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August / September 2000



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Police Chief C.E. (Butch) Cogswell and the members of the Saint John Police Force are proud to host the 95th Annual Canadian Association of Chiefs of Police Conference between August 26 - 30, 2000. To learn more about the police service and the CACP Conference turn to page 9.

In this issue, you our loyal reader, will also find features regarding media relations tips for senior officers, police motivational training, and safety tips for investigating clandestine drug labs.

Of course, we also bring you our regular columns including case law, technology, and the views of columnist Robert Stevens.

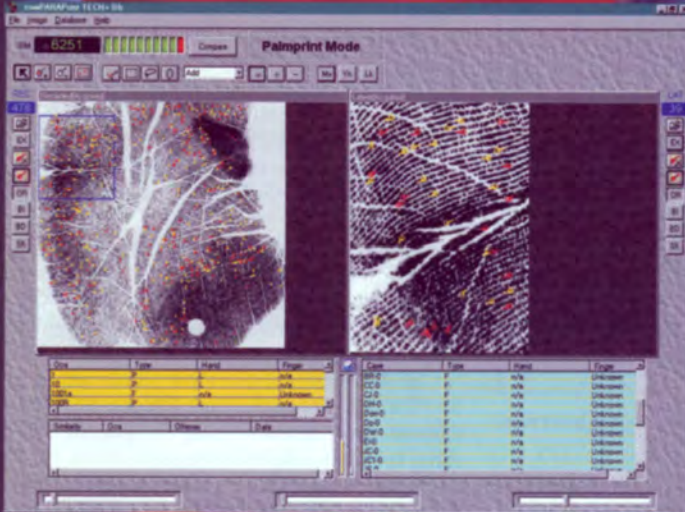
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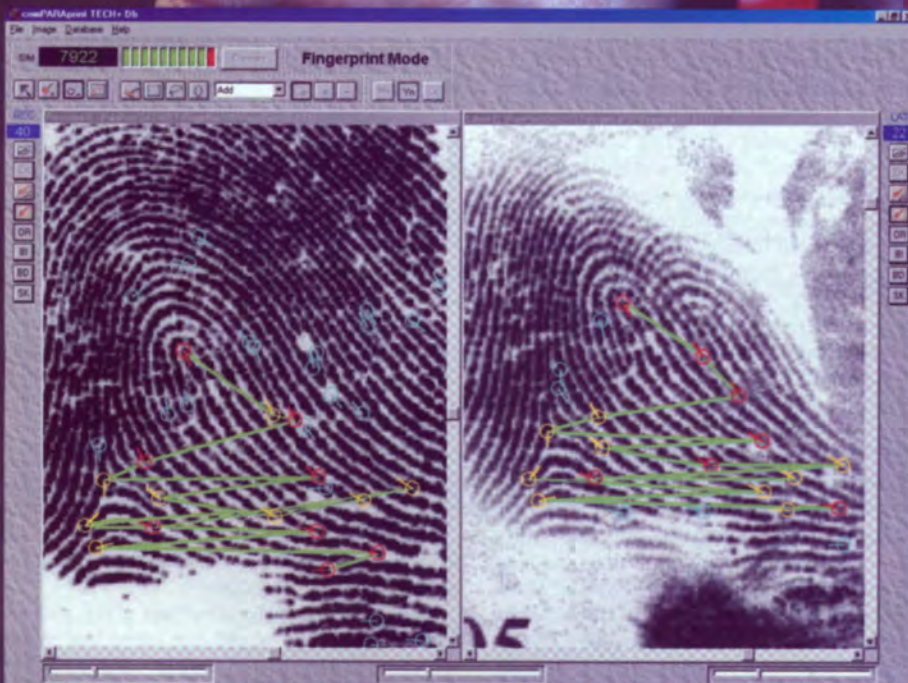
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A latent (right) is compared to all of the fingers on a ten-print card at once. The comparison engine locates an area of high similarity within the right index finger as indicated by the blue box.



A latent and a known print are shown here with their automatically extracted points of minutia displayed. The comparison engine rates these prints as having a high similarity, as indicated by the display in the upper left. Note that even though the latent was a double impression, the software had no trouble in verifying the high degree of similarity.

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Who rules... courts or cops?

by Morley Lymburner

Few things can be more frustrating for me than an officer who reads too much into what the court system does or does not do.

On a ride-a-long a couple of years ago I heard several officers from an RCMP detachment voice their concerns about a judge who brought down highly questionable sentences. This judge was extremely light on drug offences. The type or quantity of drugs made no difference. The officers could arrest an entire drug lab or organized gang of traffickers and the judge would sentence them to either 40 hours of community service or to make a donation to a local charity in lieu of a

fine or to do both. This same judge refused to convict anyone for driving a car without insurance because the minimum \$2,000 fine was, in his estimation, too severe. This same judge was highly critical of police use of force and would only levy a fine in the most extreme circumstances. Extreme meant an officer had to spend a few days in hospital.

Officers, when confronted with these circumstances, should first and foremost remember that their duty is to prevent offences in their community. Officers should also remember that the job they took on is not, and I repeat not, a popularity contest. In spite of all the glowing

literature spun out by the PR departments policing is not about officers dressed up in fuzzy little animal suits or sitting on the local dunking machines for charity. It is all about preventing crime.

One big way to prevent crime is to send out a strong enforcement image in the community. I do not wish to burst any bubbles in the judiciary but true crime prevention is not performed within the hallowed halls of the courtroom. It is accomplished through the vision of every officer on the street doing his/her job of enforcement. It is the officer patrolling the community that sets the pace for the level of crime. These officers should never be dissuaded from this duty by a judicial system that they feel does not hold up its end of the bargain.

A case in point from my own experience was a judge who did not feel my laying speeding charges of 50 km/h in a 40 km/h zone was appropriate. As charge after charge was thrown out my first thoughts were to simply stop enforcing at these levels and revert back to the standards arbitrarily set by some phantom home-spun case law. I chose not to do this however. Instead I went out of my way to flood this judge's court with offences at exactly 50 km/h in a 40 km/h zone. He continued to throw them out without hearing my evidence. One day, however, he finally let me give my evidence on one of the tickets.

"It is a school zone at a time of high vehicular and pedestrian traffic. The posted sign says 40 not 50 km/h. I am concerned with the safety of the children in the school zone."

This appeared to be a defining moment. The judge ordered a recess and called me into his chambers. Not knowing what to expect my apprehension level rose considerably. Surprisingly he said he could see my point and now understood that we both have levels of discretion that should be working in harmony for the good of the community. I was stunned and appreciative of his candor. He said he was wanting to back me up on this matter and thanked me for getting the message across to him. We returned to the courtroom and he convicted the person and tripled the fine that would have otherwise been paid.

You may or may not encounter the judge that I did but in the larger world of law enforcement it is not a contest for convictions. I remember some time back that some officers in the country were inappropriately evaluated by their "conviction rates". It is not the officers duty to get a conviction. It is only his job to bring a true bill to the courts. Extenuating circumstances are ultimately up to the defence to present and the courts to determine their evidentiary worth.

At the street level each officer must determine what level of enforcement is necessary for the good of the community rather than what will please the courts. This discretionary enforcement level should be determined by the officer's good conscience and tempered by the wisdom of their peers and superiors. But nothing should prevent the officer from being his/her own trend setter and from bringing their own sense of values and creativity to the job that must be done. After all is said the police selection process is suppose to screen for good judgement and discretionary ability. If you carry the position of law enforcement officer then you are expected to have it. This can not be instilled by any police college... nor by court judgements.

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I am replying to your comments on the issue of having to conceal body armour (*It's time to talk, June/July 2000*). You have valid concerns, however, as a patrol officer of 20 years and a health and safety committee member, I would like to make the following comments: I am a member of the Ottawa Carleton Regional Police and fortunately, our vests are the same colour as our uniform. We are permitted to wear the body armour on the outside of our uniform, or under our shirt, however, I cannot recall the last time that I have ever seen an officer from our department wearing the body armour under his shirt. After the first foot pursuit, you will quickly start wearing the body

armour over your shirt.....its physically exhausting because of the heat....your t-shirt is continually soaked with sweat.

I have been working on the suspender issue for the duty belts....and wearing the vest under the shirt creates a very difficult problem with regards to concealing the suspenders. I have been asked by several departments that realize the importance of issuing suspenders to the officers to relieve the physical problems the belts cause, however, none - including myself - have been able to address how to conceal the suspenders when the departments will not allow the officers to wear the body armour on the outside of their uniform.

I fully appreciate the importance of health and safety, however, there is no sense in issuing something to an officer that he won't use. I was recently on a hat selection committee within our department that field tested different types of hats, including the stetson, ball cap, tilley, and rain crusher. As we had recently expanded our department to a regional force, we had occasion to take many OPP officers on board. We sent out an email as to comments and experiences that officers had with regards to the different types of hats. I believe we received 132 emails back... many from former OPP officers, begging us not to issue stetson hats for many reasons. I field tested a stetson myself and found it a very aggravating experience. I am saying this to make a particular point. An umbrella is probably the best type of protection you can get from the sun, but there is no sense in issuing a piece of equipment that no one will use.

In conclusion, there are many issues with regards to equipment including practicality, acceptance by the officer and the community, health and safety, cost etc., however, from a patrol officers point of view, I wear the carrier on the outside of my uniform because it is the most comfortable and permits me to conceal duty belt suspenders.

Sr. Cst. Mark Scharfe

I agree totally with your comments (*It's time to talk, June/July 2000*). I am a detachment commander in a small northern community in the NWT and the level of violent crime here is six times that of a southern standard. I wear a vest, and an external carrier, but only under a patrol jacket. The reason, because in the winter you don't want to sweat inside and then go back out into the cold, it makes for a very uncomfortable situation. The external vest allows me to remove the vest with ease in the winter, therefore alleviating that problem.

I had a subordinate who wore the external carrier throughout the summer months, without a jacket, after it was issued to him. Previously he had worn his vest under his shirt. Shortly after he was issued the external carrier he changed to using it. I was swamped with concerns from the community that this guy was preparing for war and that they now felt very defensive around him. I believe this heightened the potential for violence as people saw the vest as antagonistic.

I also noted that even when in the office he would not remove the vest and external carrier. This caused me to wonder, so I asked him why, if he wasn't removing the vest in the confines of the detachment, did he bother to change from wearing the vest underneath his uniform shirt. He didn't know. I believe it was because he saw other officers wearing them and thought he would too.

I also agree with you when you point out that our counterparts in the U.S. are never seen to be wearing these external carriers. You only have to watch COPS to see that. Why, I don't know for sure, but I bet it is more to do with pride in appearance than anything else. These external carriers are not as sharp looking as an ironed uniform shirt.

Don't get me wrong, anything that encourages officers to wear their vest is good, but common sense should prevail.

*Warren Gherasim Deline
North West Territory*



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Police Officer killed



Sgt. Marg Eve

Thousands of police officers from across North America gathered in June to commemorate the life of an Ontario Provincial Police officer who died following an accident on Canada's busiest highway.

Sgt. Marg Eve, a 14-year veteran, was remembered as a strong woman with an infectious laugh who took joy in raising her young children.

"She was an officer who distinguished herself through the caring she showed to the community she served, her leadership as a sergeant and her ability to balance family life and her career," OPP Commission Gwen Boniface said during a news conference following the officer's death. "Marg Eve touched the lives of many people and she will be sadly missed by her family, friends and colleagues."

Eve died from massive head injuries on June 9, two days after a tractor-trailer struck three police cruisers and another vehicle stopped on the side of Hwy. 401.

She is the first female police officer in Ontario to be killed while on duty.

Two other provincial police officers, Csts. Patti Pask and Brad Sakalow, who were injured in the same accident, arrived for the service, held in Chatham, Ont., by ambulance.

Following the service, law enforcement officers from across Canada and the United States lined the streets for more than a kilometre and stood at attention as a pipe-and-drum band played. Hundreds of local citizens also looked on as the funeral procession made its way to the cemetery for a private burial.

Eve, 38, served as an OPP auxiliary officer before joining the police service in October 1985. She served in the Sombra detachment and Grand Bend summer detachment before being promoted to sergeant in the Chatham Communication Centre.

She is survived by her husband John, six-year-old son Ryan and three-year-old daughter Colleen.

Terry DeMerchant, 26, faces numerous charges in relation to the accident.

Three civilians were also injured in the crash.

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Leading the way into the third millennium

The Saint John Police Force: where history meets the 21st Century

by Mia Urquhart



It is Canada's oldest police force in Canada's oldest incorporated city. Today's force of 174 officers is a far cry from the 26-member force that was sworn in on April 14, 1849.

Law enforcement began in Saint John in the early 1800s with a captain and four watchmen who patrolled the bustling Port City at night. By the 1840s, however, a circus riot and a period of conflict between Catholics and Protestants proved the need for a full-time force. Today, the Saint John Police Force is a well trained and progressive force made up of 169 sworn members, 16 of them female, five managers, and 24 civilian support staff. Twenty-two well-trained auxiliary members help complement the force.

Many of the force's officers have proven themselves experts in a wide range of policing services, including accident reconstruction, polygraph, canine, firearms and forensics. Outside agencies, including the Canadian Police College have recognized their expertise and have often sought their knowledge. So far this year, nine officers have been invited to train other agencies, including at the Atlantic Police Academy in Prince Edward Island.

There are also several qualified in-house instructors: two officers are qualified to instruct accident Level 2 courses; the head of the canine unit trains canine teams from all over the Maritimes; the force's polygraph operator has recently finished a three-year secondment to the



COMMUNITY POLICING: Members of the Saint John Police Force, including Chief of Police, C.E. (Butch) Cogswell pose in front of their headquarters with local youths.

Canadian Police College; there are also officers qualified to instruct in the areas of identification, firearms, and interview and interrogation.

Officers have also organized the force's on-the-job training program, a cultural awareness course, and a French language policy.

The force's commitment to even more training and educational incentives has been guaranteed in the latest contract. During negotiations, management suggested an innovative training

fund for career development. Each year, the force will put two per cent of an officer's annual salary into an individual training account. The officer can then decide what kind of training would best suit his or her career aspiration and submit it to the force for approval.

Since the program was initiated earlier this year, 200 training positions have been approved.

With so many specialized units within the Saint John Police Force, the possibilities are endless. There is a four-team canine unit; seven community officers; five district investigators; four family protection officers; three fraud investigators; five identification specialists; six officers in the major crime unit; a polygraph operator; a stolen auto unit; five officers in the street crime unit; five in traffic; three in youth; and many more. The Saint John Police Force has also recently taken over the responsibility of policing the Port of Saint John from the Ports Canada Police.

Complementing the specialized units are 100 uniformed officers of the patrol division who are responsible for policing 500 kilometres of streets.

The force's plain-clothed street crime unit is also called upon to deal with a variety of situations, including drug enforcement at the street level and prostitution-related crimes. They also enforce the Liquor Control Act and assist the patrol division and other specialized units when called upon.

The four-member Family Protection unit has been recognized by other forces for its commendable work in serving and protecting families and youth. The unit is responsible for in-

continued on page 10



ON PATROL: Two members of the bike unit stop to pose in front of the city skyline.

vestigating some of the most heart-breaking cases in police work: sexual assaults, including that of children, domestic violence, pornography, elder abuse, and others.

With today's technology, police forces not only have to be able to track pedophiles, they have to be able to track them electronically. The Saint John Police Force has recognized this and has one member of the Family Protection unit learning more about how pedophiles use the internet to lure victims.

Over the last few years, the Saint John Police Force has fully adopted the philosophy of community-based policing and works very hard to maintain those important ties with city residents. The last couple of years have seen great advancements in community-based policing with the establishment of five community offices and a strong network of volunteers.

The community offices have been set up in each of the city's four geographical regions, each with its own community officer. This is in addition to police headquarters in the city's central region and police stations in the North, East and West divisions.

The community offices began in February



ON GUARD: Two members of the Honour Guard stand in front of the Saint John Police Force's fully restored 1965 Volkswagen Beetle.

1998, to allow the public a stronger voice in the policing of their neighbourhoods.

And it's worked. To date, the force has 93 volunteers, who help with a wide range of community events - everything from bike rodeos to community barbecues. There is, of course, a core group of volunteers who donate countless hours to help keep the community stations running smoothly. They man the desks at the stations and meet and greet other members of the public who drop by. Thanks to their help, the community officers can leave the office for other calls.

Some residents prefer to talk to officers in a more informal setting than police headquarters, which are currently located in the 15-floor city hall building, in the heart of the downtown core.

The busy city hall location has proven less than ideal for a police station and the force is now looking for a new home. Experts in police facilities have already studied the force's needs and architects are currently working on the design plans.

Until the new police station is built, the community offices provide the force with a more casual atmosphere in which to talk to members of the public. They're open to the

public anytime between 10 a.m. and 8 p.m. While an officer isn't always there, the volunteers have their pager numbers if they are requested.

Taking community involvement one step further, members of the force drafted a 20-page document last year outlining a volunteer-based program. Neighbourhood policing committees provide a formal link between the community and the Saint John Police Force. There are four committees - one in each of the city's four divisions.

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Conference Highlights

The Saint John Police Force is the proud host of the 95th Annual Canadian Association of Chiefs of Police Conference.

This year's professional development program is focused on "Leadership in the Third Millennium." The speakers include Paul Ceyssens on legal aspects of policing; Miriam Carver on policy governance; Jacques Duchesneau on police ethics; Robert Lunney in an open town hall meeting; and Chief Justice Beverley McLachlin on leadership and the Supreme court.

The Saint John police band, Country Blues, will also perform during the conference. The band, which performs both country and rock music, has been performing together since 1996. Their repertoire now includes many original songs as well as traditional favourites.

The CACP 2000 Conference and Trade Show will be held at Harbour Station. The site is connected by an extensive indoor pedestrian pedway system to the Saint John Hilton, the principal convention hotel, as well as the Delta Brunswick Hotel, and a variety of historic attractions, restaurants, and retail outlets throughout downtown.

Each of the committees meets once a month to air their concerns to the police. The structure also allows them to have some input in what the police do in their area. It could be as simple as asking for increased police patrols in problem areas or helping to set up educational programs in schools.

These four committees, in turn, form the grassroots portion of an advisory network. The next level is called the Neighbourhood Police Council, which consists of five members from each of the four regional committees and 10 other representatives - three agencies, two organizations and five individual members.

An executive group is then selected from those 30 representatives. The three executives join the chief of police and the immediate past chairperson as a direct link to the Saint John Board of Police Commissioners.

Its purpose, according to its guideline, is to "address gaps in service; and communicate concerns, issues, and proposed solutions to the decision makers and power brokers."

The Saint John Police Force's community-based philosophy has also extended to school children through the DARE (Drug Abuse Re-



**C.E. (Butch) Cogswell
Chief of Police**

sistance Education) program. The program teaches children in Grades 5 and 6 to resist drugs by teaching them how to deal with peer pressure and other influences. They learn safe ways to say no to drugs.

The program also enhances the relationship between children and police officers. For 17 weeks, a uniformed member of the Saint John Police Force visits city schools and delivers the DARE philosophy.

The Saint John Police Force is also heavily involved in several charity fund-raisers, including the Cops for Cancer campaign.

Foot and bicycle patrols help complete the force's return to the streets. The first two-wheeled patrol began in 1994. Since then, the unit has grown to eight officers, with two officers on every shift from May 1 to late in the fall. The force has been lucky enough to have had all of its bikes donated by community organizations and local businesses. This is another example of the strong community-police partnerships at work in Saint John.

The Saint John Police Force is very proud of its illustrious history. It's equally proud of its direction entering the third millennium as a leader in policing services.



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Moving forward together in Saint John

An Update on the Progress of the Change

by Keith Taylor

"Absenteeism reduced by 40%!" "Grievances drop from 50 per year to zero!"

These are the headlines that could announce the changes that are occurring in Saint John Police Force in New Brunswick. Since 1997, the agency has been involved in a wholesale change process and the results are now beginning to show.

In 1996, the consulting firm of Perivale and Taylor undertook a comprehensive review of the department. The report of the review detailed a department beset by high absenteeism, soured labour relations, breakdowns in communication, an absence of basic infrastructures such as performance appraisal processes and limited community involvement or targeted policing. The force was frequently the subject of media criticism and staff morale was at low ebb.

Titled "Moving Forward Together", the report of the review highlighted the fractured nature of the force and provided a strategic process to introduce changes to address the problems. Following the release of the report, the consultant was engaged to set up the preliminary stages of the change process.

Laying a Foundation for Change

Following recommendations of the report, minor changes were made in provincial legislation and a process was established to appoint a new police board under the Police Act. The process of appointment was an open process conducted by the council.

The board was trained in the chief selection process using the competency-based system established by the Ontario Association of Police Services Boards. One of the first tasks of the new board was to advertise for, and select, a new chief of police.

The competition was open to internal and external applicants. The new chief selected had resigned from the force several years earlier. However, he had maintained a high and very positive community profile. The selection was popular with sworn and civilian staff and with the community.

A new deputy, who possessed broad planning and change management skills, was appointed from the existing management group.

Twelve of the most senior officers accepted a buy-out plan and in their place six officers were brought in at recruit level. What is lost is experience and 'corporate knowledge' but amortized over several years the buy-out saved money. However, more importantly, the new recruits permitted the induction of male and female officers who were trained in a more client oriented approach and who were malleable to the new philosophy adopted in Saint John.

A steering committee, the Implementation Team, was introduced to develop the components of the change and to implement elements of change according to a schedule that was established by the committee. The steering committee was comprised of 12 representatives of



management, the police association, city administration and the community.

The Changes Begin

An early appointment in the force was that of a media relation's officer. The appointment provided a contact point for media inquiries and, more importantly, became an active conduit for crime and related information to the media. An active and mutually beneficial information exchange was established and media representatives no longer had to fill a void in information received from the police.

The Implementation Team, chaired by the new chief, was the first step in a healing process. Representatives of each group were assigned to develop each of the components.

Many of the proposed changes required extensive negotiation to amend long-standing contractual agreements. More importantly, however, the changes also required all factions in the agency to work together in the creation of an effective and efficient policing service for Saint John.

Although individual officers had practiced forms of community policing, for the first time for many years the agency, as a whole, began to consider matters such as strategic approaches, client service, goals and objectives and to focus on addressing community demands. A philosophical change began to occur parallel with the changes in internal practices.

Following the early involvement of association representatives in the planning of the change process, other staff were seconded to undertake change projects or were consulted regarding the practical realities of making the changes work. A 'learning organization' was established.

For many officers, for the first time, their skills and abilities were being recognized. They were having some impact on their work environment. To identify and prevent the festering of potentially volatile internal issues, a mutual interest committee of association and management representatives met on a regular basis

to discuss and resolve issues of mutual concern.

Setting a Course

Once the foundation for the changes had been established, the Implementation Team was disbanded. In its place, the internal, and smaller, Police Plan Team began work on one of the most important facets of the change process. A comprehensive strategic planning process was laid out. As buy-in was crucial, all staff was trained in the strategic planning process. The plan solicited input from civilian and sworn staff, from community agencies and from the public. As a result of these consultations, a community-oriented approach was adopted as a basic tenet of the strategic plan and of the policing approach in Saint John.

Like most police agencies in Canada the Saint John Force adopted a five core business strategy:

- Crime Prevention
- Emergency Response
- Law Enforcement
- Victim services
- Public Order

The agency also adopted a set of core values:

- Leadership
- Constant improvement
- Openness and partnerships
- Trust and respect, and
- Investing in our people.

In establishing the mandate for the agency, it was determined that there are legislative, contractual and other commitments to satisfy. These are sometimes imposed, such as the Police Act, New Brunswick Policing Standards and the enforcement of legislation. Sometimes these commitments are negotiated such as the collective agreement.

However, perhaps the most significant commitment that had to be changed was that of the

continued on page 14

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legacy of stakeholder, public and staff expectations. The Saint John force recognized the long-term approach that was required to move the organization from a reactive modus operandi to a more community-based approach to the safety and security of the community.

The plan provided structure to the strategic direction taken by the force. The consultative process identified seven principal directions:

- Community policing
- Satisfy the New Brunswick Standards by 2002
- Organization-wide strategic processes
- Information sharing to support the strategic processes
- Enhanced career development program - Evaluation of outcomes
- Appropriate police facilities

The plan was developed and encapsulated in a small coloured booklet. This was made available to all staff in the force and to the public through libraries.

In support of the changes, key organization-wide initiatives were determined such as workload distribution analysis, a risk management program, new promotional processes and a leadership program, improved training for required skill sets at each organizational level, the identification and further development of 'subject matter experts', the conduct of a service delivery analysis, revised accountability and decision making to lowest appropriate levels of the organization and infrastructure systems such as revised recruitment, promotion and performance appraisal were negotiated with the association.

In addition, to encourage officers to pursue training and education, the sum of \$1,500 per annum was set aside for each officer. The difference with the Saint John training plan is that officers assume responsibility for the use of the allotment and, beyond the core required training which is provided by the force, they are encouraged to find and undertake their own job relevant training depending upon their career aspirations.

Conclusion

Over the past four years since the external review of the Saint John Force, the sworn and civilian personnel have embarked upon an ambitious process of change.

This has been achieved by changing philosophies and practices so that information is shared, staff is consulted and their contributions recognized.

The change process is not complete, however, those changes that have occurred have created a work environment that is more palatable than several years earlier. It is a workplace that is largely free of conflict and, to use the modern vernacular, has a focus on "wellness".

Some of the many benefits for the organization is an atmosphere where staff are less willing to go sick to avoid work and are able and willing to discuss and resolve issues which may have previously resulted in expensive labour conflict. To the "wellness" oriented manager this makes for a more pleasant place to work. To the fiscally responsible manager this translates into dollars being more effectively spent on operational matters.

The plan for change in Saint John has been established. Many of the components have been introduced. More importantly, the sworn and civilian personnel, the city and provincial administration, the public and the media are 'Moving Forward Together' to enhance policing in Saint John.

Assisting those who serve and protect Saint John auxiliary glad to lend a hand to local police

by Blair McQuillan

When Chris McDonald saw the advertisement in the local newspaper in early 1998 he knew he had to apply.

McDonald had been interested in becoming more involved in his community and when he saw that the Saint John Police Force was requesting volunteers for their new auxiliary police program, he felt he had found the initiative he was looking for.

"I wanted to get involved in a community program," the 23-year-old said. "I thought by helping in my community I could get to meet some new people and learn what police work was like."

Since completing the auxiliary training program in March 1999, McDonald has spent a lot of time serving the city he has lived in for the past 17 years. He and the other 22 auxiliaries who are part of the newly formed unit, have volunteered much of their time to assisting regular members in emergencies, community policing programs and events.

"I find that a lot of people appreciate us working the community events, barbecues and fundraisers," said McDonald, who works full-time as a satellite installer. "We've gotten a lot of thanks and letters of appreciation for doing those types of things."

McDonald says much of the success the unit has enjoyed is due to their attitude towards the work they do. During a recent youth dance, for example, the unit took a relaxed approach to their duties as law enforcers. The auxiliaries felt that their role at the function was to oversee the youths and ensure their safety, as opposed to acting as a strict enforcement unit.

As a result, the auxiliaries and youth were able to interact without any discomfort, McDonald said.

"We had a positive attitude going there. We had fun with the kids that were there and fun with the people that were working the dance."

Cst. Greg Oram, the manager of the auxiliary volunteer program, says McDonald's success as an auxiliary is due in part to his eagerness to learn. Oram said McDonald worked very hard during more than 150 hours of training to ensure he understood everything he was being taught.



Auxiliary Officer Chris McDonald

"If he didn't understand something, he usually worked at it on his own or asked a question," said Oram, who trained the auxiliaries over four months. "He was an astute student."

But some training just can't replace on the job experience, as McDonald soon learned after joining the unit.

While driving home one evening, just three months after becoming an auxiliary, McDonald encountered two men arguing in the street.

"I saw this male on the side of the road and another male in the middle of the road

(who) had no clothes on," McDonald recalls. "I could see the male on the side of the road taunting the guy in the centre of the road."

When McDonald attempted to manoeuvre his truck around the naked man standing on the road, he began shouting obscenities at the young auxiliary officer. That's when he decided to take action.

Fearing that a family could happen upon the agitated, unclothed man, McDonald used his cell phone to call the police dispatch. Feeling he had completed his civic duty, he continued home. However, he soon decided to return to the scene to ensure that everything was alright.

"When I came back I saw a patrol car up the street," he said. "I pulled up behind the patrol car and was going to get out to assist the officer."

When McDonald exited his vehicle, he saw the officer was struggling with the two men he had encountered earlier.

"As I got out of my truck they took off," he said. "I identified myself to the officer and continued after

ter one guy, while the officer followed the other guy.

"Basically, it was a short run. He ran down into a field and laid down. I got up behind him, put his arms around his back and held him there."

When asked which of the two suspects he chased and subsequently apprehended, McDonald was quick to respond, "I didn't chase the naked guy."

Both suspects were apprehended and taken into custody. McDonald said friends and colleagues still remind him of the incident to this day.

Despite the occasional humorous comment



about his big chase, McDonald said he has enjoyed his time with the auxiliary unit and is pleased with how regular police members have accepted volunteers like him.

"It's been quite positive," he said. "I've had nothing but a good time and it's been a great learning experience."

During the course of his career as an auxiliary, McDonald has logged more than 570 hours of service. On average, he works up to 60 hours a month and often works the night shift after completing a full day at his regular job.

Oram says McDonald is a diligent and loyal member of the auxiliary who has a firm understanding of police work.

"He's been very dedicated," said Oram, a 11-year police veteran. "He's always helpful, willing to do anything and he knows his role as an auxiliary."

As for the future, McDonald has set his sights on becoming a regular member with the Saint John Police Force.

"Now that I've been into it and know what police work is like, I have an interest in it," he said. "I plan on going to the academy within the next two years."

And how do his family and friends feel about his venture into policing?

"They think it's great," McDonald exclaimed. "They have pictures of me all over the place. They're supportive and proud because I'm the only one in the family going into this type of work."

Correctional officers request body armour

With the ever-present potential for violence in prisons across the country some correctional officers have called on their employer to issue stab resistant body armour.

"My protest is that we should be allowed to have optional use of body armour," said Neil MacLean, a chief shop steward with the Union of Solicitor General Employees.

MacLean, who has served at the Kent federal prison in Agassiz, B.C., for 12 years, said that while not all correctional officers agree that wearing stab resistant armour should be mandatory, they do feel they should have the option available to them.

"They like the idea of optional (body armour)," he said. "We don't necessarily agree that we should all have to wear it, but we agree that if you feel that you should wear it you should be allowed to."

MacLean said the potential for violence that exists in prisons across Canada is reason enough for the issuance of protective armour.

"The violence is there. We find weapons on a regular basis. Some of the shanks that we find would probably scare you to death to

think it might go inside you."

However, Dennis Finlay, a spokesman for Corrections Canada's pacific region, said there are currently no plans to issue stab-resistant body armour to correctional officers.

Finally said that with just two major assaults on correctional officers during the past two years, there is no evidence to support the need for the protective gear. While he did note that two assaults are too many, he said officers are given sufficient preliminary and ongoing training to deal with violent encounters.

But MacLean remains unconvinced.

"Prison officials, in my opinion, seem to be in denial," he said. "They like to think everything is rosy and happy. We who work in the trenches have another story to tell."

"If one officer's life is saved, then it's worth it."

MacLean recently submitted a 50-page report to Correction Canada's security and equipment review committee to examine.

He has yet to receive a response on the matter.



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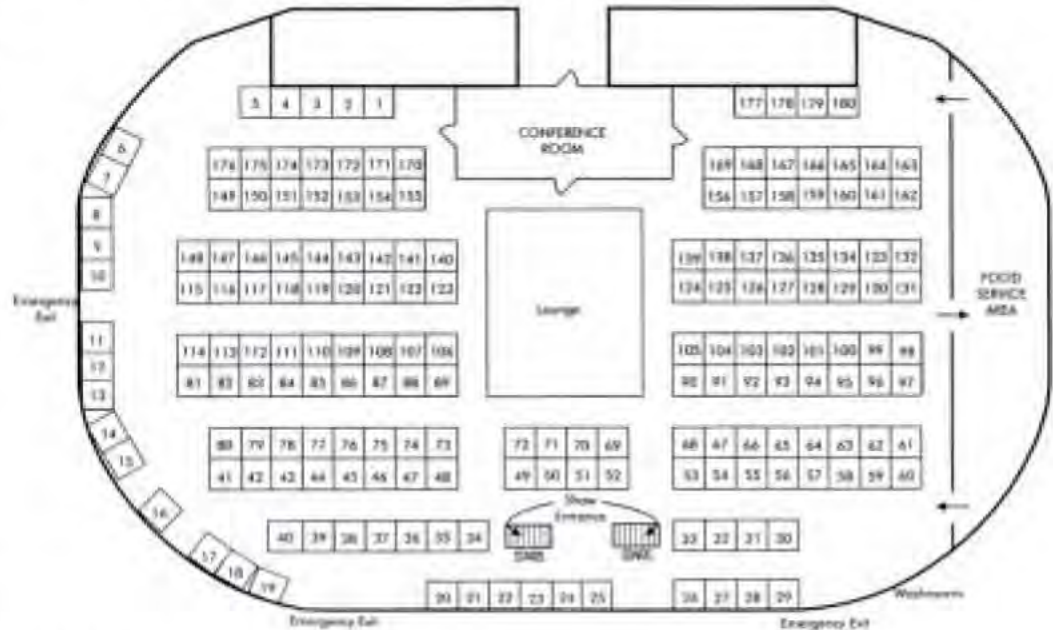
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Cops get new tools to deal with public

Customer service training helps police deal with people and colleagues

by Les Linder

Several police services across Canada have been giving their officers an additional set of tools for effectively dealing with people and providing a higher quality of service.

This new tool isn't an electronic device for police cruisers that shuts down a suspect's engine to end police pursuits, or a new less-than-lethal weapon that is totally non-lethal yet guaranteed to stop a raging suspect in his tracks. Nor is it a new type of pepper spray that guarantees not to cause people to complain and make public outcries when sprayed. Rather, this tool comes in the shape of a new program in customer service training.

While not the founder of the program, police Chief Lenna Bradburn of the Guelph police service in Ontario is one of the pioneers and innovators who struggled to bring life to the program and make it something officers would find useful in conjunction with previous training.

After seeing a similar program with the Hamilton-Wentworth police service, Bradburn said she wanted to adopt the program and make some changes to enhance it.

"When the program was first introduced to Hamilton, it wasn't tailored specifically for police," Bradburn said. "Several things

taught in the initial program conflicted with an officer's use of force training."

Through the aid of the Ontario Tourism Corporation, a new program was devised that functioned to complement an officer's police training.

A lot of the training in police colleges focuses on dealing with people that may be offenders or suspects, Bradburn said.

"We wanted to add another set of skills that officers could draw upon to de-escalate a tense situation before the use of force was needed."

The program was customized and began in 1998. Training then commenced for the entire staff of the Guelph police service.

"The intent is that it will be an ongoing



COMMUNICATION: A police officer talks with two youths.

training program so that every year we can train any new staff that come in," Bradburn said.

"Customer service training helps an officer deal with the public and their own colleagues more effectively. Officers need to learn that the people they deal with every day are customers and need to be treated in such a manner."

She added that the program helps people understand their own strengths and provides the tools they need to strengthen areas they may be lacking in.

After hearing about the success Guelph and Hamilton-Wentworth had with the program, the Stratford police service adopted it soon after.

Insp. John Hagarty of Stratford police said that while adding new types of equipment to a department helps in many ways, it is also just as important to provide officers with good communication skills before ever having to use that equipment.

Stratford began their first one-day training session on January 27, 2000 and eventually had their entire staff of about 60 people trained.

The program provided training in: service and policing, teams, team strengths, team development, communication process, and communication challenges.

Hagarty said the most interesting thing he got out of the session was how to identify different types of personalities.

He said people can typically be placed into several groups. "There's the why, how, and what people. You need to find out which category a person you are dealing with belongs to.

"The program basically teaches you how to deal with each of these different personalities in a calm and effective manner so that both parties



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An additional benefit of the program was the opportunity it gave staff to look into their own internal organization's strengths and weaknesses, Hagarty said.

"It gave our staff a good opportunity to vent some of their frustrations within the organization and how we're communicating with one another."

As a result of that, the police service is now looking into its performance review system and is aiming for a more informal recognition system with staff.

Getting every officer interested in the program or making them a believer in it wasn't exactly smooth sailing at first.

"Most people were resistant and skeptical about something new or any changes being brought in," he said.

"But once we got into the program, it was received well and the staff really enjoyed the opportunity at something that would give them additional strengths."

A survey was also handed out to staff which showed 49 respondents said they would recommend the course, while seven said they wouldn't.

"That's a pretty good response as to how good this course is."

Since the training was implemented,

"Running an effective business or police service is all about providing the highest quality of service to the community."

Hagarty said the number of use of force complaints has been diminishing. Most complaints four years ago were about being mistreated physically, whereas today the complaints are mostly about the quality of service, Hagarty added.

"It doesn't take a rocket scientist to figure out what the next step is to solve that problem. Rather than thinking this is just some common sense solution such as treat others as you would like to be treated, just give officers the formalized training in how to deal with these problems."

Hagarty said he would like to see other services using the program because it is important to understand how people are changing in today's society, particularly younger people and aging baby boomers who will have demands that need to be met.

Bradburn also encouraged others to take up the training course and was pleased to see that representatives of other police services who observed the training thought it was an excellent program.

"Running an effective business or police service is all about providing the highest quality of service to the community," Bradburn said. "And not unlike business, those that don't adopt quality principles and customer service approaches are likely to become the dinosaurs of their sector."

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New Westminster chief takes early retirement



Peter Young, the chief constable of the New Westminster Police Service, began an early retirement and stepped down as the force's top cop in July.

Young was sworn in as chief constable in June 2, 1996.

Prior to that he spent 25 years with the Peel Regional Police in Ontario in a wide variety of supervisory and management positions.

As a superintendent and divisional commander in Peel, Young was committed to community policing, and with the support and assistance of his staff, many new ideas and programs were implemented for the benefit of the police and the community.

Young also spent 31 years with the Royal Hamilton Light Infantry, retiring with the rank of Lieutenant Colonel.

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Community policing award introduced

The Ontario Association of Chiefs of Police and Accident Support Services International are pleased to announce the First Annual OACP Community Policing Award.

The purpose of the award is to provide recognition and to raise awareness of the contributions made by members of Ontario police agencies in improving the safety and security of their communities through community policing initiatives.

Criteria for Nomination

- All sworn, full-time employees of Ontario provincial and municipal police agencies.
- Individuals or groups such as divisions or detachments are eligible.
- Nominee(s) must describe a Community Policing initiative implemented in the 2000 calendar year which achieved measurable success in reducing specific crime, disorder or community safety problems.

Nomination Process

- Nomination must include nominee's name(s), police service and a written summation detailing the outstanding community policing achievement.
- Additional materials supporting the nomination should be included.
- A senior officer or a senior administrative officer of the nominee's police agency must approve the nominations.

Presentation

- The winner(s) will be presented with an award and certificate of merit.
- The award will be presented at the 2001 Ontario Association of Chiefs of Police Annual Conference in June 2001 in Peel Region.
- Travel expenses and overnight accommodation will be provided for the recipient or a groups delegate and one travelling companion.

Forward Nominations To:

The Ontario Association of Chiefs of Police
Attention: OACP Community Policing Committee
P.O. Box 193
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Phone 705-946-6389 Fax 705-942-2093
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Media relations tips for senior officers

by John Muldoon

Senior officers across Canada face increasing workloads, multiple priorities, and the demand to be ready to meet the media at a moment's notice. Is there a bag of tricks to help them be prepared?

No, there are no tricks. Instead, there is a well planned, practised and coordinated approach to each situation using the appropriate theory.

The first question that senior command must always address is: "Who is the best spokesperson for this situation?" Too often you see a chief addressing operational issues, when in fact the situation really calls for an operational inspector, a superintendent or a senior civilian manager, speaking on matters about their own area. You need to save the comments of the chief for more policy-related items or if the matter you're discussing escalates to the next level.

By starting at the top of the chain of command, there is nowhere for a reporter to go besides outside opinion and their own comments. Chiefs need to pick the issues that are organization-wide and issues that their constituencies would expect them to speak on. Otherwise, let the deputies and the other



THE ADDRESS: Toronto police Chief Julian Fantino speaks to members of the media during a local event.

command officers address those areas for which they are responsible. High profile doesn't always mean credibility. There is no room for

egos. You want to present your police service in the best possible light.

Once your spokesperson is selected, what is that person going to say? If they are talking about their own area of responsibility, they are likely to be the best resource for preparing a statement or preparing a sheet of practice questions that might be asked of them. A lot of this will depend on format. If you're issuing a prepared statement, you'll need a printed statement to hand out and a list of possible practice questions arising from the statement. If you're doing a straight news conference, you will need to produce a media release and a list of questions that you are prepared to answer. Determine how much information can be shared without jeopardizing the investigation. What is your news angle?

Next, the spokesperson needs to feel comfortable with the information. Have your media relations officer or another member of your staff ask them the questions that the media will most likely focus on. They must articulate and answer clearly, concisely and to the point.

The media are looking for clarity, not some long rambling answer that is convoluted and is too involved to decipher quickly.

Remember the electronic media are looking for a "sound bite" (a statement between 10-20 seconds). Be succinct and to the point. Long answers to direct questions will leave the reporter with the impression that either you don't know the answer or you're trying to hide something. If you don't know the answer, say so and say you'll find it out for them. But most importantly, do it.

Review the following points to prepare:

- Create the "angle" in one sentence.
- Collect the story using the 5W'sWho, What, When, Where and Why. You may also possibly want to cover How and How much.
- List and volunteer positives.
- Prepare for negatives - may/will/won't be asked.

Professional media trainers who train police are always asked, "How much emotion should I emote if I need to speak about a serious occurrence or during a crisis situation?"

The answer is quite simple. We are all humans and so we will show emotion. If the situation you're addressing is of horrific proportions, show some emotion. Let the community know that you feel their pain. Have empathy for the victims and then address how your organization is going to handle the situation. But remember, the community is looking for direction and leadership, not just a shoulder to lean on.

After you have had a chance to practice, leave yourself some time to mentally prepare to meet the media. Close the door to your office, take some deep breaths to relax and mentally review some media relations rules:

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- Do not speculate (say "I can't speculate.").
- Do not discuss deliberations or negotiations (say "That's under review.").
- Do not give personal opinions (use "We", not "I").
- Do not allow interruptions.
- Do not repeat reporter's words.
- Do not "buy" the question.

As a senior officer you also represent the visual image of your organization. If you are doing a formal news briefing or a news conference, wear your uniform. The uniform is one of the symbols of authority that helps garner the respect from the community. Street clothes will suffice in a pinch, depending on the situation, but it shouldn't become the norm. Even senior investigative command should think in terms of uniform from time to time rather than the three piece suit. The uniform has a high visual impact.

Be conscious of your body language. Part of your preparation should include how you are going to present yourself in front of the media. If possible, try to stay away from situations where you have to speak sitting at a table. This visual can appear quite confining. If you must sit behind a table, position yourself on the chair and lean forward towards the table. This pose presents a more active impression. If you lean back in the chair, you present a somewhat disinterested look.

Your hands are another important prop. Always have your hands on the table in the most open form possible. Try not to fold your arms on your chest or sit with your fingers clasped together. Both of these gestures suggest you are closed-minded and not interested in the subject. Instead, hold a few pieces of paper and have a pencil or pen in the other hand. Look attentive and interested but don't fidget.

The optimum situation to speak is from an open floor standing with a microphone in front of you. You will appear open and not hiding or confined by any furniture.

In the next best scenario, you will be standing behind a podium, speaking to the media. When speaking like this, stand up straight, try not to shuffle your notes and don't hold onto the podium as if you're about to be swept away. Instead, keep your hands on your notes or, if you tend to use your hands while speaking, do so. Remember your body language is just as important as the words you're saying.

This is not a popularity contest. The media do not have to like you or you to like them - you both have jobs to do so just do it. If by chance you happen to personally connect with a reporter, that's a bonus.

The media are waiting. The cameras begin rolling. You are being introduced. As they say in show business, "break a leg."

John M. Muldoon, APR, is President and Senior Public Relations Counsel, Bedford Communications International, and was the former Director, Public Affairs, Peel Regional Police. He can be contacted at (905) 849-8279 or e-mail: bedford@cgocable.net

Police dislike holiday weekends

It's the Victoria Day weekend. The sun will be shining, the air will be warm, and people will be enjoying their favourite summer activity. Undoubtedly, some people will forget about safety and get behind the wheel of their car or boat when they've been drinking. And the police will have to clean up the mess after the accidents.

Every year, people unnecessarily lose their lives in automobile and boating accidents. If people had called a taxi or a sober designated driver, they probably wouldn't be a statistic.

That's why the Ontario Association of Chiefs of Police, with the help of some corporate citizens, are doing their part by again making available 250,000 OACP Bell QuickChange cards at R.I.D.E. checkpoints across the province.

"It's so sad when we have to notify the next of kin of people who have died as the result of an unnecessary accident," says Chief Bruce Davis of the South Simcoe Police Service and the incoming president of the Ontario Association of Chiefs of Police.

"We run our R.I.D.E. spot checks all year long, and we even increase our presence during the summer months, especially on the holiday weekends. Giving out the OACP Bell QuickChange Calling Card provides us with another tool to remind people that calling a taxi or a sober designated driver is the smartest way to get home if you've been drinking."

According to Ontario Provincial Police statistics relating only to their own jurisdictions, during 1999 there were 541 people killed as a result of 465 fatal motor vehicle accidents, and 56 people killed in 39 serious boating accidents. Using these same OPP statistics, during last year's holiday weekend, five people lost their lives in traffic accidents and one person was killed in a boating accident.

Each Bell QuickChange card bears the logos of Bell Canada, the Ontario Association of the Chiefs of Police, the Province of Ontario, the Association of Canadian Distillers and the Liquor Control Board of Ontario. The card asks its new owner "Please do not drink and drive."



Chief of Police Bruce Davis

On the reverse side, the card offers rebates and other rewards to cardholders from various sponsors including Choice Hotels, Prime Restaurants and Medieval Times. Logistic support is supplied by Purolator.

"This really is a win-win situation for the whole community," says Davis. "Not only do we remove impaired drivers from our roads but we educate and reward our community with the ongoing value of the Calling Card."

The phone card giveaway is part of the year-round R.I.D.E. program, with 250,000 cards distributed by municipal and provincial police. By the end of the summer, police across Ontario will have handed out 145,000 cards to drivers and boaters.

The free phone cards are only part of a campaign aimed at getting drinking drivers off the roads and waterways. Each card comes in a folder that contains safe driving reminders from Ontario Solicitor General David Tsubouchi and Chief Bruce Davis. Card sponsors will display posters and signs in hotels, entertainment areas, bars, restaurants and more than 600 LCBO outlets throughout the province.

"Anytime we can save a life by taking an impaired driver or boater off the road or the water we are all winners," says Chief Davis. "And then maybe we will like long weekends again."



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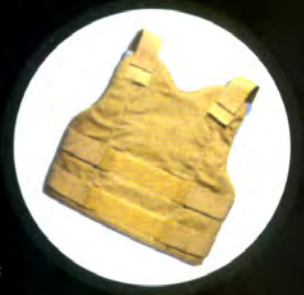




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Wardens take debate to Commons

Federal park wardens increasingly find themselves in situations where they are approaching armed poachers and campers involved in crime and need to carry sidearms for safety, the Commons heritage committee was told in May.

"At least if we're armed, we are going to be perceived as being able to protect ourselves or protect the public," Donna Crossland, a spokeswoman for the union representing wardens, was quoted as saying.

Crossland, said that while she does not like the idea of using a gun, being armed would make her feel safer.

Doug Martin, a union spokesman, told the committee that in most cases police backup is days, not just minutes away.

Martin, who has served as a warden for 26 years, wants the right to carry a sidearm added to new park legislation.

The legislation, which was introduced in March, is aimed at limiting commercial de-



velopment in national parks.

Martin said he has worked on many cases where poachers were associated with other criminal activities including drug trafficking, robbery and attempted murder.

Provincial park rangers in every province except Newfoundland are allowed to carry sidearms, Martin said.

Liberal MP Rick Limoges wondered if

arming park wardens would create more violent acts.

"In fact, you might have a situation where people will draw upon you simply because they fear since you have a sidearm, you could be a danger to them," Limoges was quoted as saying.

Bruce Amos, director general of Parks Canada, said Ottawa is examining ways to reduce the danger to wardens by posting additional members in high-risk areas and planning with police to provide backup.

Provincial cop to become chief of municipal service



Frechette

One of the nation's fastest growing cities has hired a provincial police officer to take over as their new chief.

Wayne Frechette, a detective chief superintendent with the Ontario Provincial Police, was selected to take over on Sept. 5, as Barrie's top cop.

Frechette, a 32-year OPP veteran who was born in the Barrie area, is looking forward to life as a municipal officer.

"A large part of what the OPP does is assist municipal police departments, so I've spent half of the last 25 years working with them," the 53-year-old officer was quoted as saying.

The police services board is pleased to have acquired someone with Frechette's experience, said chair David Blenkarn.

"We get his tremendous expertise to complement our police force," Blenkarn was quoted as saying.

Deputy Chief Steve Rogers has taken over as the force's top cop since former chief Jack Delcourt took pre-retirement leave at the end of March.

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Questioning an accused in absence of lawyer

by Gino Arcaro

Properly obtained confessions have always been and will continue to be the best evidence that can be obtained during an investigation. Interrogation skills are the product of substantial experience but are vital for successful investigations.

In an era where case law decisions, and their accompanying verbiage, overwhelm and inundate the police with contradiction and confusion, the P.E.I. Court of Appeal made a sensible judgement in a murder case, using logical rational reasoning. *R.v. Gormley (1999)* is an excellent model for young officers who aspire to become detectives. In this case, the police demonstrated traditional perseverance and endurance to obtain a confession.

The officers exemplified the determination needed to obtain a confession while adhering to Charter procedure throughout the investigation. Most importantly, they did not let the accused dictate the nature of the investigation and did not allow the myriad of Charter rules to impede their pursuit of a confession.

R.v. Gormley (1999) 140 C.C.C. (3d) p. 110 (PEI C.A.)

Offence

Second degree murder

Circumstances:

The accused was arrested at 6:33 a.m. for murder and immediately transported to an interview room at the police station.

The police informed the accused of the right to counsel and cautioned him before the interrogation began. The accused declined to call a lawyer. He was questioned for 50 minutes and then invoked his right to counsel.

He called his lawyer two minutes later and had a three minute private conversation with him, during which the lawyer informed the accused of

“Interrogation skills are the product of substantial experience but are vital for successful investigations.”

the right to remain silent and advised him to say nothing until he arrived at the police station.

The police continued the interrogation during a three hour interval until the lawyer arrived. During that time, the accused informed police that he would not say anything and wanted to wait for his lawyer.

The lawyer arrived at the police station and spoke privately to the accused for 19 minutes.

The lawyer left and interrogation continued. Police took the accused to the crime scene where the accused made statements.

The accused was convicted and appealed to the P.E.I. C.A., arguing that the police tried to overwhelm him psychologically and attempted to override his lawyer's advise to remain silent.

Appeal

The P.E.I. C.A. dismissed the appeal and ruled that no sec. 10(b) Charter violation had occurred.

The following reasons were given:

- The initial right to counsel was properly stated and the accused was afforded every opportunity by the police to use the phone. He initially waived his right and the police told him he could use the phone at any time.
- The police did not try to elicit evidence from the accused before the initial right to counsel was given.
- The three minute conversation with the lawyer that occurred 50 minutes after the initial

waiver constituted a reasonable opportunity to retain and instruct counsel.

- The police committed no violation during the three hour interrogation between the time the accused spoke to his lawyer by phone and the time of the lawyer's arrival at the police station. After the three minute phone conversation, there was no change in the circumstances, requiring the police to cease questioning until the accused had a further opportunity to consult with his lawyer at the police station. The police did not employ any tactics to deny the accused of his right of choice or to deprive him of any operating mind.
- No sec. 10(b) Charter violation occurred in relation to the statements made at the crime scene. No sec. 7 Charter violation occurred relating to the waiving of his right to remain silent. He was not deprived of the right to choose whether to speak to the police and he was not subjected to any coercion, trickery, misinformation, or lack of information. The fact that the accused did not follow his lawyer's advise does not by itself demonstrate a lack of understanding or that his statements were involuntary.
- The Burlingham case, where continued questioning by the police despite the accused's repeated statement that he would remain silent until he consulted with his lawyer, combined with belittling the lawyer excluded a confession, did not apply in this case.

The court provided valuable procedural guidelines, derived from six cases, that permit the police to question an accused in the absence of a lawyer:

1. The accused must first be informed of:
 - a) his or her right to retain and instruct counsel, and
 - b) the available free services of duty counsel and Legal Aid before being expected to assert the right.
2. The accused must be given a reasonable op-

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CASE LAW

portunity to exercise the right to retain and instruct counsel without delay.

3. The police must refrain from eliciting evidence from the accused until the accused has had a reasonable opportunity to retain and instruct counsel.
4. The police must not employ tactics denying the accused the right of choice or of depriving the accused of an operating mind.

Commentary:

The officers in this case need to be commended for their persistence and for setting an example of how to apply Charter pro-

cedures successfully during an interrogation. They provided a reminder that regardless of how much things change, the fundamentals of police work remain the same. The value of perseverance during interrogations cannot be emphasized enough.

Finally, this case is a model that answers many "what if" questions that arise during an interrogation. New officers are encouraged to read the entire judgement, found in Canadian Criminal Cases.

It offers an extensive, yet simple, review of the rules of evidence relating to the admissibility of confessions.

Circumstances that constitute reasonable grounds

Cases that decide whether a specific set of circumstances form reasonable grounds are always valuable guidelines that apply to investigations. The following case involves the issue of whether reasonable grounds existed to arrest an offender without a warrant.

R.v. Ghorvei (1999) 13 C.C.C. (3d) p. 340 (Ont. C.A.)

Offence:

Trafficking, Possession of substance, Breach of recognizance

Circumstances:

A police officer saw the accused drive a passenger to a location. The accused remained in the car while the passenger walked a short distance to meet a third person. The officer saw the passenger sell heroin to the third person.

The accused (the driver) was arrested six days later for trafficking. During a search after his arrest, the officer found that the accused had possession of heroin.

Trial:

The officer testified that he relied on the following circumstances to arrest the accused, without a warrant, for trafficking:

- he recognized the accused as the driver of the car.
- he had information from a confidential source that led him to suspect that the occupants of the car might have been engaging in drug trafficking.
- he had contact with the accused two months earlier.
- he saw the passenger of the car engage in a drug transaction.
- the purchaser of the heroin told the officer that he had dealt with the driver, known as "Mike," once before.
- he saw the car that the accused drove, parked behind the passenger's residence.
- between the offence date and date of arrest, the officer passed by the passenger's residence and saw the accused get out of a vehicle which was registered to the passenger.

The trial judge concluded that the circumstances constituted reasonable grounds to arrest. The accused was convicted.

Appeal:

The accused appealed to the Ontario Court of Appeal. One of the arguments for appeal was that the officer did not have reasonable grounds to

arrest the accused without a warrant. The Ont. C.A. dismissed the appeal, ruling that the arrest was legal and the search incident to the arrest did not constitute a sec. 8 Charter violation.

Gino Arcaro served 15 years with the Niagara Regional Police Service. Currently, he is a professor at Niagara College and coordinator of two law enforcement programs there. He has authored six law enforcement textbooks to date. Any questions regarding case law can be directed to Gino Arcaro via email to niacots@itcanada.com

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Going 10-7: The legal status of off-duty police officers

by John Cameron, LL.B.

"2 Bravo 15 is 10-7"

With those simple words the officers in Unit 2 Bravo 15 advise their radio dispatcher and other units that they are going "10-7" or out of service. The terminology for going out of service may vary from department to department, but the message is the same. Time to change and go home.

One thing which an officer probably doesn't give any thought to is the question of whether finishing a shift and going off-duty changes his or her legal status from that of a peace officer to that of an ordinary citizen. Most officers would agree that there are a lot better things to do with valuable off-duty time than ponder those types of esoteric questions.

However, in the summer of 1999, a case arose which transformed the question of whether an off-duty police officer is a police officer or a private citizen from an esoteric question into, quite liter-

ally, a million dollar question.

The case had all the elements of a Hollywood script: a bag containing almost a million dollars in cash left inexplicably in a Vancouver park; a strange collection of characters claiming ownership of the money, including a mysterious "Mister X"; and a man who inadvertently stumbled across the bag and money while out walking his dog Gus. That man just happened to be Cst. Mel Millas, an off-duty Vancouver police officer.

Finders Keepers

A number of legal issues arose after Millas called the police and turned over the money he had found in the park. One of the most fundamental issues was whether Millas, as a finder of apparently lost or abandoned property, had any legal claim to the found property.

The well-known expression "finders keepers" is in many respects a fair reflection of the common law position in Canada and

England on the rights of finders of lost property. In the early case of *Armory v Delamirie (1722)*, 1 Str. 505, 93 E.R. a young chimney sweep found a diamond ring which he gave to a jeweller to appraise. The jeweller decided to take the diamonds out of the ring and return the ring to the boy without the stones. The boy sued for the return of the diamonds. The Court held that the chimney sweep was entitled to the diamonds and could keep them against anyone except the rightful owner. The rationale from *Armory* has been applied in several finding cases which have occurred over the past three centuries.

If Millas was treated as an ordinary private citizen he would have a legal claim to the return of the found money assuming the true owner did not claim it. However, if Millas was treated as a police officer, he would be an agent of the Crown and the money would be held by the government for the true owner or forfeited to the Crown.

Uncertainty in the Law

Somewhat surprisingly, considerable uncertainty existed in law as to the legal status of police of-

ficers when off-duty. One viewpoint was that no distinction exists between a police officer when on-duty or off-duty, and that as a result of the nature of the office of constable, a police officer is never off-duty.

An alternate view is that there is a valid distinction to be made between on-duty and off-duty police officers. In place of the view that a police officer is on-duty at all times, it is suggested that the proper approach is to generally treat off-duty officers as essentially private citizens and only under certain limited circumstances as on-duty police officers.

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THE MONEY: What happens when an officer finds \$1 million?

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CASE LAW

for a distinction between on-duty and off-duty police officers exists in the following sources:

- Justice Wally Oppal's report into policing in British Columbia;
- the Police Act;
- Police Training and Practices; and
- case law.

Oppal Report

In June 1992, by Order of Council, the Honourable Justice Wally Oppal was appointed to conduct a Commission of Inquiry into Policing in British Columbia. The commission's terms of reference were expansive and included an extensive examination of the legislation governing police officers and policing in British Columbia.

What was suggested in Justice Oppal's report is that police officers are to be treated as ordinary citizens with private lives during their time off-duty, except where their conduct would injure the reputation of the force. During their time off-duty police officers are entitled to engage in the same activities as other private citizens.

For example, they may engage in political protest, operate a business, vote, run for political office, own property and sue and be sued in their own name as private citizens. If injured while off-duty they are not entitled to collect W.C.B. or any other benefits which they would ordinarily receive if injured on-duty. If a police officer is involved in a motor vehicle accident while off-duty, his or her police department has no vicarious liability.

The Police Act

In 1996, as a result of Justice Oppal's report, the Solicitor General made a number of substantial amendments to the Police Act, including, for the first time, the express recognition of the distinction between on-duty and off-duty status for police officers. The Code of Professional Conduct Regulations (Reg. 205/98) enacted under the Police Act R.S.B.C. 1996, c.367 provides for the circumstances in which off-duty police officers may be subject to discipline as a result of their off-duty conduct:

Disciplinary Defaults

- 4 (1). In this Code, "disciplinary default" means
- (a) discreditable conduct;
 - (b) neglect of duty;
 - (c) deceit;
 - (d) improper off-duty conduct.

Improper off-duty conduct

16. For the purposes of section 4(1), a police officer commits the disciplinary default of improper off-duty conduct if:

- (a) the police officer, while off-duty, asserts or purports to assert authority as a police officer and does an act that would constitute a disciplinary default if done while the police officer is on-duty, or
- (b) the police officer, while off-duty, acts in manner that is likely to discredit the reputation of the municipal police

department with which the police officer is employed.

Police Training in British Columbia

Police officers spend the majority of their time off-duty. While off-duty, police officers in British Columbia are not expected by their police departments to be continuing in the activities and duties of an on-duty police officer. Off-duty officers are not expected to patrol their neighbourhoods or chase after and flag down speeding motorists.

The training at the Justice Institute of British Columbia emphasizes the difference between the expectations on officers when they are on-duty and off-duty. Officers are instructed that when they are off-duty they are not expected to take any direct action in situations that they observe, which they would normally react to while on-duty.

It is stressed that in most instances they would be without back-up and appropriate weapons with which to defend themselves. They are taught, however, that there would be an expectation that they would act in some way, such as calling 911 and staying around to be a witness for the investigating police officers.

Case Law

Prior to Millas' case, only a handful of cases had considered the off-duty status of police



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officers. In the case of *Davis v. Minister of Pensions*, [1951] 2 All ER 318 (K.B.), an off-duty war reserve constable was injured on the way to work, and claimed compensation for a "war service injury."

Eligibility for compensation depended on whether the injury arose in the course of the performance of duty. The constable argued that he should be entitled to benefits because a constable is effectively "on-duty at any time" and although he was outside his regular hours of duty, any accident must be treated as being in the performance of his duties.

The Court rejected this position by saying: "When the prescribed hours of duty of a constable have come to an end and an emergency arises it is his duty to attend to that emergency, and at that moment he is on-duty in the strict and narrow sense (...) but until such an emergency arises he is in the position of any other civilian."

In other cases off-duty police officers have been treated as though they were on-duty. These cases have generally fallen into two classes. The first class of case is where the officer, while off-duty, chooses to "put himself or herself on-duty" by acting in the capacity of a police officer when he witnesses a crime in progress and decides to take action. The second class of case is where officers, although off-duty, act in a manner which is likely to discredit the reputation of their police department.

Officers Putting Themselves On-Duty

The circumstance of an off-duty officer "putting himself on-duty" arose in the cases of *R. v. Johnston*, [1966] 1 C.C.C. at 226 (Ont. C.A.), *R. v. Crimeni* ([1992]), 41 B.C. M.V.R. (2d), 2217 (Q.L.) 205 (B.C.S.C.) and *Love v. Saanich (District) Workers Compensation Review Board (BC)*, 1 April, 1993.

Johnston involved an off-duty police officer who was employed privately to direct traffic outside a business premise. While performing this off-duty function, the officer observed several individuals causing a disturbance and chose to make an arrest. The Court of Appeal stated (at p. 226) that "a police officer is on-duty at all times and he is quite within his rights

in making the arrest when he found it advisable and necessary to do so".

Although the language in Johnson appears to suggest that police are always on-duty, it should be more properly seen as standing for no more than the proposition that a police officer can put themselves on-duty by acting in the capacity of a police officer.

In the similar case of Crimeni, an off-duty municipal police officer in British Columbia observed what he believed to be an intoxicated driver operating a car. After following the car until the driver voluntarily stopped, the off-duty officer presented his police identification, requested the driver surrender his licence and registration, confiscated the driver's car keys and directed a private citizen to contact the nearest police detachment. Upon arrival of the uniformed and on-duty police officers, the driver was arrested and subsequently charged with impaired driving. The driver argued that his rights under the Charter had been violated as the off-duty officer had failed to advise him of his Charter rights to counsel when he stopped the driver.

The Court considered the issue of whether the officer, although off-duty, was a civilian or was acting within his capacity as an officer when he detained the driver. The Court, after considering the applicable statutory provisions in force at the time (which did not include the since enacted off-duty provisions in The Police Act) stated:

"(the statutes) do not suggest that one ceases to be a police officer merely because one is not acting within the confines of a working day".

The Court then went on to emphasize the fact that although the officer was off-duty, he had acted in the capacity of a police officer and relied on his police authority:

"the evidence illustrates that Cst. Tottenham relied on his capacity as an officer in his dealings with the accused—he approached the appellant; presented his police identification; requested the appellant surrender his driver's licence and registration; confiscated his car keys; and directed a private civilian to help him contact the nearest police detachment".

As a consequence, the Court held that the off-duty officer was a police officer during the arrest of the driver and had violated the driver's Charter rights by not providing him with the appropriate Charter warnings.

In Love, an off-duty police officer investigated a noise outside his home late in the evening, and discovered that someone was attempting to remove a stereo from an automobile parked in his driveway. He was casually dressed and was armed only with a bamboo tomato stake. The police officer was injured in the course of apprehending the suspect, who was convicted of attempted theft and assault.

The officer claimed Workers' Compensation benefits for his injuries, which he asserted occurred in the course carrying out his duties as a police officer, although he was off-duty during the incident. The Workers' Compensation Review Board concluded that the officer's inju-

ries arose "out of and in the course of his employment within the meaning of the term in the Workers Compensation Act".

The Board held that although police officers who are injured off-duty are not ordinarily entitled to W.C.B. compensation, in this case the police officer would be covered because "once he saw objective evidence of a crime in progress, his police officer role was engaged."

In Johnson, Crimeni and Love off-duty police officers were treated as being on-duty because they had effectively put themselves on-duty by acting in the capacity of a police officer.

Discreditable Off-Duty Conduct

The issue of discreditable conduct by off-duty officers was considered by the Alberta Court of Queen's Bench in *Vanovermeire v. Edmonton Police Commission (1993)*, 9 AR (3d) 396. In Vanovermeire a police officer was disciplined for conducting himself in a manner which would bring discredit upon the Edmonton Police Service. While responding to a domestic abuse call, the police officer in question met the complainant, a young woman. Later, while off-duty, the police officer invited the complainant on a vacation to Illinois, during which he allegedly sexually harassed her.

The Court decided that when considering the offence of discreditable conduct, it would be inappropriate to distinguish between on and off-duty activity.

It is clear from Vanovermeire case that police officers, even when off-duty, are accountable to a certain standard of behaviour 24 hours a day.

The Million Dollar Question

The question of whether Millas was a police officer or a citizen when he found the money was answered on December 20, 1999 when Judge Baird-Ellan heard the case *Millas v. Attorney General of British Columbia [1999]*, B.C.J. 3007 (Q.L.) (B.C.S.C.). Counsel for Millas argued that Millas was off-duty when he found the money, that here was a difference between on-duty and off-duty police officers and that neither of the two classes of cases which would justify treating Millas as an on-duty police officer were relevant in this case.

It was submitted that unlike the off-duty officers in Johnston, Crimeni and Love, Millas did not rely on his authority as a police officer in any fashion, or in any manner act in the capacity of a police officer when he found the money. He was not in the park in any official capacity. He was not investigating any crime. He did not initiate an investigation into who was the owner of the money. It was also submitted that in this case there was no legitimate reputation or discipline issue, as Millas' behaviour had only improved the reputation of the force for integrity.

In Millas, the Court ruled that there was no legal bar to the money being returned to its finder.

On the issue of off-duty status of police



CASE LAW

officers in British Columbia, Baird Ellan J. stated (at para. 7):

"(Counsel for Millas) has provided the relevant portions of the Oppal Report and an exhaustive review of cases dealing with the rights and duties of off-duty officers. These provisions and authorities all support the conclusion that while an off-duty officer may by his actions place himself on-duty and thereby attract the legal status that that entails, Millas was not acting in an on-duty capacity at the time he found the money, and therefore should be treated as any other member of the public."

Conclusion

The decision in the Millas case lends additional support to the position that a valid legal distinction can be drawn between the duties and responsibilities of a police officer when he or she is on-duty and when he or she has gone off-duty.

In summary, a police officer going 10-7 will have essentially the same legal status as a private citizen with the following exceptions:

Off-duty officers may place themselves on-

"The case had all the elements of a Hollywood script: a bag containing almost a million dollars in cash left in a Vancouver park and a strange collection of characters claiming ownership of the money."

as, a police officer regardless of when or where such off-duty conduct occurs.

Off-duty officers may be called out for duty by their departments and will be treated as being on-duty.

Cst. John Cameron LL.B. is a member of the BC and Canadian Bar Associations. He is currently practising law at the Vancouver law offices of McCarthy Tétrault and a Vancouver police officer. Any questions or comments can be directed to Cameron at (604) 643-5980 or jmcameron@mccarthy.ca.

duty by acting in the capacity of a police officer or relying on their authority as police officers. An off-duty officer who places themselves on-duty will have all the responsibilities of an on-duty officer, such as giving Charter warnings to arrested suspects.

Off-duty conduct which is injurious to the reputation of the force can result in an officer being treated as, and disciplined

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Criminal Investigation - Third Edition

Author: *Gino Arcaro*
 Publisher: *Nelson Thomson Learning*

This book is intended to be a "how to," guide to assist in conducting any type of investigation. It combines the interpretation and application of rules of evidence with investigative procedures to help police candidates and police officers study case management principles, and provides step-by-step procedures that may be useful in both minor and major criminal investigations. The team concept is emphasized while keeping in mind that police services vary in size, requiring some officers to conduct investigations with few, or no, team members.

Contemporary case law is included to facilitate the research process for students and police officers. The text can be used in any police training program. Specifically, it fulfils the

learning outcomes of two Police Foundations courses found in Ontario community colleges: interviewing and investigation and evidence and investigation.

New to This Edition

The third edition has been substantially expanded to include interpretation and application of rules of evidence. Recent case law has been updated and explained in simple language designed to teach the relevant police procedures.

Sections on case management, as well as information relating to evidence and witness testimony, have been added. The section dealing with interpretation of physical evidence has been expanded to include new DNA legislation. This updated text also includes recent case law



decisions that have had a significant impact on rules of evidence such as the hearsay rule.

Use of Case Studies

Each chapter includes a case study, based on a real investigation, that explores a particular topic within the chapter, providing a practical example that students may use to prepare for examinations. The case study frames the chapter: at the beginning of

the chapter the circumstances of the offence are laid out in detail; at the end, the conclusion of the case study examines how the principles and procedures presented in the chapter were applied. These case studies enhance the students' ability to absorb the materials covered in the chapters, and assist in the development of critical thinking skills.

Basic Police Procedures - Second Edition

Author: *Gino Arcaro*
 Publisher: *Nelson Thomson Learning*

The intent of this book is to supplement classroom learning by interpreting relevant Canadian federal statutes from which basic police procedures are created, and explaining how to apply them in problem-solving procedures. This textbook by no means covers every aspect of policing. It explains the basic fundamentals such

as arrest, search and seizure, release, and charging an offender.

An emphasis is placed on what not to do, which is just as essential as knowing what to do. Learning what not to do is crucial to avoid unlawful practices, which may result in a variety of consequences.

Learning these basic police procedures alone will not ensure a successful policing career. A number of



other topics must be studied and applied in policing, but none is more important than learning basic police procedures.

Proper application of powers of arrest is critical in a democratic society. Search authorities are crucial for self-protection and to seize evidence in order to prosecute offenders.

Finally, a few points must be emphasized for the benefit of law enforcement students. First, the ability to execute policing tasks is learned in a classroom but is mastered by actual on-the-job experience. Although no textbook can replace police work experience, this textbook will facilitate the learning of knowledge and skill required to help candidates succeed in police work.

Secondly, academic success is absolutely essential. Every student who has policing as a career goal must strive to achieve the highest possible standards of academic success. Knowing 70 per cent or 75 per cent of police curriculum is insufficient. Mediocre academic results will translate into sub-standard policing, which is an unacceptable level when dealing with the public.

Lastly, law enforcement students must always realize that police officers are given enormous authority and public trust. High standards of personal integrity, ethics, and honesty are the prominent personal characteristics that a police candidate must possess. A candidate must always be cognizant of this when seeking employment as a police officer.

Police officers will never be perfect. Mistakes will be made during investigations. However, society has no tolerance for police officers who have the inability to know right from wrong. Dishonesty destroys the reputation of policing. Hundreds of thousands of men and women have worked diligently and ethically, and some have sacrificed their health and lives, in the pursuit of building an impeccable reputation for policing. If you are fortunate enough to be hired as a police officer, do not disrespect the occupation.

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Police service and college join forces

by Blair McQuillan

A unique new partnership between an Ontario police service and community college will result in improved training, educational initiatives and cost savings, according to Gary Nicholls, the acting chief of the Niagara Regional Police Service.

"We have really pushed the envelope as far as the partnership is concerned," Nicholls said in a recent interview with Blue Line Magazine. "It puts police professionals in a facility with educational professionals for the synergy that can be developed around that."

Under the new plan, a training centre including a small-arms firing range and use-of-force and classroom training facilities will be constructed for the police service at Niagara College in Welland, Ont. As a result of the initiative, the centre will house the Niagara Regional Police Training Unit.

In addition, the police service's video training unit will move into a facility connected to the college's gymnasium and classroom facilities where the police foundation students are taught.

The police service also plans to construct a community safety village on the campus for school children.

Bonnie Rose, Niagara College's Vice President of Academics, said everyone involved in the initiative is eagerly anticipating the facili-



THE VISION: Artistic rendering of the Centre for Policing and Community Studies at Niagara College.

ty's January 2001 completion date.

"For us it's a very exciting partnership," she said. "It's a partnership in supporting each other in our individual training endeavours. The police doing their training for the service officers, their recruitment and training for new officers. For us, doing police foundations training and related training."

"It also provides us with opportunities to collaborate on things like distance training, specialized training (and) international training projects."

Rose added that students enrolled in the college's police foundations and other law enforcement related courses will have an oppor-

tunity to be exposed to the daily life and discipline involved in policing.

The \$4 million project, dubbed The Centre for Policing and Community Safety Studies, will be paid for by the regional government.

"The centre is considered by all parties as a win-win-win," Nicholls said. "The college wins because they get effective use of their space and expanded educational programming opportunities. Our service, we win by obtaining modern and effective training facilities with access to academic programming and support."

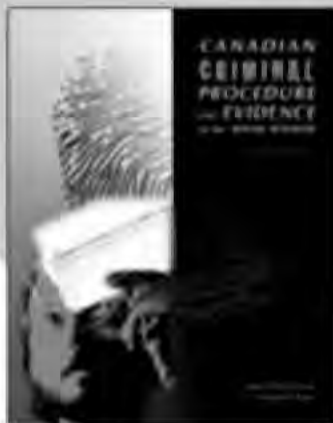
"The regional municipality wins through the sharing of resources, the reduced cost and the strategic alliance of two key public sector agencies within the Niagara Region."

Rose says the new agreement will allow both parties to explore additional initiatives in the years ahead.

"Our regional police service and the college have had a long-standing partnership and we undertake many kinds of activities together," she said. "There are a variety of areas where we have been involved in partnership programming in the past and this is really providing a foundation to let us go even further for the future."

Construction of the Centre for Policing and Community Safety Studies began in April 2000. The 23,640 sq. ft. building was designed by Carruthers, Shaw and Partners.

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Police motivational training: The new frontier

by Edward S. Brown

If you don't like policing, McDonald's is always hiring.

This might sound familiar coming from a supervisor to an officer. At best, this statement represents one of the great contemporary challenges facing law enforcement - police motivation.

Ask any police chief and they will tell you that their department's morale is "good." This may be the case in some departments. Overall, the challenge that faces law enforcement is creating a work environment conducive to officer enrichment.

The ultimate question that departments must ask is, "How do we maintain the shared enthusiasm officers have once they graduate from the police academy?"

The average police officer appears to become disenchanted early in his career. An independent study conducted by the National Institute of Ethics found that, on average, an officer becomes involved in unethical activities after 7.2 years of service.

Two inferences can be made from this study: - The officer who is considered a veteran appears more susceptible to corruption than his younger counterpart. - This number indicates when misconduct was identified.

It stands to reason that officers are committing unethical acts far before they are uncovered. Morale and integrity share a common space. Many of the same reasons why departments suffer from low morale are much the same that cause unethical activity, i.e. low compensation, unappreciation, apathy and inadequate leadership.

If there is some corollary between morale and corruption then what is the answer to decreasing its occurrence? Can a case be made that



Photo: Dave Brown

ON THE JOB: How do police leaders keep their officers motivated?

the more an officer is encouraged to develop himself, the less he is inclined to participate in unethical acts?

Human nature suggests that we take pride in people and things that we help create and cultivate. It would stand to reason that if a system was in place that dealt with developing officers to be better individuals, they would be less inclined to suffer from low morale and less likely to engage in unethical activities.

The field of police motivation is largely undeveloped by the law enforcement community. The actions of police departments suggest that a pay check is sufficient motivation for personnel.

The study of employee motivation has evolved over the past 50 years. Earlier researchers believed that money was the motivation for employee morale. As challenges persisted that did not solve this dilemma, new theories emerged.

The most popular theory being the "Hierarchy of Needs" postulated by psychologist Abraham Maslow. Maslow contended that man is a wanting animal. As soon as one need has been satisfied another one moves in to take its place. Consequently, human beings are constantly striving to realize their full potential or "self-actualize."

The complexity to understand human motivation and employee motivation has led to the extraction of past theories to fuse with changing times and situations. Fundamentally, there is no one theory that assumes to represent all employee motivation.

Dr. Angela M. Bowey in her article, "Motivation At Work: a key issue in remuneration," talks about a prevailing theory called the Contingency Theory. Under the theory, management would not focus on one element of employee motivation, but would be open for the myriad of motivational factors in a department including pay, time off, and career development. Furthermore, what might work for one department might not work for another. This is a step in the right direction for employee driven professions like law enforcement.

Surprisingly, with the increased violence in society and departments struggling to increase manpower, many department heads really do not know what the morale is in their police departments. The question appears to be a non-issue that is a perilous position to assume. Line officers are the backbone of any law enforcement agency and to not know how they feel

continued on page 36

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about their respective department is counter-productive and destructive.

In the January 1997 issue of INC. Magazine, in an article entitled "Measuring Morale," Jack Stack outlines an employee morale survey given to a company that believed its morale was high. The participants were asked to agree or disagree with the following statements:

- At work, your opinions count.
- Those of you who want to be a leader in this company have the opportunity to become one.
- In the past six months someone has talked to you about your personal development.

The results showed that 43 per cent did not feel that their opinions counted, 48 per cent felt that they could not be a leader in the company if they wanted to become one and 62 per cent said that no one talked to them in the past six months about their personal development. These were the results from a company that had assumed its morale was high.

Companies on the cutting edge of progress have adopted the old adage "what gets measured gets done." Departments that don't measure the morale of its people are headed for a downward spiral. Major corporations are embracing the benefits of morale and motivation training for its employees. Companies do not see this training merely as a nice thing to do, but have reasoned that it is good for business. Department heads in law enforcement must see

policing as a business with its most precious resource being its people.

Julian Barling, psychologist and business professor at Queen's University in Kingston, Ont., in an article by Ross Laver entitled "Why Leadership Matters" says, "We see leadership

"Psychologist Abraham Maslow contended that man is a wanting animal. As soon as one need has been satisfied another one moves in to take its place. Consequently, human beings are constantly striving to realize their full potential or "self-actualize."

as the ability to intellectually stimulate subordinates, to help them approach problems in new ways and to think about what's going to benefit the organization in the long term."

Law enforcement agencies with high morale make for a win-win situation. Management benefits by having its goals realized, which enhances public confidence in its police department. The individual officer does not fall prey to the evils of domestic violence, drug and alcohol abuse, stress, and suicide. Society benefits by being protected by officers who feel good about the job and not merely earning a paycheck.

Motivational training that outlines the methodology for personal growth has been proven among corporate personnel to enrich employee development. Companies and agencies benefit in this training by encouraging personnel to help find solutions to old problems. People support what they create. The difference between an employee who views himself as "semi-retired" versus a "go-getter" is the level of trust he has in management's vision.

Employees in a cross-section of companies realize the benefits of motivational training and extol its benefits.

"Every now and then we need a shot in the arm... we are barraged on a constant basis with rejection, in which you get depressed and frustrated," says Angela Nurse, former employee of a Miami-based computerized payroll service. "Motivational training helps you get refocused. On-going positive input is necessary for people to be successful in any field. You want to emulate the patterns for success."

Adrienne Booker, a senior customer service representative, says, "Working with the public can be stressful and motivational training gives us the challenge to endure and resolve future problems. The training left us on a high note and encouraged us to move forward. It is essential that one absorbs that kind of positive energy from time to time."

Many companies have become even more

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innovative by utilizing motivational speakers to begin meetings.

"We traditionally bring in motivational speakers to set the tone for our meetings," says Marilyn Harper, regional human resource manager for a Cleveland, Ohio-based pharmaceutical company. "For example, in sales, we bring in a speaker to kick-off a sales campaign to encourage employees to be top notch."

Legal departments have also gotten into the act. Tawanda Bazile, a paralegal with California-based Allied Signal says that as part of their Total Quality Management Program "our primary goal is to gain total customer achievement including how we relate to each other within our company as well as our external customer base.

I believe motivational training helped our new employees increase communication."

The challenges that confront law enforcement as we enter a new millennium are not insurmountable. Law enforcement agencies must commit to the idea that the development of its employees is its prime objective. Motivational training must follow this idea for implementation.

This training must be continuous and serve as a necessary component of the mandatory curriculum. If it turns into a temporary remedy for long term solutions then the results will be null and void. The challenges in law enforcement are the result of gradual evolution and the solutions to these challenges are also gradual.

Yes, McDonald's is always hiring, but who

will protect society while former police officers are flipping hamburgers?

Edward S. Brown is CEO of a success development company specializing in training law enforcement. He served eight years with the City of Atlanta Police Department and is also the author of two books entitled, *The Liberating Factor: Unmasking the Truth About Life and A Badge Without Blemish: Avoiding Police Corruption*. Brown may be contacted by phone (404) 767-6592 e-mail: Libfac@aol.com

Man gets life for killing provincial police officer



Thomas Coffin

A man was sentenced in May to life imprisonment with no chance of parole for 25 years for killing an off-duty police officer.

Allen MacDonald was convicted of the first-degree

murder of Ontario Provincial Police Cst. Thomas Coffin.

The 32-year-old officer was shot in the back of the head on May 31, 1997, while having a drink at a Penetanguishene sports bar.

During the trial, the court heard that MacDonald, a former chair of the local police services board, held a grudge against Coffin for charging him with impaired driving a year prior to the murder.

"The permanent emptiness you have caused to the relatives of the deceased can never be replaced," Superior Court Judge Peter Howden told MacDonald. "This was a crime of anger, resentment and revenge."

MacDonald was given a two-year sentence for possession of a restricted weapon and three-year sentences each for assault with a weapon and pointing a firearm.

He will serve those sentences concurrently with the life sentence.

MacDonald's lawyer said his client should have been convicted of manslaughter and plans to appeal the verdict.

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Crime prevention for your computer

In the wake of all the cyber-crime and computer virus troubles of late, it's time to have a new look at how to best protect your computer.

by Tom Rataj

As we have just passed the halfway point of the year, the technology and computer sectors have been the darlings of the news media for most of 2000. The Y2K feeding frenzy was barely over in January, when the ever-increasing Internet-centric world was rocked by the Denial of Service attacks in early February.

The headlines had barely subsided from that, when the quaint sounding Lovebug Virus was unleashed on millions of unsuspecting e-mail users worldwide. International intrigue filled the front-pages of newspapers as the manhunt shifted from "Mafiaboy" in Montreal (the alleged Denial of Service culprit) to some computer college students in Manila that "accidentally" released the Lovebug Virus.

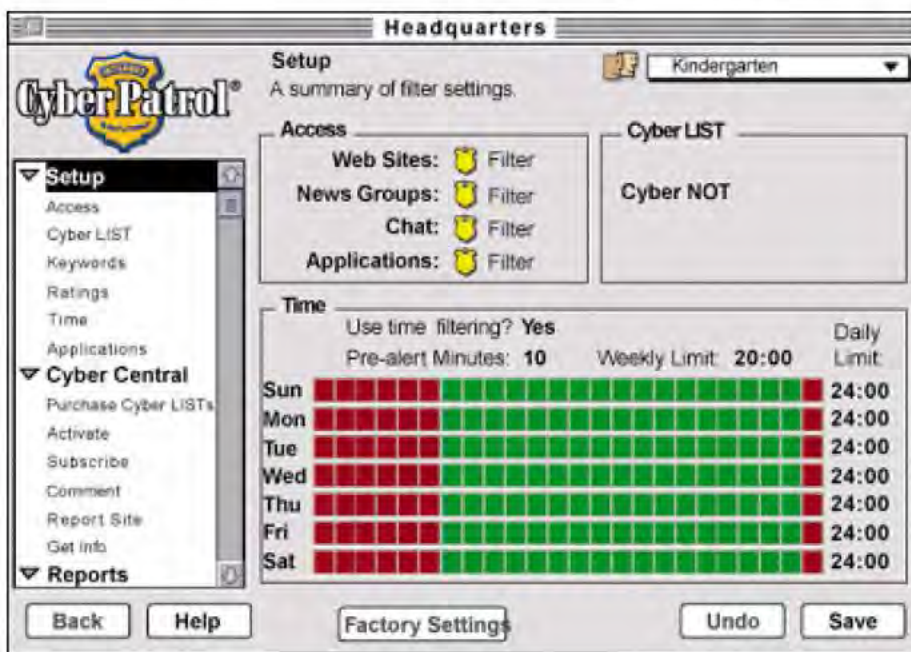
Computer security experts worldwide quickly began pointing fingers and doing the "We-told-you-so" song and dance. While they were fully justified in their accusations, they came up against the same complacency that the law enforcement community continually faces when trying to sell the merits of crime prevention. Most alarm systems are installed in homes and businesses in the short period of time following a break and enter. The very same holds true when it comes to computer security.

Physical Security

Considering that an average home or business computer system is worth anywhere around \$2,000, it's interesting that there is no physical security built into any of the hardware when it's designed and manufactured.

Trying to buy security cables and other physical protection equipment is a challenge, since even the largest computer retail stores in the country don't seem to have much of a selection.

I use a simple cable and padlock system available through Misco Canada Inc. (1-800-661-6472). It consists of a braided steel cable and padlock, along with an adhesive plate to secure the monitor and an expansion-slot bracket



to secure the case (kit#: ESC5789.) The kit, which sells for under \$40, secures the computer and monitor to your furniture and prevents its theft by all but the most prepared and determined thief.

Misco also carries a number of other security products for laptops and other electronic equipment by Targus (www.targus.com) as well as other manufacturers, along with a whole range of computer products and accessories.

To aid in the recovery of stolen equipment you can use a permanent black marker to write your name and phone number inside the case of the computer and under the monitor. Adding a few simple lines (like "This computer stolen from" with name, address and phone number) to the Autoexec.bat file on a Windows PC will

also help a shrewd investigator or trust-worthy PC repair technician to have the PC returned to the rightful owner.

Anti-Virus Software

The best-known crime prevention software class is of course the anti-virus program. While many simple viruses do nothing more than cause a nuisance, many more can completely destroy or steal all the information on a computer. With the right knowledge and equipment, an individual or criminal organization could easily damage or destroy important and confidential data by planting a common virus on a target computer.

Symantec (www.symantec.com) and McAfee (www.mcafee.com) have captured control of the anti-virus market, by both providing excellent products at a reasonable price, backed-up with solid expertise. Computer Associates, a large software publisher not widely known in the consumer marketplace recently released their free (for personal or home use) anti-virus software package, InnoculateIT. It is available directly over the Internet at: www.antivirus.cai.com.

All these products basically look for the patterns and signatures of viruses hidden in the computer coding of various programs and some other types of files. Once a suspected file is located by the program the user is generally notified and a number of options are available. Most programs can clean an infected file without damage, and usually capture infected files

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before the virus can do any damage.

While there are tens of thousands of known computer viruses, many of these are variations on previous versions. The Lovebug Virus was publicised in the media as if it was a whole new breed of virus, but it too was just another version of previously known virus that spreads through the vulnerabilities of the e-mail system. Upon infecting a computer, the Lovebug Virus, and its various versions, basically look for any Internet address books and e-mails itself to all the addresses on this list, thereby very quickly spreading world-wide.

Internet Firewalls

Whenever you computer is connected to the Internet, either while surfing or just sending or receiving e-mail, it becomes vulnerable to being attacked by a hacker. With dial-up connections the risk is fairly small, but with any kind of high-speed, always-on connection such as cable (under the @home name brand) or high-speed telephone such as Sympatico's ADSL High Speed Edition, the risk is greatly increased. This is because the connection to your computer is always on, whether you are surfing or not and your computer is there to be found by any other user looking for unprotected machines.

To protect against unwanted access to your computer, monitoring software, known, as a



“Firewall” needs to be installed and configured. Firewalls can be relatively simple or incredibly complex packages that protect your computer against hackers and unscrupulous businesses.

Zone Labs ZoneAlarm (www.zonelabs.com) is an excellent and positively reviewed, free (for personal use) Internet Firewall that provides solid basic protection for any computer connected to the Internet. It provides thorough monitoring of all Internet related activities and will alert you to any access to your computer from any other computer on the Internet.

I recently downloaded and installed it on my computer and found it to be a decent product that is easy to install and configure.

Network Ice BlackICE Defender US\$40 (www.networkice.com), which is also frequently mentioned in Internet security reviews, also provides solid basic Internet firewall protection at a reasonable price.

Two other popular retail products, Norton Internet Security 2000 from Symantec, and Internet GuardDog from McAfee, both offer a complete security solution in one integrated package. In addition to a basic firewall, both packages provide a selection of anti-virus software and parental control software. They retail for \$90 and \$60 respectively, and have both received favorable reviews in various computer publications.

To test how secure or vulnerable your Internet computer is, Gibson Research (www.grc.com) offers a free suite of testing programs. Their ShieldsUp! testing agent takes about five minutes to download and run and provides a complete summary of how secure your computer is against hackers. With ZoneAlarm running on my machine, set to a medium security level, my computer successfully passed all the ShieldsUp! tests.

Protecting Little-ones

Parental control software is another class of security product that allows parents to restrict Internet access to specific sites that might contain unacceptable content. The most popular products are available directly over the Internet at: www.cyberpatrol.com, www.cybersitter.com, www.netnanny.com, www.surfwatch.com. Norton Internet Security 2000 and McAfee Internet GuardDog, mentioned above, also provide parental control software as part of their comprehensive packages.

Conclusions

While computers and the Internet brings with them an unprecedented level of information access and exchange they have also spawned a whole new range of security problems. Like every other legitimate technology, computers and the Internet have been exploited by the criminal element. The principles of crime prevention can be applied equally as well to this technology as to any other criminally vulnerable place or situation in society.

Many computer systems contain highly sensitive information that can easily be exploited by unscrupulous individuals and organisations. As outlined above, there are numerous simple and relatively inexpensive solutions readily available, but like any other crime-prevention strategy, they only work if they are used.

Technology editor shorn for charity

On May 18 2000, *Blue Line Magazine's* own technology editor, Tom Rataj, was a participant in the Cops-for-Cancer mass head-shaving event held at the base of the CN Tower in downtown Toronto.

With the generous assistance of friends and relatives, Tom raised just over \$1,100 for this national fundraiser in support of cancer research by the Canadian Cancer Society.

The concept of Cops-for-Cancer began in June 1994, when Sgt. Gary Goulet of the Edmonton Police Service met Lyle Jorgenson, a five-year-old boy who had cancer.

Goulet had requested the meeting after learning that Lyle was the subject of ridicule at school because of his hair loss due to chemotherapy. Goulet was so moved by the



boy's story that he decide to do something.

Goulet gathered a group of Edmonton officers who were willing to shave their own heads and joined the boy in school to show kids that being bald was cool. Goulet's activities received plenty of media coverage, along with calls and letters from citizens touched by the officers' campaign.

One letter, however, moved Goulet to do more to continue with his campaign.

Goulet contacted the Canadian Cancer Society and the campaign grew. The head shaving caught on, and was adopted by neighbouring police forces.

To date, Cops for Cancer has raised \$6.5 million across Canada.

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Clandestine laboratory investigation safety techniques

by Steve Walton

As policing continues to present difficult challenges to police officers across the country, one of the newest issues being faced is the safe and effective investigation of clandestine laboratories.

Increasingly, these types of operations can be linked to organized criminal groups such as outlaw motorcycle gangs. With this in mind, the major impetus while involved in the investigation into a clandestine laboratory must be the safety of the officers involved.

In many cases, it is becoming more common that these types of investigations are being conducted by field officers as opposed to drug enforcement officers. The inherent problem faced by field officers is a lack of training in this regard. Field officers should be provided with a fundamental knowledge of the safety techniques and tactics that can be incorporated when involved in an investigation of this nature.

The first issue that should be addressed is what is a clandestine laboratory? Quite simply, a clandestine laboratory is a secret or concealed location where drugs and/or controlled substances are produced. Basically, police can encounter five different types of clandestine laboratories.

They are as follows:

- **Grow:** In a grow laboratory, a final product is grown or cultivated into a mature budding or fruiting plant. The most common grow laboratory that is encountered by Canadian law enforcement officers is a cannabis marijuana grow. However, other examples of grow laboratories are, psilocybin mushrooms and peyote cactus.
- **Extraction:** In an extraction laboratory, raw plant material is changed into a finished product by the use of chemical solvents. During this process, the chemical structure of the drug is not altered. If officers attend a laboratory of this nature, it is generally in conjunction with having also interdicted a grow laboratory. If this is the case, officers must be cognizant of the fact that they are now in a clandestine laboratory which is in-



CAUTION: There are many factors to consider before entering a drug laboratory.

side another clandestine laboratory. When involved in the investigation of extraction laboratories, officers must understand that the use of solvents will be prevalent and that the nature of solvents is to say the least unstable. For clarification purposes, a solvent is a substance that helps other chemicals mix, a solvent cools reactions, and a solvent cleans the finished product. Examples of solvents are: Isopropanol, Freon, Ethyl Ether, Acetone. Some examples of extraction laboratories are: cannabis marijuana to hashish, cannabis marijuana to marijuana oil, opium to morphine.

- **Conversion:** In a conversion laboratory, a raw or unrefined drug product is changed into a finished or refined drug. During this process, the chemical structure of the drug is changed. Examples of conversion laboratories are when morphine is converted into heroin or when cocaine hydrochloride is converted into cocaine base. As most officers are aware, a "crack" laboratory can be fundamentally simple, and in most cases can be established in the kitchen portion of a residence.

- **Tableting:** A laboratory of this nature involves the machine processing of the final drug product into a dosage unit form (tablets).

- **Synthesis:** In a synthesis laboratory, a combination of the proper raw materials in the required portions, results in a finished drug product through a chemical reaction. As with all the laboratories that have been described here, synthesis laboratories are extremely dangerous. Operations of this nature can produce methamphetamine, phencyclidine, lysergic acid diethylamide (LSD).

For the purposes of this article, the focus will be on grow and/or extraction laboratories. The reason that the emphasis is being placed on these types of operations is the frequency with which they are encountered. Officers must remember that the nature of grow and extraction laboratories are hazardous. Many is the time that officers will comment that it is only a marijuana grow. This line of thinking can influence the level of safety exhibited by officers when they are involved in investigation of these types. The most prominent dangers present at grow and extraction laboratories are as follows:

- Explosion.
- Fire.
- Electrocution.
- Prolonged exposure to the laboratory environment.
- Presence of criminals at the laboratory site.

In examining these dangers more closely, officers can better understand the true nature of the clandestine laboratory. The risk of explosion and fire at a grow or extraction laboratory are high. One of most popular solvents at these types of operations is isopropyl alcohol. This solvent has a low flash point (between 60 and 78 degrees Fahrenheit) and in conjunction with inexperience or careless use, the solvent can and will propagate and initiate an explosion followed by an intense fire.



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When attending laboratories of this type, officers also face the danger of electrocution. It is a very common practice for the individuals who are managing the grow or extraction operation to have bypassed the electrical meter. In doing so, these individuals create a hazardous environment. Officers who do encounter bypassed electrical meters should not proceed with the actual deconstruction of the laboratory until a representative from the appropriate utilities company has attended and rendered the area safe.

While actively involved in the deconstruction of a grow or extraction laboratory officers must give serious consideration to limiting their exposure to the laboratory environment. There is a significant danger with officers becoming ill through inhalation and absorption if the proper safety precautions are not followed.

In order to prevent any maladies related to laboratory over-exposure, officers should limit the time spent in the laboratory to 45 minutes. On completing a 45 minute exposure, officers should physically remove themselves for a period of 10 minutes. This cycle should be repeated until the laboratory deconstruction has been completed. The use of safety equipment such as high gauge rubber gloves, filtration masks, and exhaust fans are also recommended to address the hazardous environment at a grow or extraction laboratory site.

Lastly, officers must give serious consideration to the presence of criminals at these sites. The criminal understands that if apprehended, they may face the legal system and perhaps jail. Further, the criminal also understands that if their laboratory sites are interdicted by the police, they lose out on the cash flow that this illegal enterprise generates.

As a result of these considerations, the criminal may not hesitate in physically attacking the officers involved in the investigation. Each officer must be properly physically and mentally prepared to encounter subjects when they enter into a grow or extraction laboratory.

The next phase in the investigative chain is the actual entry into the laboratory site. As previously mentioned, the laboratories most often interdicted by field personnel are either grow or extraction operations. Once again, the focus will be directed at these types of laboratories.

Prior to any type of entry into a clandestine laboratory, there are many logistical and tactical considerations that must be addressed. In the pre-raid planning phase, there are a number of avenues that a police officer may explore with respect to obtaining the strategic intelligence which is mandatory at this stage.

Some of these investigative avenues are:

- Confidential human sources (registered police informants).
- Human sources (anonymous tipsters, neighbour complaints, utilities employees).
- Brother/Sister police officers.
- Personally gathered information.

As the investigating officer, once you have organized and disseminated your intelligence, the next logical and necessary step is to conduct a comprehensive, surreptitious reconnaissance of the site. This "recce" is an important

component of pre-raid planning and will provide the investigating officers with necessary and valuable information. The intelligence gathered during the reconnaissance of the laboratory site will become integral to a comprehensive raid plan.

While conducting a recce, consideration should be given but not limited to the following:

- Address verification and confirmation.
- Identify possible counter-surveillance points.
- Presence of fortifications.
- Presence of dogs.
- Presence of children.
- Establish primary and secondary entry points.
- Identify point to establish surveillance eye prior to actual entry.
- Identify pre-raid staging area.
- Identify staging area for any specialty agencies (for example, fire and emergency medical services).
- Determine how and at which locations the site will be contained during actual raid entry.
- Determine safest access route to the site for the entry team.

Once the recce has been completed, it is now appropriate for the investigating officer(s) to conduct a pre-raid briefing. An important consideration regarding the organization of a pre-raid briefing is that it must include all the personnel who will be involved in the operation. The pre-raid briefing is an important element in chain of events that lead up to the safe investigation of clandestine laboratories.

A briefing of this nature will determine the following:

- Precise location of target site.
- Point of entry (include contingency plan for secondary entry point) and entry responsibilities.
- Arrest control and subsequent transportation of arrested person(s).
- Tactics and responsibilities for search once actual entry has been safely completed.

While the tactics of entry will vary at each individual laboratory site, it is recommended that an entry into a clandestine laboratory be conducted by a trained, properly equipped team which has experience in executing raid style entries.

In some regions, due to isolated location and/or manpower constraints, fielding a team as described above may be next to impossible. With that in mind, the officers who do actually enter the laboratory site can still conduct a recce and a pre-raid briefing.

It would also be prudent for officers in this position to remember the dangers which are inherent to operations of this nature. It is important to note, that any agency tasked with interdicting a clandestine laboratory should develop and implement a standard operating procedure with respect to entry into said laboratories.

There are some important tactical considerations with respect to raid entry teams which must be addressed if certain, identifiable criteria exist. These criteria if present, would necessitate an alternative approach regarding who would be deployed as the entry team.

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It is suggested that if one or more of the following criteria do exist, the responsibility of the entry and all logistics associated to the entry will fall to your tactical entity:

- Presence of fortifications on entry points that would hamper rapid entry.
- Indications that firearms are present.
- Known, extremely violent subjects are present on site.

It is important to note that the presence of fortifications and of booby traps require a higher level of training regarding these concepts from your entry team members. It should also be noted that often the criminals managing a laboratory site do not develop booby traps and incorporate on site fortifications as a tactic against the police. More often, the criminal deploys these strategies to defeat fellow criminals intent on ripping off the laboratory of its product. Notwithstanding this, all police officers must remember that a booby trap or a fortification is an inanimate thing that targets all intruders generically.

If the decision has been made that the entry will be completed without deploying a tactical entity, following are some important considerations for the entry team with respect to the use of proper equipment:

- Each entry officer must be identifiable as a police officer.
- Each entry officer must be properly armed (regulation firearm, entry firearm for example, a shotgun, secondary weapons systems for example, OC spray, expandable baton).
- Each entry officer should wear body armour.



- Each entry officer should wear protective eye and hand gear.
- Entry team must be equipped with mechanical breaching tools (and be trained in their use) for example, ram, sledge hammer, pry bar.

Once the entry phase has been successfully completed, there are safety issues which surround the de-construction of the laboratory. The officers that are now tasked with "knocking the lab down" must ask themselves several safety oriented questions.

Does the laboratory environment require venting? On site officers can achieve this by deploying an exhaust fan or if a fan is not available, then the officers can simply open the windows or doors (if present) to the structure housing the laboratory.

Does the laboratory environment require monitoring? It is prudent for agencies who are actively involved in the interdiction of clandestine laboratories to obtain vapour detectors.

These instruments are capable of monitoring the oxygen content and the quality of the oxygen in the laboratory site.

Does each officer on the de-construction team possess functional, personal safety equipment? As discussed earlier, heavy gauge rubber gloves and protection from airborne particles such as filtration masks can prove extremely beneficial to the overall health of officers when they are engaged in an activity of this nature.

Does the team have the appropriate tools for taking down the laboratory? In the case of a grow laboratory, tools such as two person manual saws and heavy duty pruning shears can save time and energy while officers are dedicated to this labour intensive role.

Comprehensive planning at each stage of an investigation into a clandestine laboratory ensures that each officer involved is properly prepared to safely enter and de-construct the operation. This high level of preparation ensures that each officer enhances their safety and the safety of their colleagues.

Det. Steve Walton has been a member of the Calgary Police Service since 1978. He has been a member of the drug unit since 1993. He has personally attended more than 300 indoor marihuana grow operations and has been qualified by the courts in Alberta as an expert with respect to the investigation of clandestine laboratories.

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From conflict to concord

by James Bayer

Few among us are more familiar with or more capable of defusing hostile situations than our police officers. Whether it's a domestic dispute hurtling out of control, a hostage-taking crisis, or an armed stand-off between polarized communities, we frequently look to the police to manage conflicts in our society.

As a corporal in the Royal Canadian Mounted Police with 10 years' of experience, Jennifer Strachan has come to recognize conflict's many faces; indeed, familiarity with the topic might be described as "all in a day's work" for almost anyone in law enforcement. Recently, however, Strachan has been studying the subject from a somewhat different vantage point.

Combining her day-to-day duties as a policy analyst with the RCMP's Staffing and Personnel Policy Unit in Vancouver with a distance education program at Royal Roads University in Victoria, Strachan is now in her second



RESOLUTIONS: Jennifer Strachan (centre) a veteran RCMP officer is currently studying conflict analysis and management.

year in conflict analysis and management.

During this time, she has examined myriad elements of conflict, including early detection, strategic management, avoidance, resolution and reconciliation. Preliminary studies, offered in the first year of the program, have equipped her with a sound theoretical understanding of the sub-

ject and introduced her to a range of practical skills for dealing with conflict in organizational and group settings.

Now working on her major research project, as a prerequisite to receiving her master's degree, Strachan has begun to define and focus her investigations on a specific area of conflict. Somewhat ironically, perhaps, given the breadth of experience she has gained during her time on the force, Strachan has chosen to research the grievance process within the RCMP itself.

"In 1996, the Royal Canadian Mounted Police created an alternative dispute resolution process to help with the backlog of grievances," she explains.

Toward that goal, the RCMP offered a three-day course on interest-based negotiating skills to certain detachments, including the one in Kelowna, a town in the interior of British Columbia and the focus of Strachan's research.

"I want to know whether membership is actually using these skills," she continues. "Lots of organizations implement training programs, but they don't always follow up. That's what my research paper is designed to investigate."

As her choice of topic indicates, conflict in the policing arena has many dimensions, and not all of them are immediately apparent. For Strachan, the desire to investigate the grievance procedure stemmed from her interest in the RCMP.

"It's an old organization, but there have been great efforts made to implement change during the time I've been a member," she adds. "I see this as a chance to better understand the atmosphere in

which I work."

Organizational and intra-group conflict happens to be one of the emphases of the program chosen by Strachan. Using her current position in Vancouver as her "laboratory," Strachan finds that she can put her new found expertise to immediate use.

"I've been able to investigate grievances that are at a standstill, and suggest alternative routes to resolution," she says. "Staff have found this really rewarding. They appreciate having a person who will sit down and listen to them."

Dispute resolution is one application, but conflict management in a policing context has social benefits as well. Enhanced community relations, better security procedures and systems, reductions in youth crime and decreased court costs and judiciary backlogs hint at the potential scope.

According to Strachan, one of the greatest lessons she has learned is that conflict can be good when, for example, it contributes to new solutions. After all, if her research results in a streamlined grievance procedure, the benefits will go well beyond individual disputes.

Another application can be found in a relatively new recruit to the world of policing – that of international peacekeeping. According to Alex Morrison, the president of the Lester B. Pearson Canadian International Peacekeeping Training Centre (PPC), in Clementsport, N.S., Canadian police officers are increasingly playing a vital role in peacekeeping operations.

"The international community wants more police on peacekeeping missions," he says. "In fact, the world needs thousands more than are available at current levels of supply."

At present, there are 20 United Nations peacekeeping and related missions under way around the world – double the number for the same period 10 years earlier. If recent events are a good barometer, the demand for such operations will only increase in the foreseeable future.

In keeping with Canada's exemplary record on the peacekeeping front, 25 municipal police departments across the country have sent officers overseas or have stated a willingness to do so according to Morrison.

continued on page 49



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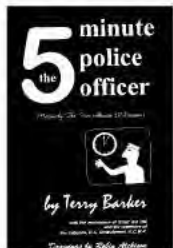
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"Police are absolutely essential in rebuilding civil society," he explains. "They not only help keep the peace on a UN mission, but also, as in Kosovo, train citizens to become civilian police."

Established by the Government of Canada in 1994 to provide research, education and training in peacekeeping in all its aspects and to serve as a uniquely Canadian point of contact for such information, the PPC offers national and international participants the opportunity to update their knowledge of the latest peacekeeping practices. Participants come from all over the world. Since 1995, approximately 125 countries have sent individuals to the centre, and graduates of the PPC are actively involved in every peacekeeping mission currently in operation.

Participants include members of various branches of the military, police, civilians, civil servants and human rights groups. The variety of backgrounds adds to the diversity of program delivery, and the academic setting is designed for both civilians and military – a format not yet matched by any other organization in the world.

At the PPC, participants attend classes, seminars and workshops covering topics such as negotiation and mediation, and modern issues in peacekeeping. Case studies are often used to support analysis and students are expected to participate in role-playing exercises and other simulations.

In response to the international community's need for more police on peacekeeping missions, the PPC is currently designing a course with the RCMP for use in training civil police in large numbers for overseas duty.

"Obviously, we can't train the thousands that are needed," says Morrison. "What we can do is train the trainers."

As a trainer of trainers, Mike O'Rielly returns to the PPC two or three times a year as a directing staff member of the faculty. A retired chief superintendent of the RCMP, O'Rielly also serves as a training supervisor at other facilities around the world, including the United Nations Office of the High Commissioner for Human Rights in Geneva, Switzerland, and a UN training college in Turin, Italy.

"Much of the work I do concentrates on human rights and policing," he says, "because the potential for abuse in this area begins as soon as a police officer meets with a civilian."

Well versed in training procedures, O'Rielly also knows first-hand what lies in store for an officer posted to a mission. His own experiences range from a six-month stint in Namibia from 1989-'90, to two years in the former Yugoslavia from 1992-'94 on the UNPROFOR mission, where he was appointed Commissioner of the UN civil police (UNCIVPOL) in February 1993. He travelled most recently to Botswana, where he spent two weeks last year teaching a course on human rights and policing, and to Indonesia, where he participated in a similar training program for Indonesian police officers about to be sent into East Timor.

"As peacekeepers, police encounter conflict every day in numerous situations," he ob-

serves. "You also find plenty of opportunities to exercise your negotiating skills."

"I've been able to investigate grievances that are at a standstill, and suggest alternative routes to resolution. Staff have found this really rewarding. They appreciate having a person who will sit down and listen to them."

By way of example, he points to his time in Yugoslavia, where each day involved a succession of negotiated agreements which included

passing armed checkpoints, gaining access to existing police files, discussing procedure with a region's local chief of police, obtaining permission to see prisoners of war and subsequently gaining entry into the POW camp itself.

"Police officers generally are very good at neutralizing conflict," says O'Rielly, who believes that the value of an officer's actual policing experience is without peer in a peacekeeping context. "Your experience tends to kick in almost immediately, even when dealing with people in a foreign country who don't speak your language. Mind you, a good interpreter is critical."

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Studying conflict in situations such as those encountered by O'Rielly would have seemed unthinkable even a few short years ago. In the early 1990s, conflict analysis and management was an area of study more or less restricted to the legal profession, and investigations typically focused on issues such as labour negotiations, and bilateral and multilateral trade agree-

ments. As it has become a recognized field for academic research, however, conflict analysis has also broadened its scope.

This year marks the start of a new agreement designed to bring conflict studies under the peacekeeping umbrella – an appropriate debut, given that the United Nations has chosen the year 2000 to celebrate the culture of

peace. A partnership between Royal Roads University (RRU) and the Pearson Peacekeeping Centre (PPC) will enable students enrolled in RRU's master's program to direct their studies in this area during their second year.

Under the Royal Roads' partnership, students complete an optional four-week "Issues In Modern Peacekeeping" course at the PPC as part of the curriculum. Because RRU offers mid-career professionals like Jennifer Strachan a program format that combines short, intensive residency periods with Internet-based distance learning, students who opt for the peacekeeping concentration may also choose to complete a required practicum at the PPC. Rounding out the specialized program is a visit to UN Headquarters in New York and a week or more at an active international peacekeeping site.

The peacekeeping concentration will be offered for the first time in October 2000. A diploma program is also available. It may be the only program of its kind in the world, and the benefits attached to it can be expected to be profound and immediate.

Strachan notes that if the concentration had been available when she first enrolled at RRU, she might have chosen it herself. It wouldn't have been her first tour of duty in the peacekeeping sphere.

From April to October 1996, Strachan served as a police officer on a UN mission to Haiti. During that time, the mandate of her mission changed from stabilizing the country following a lengthy period of civil unrest, toward enabling a process of free and democratic elections. As a police monitor and facilitator, Strachan covered the gamut in her daily rounds.

"I was on a team with three officers from the Montreal city police," she says. "We did everything from attend murder scenes, to deliver babies, to speak to children in the local schools about policing in Canada."

Much of her time was devoted to providing support to the over-stretched Haitian police.

"Our policies and procedures were based on the RCMP ideals of community policing and fair treatment," she observes. "I wish I'd had my Royal Roads training before I went to Haiti – it would have helped so much to have that background in dispute resolution and negotiating techniques."

Today, Strachan views her sojourn in Haiti as a life-changing event.

"To see how other countries manage when there is no infrastructure at all – no ambulances, no garbage removal – is a real eye-opener," she adds. "You come away from an experience like that feeling that you have made a real difference."

The same can be said for police officers trained at the post-graduate level in conflict analysis and management. No matter where and in what situations Strachan uses the knowledge gained in pursuit of her degree, the benefits are bound to be felt far beyond the force itself.

James Bayer, PhD, is the Dean of Peace & Conflict Studies at Royal Roads University in Victoria, BC.

Silverberg announces retirement

Calgary's chief of police says she has accomplished everything she set out to do and has announced she will retire in October.

Christine Silverberg, who has been the head of the Calgary Police Service for the last five years, said she plans to go to law school and establish an international consultancy.

While her contract with the police service was about to expire, city officials had already expressed their desire for Silverberg to remain at the helm for another five-year term.

"When I was hired, the Calgary Police Commission had a list of desired attributes for its incumbent and I was the person who best matched the list," Silverberg was quoted as saying. "I have reached the mil-



Christine Silverberg

lennium with numerous successes and met the challenges set out for me by the commission. I have succeeded on all fronts."

Silverberg was hired as the second woman in the Mississauga Police Department in 1972, following a brief stint as a correctional officer. She became a member of the Peel Regional Police Service when the Mississauga force was amalgamated with four other police agencies.

She rose to the rank of inspector in 1983, then left the Peel police in 1990 to take a position as a director in the Policing Services Division of the Ontario Ministry of the Solicitor General. In 1992, she was appointed deputy chief in Hamilton-Wentworth, before taking the top job in Calgary three years later.

Commissioner to retire from RCMP

RCMP Commissioner Philip Murray is set to retire in September.

Murray, who was appointed to the top job in 1994, has served with the RCMP for 38 years.

"During his tenure, Commissioner Murray has worked diligently to maintain the RCMP's excellent reputation both in Canada and around the world as a first-class police



Philip Murray

force," Federal Solicitor General Lawrence MacAulay said in a news release.

"The RCMP, thanks to the efforts of Commissioner Murray, is well-prepared to face the challenges of the next millennium and to meet the public safety expectations of Canadians."

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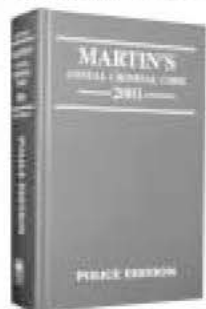
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International conference highlights variety of issues

by Sgt. Lisa Hodgins



The theme of this year's International Association of Women Police training conference being held in Toronto is "Rise to the Top."

IAWP members from around the globe will meet at the Sheraton Centre Hotel in downtown Toronto September 23-27, 2000. The theme challenges delegates to be the best they can in their chosen professions. The training package being offered to those registering for the conference is designed to give each member the tools to fulfil that theme.

It is important to note that attendance at IAWP 2000 is open to all law enforcement and justice practitioners of both genders, whether they are IAWP members or not. As an added bonus the daily fee of \$50 entitles you to attend the training sessions, the exhibit hall and enjoy lunch. Registration can be in advance or at the hotel on the day you are attending.

At any given time throughout the two-and-a-half days the training sessions are being offered delegates will have a choice of up to ten topics from which to choose. Here are a few highlights of the speakers and their topics.

Violence-Free Workplace

Instructors: Carol & Duane Fredrickson,
Violence-Free,
Minneapolis, MN, USA

Become aware of potentially dangerous situations. Create a new mindset. Learn how to respond to victims of violence. Find out how you can offer protection for employees and businesses with thorough training and buttoned

down procedures. Carol & Duane Fredrickson have an impressive list of credentials including 10-years providing executive protection for CEO's and their families, extensive training in hostage negotiation, disaster preparedness and crisis management.

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Instructor: Mr. Joseph P. Buckley,
John E. Reid & Associates, Inc., USA.

Increase your confession rate! Top notch instruction from some of the best interrogators and instructors in the world. This program needs no introduction – the technique is known around the world. Joseph Buckley has conducted over 7,000 interviews and interrogations and has been a Reid speaker for over 22 years. A frequent guest on many talk and TV shows, Mr. Buckley has authored numerous articles, and co-authored the book, Criminal Interrogation and Confessions, Third Edition.

Counterfeit Merchandise: Is it Real?

Instructor: Mr. Lorne Lipkus, LLB

A dynamic seminar with plenty of both real and fake products on display! Can you tell the difference? If you can't – you will be able to by the time you leave! Lorne Lipkus is a lawyer specializing in counterfeit merchandise. He regularly addresses law enforcement agencies on this topic. Representatives of the real merchandise who will show you what to look for will assist him.

When the Batterer Wears a Badge

Instructor: Captain Dottie Davis,
Director of Training,
Fort Wayne Police Department,
Indiana, USA. DV101

Presents the dynamics of domestic violence in the home. The second part deals with inves-

tigating officer involved domestic violence incidents, lethality assessment, policies, employee assistance programs vs. arrest and civil liability. This course will lead you into Police Ethics & Diversity training, being presented immediately after. Captain Davis, an 18-year member of the Fort Wayne Police Department, is Director of Training. She graduated from Purdue University with honors receiving an Associate Degree in Applied Science, and certificates in Substance Abuse Counseling and Social Service.

Surviving Cross-Examination

Instructor: Detective Sergeant Robert Montrose (Ret'd),
Toronto Police Service,
Toronto, Ontario, Canada.

Surviving Cross-Examination is based on the theory that defense counsel resort to certain common defense approaches or techniques when cross-examining witnesses. These approaches are limited in number and lend themselves to description. By learning to predict the general line of questioning from counsel and by learning the common defense approaches, the witness officer can heighten his/her ability to defend valid evidence given in court. Det/Sgt. Montrose just retired from the Investigative Section of the Training and Education Unit of the Toronto Police Service. He has over 28 years of diverse police experience including Drug Squad, Divisional CIB, Homicide, Fugitive Squad and Firearms Enforcement Section.

Women & Men: Differences in Leadership

Instructor: Inspector Connie Snow,
Royal Newfoundland Constabulary,
Newfoundland, Canada

Despite the fact that women have risen through the ranks, fought the "battles", and proven they are skilled, the struggle continues... why? Inspector Snow is a 25-year officer, currently in charge of Community Services for the RNC. She coordinates the Domestic Violence program and a spokesperson for the National Interdisciplinary Project on Domestic Violence and is a member of the Provincial Government Strategy on Violence Against Women. Inspector Snow has received numerous forms of recognition for her efforts including the 1998 IAWP Leadership Award.

Stress and the Justice Practitioner

Instructor: Dr. Marilyn Hadad,
Ryerson Polytechnic University,
Toronto, Canada.

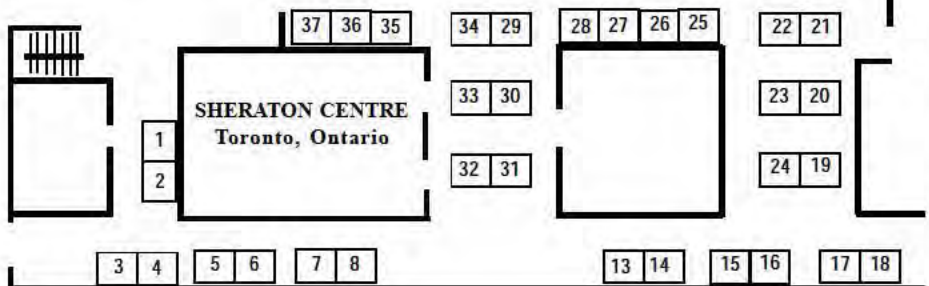
The female law enforcement officers are subjected to additional stresses in the course of the job, along with additional pressures and conflicts. In the midst of the stress, she is mandated to keep a cool head and to reduce the stress of those she "serves and protects." How can she understand and manage the wide range of demands put on her? Dr. Hadad received her Ph.D. in Psychology from Queens University. She presently teaches at Ryerson Polytechnic University. She was one of the original planning group for the Justice Studies degree program at Ryerson. Her main interest is in personal growth and stress management.

This is just a sample of the almost 50 seminars being offered at IAWP 2000. For more information or to register please contact the conference office at (416) 808-2000 or visit our web site at www.torontopolice.on.ca/iawp.

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In the ever-changing world of product distribution to the law enforcement community, one company has made an enviable mark with police forces and continues to successfully grow because of dedication to the needs of their customers.

Bob Lindsay began his electronic service business 15 years ago in Edmonton with a burning ambition to provide the best possible warranty and repair service to customers who depend on the reliability of their equipment and instruments. Keeping to his business plan to become a dominant supplier and service provider of police equipment, he has resisted the temptation to move into variable products such as clothing, body vests and footwear and has concentrated his company efforts entirely on electronic and related equipment used by police forces.

Mega-Tech business has blossomed over the years because they have kept pace with customer demands and listened to what they expect from the company. The company moved into a new 15,000 sq. ft. Edmonton building last year

and it has become the central warehouse and service centre housing a staff of 15 including six factory trained service technicians. This year saw the opening of a new sales office and service centre in British Columbia and the appointment of Brian J. Gregory as Eastern Regional Manager. Gregory will spearhead continued growth in Eastern Canada.

Mega-Tech has continued to be innovators to the law enforcement community by pioneering the sales of new and exciting products such as laser speed measuring instruments, the Intoxilyzer 5000C breath alcohol instrument, Mobile Vision in car video surveillance system, Whelen Emergency Warning equipment, and many other products listed in their catalogue.

Bob Lindsay feels that the success of his company is directly related to their corporate



warranty policy "Your Satisfaction is Guaranteed", the professional team of sales and technical personnel who are all customer oriented and a group of outstanding suppliers who form the partnership of success with Mega-Tech and their customers. Mega-Tech is excited about the next stage of growth that will continue to be centered on customer satisfaction and the sales and service of products they know best.

Pit Bull Tire Lock Corp. presents new adjustable lug blocker

The manufacturers of the indestructible Pit Bull Tire Lock have introduced a new Adjustable Lug Blocker designed to outsmart scofflaws and thieves. These products are used as anti-theft devices and wheel immobilizers in the parking, rental and telecommunications industries, and by law enforcement agencies, colleges and universities, airports and individual consumers.

The Adjustable Lug Blocker, installed with the Pit Bull Tire Lock, completely conceals the wheel's lug nuts, preventing removal of the clamped tire. The new design allows the Lug Blocker to fit snugly against any size tire.

The Lug Blocker's plate is made of one-quarter inch heat-treated aircraft aluminum alloy. The rod connecting the Lug Blocker's arm to the plate may look vulnerable, but the 11-inch rod is reinforced with a three-and-a-half-inch bolt covered with steel tubing. A hacksaw would never get through it.



The Pit Bull Tire Lock used with the Adjustable Lug Blocker offers tamper-proof immobilization.

The Pit Bull Tire Lock is a streamlined device that provides tough protection from thieves

by instantly immobilizing equipment. It attaches easily and quickly - in five seconds - to any tire or object with a grip range of up to 16 inches. The Adjustable Lug Blocker adds only seconds to installation time.

Would-be thieves have been unable to cut, bend, break or remove the tire lock in any way without the key.

The Pit Bull Tire Lock consists of a pair of calliper-type arms made of specialized aluminum alloy designed in conjunction with Los Alamos National Laboratory. One-half inch, ribbed steel rods inside the arms provide further reinforcement. The lock is a tubular, push-in type, which spins in place to prevent drilling.

Law enforcement agencies across the country use the device to lock down drunk drivers, deadbeat parents and parking scofflaws.

For more information contact (905) 522-6590.

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Innovative calculator takes the guess work out of drug charges

While most people turn to either a computer or pocket calculator to make complex calculations, many law enforcement officials are instead turning to a few palm-sized calculators made from sheets of paper and are typically getting faster and more consistent results.

Police services, crown prosecutors, and defence lawyer across the continent have been using a paper drug calculator to determine the street value of drugs seized from suspects and whether or not a person should be charged for possession or traffic.

The drug calculator, made by Tetley, Walker & Associates, is made from a sleeved sheet of paper in which cards that contain information such as consumption levels, can be placed to display the required information. Figures such as dollar value per gram of drug and the number of days and years it would take to consume a specific quantity of drugs used on a regular basis, are displayed in an easy to read table.

A chart of street prices for illicit drugs is also listed on the back of the calculator for everything from marijuana to methamphetamine.

Det. Pat Tetley, a 22-year veteran of the Calgary police department with over 7,000 drug investigations under his belt, invented the drug calculator in 1998 to bring some consistency in laying the correct charges for drug related offences.

"There seemed to be a large lack of consistency on what the yields were per plant; particularly when you heard experts testify in court," Tetley said.

Team Peelhogs win first



HI-TEC Sports (Canada) Ltd. is pleased to announce that Team Peelhogs, comprised of Cst Jim Leadbetter, Cst David Luce,

and Cst Tanya Philip, all of the Peel Regional Police Force, finished first place in the Services Division of the Subaru / Hi-Tec Adventure Race.

The one-day, three-discipline race took place on May 7, winding through the urban jungle known as the City of Toronto, starting and finishing at Cherry Beach.

This was the first of 10 races taking place across Canada this summer as part of the Subaru / Hi-Tec Adventure Racing Series. The race combines mountain biking, running, and paddling. Between each stage, participants must also complete "special events" that test both their physical and mental skills.

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Tetley pointed out that one of the biggest problems facing police officers and crown prosecutors is determining whether a person is in possession of a controlled substance for personal use, or for the purpose of trafficking.

"The drug calculator takes the guess work out for the street cop," he said. "When looking at marijuana and a person is found to have 20 plants, the calculator clearly shows that will garner you a yield of 100 ounces. That would take a guy 1.9 years to smoke if he smoked 24

hours a day for seven days a week.

"There's no way this individual is using that for personal consumption. The officer arresting this person can now lay the correct charge."

The calculator, which is now used by every major police service in Canada and the U.S., is particularly important for street officers and crown prosecutors, said Tetley.

"Prosecutors were giving up charges because they were either ill informed or taking mere possession charges on 30 or 40 plants, which is total nonsense."

He added that police officers would sometimes lay an incorrect charge that caused further complications in the judicial system, or simply resulted in a person getting away with a lesser offence.

Another problem previously faced in courts were experts providing variations as to what the consumption levels are and how much of a drug would be needed to be considered used for the purpose of trafficking.

Experts now use the calculator in court to provide accurate and consistent consumption levels and is also now in use by law enforcement agencies and experts in several other parts of the world.

Tetley said his goal has always been to bring some consistency into the lives of police officers and the courts with the calculator and is proud that he has accomplished it.

"Although it's simplistic, it's something that should have been done a long time ago."

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In today's world, verifying the authenticity of a document or money is difficult, even for the professional. And with new designs and features appearing on currency, the job is even more difficult for the ordinary person. All of the new design features are there to make counterfeiting difficult and up until now, you needed fairly sophisticated tools to accurately verify the authenticity.

Now it's been made easy and inexpensive. Using a patented design developed by the same company that puts the security features into currency, a simple check using "The Checkmate" can take the worry out of the task.

In policing, officers are continually being called upon to check on suspect currency and it's embarrassing and time consuming when the responding officer is unsure. If you consider the time involved in attending the call, taking down the information, issuing a property receipt, turning it over for expert examination, and when determined to be genuine, returning the bill to the complainant, then the purchase of "The Checkmate" makes sense. Used once to verify a suspect bill, The Checkmate has paid for itself by saving you time and resources.



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In recent years, the country of Australia has been faced with an influx of immigrants and refugees from all over the world. Australian society, which had been homogenous, has had to adapt to the social, cultural, and religious diversity that these newcomers brought.

The Australian National Police Ethnic Advisory Bureau has published "A Practical Reference to Religious Diversity for Operational Police", which provides common sense advice for law enforcement personnel who, in the course of their duties, must deal with members of the public who practice non-Christian religions.

The book contains chapters on the Buddhist, Hindu, Islamic, Jewish, and Sikh faiths. It provides guidance for law enforcement personnel who, for example, may have to enter a place of worship, interview family members, or request permission for an autopsy.

This guide may provide valuable insights for those designing diversity training manuals or curricula for law enforcement personnel.

The book is only available in electronic format at the National Police Ethnic Advisory Bureau Web site. The site can be accessed through www.blueline.ca/investigation.htm under the Internet Research heading.



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Forensic Interviewing ** Instructor: John Kastor

Dates: September 11 - 16, 2000
Fee: \$500.00 + gst

Police Surveillance

Dates: September 18 - 29, 2000
Fee: \$500.00 + gst

Forensic Ridgeology Course ** Instructor: David Ashbaugh

Dates: September 25 - 29, 2000
Fee: \$600.00 + gst

Major Case Management

Dates: October 16 - 27, 2000
Fee: to be determined

Management of Evidence and Recovered Property

Dates: November 06 - 08, 2000
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Up-Coming Events

August 13, 2000

RCMP Musical Ride Cambridge - Ontario

The musical ride will hold one afternoon and one evening show. Tickets can be purchased by calling (800) 749-7560.

August 19 - 20, 2000

Second Annual Dave Nicholson Memorial Slo-Pitch Tournament Cambridge - Ontario

This tournament is open to all members of emergency services, corrections and affiliated agencies and their spouses. Contact Brad Finucan (519) 653-7700, ext. 399.

August 21 - September 1, 2000 Combined Advanced Ridgeology, Demstifying Palmprints & Comparison Techniques Calgary - Alberta

This advanced class includes all four of the most sought after teachers in the science of fingerprints in North America. Contact Sgt. Bill Sturgeon at (403) 206-2035.

August 25 - 26, 2000

Second Annual Greater Toronto Region Police Motorcycle Competition Toronto - Ontario

Hosted by the police services of the greater Toronto area, this event is a motorcycle competition designed to test police motorcycle operator's skill levels by means of a series of challenging and fun courses. This is open to all law enforcement officers assigned to motorcycle duty. Contact Andy Norrie at (416) 808-1964.

August 26 - 30, 2000

95th Annual Canadian Association of Chief of Police Conference

Saint John - New Brunswick
This annual conference will be hosted by the Saint John Police Force. For details call Insp. Douglas Jenner (506) 648-3254.

August 28 - 30, 2000

Profiling and Interviewing of Young People Chatham - Ontario

Hosted by the Chatham-Kent Police Service, this training is aimed at enhancing the skills of police, child and family support services, the educational community, social service agencies, members of the criminal justice system and other community stakeholder groups. Contact Dave Wood at (519) 352-1901.

September 2, 2000

Patch Collectors Trade Show Welland - Ontario

For more information on this event contact Ken McGregor by email at mcmgregor@vaxxine.com.

September 13, 2000

Drug Investigations Seminar Cambridge - Ontario

Hosted by the Southern Ontario Law Enforcement Training Association, this seminar will cover designer drugs, indicators and related topics. Contact Jeff Sandy at (905) 878-5511, ext. 2405.

September 13, 2000

Tactical Round Up Borden - Ontario

This annual tactical team competition is open to all tactical teams. It will include multi-weapons shooting, a confidence course, sniper shooting and more. Contact George Farrow at (905) 878-5511.

September 16, 2000

Patch Collectors Trade Show Calgary - Alberta

For more information on this event contact Colin Mills at (403) 938-6110.

September 21, 2000

Youth Taking Action Workshop Surrey - British Columbia

As part of the B.C. Crime Prevention Association's Annual Training Symposium, the Ministry of Attorney General's Community Programs Division will be holding a one-day training workshop for interested parties on preventing youth crime and violence in your community. Contact the B.C. Crime Prevention Association at (604) 594-1552.

September 23, 2000

Patch Collectors Trade Show Ottawa - Ontario

This show will be held in conjunction with the Canadian Police Memorial Weekend. Contact Richard Murphy at (613) 834-1881.

September 23 - 27, 2000

International Association of Women Police Annual Conference Toronto - Ontario

This conference, which touches on a number of law enforcement-related topics, is open to members and non-members of the association. Contact the conference office at (416) 808-2000.

September 24, 2000

23rd Annual Memorial Service Ottawa - Ontario

For the last two decades police and peace officers have gathered on Parliament Hill to pay tribute to their fallen comrades. For more information contact The Canadian Police and Peace Officers Memorial at (613) 231-4168.

September 28, 2000

Patch Collectors Trade Show Guelph - Ontario

For more information on this event contact Gary Downing at (519) 821-9326.

October 2 - 3, 2000

39th Annual Ontario Traffic Conference / Safety Education Conference Borden - Ontario

The conference is open to law enforcement, educators, public health, social services and related organizations. The conference features a variety of speakers focusing on traffic and community safety related issues. Contact Cst. Chuck McDonald at (705) 423-2894.

October 2 - 4, 2000

Women in Policing Conference Saskatoon - Saskatchewan

The Saskatoon Police Service in partnership with the RCMP will be hosting this conference. Topics such as health and family, stress management, and motivational speakers will be on the agenda at this year's conference. Contact Cst. Susan Grant at (306) 975-8235.

October 12 - 15, 2000

National Aboriginal Policing Conference Regina - Saskatchewan

Conference participants will discuss topics relevant to policing in aboriginal communities including youth, treaties, gangs, cultural awareness and sensitivity. More than two dozen speakers from across Canada will share their experiences and expertise. For information call (877) 237-2273.

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Proper hydration and exercise

by Kathy Lepp

Adequate hydration is essential to the healthy functioning of the body and is required for optimal performance during exercise.

Because exercise presents certain challenges to maintaining water balance, active people need to make a special effort to ensure that they are taking in enough fluids.

With the latest trend towards producing and promoting sports drinks, some individuals may find themselves wondering what and when to drink.

While at rest, the body's thirst signal does an adequate job of maintaining water balance.

However, the thirst mechanism can be affected during exercise, or overridden by the mind. During intense exercise, thirst signals do not appear until fluid stores have already become depleted. In addition, water absorption can decrease somewhat during heavy physical activity. The body be-



STAY HYDRATED: Drinking water remains one of the best ways to avoid suffering adverse effects while exercising.

comes fatigued when dehydrated and muscular work capacity can decrease with a water loss of even two per cent body weight.

In hot weather, the gastro-intestinal tract may not be able to

absorb fluids quickly enough to replace water losses from sweat and some degree of dehydration may be inevitable. In high humidity, sweat does not evaporate well because the surrounding air is already laden with water. In cold weather, the body still sweats during exercise and the thirst mechanism is more easily affected. As a result, it is very important to drink plenty of fluids to prevent dehydration while exercising in any weather.

So, how can exercisers determine whether they are in fluid balance? In general, the body requires approximately 1 ml of water for every calorie (kcal) expended. One way to determine water requirements is to weigh yourself before and after exercise.

Every pound of body weight lost during physical activity must be replaced with at least one cup of water. Another way to regulate water balance is to monitor the colour and frequency of urine output. Urine should be clear in col-

our and you should urinate every two to four hours.

For generations, athletes quenched their thirst with water, however, today high-tec drinks have a strong presence. The sports drink market is now a billion dollar business, and offers more than 20 different power beverages.

Sports drinks supply fluids to replace those lost during exercise, but water can also do this. The sugar in sports drinks can help to maintain blood glucose levels, but such measures are useful only during strenuous endurance activities lasting for more than two hours.

Although ingesting glucose enhances performance during grueling, competitive events, it is not an important factor for moderate exercise, and can be counterproductive when weight loss is included as a goal for exercising.

Furthermore, sports drinks containing more than 10 per cent glucose can cause abdominal cramps, nausea, and diarrhoea.

Sports drinks also offer sodium and other electrolytes to replace those lost during exercise. Sodium can increase the rate that fluids are absorbed from the gastro-intestinal tract and maintain plasma volume. However, for most active individuals, it is not necessary to restore the minerals lost in sweat immediately after exercise. A meal eaten within a few hours of exercise will replace these minerals soon enough.

For the majority of physically active people, drinking water remains the best way to replace fluids during exercise.

Kathy Lepp completed the preceding article as a co-op student instructor with the Ontario Police College.

Tips to help maintain water balance during exercise

- Don't rely on feeling thirsty to determine when to drink.
- Drink plenty of fluids before, during, and after physical activity. Before: about two cups 10 to 15 minutes before exercise. During: about one cup every 15 minutes during exercise. After: about two cups after exercise.
- If you are hot, drink cold water; it is more effective in cooling your body than room temperature water.
- Active individuals tend to drink more fluids if it tastes good. You may want to add lemon or lime slices to your water, or drink fruit juice that has been diluted with water by one-half to one-third.
- Wetting your skin with water will not hydrate you, nor is it effective in keeping you cool. When given the choice between drinking water or pouring it over your head, drink it.
- In hot weather, freeze water in a water bottle. It will thaw in the heat at about the same rate as you want to drink it during your work-out.

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Investigation unit heralds in new era

by Les Linder

Ontario's Special Investigation Unit has been revamped and given a fresh look with the opening of its new headquarters.

The new 18,000 sq. ft. SIU headquarters, located in Mississauga, opened in June and houses all the offices and equipment that will be used by the civilian agency responsible for investigating serious injuries or deaths involving police officers.

Peter Tinsley, director of the SIU, pointed out that historically the unit has suffered from

controversy and hopes to see that change with arrival of the new facility, staff, and equipment being used.

The government embraced several recommendations to improve upon the agency's rocky past through increased funding for the SIU.

"With these initiatives in place, we are in a position to move beyond being a lightning rod for controversy created out of high expectations that didn't have the resources to carry them through," Tinsley said. "The building is an important step and it is essential to have the facilities in order to do the work of the unit so the SIU can carry out efficient, thorough, objective and most importantly, credible investigations."

Over the past year, new personnel were hired to fill 65 of 90 positions available. Out of an application pool of about 2,000 people, the SIU now has in place three investigative supervisors, two forensic identification supervisors, 10 full-time investigators, 29 part-time investigators, and two highly qualified traffic reconstruction specialists.

Tinsley assured Ontario Attorney General James Flaherty that the growth of the SIU would

be cautious and that all staff would be carefully selected.

A full-time training coordinator is also in place to keep staff properly trained for their duties.

Julian Falconer, a guest speaker at the SIU grand opening, spoke in light of suggestions made by members of the Ontario Association of Chiefs of Police to include qualified police investigators as members of the SIU.

"This is not the way to go if you want the SIU to be something you want to be proud of," Falconer said. "The SIU is created as an independent organization to create and ensure arm-length investigations of the police."

Falconer said the SIU is a jewel that needs to be protected by the community, society, and police organizations.

"A jewel is something that increases in value and the more money we spend on that jewel to perfect it, the more valuable it becomes. That translates into bigger buildings, better training and better equipment."

Tinsley said the SIU now has a blueprint in place for the future.

"We have the resources and challenge to put the 'special' back in Special Investigations Unit."



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Life sentences are only for senators

by Robert Stevens

If democracy isn't dead in Canada, it isn't very healthy either. The federal government becomes ever more remote from the people as more and more power rests in fewer and fewer hands. We may, from time to time, scoff at America's brash ways, but their system of government is more responsive to the people. It is far more democratic with its automatic checks and balances on the powerful, than ours is or could ever be under the present rules.

It is said, with much justification, that the Canadian nation enjoys true democracy only for one day - every four or five years - on the day we vote in a federal election. The rest of the time we toil under a democratic dictatorship ruled from the top only. No one can seriously dispute its power or the abuse of it between elections.

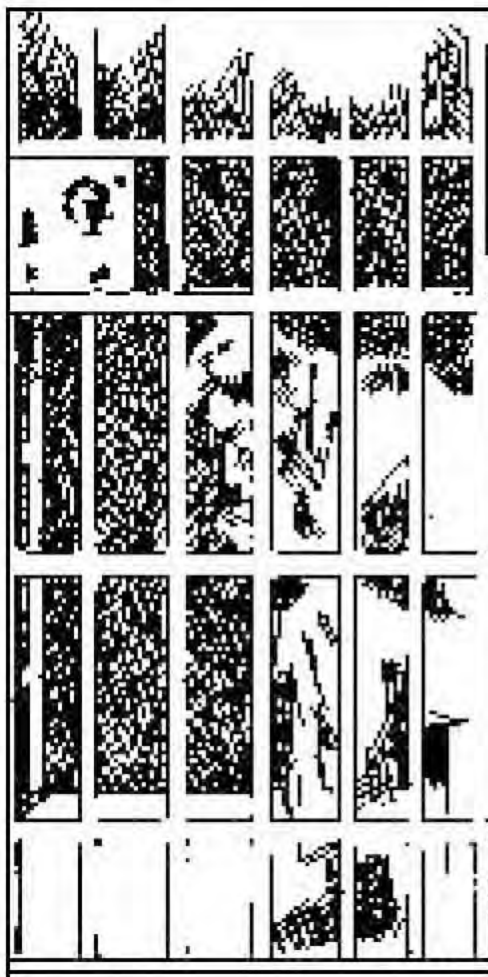
Therefore, what good news it was when a government Member of Parliament, Liberal MP Albina Guanieri, began serious work on her own private member's bill to push for consecutive sentencing of persons convicted of two or more capital offences. If there was anything Canadians could overwhelmingly agree on, it is that convicted multiple murderers should not serve concurrent terms for their crimes. It would be a true reflection of democratic will, and of representative democracy, if Bill C-247 were now the law of the land.

But is it? No! Nor is it likely to be.

For many years, Canadian courts have run something of a bargain basement operation when it came to convicting a person on multiple charges. For reasons inexplicable to the rest of us, so many lawyers steeped in the study of criminal law (who so often find their way into power in government) felt that although an accused might plead guilty to, or be convicted of a number of like offences, and sentenced on each conviction, the penalties ought to be all served "concurrently", that is all sentences served at the same time.

Sentencing over more recent years has become more and more lenient and nobody, but nobody knows better than the Canadian criminal that chances of his serving life imprisonment for, say, breaking and entering, although the Criminal Code allows for a life sentence provision, are far more remote than his being struck by lightning. But then, the Canadian criminal has the Charter on his side. He immediately enjoys rights that law abiding citizens could not even imagine. Plus deep sentence discounts. Paying his debt to society is not, after all, like you paying yours.

Would the state be so forgiving of an income tax debt owed by a law abiding citizen?



Would you be forgiven two-thirds of a tax debt? What about one-third?

No, you'll pay every penny, with interest and/or penalty owing on any outstanding balance. And heaven help you if Revenue Canada suspects that you have been concealing income.

That's about on a par with murder, except that murderers get more respect. Convicted felons routinely get one-third to two-thirds of their time lopped off.

It is important to recognize that the Charter was tailored to help special folks, like murderers. The Charter, while long on promise, offers average, law abiding Joe Citizen absolutely nothing except a more heavily regulated lifestyle.

But, I digress. The lesson a career criminal can draw from Canadian judicial sentencing practices is that he should never stop at one offence. Or even two. Commit as many criminal offences as you can comfortably fit into your day. If you need to commit an additional murder or two to cover up a previous murder, then, of course, go ahead. You know the penalty is no greater. Proceed with all haste!

If caught (by no means a certainty) and convicted (thanks to the Charter even less so) the dealing will start before the last report is typed. Weigh the odds and chances are, the criminal is a winner. Never in our entire history have conditions so favoured the criminal. The system is endlessly tweaked to benefit the lawless, the greedy, the larcenous, the cruel, the psychopathic, the murderous. The worse the criminal, the grander his rights and freedoms.

Ms. Guanieri's consecutive sentencing bill, on which she toiled for four years, was greeted with enthusiasm by most, if not all, members of parliament. Then MPs voted overwhelmingly in favour of Bill C-247 this past June. This would have enabled judges to sentence killers who murder more than once to serve consecutive life terms. This in turn could push parole eligibility up to 50 years.

The bill was rushed over to the Canadian Senate (usually so good at rubber stamping government legislation) for its approval. How could this bill lose, with the massive backing of Parliament and huge public support?

Well, word obviously reached the sleepy Red Chamber about this bill. With discouraging predictability a new headline loomed in mid-June: "Senate stalls bill as Grits play games."

Off to the newspapers shot a heavily sarcastic letter from one Liberal Senator Sharon Carstairs (a failed politician from Manitoba), defending the integrity of herself and her fellow senators. In the letter, Ms. Carstairs sneers: "if (the columnist) had bothered to read the Debates of the Senate, he would have realized that, although I raised serious concerns about Bill C-24... I did not in any way block or hinder its passage. In fact I supported the bill being sent to committee for further study..."

Thank you Ms. Carstairs! MP Guanieri's bill, four years in the making sent for further study? That's like saying 'I did not in any way block or hinder the passage of the train, I merely arranged to have several huge rocks rolled onto the railway tracks to help it on its way.'

The newly revived senator and the government have a mission. Stop Bill C-247. Use Section 12 of the Charter which says in a nutshell: "Everyone has the right not to be subjected to any cruel or unusual treatment or punishment." Like multiple murderers?

Senator Carstairs then invoked the most tired of all concurrent life sentence defences: "...One cannot serve more than one life sentence. Life is life."

Except that a life sentence in Canada is not life. It is anything BUT life. Convicted killers in Canada average about seven years.

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