can be reached at: reidgold@netaxs.com or <http://members.home.net/reidgold>.

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by Terry Barker

BLUE TALK

Blue Talk is a regular column of advice on the topic of police communication problems. Terry Barker is the creator and teacher of Dalhousie's Communication Skills for Police Personnel course, and is the author of *Boss Talk* and the *Five Minute Police Officer*. Terry has taught communication skills for the RCMP, the Justice Institute of B.C. and the Canadian Police College for over 20 years, and is recognized in Canadian police circles as an expert on the subject of how members can talk to each other better.

Q. - I've been temporarily promoted to acting NCO i/c of our eight-person police rural force because our corporal has gone on extended sick leave. The trouble is that I'm younger than some of the other members, and all of them have been here longer than I have. I was picked because I did well on the written promotion exam. They all resent me. When I tried to discipline one member who missed a diary date, he just stared me down and called me "wet behind the ears". What should I do?

A. - It sounds like the protocols were ignored in this scenario. To read on a bulletin board or in your morning email that a junior member is to be placed in a position of authority over you is traumatic,

especially in a para-military organization where rank counts for so much. The rumour mill must have been working overtime.

The best way to handle such a problem is to get everyone together and lay it out on the table honestly and without reservation.

"Look, let's all get a cuppa coffee and talk about this. I was as surprised as you were. You guys have been here longer and know the ropes better. It should have been one of you. But the powers that be have picked me, and that means we all have to accept it and do the best we can with it. The job is what's important. We have to keep our standards up, even if you aren't happy with me being in the driver's seat. So let's kick it around. What do you think? How should we deal with this?"

There are four key points in this little speech:

1. The invitation for a cup of coffee. That puts you in the role of host, with them as guests, and helps to relieve tension by making things a little less formal. People will talk more freely over refreshments.
2. The frank admission that you are in the same boat as they are. You didn't ask for it, and you aren't sure you're happy about it, but you had no choice in the matter. You are not a brown-noser. This helps to get everyone on the same problem-solving level.
3. The reminder to everyone that there's a bigger issue here than civil war. The job still has to be done, and standards must be maintained. This turns eyes outward rather than inward, taking the focus away from you.
4. Your invitation for them to get on the bandwagon and help you run the detachment. This is the most important element in this brief speech. By using that powerful sentence, "Let's kick it around" you are announcing that you do not intend to be an autocrat who governs from the palace, and that you want their ideas and input. You will call regular meetings, listen to their issues, and ask for consensus. "Let's kick it around" is not a casual expression to be used lightly: it raises a communication flag that tells everyone that you are open for business.

Follow the meeting up with individual personal interviews. Talk to them over coffee. Try to discover what their beefs and job preferences are. Tell them that you're there to help. *Then do it!*

Some folks from the old school may criticize this approach as too soft. "You're giving away your power," they'll say. Well, in a situation like this, where the power is temporary, you should ask yourself where it comes from. Would you rather manage from power that the members freely give you through mutual respect and cooperation, or rule from the authority inherent in the rank structure? Power shared works better than power hogged.

Send your questions to *Blue Line Magazine* at the address listed on page 3 or Email - Blueline@Blueline.ca

Bosnian Police Fund

by John Keating

Bosnia is a small country almost unknown to the world prior to the civil war which unleashed the ferociousness of ethnic hatred. The conflict also created international awareness of Bosnia's strategic importance. It is imperative that the peace process is reinforced with a strong commitment to the principles of law and order which every democratic society is reliant upon.

Bosnia is rebuilding but the ethnic divisions remain. The Dayton Peace Accord are very reliant upon the continued military presence of IFOR.

As a regular visitor to Bosnia since May, 1996, I became convinced that if the country is to have long term stability, much will depend on a well trained police force with a special emphasis on ethnic tolerance.

The force's morale is also an important factor and this morale building is very dependent upon a police officer receiving a decent wage and other worthwhile incentives.

A United Nations police presence (CIVPOL) is providing valuable training as-

sistance, especially in the field of human rights and developing a uniform system of vehicle registrations.

In order to insure money is available to support the continued progress of Bosnian police programs, a fund was established. The fund, for example, would provide a helping hand to encourage selected officers to further their police education. Furthermore, it can be used as an incentive to reward high achievers. With a training trip to Canada to observe policing methods in our multi-cultural cities, Denmark has already developed such a program.

Ontario police officers wishing to contribute towards this fund, may do so by purchasing products from my store (notably outdoor clothing, oilskin coats, hats and footwear). From the purchase price, 35% will go directly into the fund.

Depending upon the fund's growth being linked to the above proposal, the recipients will certainly be made aware of the contributions source.

For further information contact John Keating, Australian Shop, 416 322-5826.



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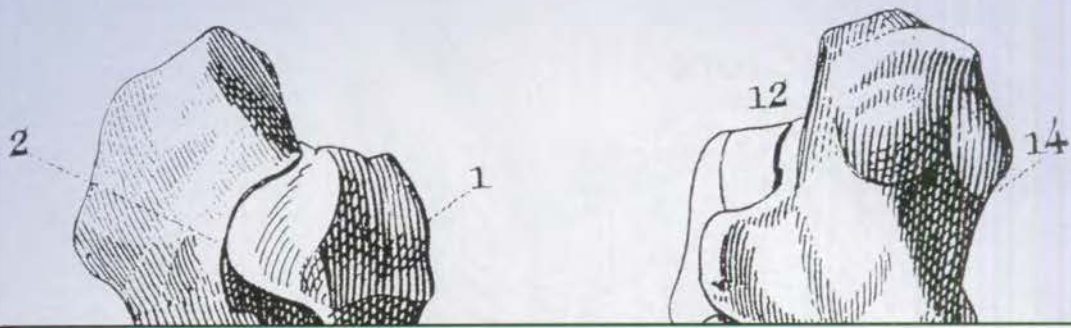
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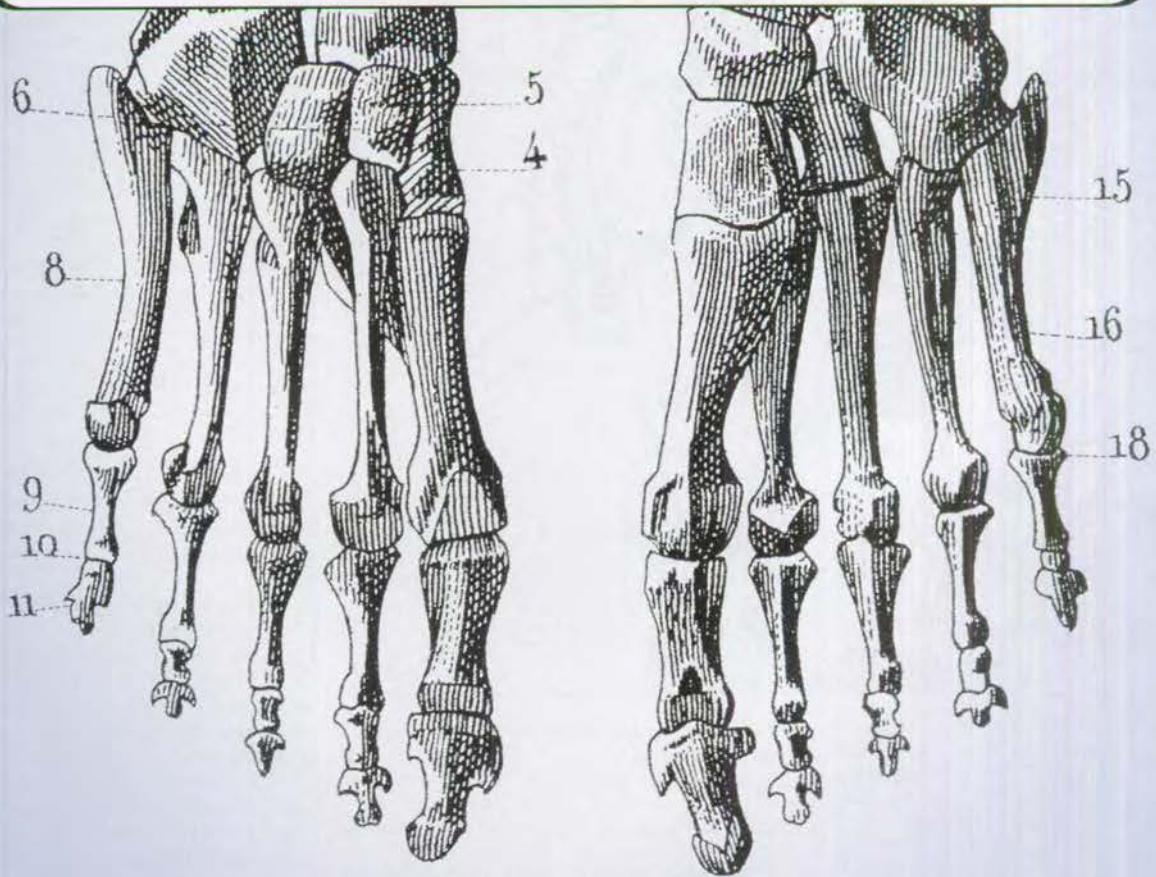
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B e c a u s e y o u r f e e t a r e o n l y h u m a n .





After having spent a few days in Niagara Falls recently my curiosity was peaked when we drove by a Mounted Police Trading Store. The store faced directly across from the main road leading off and on to the Rainbow Bridge (one of four accesses to the USA.). Later that day we returned to see the products for sale under the R.C.M.P.-DISNEY alliance.

Having struck up a conversation with the lady merchant she told of how the new licensing program had cleaned up the image of the R.C.M.P. It makes one wonder!

Much of the articles for sale within the store were good quality wind breakers, t-shirts, ball caps, and sweat shirts most of which carried a fine quality embossed colour reproduction of the RCMP image. The RCMP logo/image was approximately two inches in size. It is my strong opinion that a very large percentage of the merchandise should only be available for an officer to wear. Although not predominate, other representations of the RCMP logoing were available

which were far more appropriate for sale to the general public.

Also for sale was the RCMP Stetson along with actual copies of the hat badge past and present (actual size). I didn't ask if the red tunic, pants and boots were also available.

We observed that all of the souvenir shops we walked through carried nothing of RCMP imaging with only a couple of exceptions. Nothing for families to take back of inexpensive RCMP memorabilia.

It is disconcerting and disturbing to say the least that the RCMP have replaced a harmless and internationally neutral line of products, with a very serious line of apparel that allows the opportunity for the public at large (Canadian or tourist) to be seen, if wearing any of the clothing, to inappropriately be mistaken for an RCMP officer. An individual could very easily use same for nefarious activities. Not only is misrepresentation of an officer a chargeable offence, it would appear that little thought has been given for the

safety of individuals who are wearing same (native or otherwise).

Little attention has again been placed on the experience of other police forces such as the Toronto Police Service. Their logo has been displayed on everything from ball caps to apparel of all kinds. The members of the force are disgusted and make jokes of the fact that the image is so readily available and worn by all elements of society.

In making the actual image so available the RCMP have cheapened and given commonality to a well respected international image. This can not be good for morale within the RCMP nor can it be good for Canada.

This appears to be another case in point of the Leadership of the RCMP displaying wilful blindness to a program that is unchecked and self serving.

I would suggest that RCMP members avail themselves of the opportunity of visiting one of the six locations across the country to see if you come to the same conclusion.

Ken L. Bloomfield
Toronto, Ontario

Editor's Notes

The organization behind the RCMP Fund have sure been mysterious with us! We get thousands of press releases each year where organizations and companies wish to promote some aspect of their organization for the publicity. Since the RCMP Friends, Fund or Foundation or what-ever, was started we have heard nothing about what they do with the money they receive. We'll keep digging and see what we can supply our readers in a future edition.

I am writing to say that *Blue Line Magazine*, from a field supervisor's perspective, is excellent and definitely worth the read each month.

The articles allow Canadian (and foreign) officers the opportunity to see what is happening in the field elsewhere in Canada. Some of these great ideas shared about enforcement techniques and approaches can easily be applied by the front line or investigative sections in other agencies.

The information provided on courses and conferences are of a tremendous value as well. Through an article in *Blue Line* we were able to learn that the Toronto Police Service was hosting their 2nd Annual *Fugitive Investigators Conference* last November. We were able to schedule ourselves in time to attend the conference, which turned out to be a very well organized and an unbelievable mecca for International Police contacts. Now, with the introduction of your web page, it gives us the opportunity to re-check articles we may have missed (after all the magazines have disappeared from the station). Congratulations on your first 10 years and Good Luck over your next 10 years !!

Neil Pritchard
Ottawa, Ontario

LETTERS TO THE EDITOR



I have recently reread a *Blue Line* article written by the publisher a few years ago entitled: **'Some Attitude Adjustment Toward Auxiliary Members May be in Order'**

I would like to update *Blue Line* readers of the crisis situation Auxiliary and Reserve Policing has recently experienced in British Columbia.

On April 3, 1998 the majority of us heard of a province wide disarming over the radio and television! At the time media liaison for the RCMP and the BC Federation of Police Officers (FPO) were saying it was because of a liability issue, public and officer safety, etc.

We have countered their arguments each time and done our own investigation as to what happened to a very progressive Auxiliary program. It seems that for the past number of years, the BC FPO and our Mounted Police Professional Association have been meeting with their counterparts across Canada and discussing ways of dismantling the various Auxiliary programs. BC was a focus because we have been armed since the early 80's and have actually become a 'cover officer' type of role.

Much maligning has been done and intimidation tactics used. We have had Auxiliary officers phoned up and threatened not to continue speaking out about the issue. We have had people quit because of it. We have had people fired from the program because they continually spoke out against what they see as unfair practices and actions that impinge upon their rights and freedoms.

The *Blue Line* article correctly identified the source of our problems. The union and associations in BC have lobbied the pro labour government long and hard. In fact at one of their conventions in 1996, a cabinet Minister was present and told them if they want to see things go their way, they would have to become political. They did! Guess what? That MLA is

now the Deputy Attorney General in British Columbia.

In a well orchestrated move, the Government has put the brakes on our program. When the disarming was announced, within days the majority of Auxiliary officers in the province suspended their service because of safety issues. The Force is now saying that if we do not get our mandatory hours in for the year, people are going to be terminated. They have narrowed the eligible criteria for logging hours donated by us.

Because of this, and after a very hard struggle wrought with hoops we had to jump through, we have finally registered an Association with Victoria for all Auxiliary and Reserve Officers. Most of our members are publicly silent for fear of retribution from others with a different agenda. We cannot be. Though at the moment our Association has only a couple of spokespersons, we are trying to present the case as we see it and continue to fight for the reinstatement of the program.

We whole heartedly agree with the AG that training must be in place. We have stated over and over again that **WE DO NOT WANT THE FULL TIME MEMBER'S JOBS!** We are not the enemy.

*Chuck Morris
Auxiliary and Reserve
Peace Officer Association (B.C.)*

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*Graham McLorn
Tetragon Distributors & Security Equipment
Mississauga, Ontario*

Editor's Note

Graham... Take a few deep breaths and slowly back away from the computer's keyboard... everything will be alright... it's not your fault Graham... just keep saying that over and over again... everything will be allllrrrrright!!

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M.D. Charlton to represent Nine-One-One line

by Robert Stevens

Saskatoon-based Nine-One-One Outerwear and M.D.Charlton Co.Ltd. have joined forces to take the Nine-One-One line on the road within Canada. Carey Chomyn from Nine-One-One likes the idea of "at your door service", and with the sales team in place at M.D.Charlton it allows for the product to be more visible to law enforcement and emergency response agencies.

With more and more orders coming out of Ontario and Quebec along with a strong presence in western Canada, Mr. Chomyn stated that having representatives across Canada was just a natural progression. "Departments want to see and feel the actual garments," Chomyn said, "You can't distinguish quality from a picture."

Nine-One-One is a division of Cads Ent Ltd. a 25-year manufacturer of sportswear located in Saskatoon, Saskatchewan. Waterproof/breathable garments which include fire retardant (Nomex) fabrics combined with 3M Thinsulate and downfill are just a few of the products currently manufactured.

"We do things here that many people across Canada don't yet know," says Mr. Chomyn. "And as we speak, it is -33 degrees with a wind-chill of... who knows! You need warmth in this environment... and we build warmth and comfort in all our emergency service garments. Just like the promise in our Blue Line ads have pointed out for over six years, we build for 'any task -



any season!"

M.D. Charlton is also pleased. Sales Mgr. Rob Cook states, "This arrangement allows us to present a complete package to departments we currently deal with. We now have a full outerwear line to compliment our already extensive parallel lines. Specialty units such as bicycle, tactical, forensics and drug squads are going to be impressed with what Nine-One-One can offer."

Cook points out that Nine-One-One is a custom manufacturer. "That means they allow

for change to existing items, or they will custom design/manufacture to meet departmental requirements. We have always been impressed with Nine-One-One's quality and durability," Cook adds. "Their customer base includes major departments that are getting over eight years of everyday streetwear out of these garments. Now this is not great for sales, but it sure makes a statement on how well these items are put together."

M.D.Charlton's decision to represent this line not only considered the fact Nine-One-One's outerwear is 100% Canadian made with Canadian fabrics but also because of a popular following across the country. "Our decision was made not only on the quality of these goods," Cook explains, "but also the feedback we received with regard to after-sale service that has been provided by them. Nine-One-One has a very loyal customer base."

Nine-One-One prides itself on their service. "We are nowhere near the size of other manufacturers in Canada or the USA with regard to quantities," Chomyn states. "But we will put our quality and after-sale service at the top of any manufacturer list."

M.D. Charlton welcomes the addition of the Nine-One-One line of outerwear to their product line, and looks forward to representing their quality products. You can check out their new website at www.island.net/~mdc complete with links to their suppliers.

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Tracking program for police agencies

Markham, Ontario, based Omni Support Services Ltd. recently announced the release of its new "Property Tracking" Software Program for Windows 3.1/95/98/NT environments and compatible networks.

The Property Tracking program will allow police agencies to monitor each property item collected or seized by personnel on an item by item basis. The program will link property to finding/seizing officers, warrant numbers, case managers, continuity seal numbers, accused and victim names.

An audit feature will track when property is removed for lab testing, forensic development processes and court purposes. Court disposition and property disposal information is retained by the program and "property release / return forms." will be generated along with bar-code and storage labels.

In another announcement Omni Support Services advised that the Peel Regional Police Forensic Identification has acquired their SceneTrak Version 6.0 software program which incorporates its own property tracking module. This package has also been acquired by Niagara Regional Police and the Toronto Police Service.

Omni products have been designed to meet the needs and budgets of police agencies across Canada and all Omni Support Service software products carry no annual maintenance fees.

For further information contact Omni Support Services Ltd. at 905 305-8460 or visit the "Product & Services section of Blue Line Magazine's Web Page at www.BlueLine.ca

New training manikin



Simulaids, Inc. has announced the introduction of its new Adult Choking Manikin. The vinyl plastic head and torso are urethane foam filled for durability. The rib cage, sternum and xiphoid process provide the necessary landmarks for practicing the obstructed airway manoeuvre. Abdominal thrust and chest thrust will cause the expulsion of the obstruction. For additional information, call Simulaids, Inc at 914 679-2475.



Police Enamel Badge Collection

The photo shows the new Halton Regional Police Historical Collection of metal enamels, accented in gold, raised 1/4" from the custom mat, and framed in mahogany. The central brass plate traces the history of the service.

The creators, Ads & Arts America, Mississauga, has an extensive graphic archive on police, military, heraldry and unique collectable artwork, covering over 200 themes. For more information, including a free enamel sample, call 905 822-3330 or fax 905 822-8660.

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Toronto - Ontario

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March 8 - 10, 1999

Special Events Planning and Engineering

Madison - Wisconsin

This course will include a series of case studies covering special events of various types using a planning and engineering perspective. For more information contact Katie Peterson at the University of Wisconsin-Madison at (800) 462-0876.

March 10 - 13, 1999

25th Annual Western Canadian Police Hockey Championships

Winnipeg - Manitoba

The Winnipeg Police Service will be hosting this event in conjunction with the 125th anniversary celebration of their force. Any municipal departments in Western Canada interested in participating in the tournament can call Det. John Burchill at (204) 906-6607.

April 5 - 9, 1999

Oshawa - Ontario

April 12 - 16, 1999

Winnipeg - Manitoba Crime Prevention Through Environmental Design Seminar

Participants will learn how to use CPTED to improve quality of life in neighbourhoods and reduce crime. For more information call Durham Regional Police Sgt. Dianne Jennings in Oshawa at (905) 721-3090 or Kevin Gamble in Winnipeg at (204) 982-6840.

April 20 - 21, 1999

RESPONSE 99

Markham - Ontario

Blue Line Magazine's third annual trade show is directed at those involved in law enforcement. This is an opportunity to check out the latest products and services available in an atmosphere designed to encourage both understanding and acquisition. A surveillance conference will also be available to those who pre-register for it. For more details contact Blue Line Magazine at (905) 640-3048 or fax (905) 640-7547.

April 20 - 21, 1999

Surveillance Conference 99 Markham - Ontario

Held in conjunction with Response 99, this conference will cover a variety of surveillance-related topics. Those interested can sign up by filling out the registration form on the front cover of this magazine. Conference cost is \$225 and space is limited. See story on page 38 for more details.

April 23 - 25, 1999

Toronto Police Inter-Denominational Retreat Pickering - Ontario

This retreat, open to law enforcement personnel and their family and friends, is a time for personal growth, relaxation and renewed hope. Space is limited. To register contact Insp. Larry Sinclair at (416) 808-7081.

May 3 - 6, 1999

Gangs, Property Crimes, Fencing: A Problem Solving Approach

Saskatoon - Saskatchewan

This conference is co-sponsored by the Saskatoon Police Service and Co-operator's Insurance of Canada. For further information contact Staff Sgt. Rick Grosy at (306) 975-8448.

May 13 - 16, 1999

14th Annual Peace Officers Memorial Celebration Cleveland - Ohio

Law enforcement and corrections officers are invited to honour all fallen officers and share in the camaraderie and fellowship of the event. Air fare discounts are available and all ground transportation to and from events in Cleveland is free. For more information call (216) 621-3830.

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surance are hosting this 40-hour certificate course which will cover advanced investigative concepts and techniques in the identification of vehicles. For details call Evelyn Richards at (204) 985-8801.

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Saskatoon - Saskatchewan

Those interested in attending this conference are asked to contact the Saskatchewan Institute on Prevention of Handicaps at (306) 655-2512.

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TEN-SEVEN

Law Enforcement News From Blue Line Magazine

Canadian crime rate continues to decline

United States also reports a drop in rate of violent crime

While it is still more than double what it was 30 years ago, Canada's crime rate declined in 1997 for the sixth straight year, Statistics Canada reported in December.

The overall crime rate dropped by five per cent last year. Since reaching its peak in 1991, the rate has fallen by 19 per cent.

Most provinces showed declines ranging from 10 per cent in Prince Edward Island to two per cent in Nova Scotia. Only two provinces, Saskatchewan (up four per cent) and Alberta (up two per cent) recorded increases in the overall rate.

The violent crime rate fell by 1.1 per cent and the homicide rate dropped by nine per cent to the lowest level in almost three decades. Violent crime rose on the Prairies where Saskatchewan, Alberta and Manitoba recorded increases of 15 per cent, six per cent and two per cent respectively.

While the federal government's firearms registration laws are now in effect, the statistics show that firearms-related offences have declined drastically in recent years.

There were 193 firearms-related homicides in 1997, 19 fewer than in 1996. Robberies with guns fell by 20 per cent and incidents of discharging a firearm with intent dropped 46 per cent during the same time. The rate of restricted weapons offences has declined by 34 per cent over the last five years.

Youth crime also fell in 1997. The crime rate for youths aged 12 to 17 dropped by seven per cent, while violent crimes declined by two per cent.

The rate of violent crimes among male teens fell by four per cent, however, the rate for females rose by five per cent.

Female youths commit a third as many violent crimes as males, but their numbers have been increasing twice as fast as for males over the last 10 years.

Like Canada, the United States has also reported a decline in its violent crime rate. The country's rate dropped almost seven per cent in 1997, according to the Justice Department.

The household survey found that violent crimes dropped to their lowest levels since the government began surveying Americans about their experience as victims 25 years ago.

There were nearly 35 million crimes against people and property in the U.S. during 1997, according to the survey. That was down from 37 million in 1996 and 44 million in 1973, when the annual survey was launched.

The drop in the violent crime rate was aided by a sharp decrease in robberies. The study, released by the Bureau of Justice Statistics, reported a 17 per cent decline in the robbery rate.

The assault rate decreased slightly in 1997, but the rate of rapes and sexual assaults did not change from the previous year.

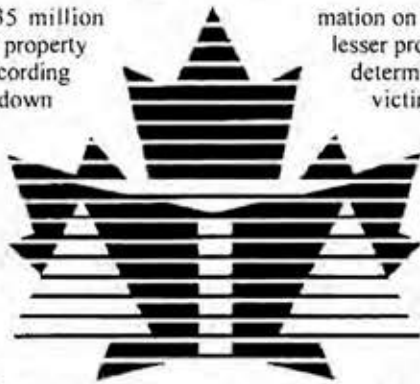
The survey covered an estimated 80,000 people in 43,000 households. It gathers infor-

mation on rape, assaults, robbery and lesser property crime. The goal is to determine how many people are victims of crime, even if they didn't report the offence to police.

The survey doesn't include killings, but statistics from the Federal Bureau of Investigation show murders declined by eight per cent in 1997.

The 18,210 homicides reported across the country represented a 28 per cent drop from the number of killings in 1992.

In October, Statistics Canada reported that the number of homicides declined by nine per cent in 1997 to 581, or 54 fewer than in 1996.



The Great Mac Attack!

by Tony MacKinnon



New rules will help Ontario police, SIU to work together, Harnick says

Ontario cops who witness their colleagues involved in a fatality or serious injury must now co-operate with the province's Special Investigations Unit within 24 hours.

This is just one of the new rules officers must follow under regulations that went into effect on Jan. 1, 1999.

If a police witness refuses to co-operate with the SIU it will be considered a code of conduct offence that could result in dismissal. However, if an officer does co-operate with the SIU, their statements can't be used to incriminate them if they're subsequently charged.

Charles Harnick, the province's attorney general, said the new rules will help to ease tension between the SIU and police.

"Now we have rules that the public can understand and that will permit the police to be engaged in the process without fear of their rights being trampled," Harnick was quoted as saying.

"We have gone a long way to address the number one deficiency and that is the duty (of police) to co-operate."

In September 1997, Harnick appointed former judge George Adams to find ways to improve the relationship between the SIU and police. Adams' report, released last May, contained 25 recommendations which Harnick says the province is prepared to act on.



In his report Adams recommended:

- Increased resources for the SIU to provide its investigators with more substantial initial and ongoing training, including independent peer review of the unit's investigatory practices.

- A commitment to recruit qualified investigators from more culturally and racially diverse backgrounds and provide cross-cultural educational opportunities for SIU investigators.

- The SIU, police and community groups should meet regularly to discuss SIU-related matters.

- Ongoing training concerning SIU procedures be provided to all Ontario police officers, with similar training at police colleges.

The recommendations also call for an increase in the SIU's budget. The unit's new director, Peter Tinsley, will decide how much money is needed.

Tinsley says the new rules should help define the SIU's role and restore confidence in the unit.

"Some of those concerns on the part of police were that there was not a clear understanding, to use the vernacular, what the rules of the game were," he was quoted as saying. "To the extent that the government has tried through the enactment of regulations to fix the rules of the game, I think that's got to be a step forward."

Laws needed to protect police animals: cops

Alberta officers want some tough penalties introduced into the Criminal Code of Canada for people who attack police animals.

The Canadian Police Association is expected to endorse a motion from its Alberta branches this month and then begin lobbying the federal government to introduce legislation by the end of the year.

The motion suggests two laws. The first would include penalties for offenders who in-



jure police dogs or horses, with a second for those who kill them. Both offences would be indictable.

The association began working on the motion after a Rottweiler from Edmonton's K-9 unit was shot and killed last June during a standoff with a deranged man in a schoolyard.

Jon Netelenbos, of the Alberta Federation of Police Associations, said the reaction to the motion has been positive so far.

Tinsley named as head of SIU

A former military police officer, prosecutor and defence lawyer started a new career as head of Ontario's beleaguered Special Investigations Unit in January.

Peter Tinsley, a 48-year-old lawyer from Belleville, was appointed by the attorney general to help bring credibility to the province's police watchdog unit which has gained little confidence from the public or police since it was established nine years ago.

"Mr. Tinsley's skills and extensive experience make him uniquely qualified to be SIU director," Attorney General Charles Harnick said in a press release.

Tinsley says he plans to adopt a new openness for the unit, which the government has deemed necessary in order to increase understanding of its role.

"Confidence on the part of the community can only be achieved with an understanding of what is happening and what is done in respect of a particular investigation," Tinsley was quoted as saying. "If that translates into a requirement for openness then that's what I intend to do."

The new director also intends to ensure that police officers who kill or seriously injure civilians face the same standards of justice as the public.

"That's what the unit is designed to do - provide confidence in the community that police actions are being reviewed carefully and by the same standard as any other member of the community's actions are reviewed," Tinsley was quoted as saying.

Prior to his appointment as the head of the SIU, Tinsley was a sole practitioner concentrating on criminal and civil law and mediation. He also spent 14 years with the Department of National Defence and eight years as a military police officer.



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Appeal court upholds biker check-stops

Motorcycle club plans to take legal challenge all the way to the Supreme Court

Police are justified in stopping biker gang members for roadside spot-checks, the Ontario Court of Appeal stated in a ruling released in December.

In making their decision the three-judge panel upheld a lower court ruling which found Durham Regional Police committed no wrongdoing when they pulled over members of the Para-Dice Riders motorcycle club during a biker gathering in 1992.

The club brought a \$60,000 civil suit against the police service claiming the spot-check was unlawful, but it was quashed by General Division Judge D.S. Ferguson in 1996.

In his ruling, Ferguson said police were justified in stopping club members based on the profile of an outlaw biker gang, because such a profile is consistent with criminal behaviour.

"I am not dealing with the profile of a person who commits only one specific type of offence," the judge said. "Second, I am not creating the profile. The bikers themselves have taken great pains to create and advertise their own profile both in terms of their appearance and activities."

"I find that before the road checks, the police had reasonable grounds to believe that large social functions sponsored by the club had a very significant potential for violence and public disruption. I also find that the police had reasonable grounds to believe that a road check would probably turn up highway traffic offences. I have already mentioned the police information concerning offences discovered at other biker road checks, the tradition of chopping and customizing bikes, the tradition of abusing alcohol and drugs, the indifference to public safety and the use of aliases to obtain driver's licences."

Ferguson also dismissed the argument that the police stopped gang members solely for the purpose of intelligence gathering. Any intelligence gained during a spot-check can be justified under the Highway Traffic Act, the judge ruled.

"In this case I have already found as a fact that the police did act in part for highway traffic reasons and therefore there is no issue of bad faith or pretext."

"At a highway traffic check-stop the police are entitled to collect information about licences, identities and addresses of drivers and to do a CPIC check. Doing a CPIC check would automatically give rise to information about outstanding warrants and breaches of bail or parole conditions. All of these 'intelligence' features are authorized under the Highway Traffic Act check-stop cases."



The Para-Dice Riders plan to appeal the latest ruling to the Supreme Court of Canada.

Sgt. Jim Grimley, a Durham Regional Police spokesman, says the fact that the lower court's decision has been upheld indicates that officers have been handling the spot-checks properly.

"For all police departments it was certainly

a good decision," he said. "It lets us know that we were doing the proper thing at that time and we've been continuing to do so."

Grimley said the case has not slowed Durham police, who have continued to hold large-scale biker gang spot-checks as the matter continues to make its way through the justice system.

Defining outlaw biker gangs

So, what exactly is an outlaw motorcycle gang?

The court ruled that the following were essential elements:

- the term Outlaw Motorcycle Gang is widely used by the police, media, and government agencies.
- often used interchangeably with the term "one percenter".
- one percenter used by bikers as a symbol and is commonly displayed as a 1% patch or tattoos by members of outlaw motorcycle clubs.
- love of the motorcycle and especially the Harley-Davidson.
- outlaw clubs are close-knit fraternal organizations for which loyalty is paramount and disloyalty may be punishable by death.



- they are paramilitary in terms of organization with fortified clubhouses and heavy security measures. These precautions are intended to be defences against the police, the public and rival gangs.

the social activity is marked by abuse of alcohol and drugs, violence, and aggressive behaviour and language. They are basically exclusive and antisocial as exemplified by their common use of the slogan 'Fuck the World'.

- their subculture is traditionally marked by distinctive dress and appearance, typically long hair and a beard.
- black leather clothes which are decorated with symbols of their club and motorcycling lore.
- the colours are worn on the back of a denim or leather vest.

DNA data bank receives Royal Assent from feds

Police investigators could begin collecting evidence for and using information from a new national DNA data bank to help solve crimes by mid-2000.

The DNA Identification Act, which received Royal Assent in December, will make Canada one of only a handful of countries to have such a data bank.

The data bank will include a crime scene index, to contain DNA information obtained from crime scenes, and a convicted offenders index, to contain DNA profiles of adult and young offenders convicted of designated Criminal Code offences. Information in the two indexes will be cross-referenced to find a match in the system.

This structure will help police to focus investigations and help ensure that those who commit se-



rious crimes, such as repeat sex offenders and violent offenders, are identified and apprehended more quickly across all police jurisdictions in Canada.

The data bank is the second phase of the federal government's DNA strategy. The first phase was implemented in 1995 when the DNA warrant legislation came into force. That legislation allows the police to obtain DNA samples from suspects by using a warrant.

The RCMP will manage the national data bank. It is expected that it will take at least 18 months to set up. That time will be used to hire and train staff, and test procedures.

"The DNA data bank will be a powerful investigative tool for law enforcement in Canada," Solicitor General Lawrence MacAulay said.

New court to combat drug-related crimes

Drug addicts who repeatedly commit crimes could be part of a new alternative justice program.

The Drug Treatment Court, which opened in Toronto on Dec. 1, is the first court in Canada aimed at reducing drug addiction and crime through judicially-supervised treatment programs and community support.

"Drug addicts tend to be persistent offenders and this program will provide them with an effective community-based alternative to prison," said Solicitor General Lawrence MacAulay. "As the first drug court demonstration project of its kind in Canada, the program also has the potential to provide a model other communities



MacAulay

can use to establish similar programs."

The drug court is part of a partnership between the Toronto Police Service, the Centre for Addiction and Mental Health, the criminal justice system in Toronto, the City of Toronto Public Health and Healthy City Office, and a number of community-based service agencies.

Ottawa will shell out more than \$1.6 million over the next four years through the Crime Prevention Investment Fund to help pay for the court. During that time the program will be evaluated to assess its cost-effectiveness, efficiency and overall success.

MOST WANTED

NAME: Richard VALLÉE

WANTED FOR: Escape

DATE OF BIRTH:
10 November 1957

RACE:
White

SEX:
Male

HEIGHT:
5'10"
(177 cm)

WEIGHT:
190 lbs.
(86 kg)

HAIR:
Gray

EYES:
Blue



CASE DETAILS

Alias: Rick

OTHER DETAILS: On June 5, 1997 while in hospital for treatment, Vallée and an accomplice subdued the security guard who was assigned to them and fled on a motorcycle. Vallée is a member of the Hells Angels, Nomads chapter of Montréal. At the time of his detention he was awaiting extradition to the United States for a murder.

SUBJECT IS CONSIDERED ARMED AND EXTREMELY DANGEROUS.

Numerous crime rings operating in Canada: report



A total of 18 international criminal organizations are currently operating in the country, Canada's federal spy agency said in a report released in December.


The Canadian Security Intelligence Service says the crime groups include various Mafia organizations, Asian triads, Russian and European mobs, Japanese yakuza, Colombian drug cartels, Nigerian gangs and Jamaican posses.

The report, which outlined a role for CSIS in combating crime, said the criminal groups are involved in bank fraud, insurance fraud, corruption, environmental crime and migrant smuggling.

The organizations, which often use a legitimate business as a front, never hesitate to engage in violence or murder.

The report, using a United Nations formula and applying it to Canada, estimates that in 1995 international crime-related losses to the domestic economy was about \$14.8 billion.

CSIS was formed in 1984 after the RCMP Security Service was disbanded. The agency's primary functions include counterterrorism and spy-catching.



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Report critical of aboriginal forces

Premier Ralph Klein said he is prepared to take action against any aboriginal police force in Alberta that's linked to crime.

Klein made the comment following the release of a government report that found members of the provinces

10 aboriginal forces to be improperly trained and poor investigators. The report, released in December, also claimed that some police officers are involved in criminal activity.

"If there is something fundamentally wrong and there's criminal activity within a police force, yes, I think appropriate action would be taken to suspend that police force and bring it back into line," Klein was quoted as saying. "We would do that with any police force."

Conservative legislator Mike Cardinal prepared the report, which says "an unusually high percentage of First Nations police officers have been the subject of criminal charges and disci-

"If there's criminal activity within a police force, yes, I think appropriate action would be taken to suspend that police force."

- Ralph Klein

plinary allegations."

It goes on to state that "a number of officers are personally unsuitable, many were poorly trained and very few have received appropriate ongoing training."

The report also alleges that some abo-

original forces have used policing funds inappropriately and have been subjected to political interference.

The report made no specific allegations against any police service or individual.

The premier said he plans to review the report, adding it could take months for it to work its way through committees, caucus and cabinet.

"In the meantime, I would suspect if Mike has uncovered these things specifically, they would be turned over to the RCMP," Klein was quoted as saying. "They have full and overall jurisdiction in this country."

Police deaths in the United States remain high despite drop in crime

The number of U.S. police officers killed in the line of duty is a stark contrast to figures released in December which show a dramatic drop in the nation's crime rate, according to a press release from the National Law Enforcement Memorial Fund.

There were 155 federal, state and local law enforcement fatalities during 1998, compared to 160 during 1997, according to preliminary figures released in December by the NLEOMF and the Concerns of Police Survivors.

The FBI has reported that crime has been on a steady decline throughout the U.S. since 1992.

There was a nearly seven percent decrease in the number of serious crimes reported from 1996 to 1997, which is in contrast to the more than 20 percent increase in police deaths experienced during that same period.

The FBI also announced that the nation's crime rate dropped another five percent during the first half of 1998.

"Our courageous crime fighters appear to be winning the war, but at considerable cost," said NLEOMF Chairman Craig W. Floyd.

"Since crime began its steady downward slide in 1992, more than 1,100 federal, state and local law enforcement officers have lost their lives in the performance of duty. That averages



out to 158 police deaths each year, or one officer killed somewhere in America roughly every 54 hours."

For the fifth straight year, California was the deadliest state in the nation for the law enforcement profession, with 17 police fatalities.

California was followed by Florida with 13 line of duty deaths, Texas with eight, and Arkansas, Indiana and Virginia with seven each.

The U.S. Territory of Puerto Rico also suffered seven law enforcement fatalities in 1998, and there were 18 federal law enforcement officers killed in the line of duty.

Twelve of the officers killed in 1998 were women, the most ever recorded in a single year. There were three female officers killed in 1997.

Of the 155 officers who died in 1998, 63 of the officers were shot to death, 44 died in automobile accidents, 15 were struck by vehicles, 10 drowned, nine succumbed to accidents, two died in falls, one officer was beaten to death, one was killed in a bomb-related incident, one officer was struck and killed by a train, and one died in a boating accident.

On average, the law enforcement officers who died during the past year were 39 years old and had served in law enforcement for nearly 12 years.

Police to form ERT at airport



Peel Regional Police are forming an emergency response team to handle hijackings, terrorist attempts and other critical incidents at Pearson International Airport in Toronto.

Training for the 21 ERT members is scheduled to begin within the next two months, said Sgt. Gary MacInnis.

The 98 officers working at the airport have already received special training, but the ERT members will get additional training in weapons and emergency techniques.

The team will provide "an immediate response to any sort of armed incident or weapons-related call that occurs within the airport itself," MacInnis said.

Peel's existing tactical team has been responsible for handling incidents at the airport in the past and will still do so in the future, MacInnis said. The airport team will be the first to respond to a call, but will act as a support unit for tactical team after it arrives on the scene.

The airport emergency response team should be up and running within six months and will be fully functional before the end of the year.

Airport police recognized the need for an on-site ERT following two incidents last year in which people tried to gain entry to the flight decks of planes.

In one incident last May, a man carrying a gym bag ran past security guards at a checkpoint and boarded a plane bound for Lisbon. The man, who claimed he had a bomb, said he intended to hijack the Air Luxor L1011 to Chicago.

Police had the situation under control within 10 minutes. No bomb was found.

Peel police took over policing at Pearson from the RCMP in July 1997.

The Great Mac Attack

by Tony MacKinnon



"WE'RE HAVIN' A HEAT WAVE..."

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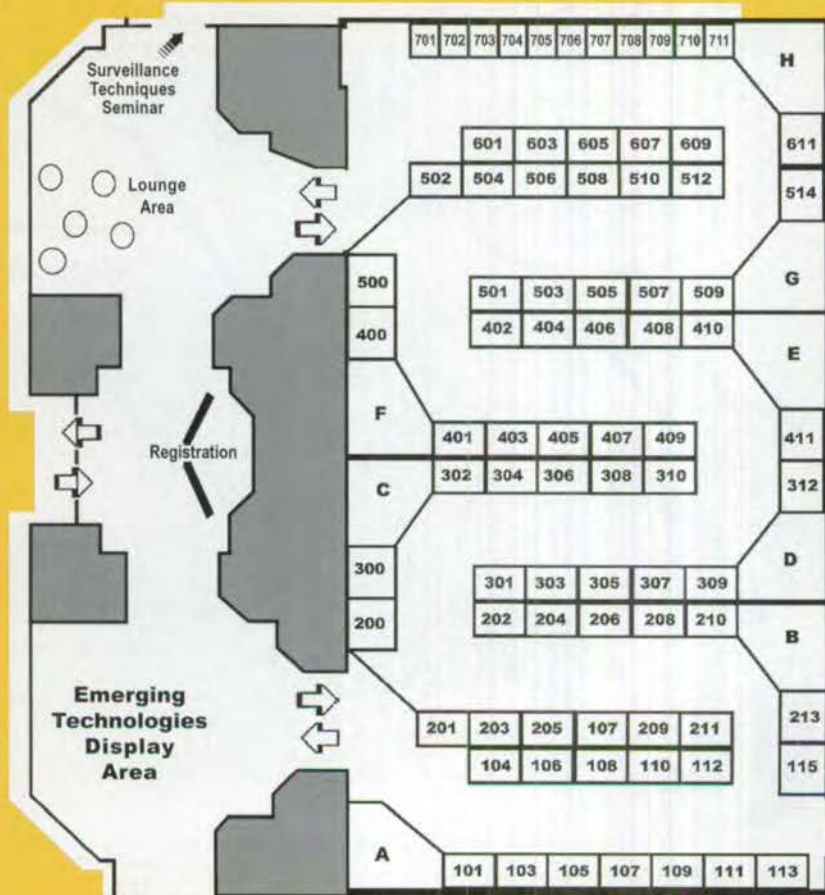
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CRIMINALLY FUNNY



Humorous tales of laughable oddities from both sides of the thin

Dealing with crime, the public, a skirt and a fence

Reprint: From *The Cop Shop*

The South Australia Police Department was, and is, a bit of a dinosaur. The hierarchy clings firmly to images of Mum and wild-peach pie. In 1983 this meant that policewomen were meant to be ladies - no matter what the situation. The feminist movement and the Miss Manners brigade were clashing heads at every turn, leaving the department directors slightly dazed.

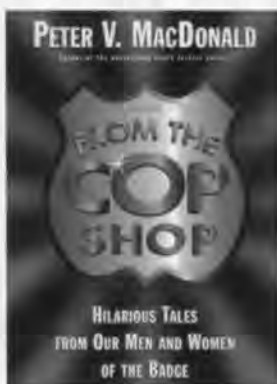
The nubile women who trained with the boys now wanted to do the same jobs as the boys. Doing the gentry's typing and wiping the noses of snotty lost children just didn't cut it anymore.

The lords upon high, however, became more addled and sat down together to ponder. The subject was complex and no consultation was sought, but finally an answer emerged. Women could actually do real police work maybe, but just to be safe and to preserve the sweetness and light of all that women represented, policewomen must wear pretty skirts and ladylike dress shoes with two-inch heels. As for arms and equipment, well, "Stand next to a man, sweetie, and you'll be okay."

Unfortunately for some - and I was one - this led to some dangerous, funny, ridiculous, and sad incidents. Mine goes like this:

I was working an afternoon shift out of police headquarters in Adelaide. I looked good: trim, taut, and terrific in my very tight-fitting navy-blue A-line skirt, with one pocket just big enough for car keys and not a lot else. The skirt skimmed the knees and, as mentioned, was not very roomy. My gun and other essentials were popped into a handbag Daisy Duck would have been proud of and immediately slung into the boot of the car, until I finished work and handed it all back. Tall, dark, and cute, Bob hopped into the car with me and off we went. The world was a safer place—we were out there.

On this sunny afternoon the radio was quiet, people were happy, and we potted along smiling at everyone. Then it happened. The West Torrens Football Club alarm had been



activated, and it was thought the intruders were inside.

We raced to the location, light flashing through the five-o'clock peak-hour traffic. We made it up onto the footpath right outside the grounds. There, on South Road, with a million cars crawling past, was the object of our dash through this crush of cars and pollution. Only one thing stood in our way. A fence. A three-foot brick fence topped with six feet of cyclone mesh.

I teetered on my dainty shoes as virile young Bob muscled his way effortlessly over the fence. I gazed down at my skirt and my footwear. I gazed skywards and knew then that God was a man.

Determined to prove I was as good as any man, I strode on. I hitched my skirt slightly waistwards, and the brick part of the fence proved no match for me at all. Now, however, the fun began. I started to climb the mesh. The vehicles on South Road began to slow down. The drivers began to gawk. The horns started to beep.

I made it to the top and hitched the skirt up a little higher. The cars stopped. Who can blame them? How often does one see a blonde policewoman sitting on a fence with her skirt around her ears?

I tried to continue and begin my descent on the other side. I didn't get very far. I was stuck. (Luckily, my skirt was covering my face so no one could see how embarrassed I was!) I tugged a bit harder, but I wasn't going anywhere.

I could see dear Bob hesitating. Should he go catch the crooks or rescue this dingbat stuck on the fence? I knew Bob. He was kind, thoughtful, chivalrous, and cute. I arranged an appropriate thank-you in my head.

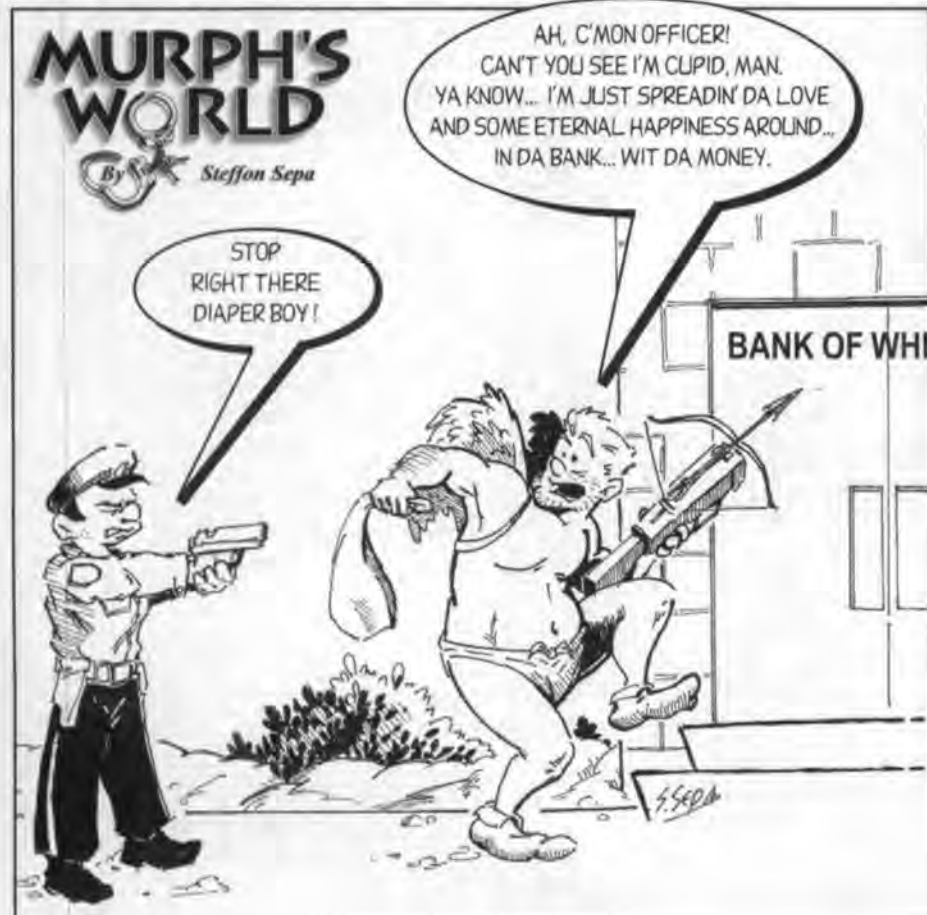
He chased the crooks.

My face flaming, my nether regions exposed, the car horns blaring, the offers of marriage, money, and good times coming thick and fast, I made one last effort and fell in a crumpled heap on the crooks' side of the fence. The only trouble was that part of my skirt, pantyhose, and knickers stayed with the fence, waving like a banner in the breeze to the milling crowd. I arose with what dignity I had left and teetered after dear Bob and the crooks.

My story is humorous, but other women's stories from that time often were not. Gradually the women were assimilated into the police force and no longer had to endure novelty value. I tell you what, though—I never wore a skirt for patrol work again.

And the crooks?

It was a false alarm.



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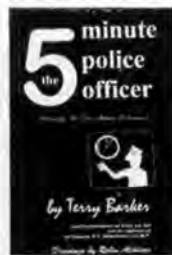
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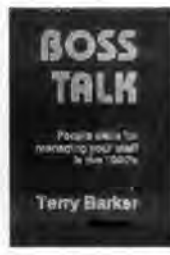
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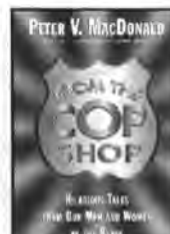
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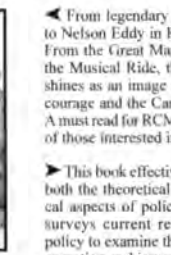
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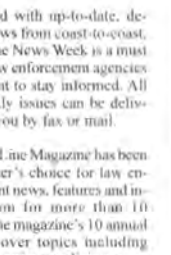
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