

CHAPTER 1

Law Enforcement *Organization, Operations, and Roles*

Brian Moorcroft

Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.

—Sir Robert Peel

LEARNING OUTCOMES

After reading this chapter, you should be able to:

- Explain the origins of policing in Canada.
- Describe Sir Robert Peel's nine principles of policing and how they relate to modern Canadian policing.
- Explain the roles of police services and police officers in Canada.
- Describe the levels of policing in Canada: federal, provincial, regional/municipal, and First Nations.
- Define the duties of a police officer.
- Identify the legislative authority for the duties of a police officer.
- Explain why police professionalism is essential while working in partnership with Canada's increasingly diverse communities.

The Evolution of Canadian Policing

Canadian policing continues to evolve as the needs and expectations of Canadians change. Advances in technology, changing demographics, and the move toward reconciliation with Indigenous Peoples are just some of the many factors that have increased the complexity of modern-day policing.

Many of the traditions and roots of Canadian policing can be found in the European policing models developed during the Industrial Revolution, particularly in England. As a result of the Industrial Revolution, the population of England shifted from a mainly rural/agricultural society to a more urban/industrial society. It became clear that there needed to be a full-time, centralized, government-operated police force.

In 1829, the *Metropolitan Police Act* was passed, and Sir Robert Peel created the first Metropolitan Police Force in London (O'Regan & Reid, 2017). Peel drafted and published a set of principles that his police force would oper-

Box 1.1 Sir Robert Peel's Nine Principles of Policing

1. The basic mission for which the police exist is to prevent crime and disorder.
2. The ability of the police to perform their duties is dependent upon public approval of police actions.
3. Police must secure the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.
4. The degree of cooperation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.
5. Police seek and preserve public favour not by catering to the public opinion but by constantly demonstrating absolute impartial service to the law.
6. Police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice, and warning is found to be insufficient.
7. Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.
8. Police should always direct their action strictly toward their functions and never appear to usurp the powers of the judiciary.

9. The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.

Source: Gov.UK (2024).

These principles developed by Peel are as relevant today as when Peel created them. A careful examination of the principles reveals a clear underlying message: the role of the police is to work in partnership with the community to prevent crime, solve crimes, and maintain order. This partnership must be a voluntary cooperation and can easily be broken by the unprofessional actions of the police.

Within this chapter and other chapters, you will be introduced to legislation governing police behaviour in Canada, as well as an international code of conduct for police officers. These pieces of legislation and the code of conduct define what many will view as professional police conduct.

Peel's ninth principle still affects the way police services are measured today—if calls for service and crime rates decrease, this is a measure of police efficiency. Because a reduction in calls for service and crime rates may reflect other issues, such as weather, good economic times, or the public's lack of confidence in the police, these data are measured and compared to three- to five-year averages rather than just to the previous year.

The Structure of Policing in Canada

Canada has a variety of police and law enforcement agencies serving local, national, First Nations, and international communities. In the following section of the chapter, we will examine the roles and responsibilities of what is often referred to as public police services.

Federal Policing

The first federal police force, the Dominion Police, was created in 1868. This police service consisted of a total of two officers. Over the next few years, the number of officers grew, with their focus being on Ontario and Quebec

In the late 1800s, Sir John A. Macdonald, Canada's first prime minister, formed the North-West Mounted Police (NWMP), which was responsible for policing the "North-Western Territory." The NWMP's headquarters were in Regina. In 1920, Parliament voted to establish a national force by merging the 150-member Dominion Police with the NWMP (Whitelaw & Parent, 2013, p. 10). The new force was renamed the Royal Canadian Mounted Police (RCMP), and its headquarters were moved to Ottawa.

As the national police service of Canada, the RCMP provides policing services across Canada under the authority of the ***Royal Canadian Mounted Police Act (RCMP Act)***. The RCMP operates within three main areas of responsibility:

- contract and Indigenous policing,
- federal policing, and
- specialized police services (RCMP, 2021a).

Contract and Indigenous Policing

The RCMP is contracted by all provinces and territories, except for Ontario and Quebec, to provide police services. This contract policing is provided through police service agreements between the federal government and provinces, territories, and municipalities (RCMP, 2021a).

Indigenous Policing

It has long been recognized that Indigenous Peoples are overrepresented in the Canadian criminal justice system, both as offenders and victims. The RCMP played a role in implementing and enforcing colonial rule. As a result, the modern RCMP is tasked with building a renewed relationship and trust with the Indigenous communities throughout Canada (RCMP, 2021b).

Provincial Policing

Provincial policing in most parts of Canada is provided through contracts with the RCMP. Ontario, Quebec, and Newfoundland and Labrador have stand-alone provincial police services: the Ontario Provincial Police (OPP), Sûreté du Québec (SQ), and Royal Newfoundland Constabulary (RNC).

Ontario Provincial Police

The OPP is a division of the Ministry of the Solicitor General and operates in every community in Ontario (OPP, 2022). The OPP provides a long list of policing services to the province of Ontario. These include patrolling all provincial highways and waterways, contract policing to rural communities without municipal or regional services, and administrative support for First Nations policing, to name a few (OPP, 2022).

Sûreté du Québec

Similar to the OPP, the SQ provides police services throughout the province of Quebec. The SQ provides policing services under three main categories: national, specialized, and general. It defines its mission as follows:

The Sûreté du Québec, as a national police force, contributes throughout the Quebec territory to maintaining peace and public order, preserving life, safety and fundamental human rights and protecting property. The Sûreté du Québec also supports the police community, coordinates major police

operations, contributes to the integrity of governmental institutions and ensures the safety of transport networks under Quebec jurisdiction. (Sûreté du Québec, 2022)

Royal Newfoundland Constabulary

The provincial police service of Newfoundland and Labrador is the oldest in Canada and possibly all of North America. Its history dates back to 1729. The RNC is responsible for traffic safety on highways, waterways, and trails. It is also responsible for providing specialized investigative services in support of police services throughout Newfoundland and Labrador (RNC, 2022).

Today, policing in each province requires the delivery of many complex services. The RCMP, OPP, RNC, and SQ provide provincial policing services.



RCMP officers stand next to the honour roll while attending a memorial service in Regina, Saskatchewan. The annual service, which honours officers who died in the line of duty, is a tradition that began in 1935.

Regional Policing

In Ontario, several areas of the province opted to create regional levels of government; these include York Region, Niagara Region, Durham Region, Halton Region, Peel Region, and Waterloo Region. Each region is made up of several cities and towns. At one time, each city and town had its own police service; however, regional policing evolved along with regional governments. Each region in Ontario now has a regional police service, which is made up of former town and city police services. When regional police services were first formed, a major task was to break down barriers and build relationships within the police services. Regional police members were aligned with

their former town police forces, causing conflict in these new police services for many years. Colter characterizes the resolution of this conflict in the following manner:

Attrition has reduced the parochialism that at first caused members of the old municipal forces to withhold loyalty to the larger amalgamated Force. Over the years, many of the problems mentioned have been eliminated or at least diminished. (Colter, 1993, p. 203)

When compared to provincial and federal police strengths, the number of positions may appear to be low; however, the number of officers is set as a ratio to the population of each area. This is done to reflect the cost of providing policing to each community. In 2017, Canada's police strength was 203 per 100,000 population (Conor, 2018).

Municipal Policing

Municipal policing in Canada can be seen as one of the most complex forms of policing due to the many options that municipalities can select for their police service.

As we look across Canada, we can see differing municipal models of policing. In Newfoundland and Labrador, the RNC provides policing services to 15 communities in 3 jurisdictions (RNC, 2022).

Yukon, the Northwest Territories, and Nunavut are the only areas of Canada without municipal police services. However, in November 2022, Public Safety Canada announced an agreement between the governments of Canada and Nunavut to expand the First Nations and Inuit Policing Program into Nunavut over three years. This will mean the people of Nunavut will have a greater say in how their communities will be policed (Government of Canada, 2022).

Municipalities in Ontario have several options to meet the *Community Safety and Policing Act* requirement of adequate and effective services to their community. These include:

- setting up their own police service,
- arranging with one or more municipalities to have a joint service for the area,
- hiring the police service of another municipality, and
- hiring the OPP (Ontario Ministry of the Solicitor General, 2022).

There are 44 municipal police services in Ontario. In addition, the OPP provides municipal policing services to several hundred municipalities across Ontario (Government of Ontario, 2022).

The next option for municipalities is contract policing. The OPP currently provides contracting services to 326 municipalities (OPP, 2018). In this type of structure, the RCMP or OPP (depending on the province) provides policing services to municipalities based on a negotiated contract between the federal or provincial government and the municipality—the police agency is the

service provider. These contracts require the local detachment commanders to report to a police services board made up of municipal and provincially appointed members.

The last option for municipalities is a non-contract situation where the RCMP or the OPP provides the service to a municipality, and at the end of the fiscal year, the municipality is billed for the services rendered. This situation often meets the needs of many small communities. Municipalities also have the option of being partners with neighbouring municipalities; this gives them a shared resource capable of providing policing services to each municipality.

First Nations Policing

Policing agreements have been put in place to serve First Nations communities across Canada. In June 1991, the federal government made the following announcement:

The First Nations Policing Policy (FNPP) ... was introduced to provide First Nations across Canada (except for Northwest Territories and Nunavut) with access to police services that are professional, effective, culturally appropriate, and accountable to the communities they serve. (Conor, 2018, p. 9)

First Nations policing has been implemented across Canada through tripartite agreements between the federal government, provincial or territorial governments, and First Nations. According to Statistics Canada, the cost of these arrangements is shared by the federal government, which bears 52 percent of the cost, and the province involved, which bears 48 percent (Conor, 2018, p. 9).

There are currently eight self-administered First Nations police services located in Ontario (see Box 1.2). The Nishnawbe Aski Police Service (NAPS) was established in 1998 as a result of the negotiated tripartite agreement between the Nishnawbe Aski Nation (NAN), Canada, and the province of Ontario. The NAPS is the largest First Nations police service in Canada and the second largest in North America. It serves 34 communities across Ontario. NAN's traditional territory encompasses two-thirds of Ontario (Nishnawbe Aski Police Service, 2022).

Box 1.2 First Nations Police Services in Ontario

1. Akwesasne Mohawk Police Service (has jurisdiction in Ontario; Quebec; and New York, USA) <https://www.akwesasnepolice.ca/>
2. Nishnawbe Aski Police Service (serves 34 First Nation communities) <https://www.naps.ca/>

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3. Rama Police Service (formerly Mnjikaning Police Service or Rama Reserve Police) <https://www.ramapolice.ca/history-of-rama-police-service/>
4. Treaty Three Police Service <https://www.t3ps.ca/who-we-are/>
5. Wikwemikong Tribal Police Service <https://www.wtps.ca>
6. Anishinabek Police Service <https://www.apscops.org/>
7. Six Nations Police Service <https://snpolice.ca/>
8. UCCM Anishnaabe Police <https://www.uccmpolice.com/about-us>



Cheryl Gervais is the Chief of the Treaty Three Police Service, a self-administered policing entity under the First Nations Policing Program in Canada, responsible for full policing duties in 23 First Nation Communities in the Treaty #3 territory.

Command Structures for Police Services in Canada

Police services are considered **paramilitary organizations** in their design, as is demonstrated by the rank structure of every police service. Each rank has to follow a chain of command up to and including the chief of police and the commissioner. The head of each policing organization reports to a governing body and is accountable for the actions of each member of the organization.

Table 1.1 shows the rank structures for the RCMP, OPP, and municipal/regional police services in Canada.

TABLE 1.1 Comparison of Rank Structures in Canada

Municipal/Regional Services	Ontario Provincial Police	Royal Canadian Mounted Police
Chief of Police	Commissioner	Commissioner
Deputy Chief	Deputy Commissioner	Deputy Commissioner
Staff Superintendent	Chief Superintendent	Assistant Commissioner
Superintendent	Superintendent	Chief Superintendent
Staff Inspector	Inspector	Superintendent
Inspector	Sergeant Major	Inspector
Staff Sergeant	Staff Sergeant	Corps Sergeant Major
Sergeant	Sergeant	Sergeant Major
Constable 1st Class	Constable 1st Class	Staff Sergeant Major
Constable 2nd Class	Constable 2nd Class	Staff Sergeant
Constable 3rd Class	Constable 3rd Class	Sergeant
Constable 4th Class	Constable 4th Class	Corporal
		Constable

As a newly hired constable, you will be required to successfully complete all local, provincial, and/or RCMP training. Once you finish this training, you will be assigned to a field unit and assigned a training officer. During this section of your training, you will be continually evaluated by your coach or training officer and your supervisors. These evaluations will include an assessment of your ability to correctly apply your training, the law, and problem-solving skills. In Ontario, police officers must successfully complete a one-year probation period.

The chain of command for an organization establishes the responsible person next in line with whom you can address issues or concerns. You must deal with your immediate supervisor to resolve items of concern—you cannot

go up to the next level of command without the permission of your supervisor. This chain of command does not work in reverse—a deputy chief can call you up at any time and discuss any concerns they have with you or your work. In addition to this direction, whenever you address someone of superior rank, you should refer to that individual by their rank. This shows respect for the position the person has in the organization, and it shows that you recognize the hierarchy of the paramilitary organization.

The Police Officer's Role

The role of the police in Canada is significantly different from what you might see on TV and the big screen. The thrilling car chases, breathtaking actors, gripping suspense, spine-tingling moments, awe-inspiring speeches from supervisors, and shootouts are few and far between. A career in policing does provide you with many day-to-day challenges and can be described as personally rewarding. You should be aware that inherent dangers come with the job. Officers are often called upon to perform heroic acts; in situations where most people would run away from their fears, police officers are expected to turn and face them. When there is an emergency, police officers are the first ones to assist, and when someone is in dire need of help and 911 is called, police officers respond no matter who the person is or what the situation is.

The Role of Police in Canada

Society's expectation of the police is that they will protect the public from harm and uphold the laws and Constitution of Canada in an unbiased manner by adhering to the *Canadian Charter of Rights and Freedoms*. Police officers have immense power and authority in society, and with this power comes even greater responsibility. Police have the legislated authority to arrest persons and search and seize property, and they are authorized to use reasonable force in the execution of their duties. The expectations and demands put on the police today by the public are consistent with those Sir Robert Peel established in the mid-1800s. As discussed earlier, Peel introduced the world's first police force, the London Metropolitan Police Force, and drafted nine principles of policing, which continue to be implemented in police services all over the world. Peel's nine principles of policing are seen as guiding principles regarding the role the police have or should have in society.

The Role of the Police Today

The role of the police in society today has changed both positively and negatively in many ways. For the most part, the role of a police officer is the same across Canada, with a similar philosophy on the definition of police work and the role of police in society. In fact, one could argue that this role is similar not only across Canada but also all over the world, with a few exceptions.

work is defined as any duty conducted by members of a police service that they are legally mandated to perform and that will assist in the regulation and

control of society and the maintenance of public order. The legislative framework of policing is found in Canada's *Criminal Code*; the *Canadian Charter of Rights and Freedoms*; the *Constitution Act, 1867*; other federal statutes (such as the *Youth Criminal Justice Act*); provincial and municipal legislation; and various police services acts across the country, such as the RCMP Act and the *Comprehensive Ontario Police Services Act, 2019 (COPSA)*.

CAREER PROFILE

Peter Rampat



Peter Rampat teaches in the Ontario Police College's (OPC) constable training program, specializing in provincial use of force standards, with an emphasis on critical thinking skills and de-escalation strategies for future police officers.

1. *You graduated from the University of Toronto with a degree in biology and geography but have ended up pursuing a very different career path. How did you begin working in law enforcement?*

I wanted to become a high school teacher but quickly realized that I craved the excitement and challenges of policing. After working on the street for 11 years, learning all aspects of the profession, I wanted to pursue my passion for teaching. I became a use of force instructor, spending four years conducting training in the law, defensive tactics, scenario-based training, and de-escalation. In 2019, I took on a new role as a civilian instructor teaching police recruits at the OPC.

2. *police services are they affiliated with?*

Our recruits come from any service within Ontario. They must complete their recruit training at OPC to become a police officer. The enthusiasm, curiosity, and passion with which they enter the program makes teaching them very enjoyable.

3. *You emphasize critical thinking skills in your training. How would you define those skills, and what are some examples of how officers will use them in the field during their careers?*

Critical thinking skills could be defined as taking into consideration as much information as you have available to arrive at a more fulsome and impartial decision. For example, in addition to receiving information from witnesses at a scene, you might confirm or refute that information by using credible, impartial sources like surveillance videos. That's just one way to be critical during decision-making.

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4. *You are a specialist in de-escalation techniques. Does this represent a shift or evolution in the way police are trained nowadays?*

De-escalation has always been a part of police training; however, as with any profession, evolution takes place to enhance training and accommodate the evolving needs of the public, relevant scientific research, and operational best practices.

5. *You are an expert in Jiu-Jitsu. How does that lend itself to training officers to de-escalate?*

Japanese Jiu-Jitsu training has helped with my mental and physical conditioning, decision-making under stress, understanding human behaviour, and applying various control techniques to address situations, in line with the legal principles outlined in the *Criminal Code* of Canada. Verbal de-escalation requires the use of higher-order cognitive ability, but that ability is undermined if one fears being hurt. If an officer is less afraid, they may do better with verbal de-escalation strategies. In my experience, emphasizing these de-escalation techniques helps build better relationships between the police and the public.

According to the COPSA, there are six core functions of police work that are the minimum standards for adequate and effective delivery of policing in Ontario:

1. crime prevention,
2. law enforcement,
3. maintaining the public peace,
4. emergency response,
5. assistance to victims of crime, and
6. any other prescribed policing functions.

Duties of a Police Officer

For the purpose of this book, we will explore the legislation that dictates the police role in Ontario and nationally for the RCMP. COPSA is a provincial statute that regulates and guides all police services and police officers in Ontario. Section 82(1) of this Act sets out the duties of a police officer as follows:

- (a) preserving the peace;
- (b) preventing crimes and other offences and providing assistance and encouragement to other persons in their prevention;
- (c) assisting victims of crime;
- (d) apprehending criminals and other offenders and others who may lawfully be taken into custody;

- (e) laying charges and participating in prosecutions;
- (f) executing warrants that are to be executed by police officers and performing related duties;
- (g) performing the lawful duties that the chief of police assigns;
- (h) completing training required by the act or the regulations;
- (i) complying with the prescribed code of conduct; and
- (j) performing such other duties as are assigned to him or her by or under this or any other Act, including any prescribed duties.

Section 82(2) of COPSA gives police officers the power and authority to act as such throughout Ontario. For example, if you are sworn in as a police officer in Ottawa, you have the authority to act as such in Toronto, Windsor, or anywhere else in the province. You are sworn in as a police officer for the province of Ontario and have the authority to exercise those powers throughout Ontario. This is outlined with the **oath or affirmation of office** in COPSA (O. Reg. 416/23) for all police officers in Ontario, as shown below.

Oath or Affirmation of Office

1. The following is the oath or affirmation of office for the members of police service boards, OPP detachment boards and First Nation OPP boards:

I solemnly swear (*affirm*) that I will uphold the Constitution of Canada, which recognizes and affirms Aboriginal and treaty rights of Indigenous peoples, and that I will, to the best of my ability, discharge my duties as a member of the (*insert name of police service board, OPP detachment board, or First Nation OPP board as applicable*) faithfully, impartially and according to the *Community Safety and Policing Act, 2019*, any other act, and any regulation, rule or by-law.

So help me God. (*Omit this line in an affirmation.*)

• • •

2. The following is the oath or affirmation of office for police officers, First Nation Officers and special constables:

I solemnly swear (*affirm*) that I will uphold the laws of Ontario and Canada, including the Constitution of Canada, which recognizes and affirms Aboriginal and treaty rights of Indigenous peoples, and that I will, to the best of my ability, discharge my duties as (*a police officer, a First Nation Officer or a special constable, as applicable*) faithfully, impartially and according to law.

So help me God. (*Omit this line in an affirmation.*)

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of a police service:

I solemnly swear (*affirm*) that I will uphold the laws of Ontario and Canada, including the Constitution of Canada, which recognizes and affirms Aboriginal and treaty rights of Indigenous peoples, and that, when

authorized to perform police duties by the chief of police, I will discharge my duties as an auxiliary member of the *(insert name of police service)* faithfully, impartially and according to law.

So help me God. *(Omit this line in an affirmation.)*

IN THE FIELD

The Law Enforcement Code of Ethics

My fundamental duty as a law enforcement officer is to serve the community by:

- safeguarding lives and property;
- protecting the innocent, the weak, and the peaceful; and
- respecting the rights of all to liberty, equality, and justice.

I will bring credit to my agency by:

- being courageous,
- developing self-control,
- being mindful of the well-being of others,
- being honest in word and deed,
- being exemplary in obeying the law and agency regulations, and
- maintaining confidentiality.

I will always enforce the law courteously and appropriately by:

- acting even-handedly,
- remaining impartial,
- refusing to be intimidated,
- refraining from bitterness and nastiness,
- avoiding the use of excessive force, and
- refusing to accept gratuities.

I recognize my badge as a symbol of public faith and I accept it as a public trust by:

- refusing to engage in corruption or bribery,
- condemning such acts when committed by other officers, and
- cooperating with authorities in the pursuit of justice.

I know that I am responsible for my professional development, and I will take every reasonable opportunity to improve my policing knowledge and skills. I will constantly strive to live up to my professional obligations, dedicating myself before God to my chosen profession, law enforcement.

Source: International Association of Chiefs of Police (2024).

The Probationary Period

Section 84(1) of COPSA states the probationary period of a police officer employed by a police service board begins on the day they are appointed and ends 12 months after the day of the appointment. A chief of police may extend a police officer's probationary period by up to six months if the police officer consents to the extension. COPSA also mandates that police officers can be on a probationary period only once during their career. Hence, if a person was hired as a police officer by the Toronto Police Service and after the probationary period applies for a position with the Barrie Police Service, that individual will have already completed the mandatory probationary period regulated by COPSA and cannot be placed on probation with the Barrie Police Service.

The role of a chief of police is outlined in section 79(1) of COPSA. The chief oversees the administration and operation of the police service and acts as the liaison with the police services board to establish objectives, priorities, and policies. The chief of police also ensures that all members of the police service carry out their duties in accordance with COPSA and provide community-oriented policing. The chief of police is also responsible for the conduct of the officers and other members of the police service.

The RCMP is governed by the federal RCMP Act. Part I of the RCMP Act states that

there shall continue to be a police force for Canada, which shall consist of officers and other members and be known as the Royal Canadian Mounted Police [and that] the Force may be employed in such places within or outside Canada as the Governor in Council prescribes. (ss. 3–4)

Section 18 of the RCMP Act regulates the prescribed duties of a police officer:

It is the duty of members who are peace officers, subject to the orders of the Commissioner,

(a) to perform all duties that are assigned to peace officers in relation to the preservation of the peace, the prevention of crime and of offences against the laws of Canada and the laws in force in any province in which

and others who may be lawfully taken into custody;

(b) to execute all warrants, and perform all duties and services in relation thereto, that may, under this Act or the laws of Canada or the laws in force in any province, be lawfully executed and performed by peace officers;

(c) to perform all duties that may be lawfully performed by peace officers in relation to the escort and conveyance of convicts and other persons in custody to or from any courts, places of punishment or confinement, asylums or other places; and

(d) to perform such other duties and functions as are prescribed by the Governor in Council or the Commissioner.

Every police officer in the RCMP has the power and authority to execute those duties as prescribed anywhere in Canada.

In every province in Canada except for Ontario and Quebec, the RCMP officer's role is very similar to that of any other police officer. The RCMP is responsible for providing front-line policing services, both at a municipal and a provincial level. In Ontario and Quebec, the RCMP is responsible only for policing duties that are of a federal nature, for example, airport security, drug enforcement, and terrorism, to name a few. The RCMP is also mandated for missions abroad. Internationally, the RCMP is well recognized as a peace-keeper, for providing security at Canadian consulates around the world, and for assisting in the training of police officers in troubled countries.

Police in Society

Now that we have discussed the legislative duties of a police officer, let's explore the changing role of the police in contemporary society. Changes in society bring about changes in policing and how services are delivered. As police services have moved toward a more community-based style of policing, the traditional model of a hierarchical structure and paramilitary model has broken down (Griffiths, 2015).

Traditional policing is described as the “professional model” of police work and is based on the three Rs: random patrol, rapid response, and reactive investigation (Griffiths, 2015). In the professional model of policing, clearance rates and statistics for charges or incidents are used to determine the effectiveness of not only the individual police officer but also the services provided to the public by the police.

Canada's Increasingly Diverse Society

Canadian society developed through colonization and immigration. Immigrants bring to Canada their cultures, ethnicities, languages, and religions. In years past, the majority came from Europe. This trend has been changing over the last 50 years. The majority of newcomers to Canada now arrive from Asia and Africa (Statistics Canada, 2024).

In part to address these shifting demographics and the recognition of the changing needs of our diverse society, the philosophy of community policing has increasingly been adopted throughout Canada. Community policing emphasizes crime prevention and problem solving. The principles of community policing are based on the three Ps: prevention, problem solving, and partnership (i.e., shared accountability with the community) (Griffiths, 2015).

Knowing how the community feels about the police is essential in developing strong partnerships within the community. So how do Canadians feel about the police in their community? The Angus Reid Institute sought to answer this question through a 2020 survey of 5,005 people.

Data from the survey (see Table 1.2) show that while the majority in all groups say they view the police favourably, older Canadians are more likely than younger Canadians to view police in their communities favourably. The data also show that Indigenous respondents and those who identify as a visible minority are slightly more likely than Caucasians to hold an unfavourable view of their community police.

TABLE 1.2 Views of Police in Canada

Thinking about the police in your own community where you live, do you generally view them favourably or unfavourably?			
Indigenous n=438			
	18-34	35-54	55+
Favourable	62%	68%	90%
Unfavourable	34%	27%	9%
Visible Minority n=828			
	18-34	35-54	55+
Favourable	53%	73%	79%
Unfavourable	34%	19%	16%
Caucasian n=3,741			
	18-34	35-54	55+
Favourable	61%	78%	85%
Unfavourable	33%	18%	12%
Total n=5,005			
Favourable	75%		
Unfavourable	21%		

Source: Angus Reid Institute (2024, May).

However, when asked specifically about their personal interactions with police officers, Indigenous respondents were more likely to say that their experiences were negative. Three in ten (29 percent) Indigenous respondents said this, compared to one in four of visible minorities (25 percent) and one in five Caucasians (20 percent) (Angus Reid Institute, 2024).

IN THE FIELD

Problem Solving in the Community

Law enforcement today requires more than traditional policing skills. As seen in the following scenario, it also requires an ability to engage and communicate with diverse groups of people in order to identify and solve problems at the local level and, wherever possible, to prevent crime from occurring before police need to be called.

During a community mobilization initiative in a high-demand neighbourhood, officers began receiving credible reports of illegal behaviour by a building superintendent who managed 75 single-family social housing units. This man had been managing these units for 15 years and seemed unresponsive to the tenants' requests, even for routine maintenance, particularly if they came from people of colour. Police heard he was responsible for illegal evictions (when some people tried to set up a tenant's association), sexual offences against women and girls, and trafficking drugs out of his vehicle. Non-coercive interviews with the superintendent exposed his negative attitudes, particularly toward people of colour, so police commenced an investigation, including surveillance.

Meanwhile, two constables went door to door, inviting tenants to a community conference on a Saturday morning. This neighbourhood had long dominated calls to the local police division, but residents did not seem inclined to initiate changes, so police knew they would have to facilitate.

Forty people showed up for the meeting. They were of all ages and many ethnicities, and few seemed to know each other. One constable welcomed everyone, arranged people into a big circle, then asked a question: "What do you like about living here?" People began to hear good things about their neighbourhood, and most agreed with the positive comments. After several people spoke, a mother with two young children announced: "I really liked living here some years ago, but I had to move away. Then I had my kids and I've just moved back because I wanted to bring them up here." It was clear that people were interested in her story. She continued,

out and walks too close beside me. And twice when I got into the laundry room, he tried to hug me and kiss me!" She said she feared his harassment would get worse.

Many of the other tenants had shock and anger on their faces. After a long silence, the other constable said, "If you'll come down to the station and make a statement, we will investigate that." She responded angrily, "But I'll get evicted!"

As the discussion continued, many people said how disturbed they felt about this woman's experiences, but also how powerless they felt to do anything about it.

Finally, an 18-year-old Black youth spoke up. Police knew he was having behavioural problems in high school. He had come to the meeting unaccompanied. He seemed angry, or possibly just nervous about speaking. Eventually, he looked across the room to the mother and asked, “Do you know where I live?” Everyone looked surprised, and the mother responded, “Well, no!” The youth replied, “Well I’m going to write down my unit number for you. You should come see my mom. She can help you.” He pulled out a pen and paper and looked around the room, then looked at the woman again and asked, “Do you know where all these people live?” Again, she protested, “Well no, of course not!” The youth started writing on his paper and said, “I’m going to pass this paper around and I want everyone to write their name and unit number down.” He looked at the mom again and said, “And then you can walk anywhere in our neighbourhood safely.”

It was an “aha” moment for everyone in that circle. Body language and smiles said that everyone agreed with this young man’s approach to the issue. The constable who had asked the woman to file a complaint with police once again addressed her: “Would it be all right with you if we, the police, went to the super and told him we know what he’s been doing and we’re watching him?”

“Can you guarantee I won’t be evicted?”

The constable replied, “No, but if you are evicted, we’ll help you fight it.” Again, people’s reactions around the circle showed they appreciated the constable’s answer—and in their eyes, police legitimacy immediately went up a notch.

Feeling the positive tone of the room, the officer added, “What if I go to the super and tell him that not only do police know what he has been doing, but everyone else in this room knows also, and that we’re all watching him?” The tenants were very pleased with this suggestion and shouted their support. They felt that they, collectively, would now be able to solve this very harmful community problem.

Meanwhile, police surveillance on the superintendent continued, and within a month of the community circle meeting, he had moved out of the neighbourhood, and 15 years of sexual harassment and the marginalizing of many tenants came to an end.

Source: Russell (2017, pp. 177–178).

Professionalism Is Essential

The role of today’s police officer has become extensive, and the police are increasingly becoming generalists. Police officers are required to possess a

duties that are expected by the public, which go well beyond those set out in COPSA or the RCMP Act.

You might be asking yourself: What are the qualities and behaviours that will lead me to being an effective police officer? This topic was explored in the *RCMP Gazette*. They asked four RCMP employees in a wide range of fields to identify what qualities they associate with outstanding results.

Honesty in applicants, cadets in training, and regular members was identified as a key quality to success. For example, the RCMP, as with all other employers, strives for a workplace free of harassment. To succeed, members must be sincere in their desire for a harassment-free workplace and demonstrate behaviours that will achieve this result, such as honesty and professionalism. A more difficult task is to identify when you feel you have been the subject of harassing behaviour; it requires you to be honest and professional to address another person about their inappropriate behaviour (RCMP, 2018).

The RCMP's core values are take responsibility, show respect, serve with excellence, demonstrate compassion, and act with integrity. Successful police officers will demonstrate these values naturally and without compromise from the beginning to the end of their career (RCMP, 2024).

Being a strong team player has been identified as a quality of a successful police officer. It should be remembered that “failing to work together effectively can have dire consequences” (RCMP, 2018).

It is recommended that both applicants and police constables strive to expand their life experiences. A diverse life experience allows a police officer to relate to and understand the diverse community they serve (RCMP, 2018).

Box 1.3 The Actions of the Few Reflect on the Many

How police officers perform their duties—and interact with members of the community and members of the police service—will have a great effect on how the community feels about police in general.

The widespread use of social media means people across the country are often made aware of the unprofessional conduct of a single officer. Visit the following website to see how negative news spreads quickly across the country: <https://globalnews.ca/tag/police-misconduct/>.

Suggested Websites and Publications

Angus Reid Institute

<https://angusreid.org/policing-perspectives-canada-rcmp/>

Canadian Charter of Rights and Freedoms

<https://laws-lois.justice.gc.ca/eng/const/page-12.html>

Comprehensive Ontario Police Services Act, 2019

<https://www.ontario.ca/laws/statute/S19001/>

Criminal Code

<https://laws-lois.justice.gc.ca/eng/acts/c-46/>

International Association of Chiefs of Police

<https://www.theiacp.org/>

Ontario Ministry of the Solicitor General

<https://www.ontario.ca/page/ministry-solicitor-general>

Ontario Ministry of the Solicitor General: Policing in Ontario

<https://www.ontario.ca/page/policing-ontario>

<https://www.ontario.ca/page/ontario-police-college>

Ontario Provincial Police

<https://www.opp.ca/>

Ottawa Police Service

<https://www.ottawapolice.ca/en/index.aspx>

Royal Canadian Mounted Police

<http://www.rcmp-grc.gc.ca/en>

Royal Canadian Mounted Police Act

<https://laws.justice.gc.ca/eng/acts/R-10/>

Statistics Canada: Police Resources in Canada, 2018

<https://www150.statcan.gc.ca/n1/pub/85-002-x/2019001/article/00015-eng.htm>

Toronto Police Service

<http://www.tps.ca/>

Key Terms

Comprehensive Ontario Police Services Act, 2019 (COPSA) A provincial statute that regulates and guides all police services and police officers in Ontario.

oath or affirmation of office A statement that police officers, special constables, or First Nations constables promise to uphold the Constitution of Canada and, to the best of their ability, complete their duties faithfully, impartially, and according to law.

paramilitary organization An organization that structures its personnel, policies, and procedures along the lines of a military organization; a chain of command is followed as information is passed from the top to the bottom of the organization. Every member must report to a superior rank.

police work Any duty that is conducted by sworn members of a police service that they are legally mandated to perform and that will assist in the regulation and control of society and the maintenance of public order.

Royal Canadian Mounted Police Act (RCMP Act) A federal statute that regulates and governs the RCMP and its police officers.

traditional policing A reactive approach to policing that focuses on making arrests after a crime has been committed. This approach limits community consultation and involvement in solutions; the responsibility for problem solving is entirely that of the police service.

Career Goals and Skills Tracker

For the week of: _____

A. Skills Summary Log for the Previous Week

Be sure to consider a range of skills, including any physical and technical skills relevant to law enforcement, as well as highly transferable “soft skills” (e.g., communications, teamwork, problem solving, etc.).

Over the previous week, in all my courses, volunteer/paid work, and extracurricular and personal activities, I have practised the following skills:

1. _____
2. _____
3. _____

B. Personal Goal Setting for the Coming Week

These goals may be anything related to your career preparation: volunteering, physical fitness, interpersonal and communication skills, networking, researching, reading, etc. Try to set goals that are realistic, achievable, and measurable. Some goals may need to be spread across multiple weeks.

I have set the following goal(s) for the coming week:

1. _____ _____ Completed?

2. _____ _____ Completed?

3. _____ _____ Completed?

C. Volunteering Log

Setting Your Volunteering Goals:

Volunteer work is an effective way to build career experience and relevant skills. It is important to focus on areas relevant to your career goals. Consider the types of client groups you would like to work with (i.e., elderly, youth, immigrants, homeless people, community groups, etc.). In the notes section, be sure to list people who may be good future career references and add them to the networking log below.

1. My goal is to focus on the following skills:

2. My goal is to gain experience with the following client group(s):

3. My goal is to accumulate (number) volunteering hours by the following date:

Use this space to keep track of your volunteering activities and opportunities each week.

Agency/Organization	Contact Information	Client Group	Hours	Notes or Additional Requirements	

Total hours this week: _____

Transferable skills from your volunteering and other activities:

List here any specific transferable skills that you demonstrated or worked on this week (the first line is filled out to provide an example).

Specific Skill	Description/Notes
Conflict resolution	At the boys and girls club, two kids were loudly arguing about picking basketball teams fairly. I intervened to calm them down, and the three of us discussed their options, coming up with mutually agreeable teams. There were substantial, positive changes in their behaviour. The games were very competitive and fun, and the kids thanked me for helping them make the teams fair.

D. Networking Log

Use this space weekly to track your career contacts and future volunteering/job application opportunities.

Agency/Organization	Name and Position	Contact Information	Notes

E. Journal

Use this space to write down current thoughts on your career goals and skills development, what you have learned in the past week, and challenges or problems you have faced.

Additional Thought-Provoking Questions

1. Do you feel that you are able to perform the required duties of a police officer?

2. Would you be comfortable taking orders from an officer of superior rank?

3. Community policing is policing in today's society. Are you well connected to the people in your community?

F. Portfolio Notes

Use this space to keep track of ideas and items to include in your career preparation portfolio (see also Chapter 11). Be sure to keep any important files or documents in a secure but accessible place.

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