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Wednesday, April 27, 2016



Contraband Tobacco and Its Impact on Organized Crime
Gary Grant

Contraband tobacco is a serious problem all over Canada and is particularly bad in Ontario where an estimated 1-in-3 cigarettes purchased over the last year were illegal.



Police Response and Mental Health
Dan Hirdes & Ron Hoffman

This presentation will provide evidence to show how the use of a new mental health screening tool enhanced the ability of officers to identify persons with serious mental disorders.



Police Act Charges & Case Law Updates
Simon Borys & L. Gridin

Legal education to frontline officers on criminal and Police Services Act charges, complaints resolutions, and SIU investigations.



PTSD and Policing
Ian Johnstone & Pat Simon

The challenge for police services is to manage PTSD cases lawfully, honouring the obligations placed on services under, police legislation and human rights codes.



Automotive Investigations
Bob Lucas (OMVIC)

It is well known among the police community that auto thefts are linked to organized crime and terrorist groups. This session will introduce attendees to basic auto theft investigation techniques.



Non-Accusatory Interviewing
Gord MacKinnon

Instruction will cover the techniques for obtaining and maintaining rapport with the interview subject as well as the importance of critical listening to obtain information. You will gain an understanding of the key element of any successful interview.



Police Ethics
Dr. Ruthie Williams
Dr. Elsie Smalls

Explore the connection between individual ethics in the framework of the criminal justice system, with an emphasis on leadership roles in the organization and the role of values in public policy and management.



Breaking the Stigma: Compassion Fatigue
Lambia Karitsiotis
Peggy Campbell-MacLean

This session focuses on assisting workers to identify different forms of work-related trauma, learn proper debriefing techniques and learn how to build resiliency before taking time off work.



Basic Note-taking
Michael Souliere

Notes continue to come under scrutiny in legal processes both criminally and civilly. This presentation will explore both the shortfalls and successes of officers notes and will engage the learners with some 'food for thought' with respect to recording events.



Leadership Strategies in VUCA Situation
Dr. Mitch Javidi

Learn how volatility, uncertainty, complexity and ambiguity (VUCA) applies to community policing strategies and what deliberate leadership strategies are most effective.



Interactions with Mental Health Issues
Dr. Terry Coleman
Dr. Dorothy Colton

Presenters will be able to share emerging promising practices that have been adopted by agencies with regard to mental health issues.



Interac Fraud
Rachel Jalicoeur

This presentation will provide an overview of a recent attempt to outwit chip fraud and an overview of current fraud trends and investigative methods on the INTERAC network regarding debit card transactions.



Deploying a Video Library System on a network
Rob Poretti & Claude Turcotte

Learn the various approaches for deploying a network-based media library system that collects audio, video, and metadata from numerous sources for re-distribution.



Police Professionalism
Geoff Gruson

Explore opportunities to advance a Canadian policing profession in light of the changing societal and economic realities and recent events for policing management and governance.



The Ethical Use of Force
Al Arsenault & Toby Hinton

Issues regarding the ethical applications of effective and practical uses of force will be addressed. Tried and true methods of physically taking people into custody will be shown and discussed.



Effective and Innovative Community Engagement
Randall Arsenault

This training course will take the attendees through real life scenarios outlining the benefits of proper community engagement, and who should be representing their service.

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Ignoring the parsimonious politicians

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We recently gave our newly elected politicians a hand basket and everyone in policing is shy about telling them where we are going. If their lack of curiosity about policing continues, the blame will be ours when we arrive at the inevitable destination.

There haven't been many headlines about police costings for several years. The issue reared its ugly head recently when Ontario lifted its moratorium on municipalities seeking costing competitions with the provincial police.

Today's problems surrounding police really come down to two main issues — the lack of direction from the province and the bottom-line bean counters in municipal governments.

The Ontario Provincial Police took advantage of the downtime during the municipal costing moratorium to review its policies and come up with a better formula to set budgets for policing municipalities.

As soon as the OPP indicated it was again open for business it was flooded by parsimonious politicians wanting to "kick the tires" and look into replacing their old jalopy police service with something cheaper; better is not part of their equation.

The Ontario police costing process has caused much angst, rancour and hostility over the past 25 years, dividing communities and pitting municipal and provincial agencies against each other. This has been aggravated by a weak solicitor general's office which simply looks at numbers and statistics as a basis for killing police agencies.

Given the world we live in today it really should be all about competent policing, not price. The Ontario government must have the courage to tell communities they should worry about whether their policing is competent, not whether someone else can do it cheaper. If money is an issue then the government should step in, conduct a study and offer advice. Only persistent unheeded advice should lead to more serious considerations.

Ensuring a community trusts and has confidence in its local police must be the primary concern of any provincial government.

In times long past, communities would only lose their police service because of gross incompetency; today 150-year-old police services are disbanded because the chief can't balance a cheque book or municipal leaders can't accurately read a contract.

As an aside it's interesting to note that municipalities always look toward reducing police costings but ignore fire and ambulance — two services that remain dormant unless called upon but which pay the same wages and benefits. Neither are active 24 hour-a-day branches like policing. Too many municipalities are fire department heavy and ambulance weak.

I have worked in the law enforcement field in some capacity or another for more than 45

years, either actively policing or analyzing, researching and writing about it. I have made a career out of looking at where policing has been, where it is currently and postulating where it seems to be going — but you don't need my understanding of the industry to know how lucky we are in Canada. Have a look at the number of police officers per 100,000 population around the world:

Canada	194
Sweden	208
Australia	217
Norway	222
England	227
Denmark	245
New Zealand	247
Germany	296
South Africa	317
Scotland	326
France	356
United States	373
Argentina	558

Looking at these numbers I would suggest Canadians are either fortunate or naive. Somehow I think it is a mix of both but a big part is the quality of police personnel that makes the difference.

Canadian cops are selected through a rigorous process with applicants put through a battery of tests. They are poked, prodded, run ragged, analyzed and background checked for any and all flaws known to human kind. The lucky few who pass are then tested, monitored, tutored and studied to ensure they know their job and can perform to the satisfaction of everyone.

Officers are supervised by their agencies and watched carefully with cameras and hi-tech gadgetry found in their cars, streets and almost every citizen's pocket or purse. If I had to bet on who will do the job better, I would put my money on any street cop over any soccer, hockey or baseball player in the world. After all they only have to produce excellence for 60 minutes over several days. Not only does the public give them a pass but they are paid handsomely for being successful 50 per cent of the time.

Too many politicians and media moguls like to write the exam first then take the lessons after. I have come to the conclusion that for the most part, if the politicians quit meddling, every agency does just fine. Otherwise... welcome to this increasingly hotter hand basket.



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STRENGTHENING RELATIONSHIPS

Providing youth with a positive role model



Winnipeg Free Press Photo

Sgt. Edith Turner was selected to receive this year's **Blue Line Police Leadership Award** to recognize her outstanding commitment both to the people of Winnipeg and the entire Province of Manitoba.

Through her many years of dedicated service as a member of the Winnipeg Police Service (WPS), Turner has continuously striven to strengthen the relationships between the service and the aboriginal community. She has shared her skills with officers locally, nationally and internationally.

Turner dedicates her personal time to volunteer work in her home community of Mispawisitik Cree Nation and in Winnipeg to improve the well-being of aboriginal people throughout Manitoba.

During her 21 year career as a police officer, Turner has worked in many areas of the WPS — uniform operations, community relations aboriginal & diversity unit and sections investigating organized crime, drugs and gangs.

Early in her career, Turner was recognized as a skilful undercover operative and in joint task force operations with the RCMP. Her

undercover work was critical as she infiltrated aboriginal street gangs in Manitoba, leading to numerous convictions during Projects Northern Snow, Othello and Bite.

Turner's skills as an undercover operative took her to southern Ontario in 2004 to partner with the Criminal Intelligence Service of Ontario (CISO). During this ground-breaking, multi-agency and inter-provincial covert undercover operation, she became the first female police officer in Canada to be embedded in a prison.

During this four day harrowing operation, Turner gathered vital evidence that led to the successful prosecution of a female offender, resulting in a second degree murder conviction.

During the court proceedings, Provincial Judge R. Harris commended her for her creativity in developing a system of doodle notes to aid in her testimony.

This doodle system is now highlighted in undercover courses across Canada and helps officers document their covert experiences for court purposes.

Turner was recognized by CISO Director Det. Insp. Al Bush and Hamilton Police Service

Chief Brian Mullan for her exemplary work.

After her work in the operation, Turner was invited to assist in training aboriginal operatives in conjunction with the Canadian Police College and CISO, focusing on disrupting organized crime activities in the aboriginal community. Turner has been instrumental in mentoring many aboriginal police officers from across Canada, sharing her unique perspective and enhancing their skill sets. This in turn enables them to share their knowledge with the next generation of police officers in their respective jurisdictions.

Through her continued leadership, Turner is a mentor and role model for many police officers within the WPS and has been involved in training operatives for more than a decade. She has also been active within the WPS Women's Network mentoring officers and has lectured on her experiences in undercover operations throughout Canada.

Turner shared her harrowing undercover operation with more than 700 police officers from 55 countries at the International Association of Women Police Training Conference in Newfoundland.

Her presentation was one of the most well attended and many officers gained vital information for their organizations, further expanding Turner's leadership and mentorship across the world.

As a child of residential school survivors, Turner understands the negative impact of the systematic destruction of many aboriginal families. As a police officer, she has strived to provide youth with positive role models.

Turner has worked on numerous steering committees, including the Bear Clan Gathering Committee, Indian & Metis Friendship Centre's programs like Girls Empowering Together and at the West-End Women's Resource Centre.

As the single parent of a daughter, Turner is acutely aware of the importance of strong role models and has worked with many young women at the grassroots level, sharing her experiences and providing guidance while working at the Eagle Urban Transition Centre.

Turner is a member of the board directors of Building Urban Industries for Local Development, a provincial initiative focusing on training and skill development for underemployed persons and youth involved in gangs.

Prior to the establishment of the Manitoba Integrated Task Force for Murder & Missing Women community leaders sought out Turner as a key person to bring all sides together. She helped establish open discussions about the lack of progress and police contact with families. Turner continues to reach out to aboriginal leaders to bridge the gap, assisting

task force investigators.

Recently, due to her work in building relationships with the aboriginal community, Grand Chief Terry Nelson of the Southern Chiefs' Organization shared information he received about a historical murder in Winnipeg that was linked to a suspect in custody in British Columbia.

Turner also demonstrates leadership outside the service. She has been a volunteer member of the Canadian Amphibious Search Team (CAST) Central region since 2001. The team assists families with search and recovery efforts when a loved one is lost on the waterways and local law enforcement are unable to continue their recovery efforts.

Turner's leadership and strong ties with many First Nation Chiefs from northern Manitoba have enabled CAST volunteers to assist in many recovery efforts in remote communities. In the past, many of these people would not have been found.

In 2009, Grand Chief Ron Evans of the Assembly of Manitoba Chiefs recognized Turner's work in building relationships and her long term commitment to the citizens in northern Manitoba and western Canada.

Throughout her career Turner has recognized the need to develop stronger relationship between police and the aboriginal community. She turned her knowledge about long standing treaty issues into an opportunity to become involved with the Treaty Relations Commission of Manitoba.

Turner was instrumental in encouraging

the WPS to be a key partner in the commission assisting the "We Are All Treaty People" campaign, which focused on education about treaty issues. The positive changes made thanks to the campaign strengthened the relationship between the service and the aboriginal community.

Assembly of First Nations Chief Sean Atleo honoured Turner at the Manitoba Keewatinowi Okimakanak National Assembly in 2010 for her dedication in mentoring aboriginal youth, providing positive role models and breaking through employment barriers in her work with the Winnipeg Diversity Unit.

Turner has received many awards recognizing her years of dedication and exceptional work in strengthening relationships between the WPS and the aboriginal community, including: Manitoba Excellence in Law Enforcement Award in 2011, the WPS James Toal Award of Excellence and the Queen Elizabeth II Diamond Jubilee Medal in 2012.

She was a finalist in the Manitoba YMCA-YWCA Women of Distinction Leadership Category and was nominated for a leadership award with the International Association of Women Police in 2013.



Sgt. Edith Turner will receive the Police Leadership Award at the Blue Line EXPO Awards Gala to be held on April 26th. Tickets are still available for this dinner: www.blueline.ca/expo or 905-640-3048.

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LEGACY OF LEADERSHIP

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

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

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

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

2016 Judges



Michael A. Sale
Panel Co-ordinator

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

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

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

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



Armand La Barge

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

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

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

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



Peter German

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

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

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

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

He is the recipient of the RCMP Long

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



Frank Beazley

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

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

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



Maurice Pilon

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

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

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

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

PREVIOUS RECIPIENTS



Supt. Bud Bechdholt
Royal Canadian Mounted Police
1999



D/Chief Robert Kerr
Toronto Police Service
2000



Sgt. Barry Gordon
Cape Breton Regional Police
2001



Insp. Robert Taylor
Vancouver Police Department
2002



C/Supt. Kate Lines
Ontario Provincial Police
2003



Chief Edgar MacLeod
Cape Breton Regional Police
2004



Cst. Ojo Tewogbade
Toronto Police Service
2005



Sgt. John Harris
Hamilton Police Service
2010



D/Sgt. Duncan MacIntyre
York Regional Police
2011



Cst. Randy Wood
Halifax Regional Police
2012



Sgt. Marty R. Singleton
Ontario Provincial Police
2014



Cst. Ian MacDonald
Abbotsford Police
2015

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ONE SERVICE ONE TEAM ONE PLAN



Setting the level of engagement in Winnipeg

by Maureen Musgrove

How do you build one document that speaks for an entire organization? The Winnipeg Police Service (WPS) began by listening.

The theme “Crime prevention through social development” has been central during his tenure, Chief Devon Clunis states in his message in the WPS 2016 Business Plan. Both a prospect and a purpose, the theme carries across the goals contained in the plan.

When the opportunity to develop the plan arose in 2015 in conjunction with the Winnipeg Police Board’s 2015-2019 strategic plan, Clunis began the rollout by introducing the concept to the senior officers group. He asked for substantial contribution at all ranks, sworn and civilian, encouraging involvement from diverse perspectives that would shape the document and better align the goals and objectives.

The reach for input then became a task for the deputy chiefs. Their interpretation set the level of engagement and tone for members in their chains of command. Commitment began at the executive level, with clear plans for each branch of the service to achieve its goals by translating the business plan into a plan of action.

D/Chief Art Stannard, who oversees support services, referred to the plan as a roadmap. “We can’t stand still as an organization,” he said. “Our growth must be aligned through strategic objectives and executed by actions that we develop together.”

Stannard identified the plan as an opportunity to change the way the WPS connects with the community. His outlook is a win-win.

“By making changes in how we serve the community, we will make improvements in not only our organization, but in the quality of life for all Winnipeggers.”

He also pointed out that the document lends to further development of support services with themes of wellness, communication, innovation and the integration of people and technology.

As D/Chief of Operations, Dave Thorne is aware that the plan connects all members of the service and is relevant for the entire organization. Making a shared vision a shared reality requires ownership. Through his involvement with several collaborative partnerships between police and the community, he has observed the meaningfulness of engagement.

The commitment to community engagement as fundamental, said Thorne. “Only through genuine and meaningful engagement with communities are we able to listen to, understand and deal with their needs.”

As the operational divisions of the WPS perform the frontline work, the actions established in the plan encompass the themes of partnership, engagement and shared learnings, which apply to all members.

D/Chief Danny Smyth approaches the plan with a perspective from investigative services. By continuing to focus the energy and



resources of the service, Smyth believes the objectives set out by the plan address multiple strategic goals and enhanced co-operation and co-ordination between units.

As the many parts of the plan develop, the over-arching goal of less crime and victimization remains important for Smyth. He notes that the shared ownership and awareness of the multiple strategic goals has become a catalyst, stating “the front-end work that supports crime investigations is an integral part of the solution that includes community engagement and crime prevention.”

During the business plan development, division commanders began to tap into the knowledge and ideas of those directly involved. Not only did this include WPS members, the

WINNIPEG POLICE SERVICE 2016 BUSINESS PLAN

GOALS AND STRATEGIES

<p>1. LESS CRIME & VICTIMIZATION</p> <ul style="list-style-type: none"> a. Strengthen pro-active policing through the Smart Policing Initiative b. Continue to focus resources toward a downtown safety strategy c. Continue efforts to prevent and suppress gang activity and recruitment d. Increase the use of restorative justice and diversion programming e. Focus efforts to improve traffic safety through enforcement and education 	<p>2. ENGAGED COMMUNITIES</p> <ul style="list-style-type: none"> a. Lead collective action to prevent crime through social development b. Work with our partners to protect vulnerable persons c. Enhance communication, transparency and accountability d. Enhance community relationships e. Continue to build a service that knows and reflects the communities it serves 	<p>3. EFFECTIVE & EFFICIENT SERVICE</p> <ul style="list-style-type: none"> a. Ensure the right people are in the right jobs in the right number b. Implement innovative technologies c. Instill a culture of continuous improvement d. Collaborate to reduce the demand for non-core policing activities 	<p>4. HEALTHY ORGANIZATION</p> <ul style="list-style-type: none"> a. Enhance training and professionalism in the Service b. Enhance employee safety, health and wellness
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Our Mission

Build safe and healthy communities across Winnipeg through excellence in law enforcement and leadership in crime prevention through social development.

4 GOALS
16 STRATEGIES
20 OBJECTIVES
52 ACTIONS

professional development, information technology efforts and the principles of LEAN.

While the current business plan is intentionally designed to guide the service for this year, each version of the plan will increasingly play a significant part to help the organization achieve virtually all of the goals and strategies outlined in the five-year strategic plan.

The synergy from all divisions and members remains the cornerstone for success in this plan.

As Clunis stated, “One service, one team, one plan.”

content of the plan resulted from engagement with and participation from the public and community partners. These collective efforts contributed to the development of the goals and objectives found within the document.

Using the template of the four broad based goals in the WPS Strategic Plan, the business plan included the same goals: less crime and victimization, engaged communities, effective and efficient service and healthy organization.

Inside the goals are 16 strategies that cross over multiple organizational areas of responsibility. Through executive guidance, the strategies became 20 meaningful objectives with associated actions. The plan details the resulting 52 actions, each supporting the strategies and all measurable.

The structure of the plan commits a superintendent as the owner of each objective, along with a division commander as the action lead. These actions are the framework of performance metrics and are the focus of ongoing reporting to the Executive Management Team (EMT) through monthly Strategic Tracking and Reporting (STAR).

It is through STAR that the business plan becomes a living document — and the executive continues to listen.

Through STAR, the plan’s sustainability is guaranteed. The action leads highlight activities and achievements from their assigned strategies and goals during the previous three months in their presentations to EMTs.

Through the continuous accountability process, the executive are informed of and discuss specifics of each action, including details of community impact, risks and barriers to progress, problem solving approaches and resource and financial requirements. Based on the outcomes of the STAR conversations, the service tracks progress and can tailor the approach for future achievement of targets.

The business plan will have impacts that are yet to be realized. Several key objectives include new and innovative opportunities supported across the service, including collective impact approach, pro-active policing efforts, wellness and

http://winnipeg.ca/police/stratplan/docs/2016_BP.pdf

Maureen Musgrove is a Research Analyst in the Organizational Development and Support Division of the Winnipeg Police Service. She may be contacted by email at mmusgrove@winnipeg.ca

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As an honours graduate I truly enjoyed taking the Police Studies Degree and I fully recommend this program. The flexibility of the on-line option assisted me to easily balance both work and school commitments. This program provides a viable delivery method that Georgian College does very well.

Inspector Cathy Bell
Ontario Provincial Police



A TRAINING CRISIS

The impossible dream of policing perfection

by Joel Johnston

A great hue and cry arose to completely overhaul police training after Cst. James Forcillo's second-degree murder trial. Something is wrong! Police officers are running amuck! The legal pundits began their all too predictable rhetoric.

Then — Toronto Police Service (TPS) Chief Bill Blair "commissioned" the Iacobucci report one month after the politically-charged shooting of Sammy Yatim. Entitled *Police Encounters with People in Crisis* and released one year after the incident, it was a predictably reflexive political response to the strong community backlash over the shooting, similar to the Braidwood Reports after the 2008 Vancouver Airport Conducted Energy Weapon (CEW)-related death.

To put the Toronto incident into perspective, Yatim, a full-sized young man, pulled his penis from his pants with one hand, brandished a 12cm switchblade with the other, and attacked a female passenger on a streetcar. He then forced the terrified passengers to run screaming to the back of the car.

According to media sources, evidence suppressed at trial indicated Yatim's life was not going in the direction he had hoped. His alarming behaviour resulted in numerous 9-1-1 calls. Yatim was not co-operative, taunted police and refused to surrender his knife. Police ordered him not to step forward, intending to contain him to the streetcar and deploy a Taser to the scene.

Yatim did step forward, was shot and fell to the floor. This should have been the end of

the incident but Yatim was shot several more times as he lay prone. One month later the TPS member was charged with second-degree murder (and subsequently with attempted murder) and was found guilty on the latter charge.

The Iacobucci Report refers to police handling of "people in crisis." Iacobucci defines this as "a member of the public whose behaviour brings them into contact with police either because of an apparent need for urgent care within the mental health system, or because they are otherwise experiencing a mental or emotional crisis involving behaviour that is sufficiently erratic, threatening or dangerous that the police are called in order to protect the person or those around them. The term 'person in crisis' includes those who are mentally ill as well as people who would be described by police as 'emotionally disturbed.'"

The report's stated purpose is "to consider how, going forward, we as a society can prevent lethal outcomes." It offers some platitudes to the TPS but, by virtue of its mandate to recommend changes that may prevent deaths or injuries during encounters with people in crisis, focuses on everything the service hasn't done or needs to do. There is mention of a broken mental health care system whereby police become the defacto frontline mental health care workers.

In the report Iacobucci stated: "It is clear that police are part of the mental health system — they are the front line mental health workers for many of the most dangerous encounters. Preventing deaths includes preventing the crises in the first place, as well as helping police to deal with crises better. One

of the key themes of this Report is the need for inter-disciplinary co-operation, learning and teaching, involving not only police and mental health professionals, but also mental health consumer-survivors."

Unfortunately, police do not have the opportunity to counsel people in crisis in a relatively calm state, the stable comfort of an office or under sedation and possibly restraint in a clinical setting. When these folks are so far down the road behaviourally that people become alarmed or scared, they call for the police to "handle it."

"As I emphasize in the Report," writes Iacobucci, "there will not be great improvements in police encounters with people in crisis without the participation of agencies and institutions of municipal, provincial and federal governments because, simply put, they are part of the problem and need to be involved in the solution."

The retired Supreme Court justice laments that, "in many ways, I have found this reality the most distressing societal aspect of my work on the Review. The effective functioning of the mental health system is essential as a means of preventing people from finding themselves in crisis in the first place. There is not much I can do through my recommendations to remedy the applicable problems in the mental health system, since I can recommend changes only to the TPS. But the basic and glaring fact is that the TPS alone cannot provide a complete answer to lethal outcomes involving people in crisis."

There it is — the proverbial nail-on-the-head. Police cannot (and should not have to)



provide a complete answer to lethal outcomes involving people in crisis. The mental health care system is so broken that the consequences have been flushed down to the only 24-hour public servants left to clean up the mess – and if the outcome is less than desirable, they make for an easy scapegoat.

“Police handled it wrong”

The following questions have actually been publicly posed in deaths involving police and people in crisis: “Why did it take so many cops to wrestle with one man?”; “Why didn’t the cops Taser him and get him under control sooner?”

Alternatively, when a Taser was used: “Why did the cops Taser him, why didn’t they wrestle him under control? There were four or five of them at the scene!” And of course, “Why did the cops shoot him, why didn’t they Taser him?”

These types of questions are not anomalies, they are publicly flaunted in virtually every circumstance where the outcome was less than desirable.

Certainly questions must be asked — and indeed will be when a citizen is seriously injured or killed in an encounter with police. Investigative processes are multi-tiered and rigorous but the relentless media and public criticism of police actions in every instance has become a tiresome and demoralizing narrative. It is not helpful to the cause of improving police response and serves only to deflect from the root causes of people being “in crisis” in the first place.

I strongly advocate constantly re-visiting training and technology, staying abreast of developing trends and employing proven emerging strategies, tactics and techniques but the Iacobucci Report makes a misstep in its stated goal of “zero harm and zero deaths.” This is not possible, misleads the public and places police in a losing position from the outset. It’s akin to setting a zero concussions goal in the NFL, a zero accidents goal for all motorists or zero harm or deaths goal for doctors. Goals like these lack meaning.

Iacobucci’s goal has already fallen by the wayside, I’m sure – quite possibly on the day it was written. It would be better and more productive to focus on achievable benchmarks and tangible, potential goals. Canadian police have a long-standing objective of “endeavouring to resolve 100 per cent of all encounters with the public at the level of professional officer presence and communication.”

There are approximately 200 concussions

annually in the NFL — because of the nature of the game — large, strong men moving fast while wearing equipment designed to withstand hits. They play a game which explicitly creates deliberate collisions. These will continue to occur despite improving helmet technology, rule changes and evolved coaching.

There are about 165,000 injuries and 10,000 deaths in traffic accidents annually in Canada, despite improved road technology and design, vehicle safety features and the diligent enforcement of traffic laws.

Some 23,000 Canadians die from preventable causes in acute care hospitals and more than 70,000 suffer preventable serious injuries at the hands of the medical profession. The only way to achieve these kinds of “goals” would be to stop playing football, driving vehicles and delivering medical services.

Police officers swear an oath to uphold the laws as written and are obligated to do a job which involves some two million criminal

code contacts with the public annually. Make that three million if you include street checks, traffic stops, suspicious circumstances, noisy parties, annoying drunks, and other citizen contacts, that number balloons to some 15 million.

Vancouver police deal with more than 30,000 calls a year involving mentally ill subjects (it’s about 20,000 a year in Toronto). One out of every five contacts made by police involve mental illness and/or substance abuse, according to Statistics Canada; that’s about 500,000 calls a year.

Canadian police fatally shot 14 people in 2014 and rarely fire their weapons at the mentally ill and/or substance abusers whom they interact with. That’s about .0000093 per cent of the citizens whom they contact annually — so how deficient can their training be?

Both teams in this year’s Super Bowl were stacked with highly-paid, trained and motivated athletes. They turned the ball over

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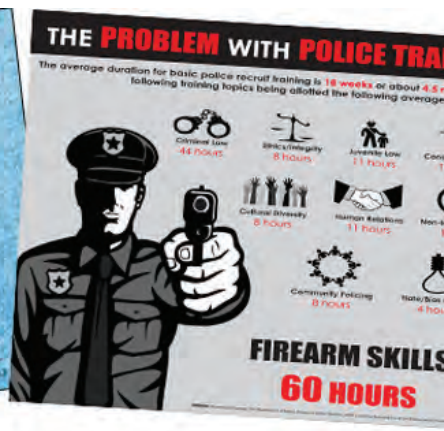
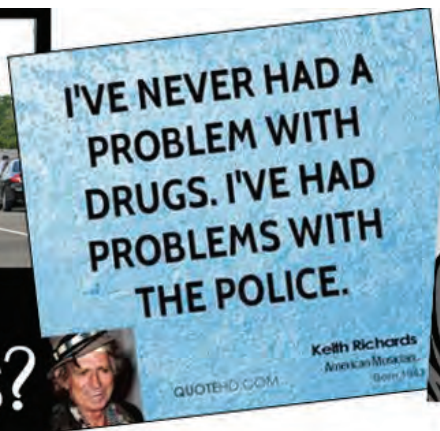




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six times (two interceptions and four fumbles), accumulated 18 penalties — several egregious — and achieved a sub-14 per cent 3rd-down conversion rate in one hour of play! Most players make more in a single season than police officers in their entire career. All receive significantly more training, more often, yet they make mistakes and face circumstances where they cannot overcome an opponent’s resistance.

Canadian police officers are trained by some of the brightest and best people in the profession. Dynamic simulation (decision-making & performance based) training, tactical communication programs and less lethal response options — including expandable batons, pepper spray and the ARWEN rifle — were all introduced in the early 1990s.

CEWs and bean-bag shotguns were also implemented. These are not “alternatives to lethal force” — they were intended to be used before the imminent need to stop a lethal threat presented itself.

Mental health nurses have teamed up with trained police officers in some Canadian cities. Extensive crisis intervention and de-escalation programs have been introduced, and officers are now trained on mental illness and substance abuse. Police training in Canada is not static and hasn’t been for years. It continues to evolve when new technology, research and emerging trends become evident.

Police officers operate amidst a constant struggle for training time and resources and a broken mental health care system. They deal daily with crime, confrontations, violence, misery, grief, rage, mental illness, substance abuse — hardly human beings at their best — but use physical force only about 0.06 per cent of the time.

To be clear, Canadian police officers successfully resolve encounters about 99.94 per cent of the time. This rate would be difficult to match in any industry or profession.

Some folks are possessed of the erroneous notion that police can employ a special set of magic words, expressions and/or behaviours to eliminate the need to use deadly force, regardless of circumstances. People also seem to forget that the central wildcard in the equation is the person officers are dealing with.

The person must be willing, and in some

way capable, of communicating and not endangering anyone for there to be any possible chance of a peaceful resolution. To highlight the saliency of these issues, here’s a couple of incidents that I dealt with over the years:

A woman with a knife was behaving in a bizarre and alarming manner in the hallway of her East Vancouver apartment building in 2001. I and three other members of the emergency response team and a specially-trained crisis intervention, de-escalation trained officer responded. An ambulance was on standby.

We contained the woman to her suite, cleared the hallways and safeguarded the other residents. Clad in a bathrobe, the woman had an animated, determined, yet vacant look. She screamed an unintelligible monologue when appearing in the hallway. Our crisis-trained officer tried in vain to establish contact, reduce anxiety, offer help and create rapport.

The woman would emerge in a rage and vigorously stab the walls, causing an explosion of dust and huge chunks of plaster, then run back to her suite and slam the door. Similar sounds emerged from inside. This went on for well over an hour. All efforts at communication failed. The neighbour across the hall was locked down, others were evacuated or locked in their suites.

Ultimately, the woman emerged clutching a silver crucifix and holding a steak knife. She made eye contact and ran screaming directly toward us with a goal-oriented look and the knife raised over her head. She appeared suicidal. At this point loud, repetitive verbal commands were issued to “stop” and “drop the knife.” She didn’t even seem to hear them and was hit with an ARWEN round and TASER, then taken into custody.

The ambulance crew immediately moved in to render first aid. She was hospitalized for treatment and later released.

A distraught, suicidal female with an edged weapon barricaded herself in a Downtown Eastside rooming house in 2013. As usual, there was a heavy call-load that day. Three officers attended. One watched the second floor.

One officer was a trained less-lethal operator and arrived with a “beanbag” shotgun. This was good — not ideal for a 10’ x 10’ room and very narrow hallways — but better

than no less-lethal. Vancouver police officers, like many others, were apprehensive about carrying Tasers after the fallout from the infamous Vancouver Airport incident. It would have been a better less-lethal option under the circumstances. Nevertheless, we were able to locate the woman’s boyfriend and obtain her name and a bit of a back-story.

Having contained the suite, I began talking — but most importantly, she began talking to me. My communication tactics training was valuable. I talked calmly to her, offering to listen and help. We spoke for 10 or 15 minutes and she agreed to surrender her weapon and leave her room. I was literally able to put my arm around her as we walked down to a waiting ambulance.

The lessons from these two incidents, which are mirrored across Canada hourly, are important:

1. It’s very difficult, if not impossible, to de-escalate a situation if a subject is unwilling and/or incapable of communicating. If the person is contained and no one is in imminent danger, communication can be attempted for as long as necessary — and usually is. The weapon the subject possesses becomes an important consideration in all cases as it will directly affect the mode of communication that may be employed.
2. If subjects are endangering the lives or safety of anyone, force becomes unavoidable. If they’re engaging in imminent deadly force behaviour and less-lethal alternatives are not available, options are few and they will likely be shot.
3. If a subject is willing to talk and no one is in imminent danger, de-escalation becomes possible — and is frequently achieved. Force is avoidable.

In the first incident, the woman did not immediately attack anyone. She needed to be contained and her neighbours safeguarded. Communication efforts were skilled, concerted and persistent — but ultimately failed. She was either unwilling or incapable of communicating.

We were fortunate to have a variety of less-lethal options when she emerged. Had there been only a lone police officer, or two without less-lethal or sufficient time to react to her deadly force behaviour, she very likely



would have been shot.

In the second incident, we were fortunate because our subject was willing and probably wanted to talk. My verbal tactics were no more skilled than the officer in the first incident but the subject was receptive. The situations were remarkably similar but force was avoided because our subject created that opportunity.

The Canadian policing profession puts the NFL and other industries to shame from a performance perspective. When police do use force — particularly when someone is seriously injured or dies — there are numerous layers of oversight. Proactive early-warning systems in most agencies deal with everything

from human resources issues to incidents involving force.

Commissions independently investigate complaints against police. Yes, police are given a tremendous responsibility, and some would say power, but the profession is subject to scrutiny in a manner unparalleled in society.

The broad-sweeping statement that “it’s time that police training in Canada changes” is preposterous, tantamount to political or professional grandstanding, or borne of ignorance. It is astonishing that police use force so infrequently given the circumstances under which they operate. Officers are held to account when they do step out of line, as they should be. They are professionally sanctioned, fired, criminally

charged and often sued.

People making loud assertions about the state of policing and training should not confuse Canada with what may be occurring in other jurisdictions, and best be careful they don’t cause “the baby to be thrown out with the bathwater.”

Joel Johnston is a retired 28-year veteran of the Vancouver Police Department who served in many positions, including walking the city’s notorious “Skid Row,” Control Tactics Co-ordinator, ERT Squad Leader and Training Co-ordinator, and Provincial Use of Force & ERT Co-ordinator. He has contributed to *Blue Line* since 1994 and is the principle of Joel Johnston Consulting Inc., a training and use of force consulting firm in North America. Contact: www.joeljohnston.com

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FACING A CONSENSUS ON CHANGE *Addressing the seismic changes coming to policing*

by Keith Copeland

“The thin blue line has become a thin bruised line... greyed, frayed and stretched to the breaking point,” said author Doug Clark, laying bare the roots of the crisis unfolding in Canadian policing.

Clark, author of *Thin Bruised Line* (2010 Key Porter Books), said the message in his book failed to generate the interest or change that he had hoped for.

Michael Kempa’s discussion paper *Change and Innovation in Canadian Policing* written for the Canadian Police College in 2014, shows how economics will drive change in the coming years. As technology advances, crime control techniques evolve to meet the challenges of today’s knowledge based, service oriented world economy, which knows no geographical or judicial boundaries.

The challenges are overwhelming the current model of policing and Kempa’s paper questions how we can adapt. He argues that we need a new Sir Robert Peel, the oft quoted father of modern policing.

Clark and Kempa take a long hard look at how Canadian policing arrived at its current state and chart a path forward. Their writings

mirror the fact that our society is in the midst of a historical cultural shift. Generations have spent their formative years in the digital world. The reactive response model hasn’t caught up with the shift that other businesses had to make and law enforcement is handcuffed by laws which traditionally lag behind societal changes.

Cybercrimes are no less of a crime than any other offence but they exist in a world far removed from traditional investigative techniques. Policing the virtual world will require a whole new playbook which has yet to be written. There is a brand new world of organized crime that has no homicidal intent, turf to protect or threat from police investigation. Fraud has been taken to exquisite new levels as these cyber trawlers net billions of dollars each year in illegal transactions. Police simply don’t have the skills or resources to keep up.

All of the banks and tech companies have their own in-house security. Many small and large businesses contract cyber security issues to private agencies. The threats made to these clients are global in nature, not just in their widespread origins but also their economic

fallout, so the stakes are very high. The highly technical, cross border investigations conducted in these matters simply cannot be replicated in the law enforcement world.

Neil Sutton, editor of Canadian Security magazine, said he’s seen a shift in his industry the past few years with an increasing alignment of IT and physical security. Sutton says that there are a great many new opportunities opening up within the realm of private security beyond the guns, gates and guards.

That’s not to say that private security is declining. Many companies advertise for people to fill front line positions because of exponential increases in business opportunities, not just normal turn over. Many are now stepping into non-core policing roles as budget cuts force police agencies to seek alternatives to unsustainable practices.

In researching this article, I sent a brief survey to private security companies asking about their relationship with law enforcement, guard training and the importance of certain skillsets. The survey led to some interesting discussions with key industry players.

Many private security managers/owners have a law enforcement background,

providing them peer based network access they would not otherwise have. One manager told me that in his metropolitan area, various security companies meet regularly with law enforcement to compare notes about criminal and other activity occurring in private/public spaces like malls and housing developments.

These meetings are the conduit where critical intel is fanned out to law enforcement. This ad hoc committee was created to address a critical need, he said, and works well but would never be officially sanctioned because there are too many regulatory hurdles prohibiting such sharing, regardless of its value.

This is a perfect illustration of the many challenges involved in handing off non-core policing roles to private security that Kempa advocates in the clear unvarnished language of his paper. One cannot disagree that shedding some tasks will result in efficiencies and savings, but are all the checks and balances that we require of police currently doing those jobs present in the private security world?

The Nova Scotia government undertook in 2010 to revamp the act regulating private investigators and security guards. Roger Miller, now President of Northeastern Protection (Dartmouth, NS), participated in the review and says that there was a huge disconnect between government regulators and private security.

Miller said his industry campaigned for legislated training and increased standards and screening for security personnel but the advice was ignored.

“None of what we proposed was ever accepted in the legislation,” he says. “Here you have government, who regulates the industry, not listening to industry.”

The Canadian General Standards Board has a standard for security guard training (133.1) but no authority to impose it. Only a few provinces have standards for private security guards and they are all different. Miller is frustrated that nothing ever came from Nova Scotia’s Bill 22, which he saw as an opportunity to bridge a gap between public policing and private security.

The changes Miller’s industry campaigned for would have led to greater acceptance and confidence in the abilities of private security to take on non-core policing roles, as it is doing more and more frequently.

Many thousands of police officers are being laid off in Britain, adding to the 17,000 already carved from the ranks in the past five years. The economic factors leading to these massive cuts also confront us here but raising the issue with Canadian police results in a collective shrug instead of any concerted effort at reform.

Former Toronto Police D/Chief Peter Sloly found out who his friends were when he spoke candidly about his fear for the future of policing.

“I’ve never seen policing at this low a point in terms of public trust and legitimacy,” he said. “I feel there’s a crisis in the offing, not just here but right across North America.”

Sloly poured fuel on the fire with his

statements that layoffs are a legitimate cost cutting measure which the TPS could manage as it struggles to do more with less.

Despite having received accolades for some of his innovative strategies, Sloly was vilified for having the temerity to state publicly that there is room for cuts. His comments about blowing up the current policing model weren’t well received from any quarter, at least publicly, but are fully grounded in the European experience, which has arisen from deep cuts.

All three levels of government bear some responsibility or authority for policing, making the prospect of consensus on change a real

quagmire. Couple that with the political purges brought about by elections and it’s easier to understand how law enforcement still lurches along on wheels provided by Sir Robert.

Peel’s wheels have served us well but we need a new ride and it will be interactive, not autonomous. Bold strokes are required from all directions to confront the seismic cultural changes now underway.

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POLICE JUDO

PART TWO

The Art of Ownership

by Al Arsenault

Some of the techniques in police Judo have been altered to give the officer maximal advantage while enhancing the safety of the suspect being apprehended. Some techniques are great for sport use but horribly useless and even dangerous for the realities faced on the street.

Police officers are duty-bound to follow a moral code of conduct — criminals are not. Our Canadian Criminal Code offers guidelines on reasonable use of force. It must be articulated as being both reasonable in the totality of the circumstances at hand and proportionate in its application.

The courts take note of the relative interpersonal and environmental factors between officer and offender. Simply put, police officers have a duty to care, even for those who are trying to hurt them. Their assailants are not bound by any ethical or moral constraints in trying to harm an officer or the public.

Predators are mainly accountable, if apprehended, to the criminal courts for their actions; it is the job of police to capture them in a humane way, without being punitive, and see that they face the requisite justice.

A primary goal of Police Judo is to strive for immediate, continuous and effective control over an arrestee. This process is commonly referred to as ‘taking ownership’ over a person — to handcuff a resistive person, for example, you first must ‘own’ them. This is easier said than done.

It has been said that an officer cannot handcuff someone who refuses to be shackled — but suspects who fight the handcuffing process are not set free, of course. Multiple officers can work together to achieve this difficult task.

Owning a person is the initial but critical

step in making a physical arrest. Officers who unwittingly give up a controlling hand by brandishing the handcuffs before making physical contact make the process much more difficult. They hope the cuffs will somehow find their way to the suspects’ wrists, and that the mere placement of a handcuff on one wrist will take away their fight. It seldom works this way.

After the altercation is over, the handcuffs are usually not where they should be for easy access — on the belt — but rather inadvertently cast aside when both hands were needed to take control over the violently struggling (if not attacking) arrestee. It is very difficult to close the gap and own someone with only a single hand.

Unlike drawing in preparation for an anticipated shooting some officers erroneously conclude they are actually one step ahead if they pull out their handcuffs prior to taking ownership of a violent party. In reality, they have only handicapped themselves.

It is not enough to use Police Judo just to defend yourself. Violent people must still be taken into custody using a reasonable amount of force after an assault has been initiated, thwarted or repelled. Nor do the rules of sport apply, as the crook doesn’t have to follow any rules.

Still, the officer must adhere to a code of conduct on the criminal, civil and agency levels of accountability. Even the media holds some sway, as many officers have been unfairly vilified in the press by anyone with a mouth big enough to capture the attention of sensation-seeking media during the predictable, but often necessary, pre-trial period of ‘no comment’ silence.

Handcuffing

There is no perfect martial art for policing and no one good way of taking custody over

a person. How this delicate dance is done depends on the actions and skills of your arrestee and your own physical traits, skills and street experience.

All we can do as trainers is to strip martial arts styles, such as Judo, of their sport-driven, less-effective, non-street-worthy techniques and blend them together with solid arrest and control tactics for full effect. It is important to have a functionally effective box of tools.

The goal of the arrest process should be to take control over non-compliant arrestees in an ethical manner to safely handcuff them.

Many police tactics books show some neat-looking arrest techniques but simply gloss over the part where the suspect has to be handcuffed. This is because the transition to cuffing is awkward, inefficient or just plain difficult (and even unsafe) to attempt. Police Judo meets this challenge by dealing with the ‘most likely’ of street arrest scenarios while leading officers directly into safe handcuffing practices. The training is very practical and directly relevant to policing.

Few practicing Judo players will ever make the Olympic team; fewer still will be in a high-violence vocation which requires them to refine their techniques on the street, and only a handful of these martial artists will ever join a police department. Police Judo has made those refinements for police. It is ripe for further development and wide dissemination.

We can change the police training culture or climate by focusing on younger people who want to, or recently have, entered law enforcement. Judo as a base martial art provides a strong foundation for the more complex arrest and control skills that will be layered in and practiced recreationally as a safe training program with little to no risk of injury.

The throws and trips that we practice



are not to acquire tournament points or to be used for punitive purposes. Rather, they are executed to put resistive or combative arrestees into the prone handcuffing position or otherwise control them by placing them into the standing compliant handcuffing position. Punching and kicking too are part of the Police Judo arsenal. Other techniques are used to initially capture disorderly parties and escort them to a safe environment for handcuffing.

Holding vs Controlling

There is an important distinction between 'holding' and 'controlling' a person. Holding is just that — grabbing without any regards to immobilizing them, as with a painful joint lock. It does not effectively reduce escapes or attacks on you or others nearby.

In the most basic untrained police sense, 'making a collar' (grabbing offenders by the scruff of the neck) is merely attempting to keep them from running away. If they choose to punch or kick you, you could affect their

balance and possibly push them to the ground (or even disengage) but it is a relatively ineffective, riskier and more inefficient means to lay hands on someone.

The best place to grab, if you have only one hand free and want to have a good chance of avoiding an assault, is the sleeve just above the back of the elbow. You may actually grab the arm at this same place with one or both hands (especially if the suspect is shirtless).

You may also grab using the well-known side-by-side escort grip, using your near-hand at the elbow and other hand at the wrist. Whatever the perp does to attack you, you 'punch' (strongly push) their elbow in the direction against their launching attack to nullify its power.

Sweeping suspects off their feet, taking them down, launching your own striking attack, placing them in an arm lock or disengaging are all available options while you occupy the pugilistic 'blind spot' (beside and slightly behind the front plane of the body).

Continuous control is stressed because perps will sense a lapse of control, even if it's momentarily, realize they're about to lose their liberty and act in their own best interests. Once the pain train has begun, it must be maintained through a seamless series of techniques applied as to give a perp no opportunity to gain the upper hand. Easing up on joint pressure could give them room to escape or attack you, leading to more violence on both sides of the arrest process.

Poor techniques and tactics lead to what is

essentially police-precipitated violence — the parent causes of many unnecessary and excessive use-of-force complaints. Certainly the loss of control over a suspect will lengthen a physical altercation; the longer it takes to own someone, the greater the chance of an injury occurring on both sides of the fence.

Arrestees will more readily listen to your commands to co-operate, not with their ears, but rather through the application of a pain-inducing joint lock or pressure point. Indeed, for those capable of feeling, the strategic and controlled application of pain is universally understood.

Coming up in next issues:

PART THREE — Where Realism Meets the Road

- Accountability
- Street Smarts
- Realism vs Idealism
- No Ref, No Rules

PART FOUR — Training For Effect

- Going to the Ground
- Keeping it Savagely Simple
- The Adrenaline Rush

Al Arsenault is a former Vancouver police officer and a co-founded Odd Squad Productions. He currently specializes in teaching police combatives through his co-founding of Police Judo in 2010, is writing a book on Police Judo and teaching the essentials of this new martial art to police across North America.

Al Arsenault will be leading a session during the Blue Line Conference in April. Visit www.blueline.ca for more details or to register.

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DATA DRIVEN POLICING

Rethinking the organization of intelligence

by Apollo Kowalyk

A paradox is defined as a situation, person, or thing that combines contradictory features or qualities. Unfortunately, it also describes how records management systems work at cross purposes with the information needs of police investigations.

The architecture of conventional database systems is rooted in the industrial thinking of the World War II era. O.W. Wilson, an early voice of police reform, reflected this frame of mind when he wrote the book on police records classification in 1942. "The influence of his prescriptive methods is still evident today, manifesting itself in the "tyranny of the case file," which U.S. Senator Richard Shelby identified in a 2002 Senate Committee Report on the need for post — 9/11 intelligence reform.²

Case File Mentality

This "case file mentality" characterizes the way in which law enforcement agencies gather and organize information according to a sequential case number and store it in file folders, electronic or otherwise, where the information quietly waits for somebody to find it through a precise search. Centralized record keeping was intended to provide greater control over police operations, but criminal intelligence was never part of the equation.

This is why law enforcement agencies continue to struggle with an intelligence paradox — the ability to generate investigative

insight is hindered by the very systems that store the data we need to solve crimes.

"Bolt-on" solutions have been incorporated with little success. Hotspot maps are generated to show trends and patterns, but this postdictive approach-based on the post-mortem analysis of criminal activity is of limited use to frontline police officers.

The notion of predictive analytics has generated some attention in recent years, but is mere conjecture at this point. It is almost impossible to predict where criminal activity will occur in the near future, except perhaps at an aggregate level, such as the anticipation of an increase in assaults at an entertainment district during Friday and Saturday nights.

Criminal activity might average out over time; however, science does not work in terms of averages. Just like you can drown in a lake that averages three feet deep, crime statistics can be misleading. But the problem is deeper than this. Clearance rates are driven by arrests made by patrol officers who catch the perpetrator at the scene or identify a suspect through information provided by the victim or witness.

This is not a new phenomenon. The startling difference in clearance rates, in a comparison of investigations involving named and unnamed suspects, was recognized in a 1966 study within the Los Angeles Police Department, which lay buried in the voluminous 1967 publication, *The Challenge of Crime in a Free Society*.³ Clearance rates were approximately seven times higher when a suspect was identified

early in the investigation. This disparity still exists and has enormous implications for investigative practices today.

This can be explained by an unsolved problem in computer science, commonly referred to as the P=NP problem. It asks whether a difficult problem, whose solution is easily verified, could have been easily solved. For example, confirming a password is much easier than trying to figure it out in the first place.

This speaks to the importance of having a named suspect at the start of an investigation; relevant information flows forth from various databases once you know where to look. However, without a named suspect, that same information remains hidden from view because the investigator might not know where to look for it- or that it even exists.

The P=NP problem has real-world applications; for example, school shootings and terrorist attacks often occur without warning, with the attacker's identity and motive becoming clear to investigators only in hindsight. Identifying a suspect prior to a spree killing or terrorist attack allows police to intervene and prevent a potentially catastrophic incident.

This type of investigative success, however, is often dependent on luck in the absence of sophisticated intelligence-gathering practices. It requires a level of investment far beyond what the vast majority of police agencies can afford. Therefore, the best solution is one in which the records management system itself does this work... but how?

The Intelligence Paradox

Most analytical insight occurs in unexpected ways, often when people least expect it, but we can't rely on serendipity and happenstance to solve crime. Although records management systems are good at storing data, they are poor at matching related data points to generate leads. Automated, intuitive algorithms are required for a task of this magnitude, increasingly important to mission and enterprise needs in a post — 9/11 world.

IBM's Jeff Jonas refers to this as a process of "sense making; in which data talks to data" within a Context Computing model.⁴ Once entered into the system, each new datum automatically introduces itself to other data points and decides whether a connection exists, perhaps resulting in the unexpected discovery of certain relationships or patterns that raise a red flag.

The ability to discover leads that can solve crimes or protect an officer's life through enhanced situational awareness will one day become the gold standard for analytical algorithm design, measured by the ability to increase clearance rates by making use of information we didn't even know we had. Only then will we overcome the intelligence paradox.

NOTES

- 1- O.W. Wilson, *Police Records: Their Installation and Use* (Chicago, IL: Public Administration Service, 1942).
- 2 - September 11 and the Imperative of Reform in the U.S. Intelligence Community, Additional Views of Senator Richard C. Shelby, Vice Chairman, Senate Select Committee on Intelligence, December 10, 2002, [http:// fas.org/irp/ congress/ 2002_rpt/shelby.pdf](http://fas.org/irp/congress/2002_rpt/shelby.pdf) (accessed July 24, 2015).
- 3 - Herbert H. Isaacs, "A Study of Communications, Crimes, and Arrests in a Metropolitan Police Department," Task Force Report: Science and Technology: A Report to the President's Commission on Law Enforcement and Administration of Justice (Washington, D.C.: U.S. Government Printing Office, 1967, [https://www.ncjrs.gov/pdffiles1 / Digitization/ 174NCJRS.pdf](https://www.ncjrs.gov/pdffiles1/Digitization/174NCJRS.pdf) (accessed July 24, 2015).
- 4 - Jeff Jonas, "G2 Is 4," Jeff Jonas (blog), January 29, 2015, http://jeffjonas.typepad .com/ jeff_jonas (accessed July 23, 2015).

Staff Sergeant **Apollo Kowalyk** is a serving police officer in the Edmonton Police Service with over 22 years of experience, having been assigned to various operational and administrative areas during that time. Apollo completed a Bachelor's Degree in Psychology (1994) and a Master's Degree in Sociology (University of Alberta, 2000), earning him the recognition of Chief's Award for Educational Achievement within the Edmonton Police Service. Apollo was a Research Fellow with the Police Executive Research Forum in Washington, DC in 2006. He later served with the Government of Alberta, working in the Solicitor General's Office as Research Unit manager. He may be reached by apollo.kowalyk@edmontonpolice.ca.

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by Gord MacKinnon

One of the areas we emphasize in our (NAI) course is the importance of silence.

Even with the advent of social media, we still live in a “conversational society” where much of our socializing revolves around talking in order to connect and interact with each other.

If you’ve ever been in a room with a gathering of people, say an office party or meeting, you will have experienced the general “buzz” of conversation around you along with your own conversation. If you think back you can probably recall a time when all conversation stopped by coincidence in such a setting.

The silence that follows quickly becomes uncomfortable and is usually broken by laughter and a burst of conversation that quickly fills the silence. It is rare, to be sure, but has probably happened to us all at some time.

The point is, silence makes us uncomfortable when we expect there to be conversation. We all have a tendency to “fill up” that silence by immediately returning to conversation.

In an interview setting, silence can be a powerful tool. So much so that, when your witness or subject all of a sudden goes silent during an interview, generally speaking you should not be the one to re-start the conversation. Let the witness do it. There are several good reasons for this.

First and foremost, we like to point out that in human behaviour, everything happens for a reason. Think of the last thing that you did for no reason. Having trouble? We posed that simple question to interview classes for years and have never received a positive response. The reality is, the faster we accept the fact that everything happens for a reason, the easier it is to understand how to use the power of silence in our interviews.

When an interview subject suddenly goes silent, the first thing we have to ascertain is why. The most common reason is that they are trying to decide whether to tell us something. Quite often, this is a turning point in the conversation and the thing they are considering telling us is extremely important. Listen

carefully to what comes next because it is often truthful. After deciding, the subject may start talking again in a rush and the information, once started, will be hard to stop.

The second most common reason that a subject goes silent is that they are deciding how to tell us something. This usually involves them structuring a sentence of carefully selected words in their head and then attempting to present the end product as fulsome and truthful. The scripted nature of this conversation will be obvious if you look for it and realize what has just happened. The information that you get under these circumstances is usually full of half-truths and justifications, rather than the fulsome account that we spoke about above.

Regardless of what comes after a period of silence, the point is that it is likely to be very important. This is all the more reason why you should avoid re-starting the conversation if possible.

Keep in mind that you do not necessarily know why the person went silent and, more importantly, you do not know what they might say next. Think of it as a fork in the road; the subject can decide to become truthful or can go down the road of deceit. The lapse into silence is simply a pause while they decide which road to travel.

At times, the silence comes at a point when you and your subject know what is going to be said, or at least you think you might. The subject is the only person who really knows what’s coming. The absolute worst thing you can do at this point is bail them out by saying what you think they were going to say. They will likely just agree with you, which can be problematic when you are trying to get a statement entered as evidence in court.

The last thing you want is for a defense lawyer to point out that their client agreed with what you said and didn’t offer any information. This is especially problematic when it comes to interviewing children.

When an interview room goes quiet, the silence hangs there between you and the subject and quickly becomes very uncomfortable. There is psychological pressure on both of you

to fill up that silence. This is where patience, training and the ability to read your subject become very important.

A concern that has been raised in the past is that if you allow the psychological pressure brought on by a period of silence to build, it may lead to a break in rapport. On the contrary, by rushing in to start up the conversation, you as the interviewer are in danger of seeming confrontational and impatient rather than impartial and patient.

It is important to allow the subject that silence and give them the opportunity to decide what to say next. This is all part of the rapport-building process that is so important in any interview, whether it be a witness, suspect or an accused.

Think of this example of an interview with a suspected child abuser:

SUBJECT: “She has always been melodramatic and tends to get hysterical. She was starting to get louder and more upset and (long pause)”
INTERVIEWER: “You shook her?”

Think of how much better this interview could have been handled using some of the information mentioned above. Think also of how much better the evidence would have been in court if the interview subject had been allowed to complete their thought.

Sadly, this is an example of how real life interviews are being conducted to this day. Too often, interviewers let their subject off the hook due to their own lack of comfort with a period of silence. As the band *Depeche Mode* sang in “Enjoy the Silence:”

*Words are very unnecessary
They can only do harm
Enjoy the silence*

We will look at building rapport and using silence at the Blue Line Conference. Hope to see you there.

Gord MacKinnon will be leading a session on Day 1 of the Blue Line Conference. Visit www.blueline.ca for more details or to register.

Winnipeg Police searching for new Chief



WINNIPEG - The city is on the hunt for a new police chief after Devon Clunis announced his retirement on March 10th.

Clunis said the retirement had “nothing to do with” the potential cuts heading to the Winnipeg Police Service, but because he accomplished his goals after 29 years with the police service and more than three years as chief.

The Winnipeg Police Service’s budget has a shortfall of \$2.45 million dollars and there’s a chance some officer positions could be cut in order to save some money.

During his 29-year career with the police service, Clunis worked as a patrol officer, in the traffic division, as a plainclothes investigator, in community relations, the duty office, as

the police chaplain and in other administrative roles before officially becoming chief in November 2012.

George Van Mackelbergh, vice president of the Winnipeg Police Association, called Clunis’ retirement “a shame.”

“... here you have a chief very committed to the community,” Van Mackelbergh said.

In a quote from the Winnipeg Free Press Clunis said; “My purpose has been fulfilled,... It is time for me to pursue new goals with the continuing purpose of impacting people in very positive ways.”

Clunis has been acclaimed for drawing attention to the socio-economic issues facing Winnipeg and acknowledging policing alone can’t reduce crime.

Global News compiled a list of police chief salaries across Canada in 2014 (note not every major city made the list). Out of all the cities, Winnipeg’s police chief ranks one of the lowest in the country, sitting at \$160,272.

The police chief in Brandon makes more than Winnipeg’s by a slight margin. Thunder Bay’s chief (which has a much smaller population) is paid nearly \$190,000.

Meanwhile, Vancouver, Calgary and Regina have some of the highest salaries.

Check out the full list below.

Police chief salaries across Canada (2014)

- Vancouver - \$331,077
- Calgary - \$275,000 to \$325,000
- Regina - \$253,275
- Hamilton, ON - \$228,518
- Abbotsford, BC - \$218,695
- Barrie, ON - \$213,154
- Toronto - \$204,922
- Ottawa - \$198,530
- Niagara, ON - \$195,989
- Saskatoon (2013) \$198,735, \$194 666
- Thunder Bay, ON - \$190,987
- Peterborough, ON - \$171,200
- Brandon, MB - \$161,133
- Winnipeg - \$160,272
- Windsor, ON - \$160,000

Although Winnipeg ranks one of the lowest in police chief salaries, Manitoba continues to have the highest rate in officers among the country, according to Statistics Canada.

(Global News) (Winnipeg Free Press) (Blue Line News Week)

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Photo radar has to be about public safety



by Chris Lewis

The NDP government of the day introduced photo radar to Ontario in August 1994. The transportation ministry released an interim report the following January showing that the program had reduced speed on provincial highways and made almost four times the revenue it cost to administer.

Photo radar was controversial, to say the least. The many naysayers viewed the methodology – the license plate of a speeding vehicle is photographed and the owner (who wasn't necessarily driving) is sent a ticket – as nothing more than a government “cash-grab.”

The reality is that traffic offence revenue, including fines from highway tickets, goes to the municipality which hosts the court of jurisdiction. A small portion goes to the Ministry of the Attorney General to cover prosecution and administration costs.

Regardless, then newly elected Mike Harris Progressive Conservative government made good on a campaign promise and cancelled the program just 11 months after it was implemented.

For those of us who regularly drove Ontario's Highway 401, the slowing of traffic along the London to Kingston corridor was quite palpable. I am told of similar impacts in other locations. Radio stations broadcast listener reports of photo radar van locations. Stories emerged of single drivers receiving multiple tickets for high speed infractions that occurred the same day. The topic was on everyone's lips and undoubtedly on the “radar” of most drivers, so to speak.

There's no way to predict how profound the longer-term impacts of photo radar would have been on road safety in Ontario – I don't

know the statistical impact the program had during its short duration. I do know that it at least slowed people down – not all but many.

A number of Ontario municipalities have, so far unsuccessfully, pushed the various Liberal governments for permission to run photo radar locally. The province did allow ‘red light cameras.’

Most recently, Toronto Mayor John Tory asked Premier Kathleen Wynne to allow photo radar in his city, publicly citing his desire to “use technology in place of uniform police officers. This will allow for more efficient deployment of expensive, highly trained police officers.”

There was no immediate commitment from the premier but she certainly didn't dismiss the idea either.

I support photo radar. My few concerns are unchanged from those I had during its initial roll-out.

Firstly, although there are other offences within Ontario's Highway Traffic Act that allow for the vehicle owner rather than the actual driver to be charged, it still bugs me.

Secondly, and more concerning, is the notion that photo radar somehow “replaces” police officers as opposed to “supplementing” what they do to enforce laws and reduce traffic collisions. Police agencies still need uniformed visibility at the right place and time to sufficiently impact driver behaviour, based on statistical analysis.

A photo radar device on a pole or in an unmarked van placed in a problematic area might slow down anyone who is mailed a ticket *after* an infraction, but a marked car will cause immediate slowdowns.

As well, officers often uncover impaired driving and other serious violations when they

interact with drivers stopped for all traffic violations, including speeding. Photo radar cannot accomplish that. It only focuses on speeding. There is no personal interaction whatsoever with offenders. Police officers enforce all traffic laws if they see an infraction, including many non-speeding violations.

There may be fewer officers doing traffic enforcement in larger municipalities if photo radar returns, but there has to be some. The fact is that fewer than 10 officers are working at any given time in most Ontario municipalities; in many, there are less than five. These agencies can't cut one or two officers out of a platoon simply because photo radar has made a triumphant return. As well, employees are needed to run the equipment and administer the associated processes.

Lastly, traffic enforcement, including photo radar, needs to be about saving lives by changing driver behaviour and/or removing the habitual offenders from the roads by suspending their driving privileges. The ultimate goal is police never having to issue a traffic ticket because everyone is obeying the laws and people are not getting maimed and killed in vehicle collisions. That wouldn't bolster municipal government revenue streams but it would save a pile of lives and reduce the number of grieving families.

Photo radar is a valuable tool but should not be all about revenue generation. If it is, then those who allege it is only a cash-grab will be proven correct.

Chris Lewis served as Commissioner of the Ontario Provincial Police from 2010 until his retirement in 2014 and is *Blue Line's* Senior Management columnist. Contact: lewis@blueline.ca

Montreal's anti-radicalization program receives funding

MONTREAL - The Quebec government has granted another \$500,000 to an anti-radicalization centre in Montreal.

Montreal's anti-radicalization centre was officially inaugurated last November, eight months after it was first announced and with 93 interventions already under its belt before it even opened.

The money announced is in addition to another \$1 million the province gave the centre, as well as \$1 million it will receive from the City of Montreal between last November and 2017.

Public Security Minister Martin Coiteux made the announcement on February 25th alongside Montreal Mayor Denis Coderre and Herman Deparice-Okomba, head of the facility.

Coderre, who recently spoke to a United Nations group about migrants, said the centre was the focus of much admiration when he was in New York City.

It has received 647 calls since opening a year ago. Nine of those were referred to police, while 147 required "direct intervention" because the people involved were just getting started in the radicalization process, said Deparice-Okomba. The centre will send social workers to meet with families if needed.

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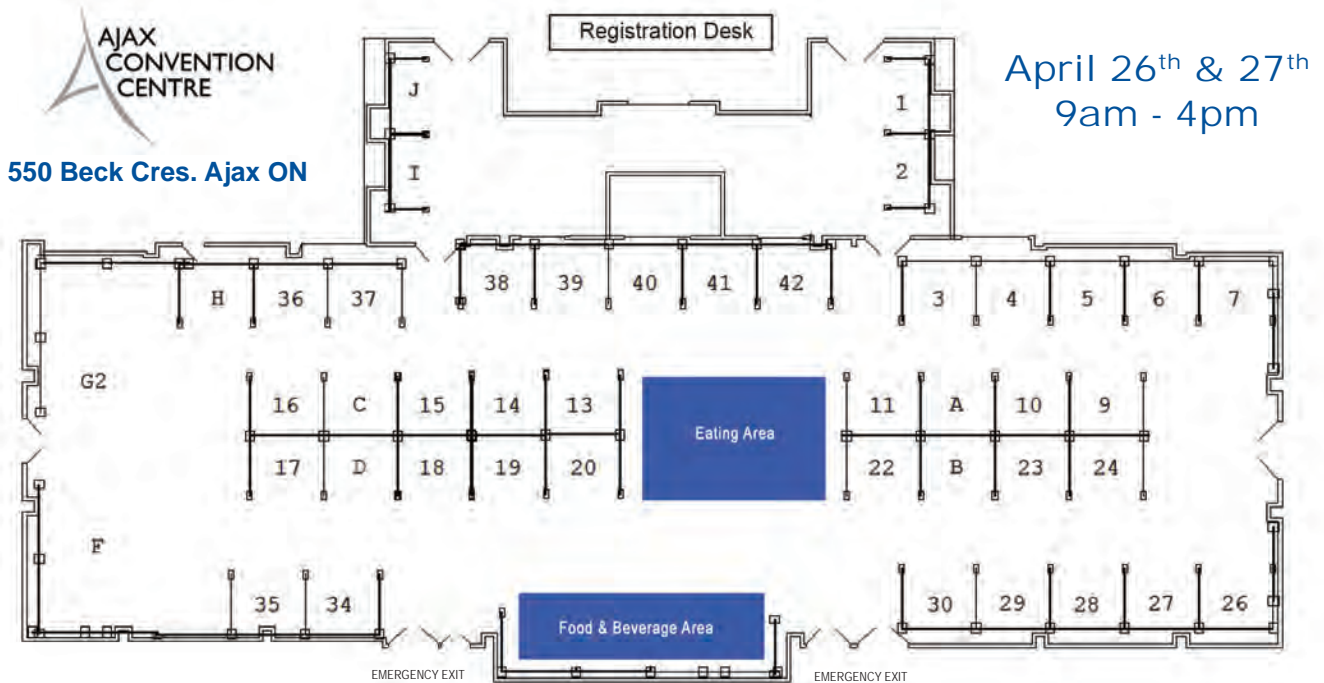
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Canadian Police Insignia Collector's Association BOOTH F

The Canadian Police Insignia Collectors Association has been around for over 40 years. The association brings together police patch and memorabilia people who have an interest in collecting law enforcement insignia and historical mementos. Association members are invited to meet and chat at their web site at cpica.ca.

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So much for science



Sitting on the beach on the Caribbean isle of St. Hotness, I realized I had been grossly misled by the media. While the island itself looked pretty well the way it had in the brochures and TV commercials, the people on the beach did not.

None of the men had six pack abs. Most looked sort of dough-boy soft, had a paunch and were white as ghosts (Canadians, I assume).

As for the women, I was able to conduct a more detailed anatomical survey than one can do in most places, as many people on this beach were topless. (Not me, for the record. My bathing suits tend to look more like green garbage bags and cover me from double chins to stovepipe ankles).

My observation was that women do not have perky breasts; not even young women. Breasts, as it turns out, do not defy gravity and they point downward rather than upward unless artificially supported.

Now where would I get the strange idea that the beach should be full of gorgeous people with perfect body parts? Well, the media of course. On the one hand, it's hard to fault them.

Who would buy tickets to a winter resort whose ads feature beaches full of droopy women and flabby men? Would you have liked the show *Baywatch* as much if Pamela Anderson was built like Roseanne?

On the other hand, the portrayal of false information does have a negative effect. It contributes to body image problems, may make some people self conscious enough to avoid going to these resorts and generally makes us feel unattractive.

So yes, TV and the media do have an effect — both positive and negative. In a more relevant example (now that I have your attention), consider the CSI effect. It has been described as a phenomenon in which people who watch CSI-like TV shows come to have increased — and pretty unrealistic — expectations of the amount and nature of forensic evidence available in your typical trial.

It is posited that when these folks become jurors, this is a problem since they may be more reluctant to convict if there is not significant forensic evidence.

There are a number of ways in which the CSI effect can play out. It can alter people's perceptions of:

1. The cast of characters and the real nature of forensic scientists;
2. The actual value and reliability of evidence;
3. The capacity of the system.¹

TV shows would have you believe that your typical "criminologist" is a former hooker in leather pants who works 24/7 on only one case, is also a gun-toting police officer and works in a state of the art lab with an unlimited budget.

Sounds pretty glamorous!

I wonder how many young people were lured into forensic science programs at college and university only to discover that the work is tedious, the resources scant and the co-workers merely normal people, few of whom look good in leather pants (and generally, you don't get a gun).

TV shows would have you believe that evidence is always there, always accurate — and always definitive. They neglect to mention details like the fact that even the best DNA evidence in the world won't tell you whether sex was consensual.

TV shows would have you believe that every test is available in every case — and can be conducted after the next commercial break (or at least within the next 45 minutes).

Curiously, the number of forensic laboratory tests requested has increased dramatically in recent years, even as the number of crimes has decreased. That means way more tests per crime and longer delays before you get the results.

The increase is to some extent a reflection of the increased expectation of jurors. It's kind of ironic actually. The higher people's expectations, the less likely they are to be met because higher expectations lead to more tests, and more tests lead to slower turn around times.

That's the theory anyhow, and it's what the media would have you believe about the media — because it's mostly the media that talks about the CSI effect. Another circle — but do people really believe this stuff? The research on whether there really is a CSI effect is a bit sketchy.

There are lots of articles and research pieces about whether people THINK there is a CSI effect. Most involved in the trial process seem to think so — like defense lawyers, crowns and judges. If you ask jurors — or potential jurors — they tend to say that yes,

there could be such an effect but since they are aware of it, they can self correct.

Correcting that bias might be easier said than done. Can legal professionals correct for a potential CSI effect in the courtroom?

Many report changing their strategies to address these presumed biases — but some research shows that when a prosecutor tried to educate a jury about the CSI effect and warn them against using their 'knowledge' in making decisions, it backfired. The jurors became more skeptical of the prosecutor's case.

People are pretty variable in their TV viewing habits so not everyone would have seen the shows. People vary in their gullibility; some might buy the CSI hype but others do not. For many potential jurors, CSI-type shows and other crime dramas may be their only exposure to the criminal justice system.

If they have no other knowledge, then TV knowledge might have to suffice so you need different corrections for different people. What about people who never watch TV and might have never heard of DNA evidence and dismiss it as hocus pocus?

So yeah, TV likely has an effect. There is a whole area of psychology that focusses on this phenomenon. It is called "cultivation theory" and posits that the more time people spend watching TV, the more likely they are to believe the social reality that is on TV. It's not just CSI. It is violence in children's shows, body image portrayals, gender roles... don't even get me going about reality TV.

In the US, potential jurors have been asked whether they watch CSI-like shows as part of the jury selection process. I wonder what the right answer is. I suppose it depends on which side of the case you are on — and how much forensic evidence there is in the case. Another circular argument.

So much for science.

¹ With credit to Simon Cole's article "A surfeit of science: The CSI Effect and the media appropriation of the public understanding of science" in *Public Understanding of Science* 2015 vol 24(2) 130-146.

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

Canada's best compete on the Rock

by Danette Dooley

Cst. Ryan McMackin of the Royal Newfoundland Constabulary (RNC) was one of 27 law enforcement officers to carry the Flame of Hope from St. John's to Corner Brook for the opening ceremonies of the Special Olympics Canada Games.

The NL Law Enforcement Torch Run hosted the national final leg of the torch's journey.

Both McMackin and fellow officer Cst. Danny Abbass, also of Corner Brook, are members of the torch run committee.

McMackin said a total of 27 officers representing the RNC, RCMP, Canadian Border Services, Inland Fish and Wildlife Enforcement, Memorial University Campus Enforcement, Department of Fisheries and Oceans and Her Majesty's Penitentiary took part in the run.

The officers, along with some Special Olympics athletes, left the Confederation Building in St. John's on Feb. 26 and arrived in Corner Brook in time for the flame to light the cauldron on March 1, signaling the start of the competition.

"We stopped in different places along the way and met with the Special Olympians. It was pretty exciting to be a part of that," McMackin said.

It's the first time since its establishment in 1969 that the Special Olympian Canada Winter Games have been held in Newfoundland and Labrador.

More than 1,600 athletes, coaches and families travelled to Corner Brook, on the province's scenic west coast. The athletes competed in numerous sports including skiing, figure skating, speed skating, curling, floor hockey and snowshoeing.

McMackin is from Sussex, New Brunswick. He trained at the Atlantic Police Academy and was hired by the RNC Corner Brook Detachment in 2002.

He decided to apply to the RNC after befriending many Newfoundlanders at the academy, although he'd never been to Newfoundland.

"I figured I would try out a new adventure, gain some experience and return home. I quickly fell in love with the province, including its outdoor beauty and some of the nicest, easy going, most hospitable people I have ever met in my entire life. I now have a family in Newfoundland and have no plans of ever leaving," McMackin said.

McMackin works street patrol. He loves being on the front lines of policing and enjoys the day-to-day interactions with people. He was selected by his peers for the RNC Association's Award of Excellence for community service in December 2014.

McMackin has been a member of the Law



L-R: Mark Gillam with Inland Fish and Wildlife Enforcement, Cst. Danny Abbass RNC Corner Brook, Special Olympian Liam O'Brien and Const. Ryan McMackin, RNC Corner Brook. Photo taken in Port aux Basques, near the end of the final leg of the run. The hockey game raised about \$1,500 for the Law Enforcement Torch Run and local charities.

Enforcement Torch Run Committee for about six years. His goal is to spread awareness and inspire more people, including police officers, to become involved in the run.

"When you're out there running across the Trans Canada Highway, no one really knows what you are doing but once you run into those smaller clubs and you get together with the athletes and the parents – that's what the run is all about.

"Taking part in the final leg with the torch and attending various Special Olympic club events, listening to the athletes speeches, watching these athletes interact, compete, smile (and) laugh is definitely the most rewarding thing that I have ever taken part in."

The national team will be selected during the Corner Brook games to represent Canada at the 2017 Special Olympics World Games in Austria.

In keeping with the Special Olympics athlete oath "Let me win. But if I cannot win, let me be brave in the attempt," McMackin said seeing all the athletes from various parts

of the country come together for the opening ceremonies – in anticipation of the Games – "was amazing."

McMackin had an opportunity to place medals around the necks of some of the winners. It's a moment that's hard to describe, he said.

"When these athletes get together for torch runs once a year or competition throughout the year they are not worried about mortgage payments, the price of oil etc, they just show up, smile from ear to ear, laugh, hug and have a great time."

The national games mean a great deal not only the medal winners but to those who go home knowing they've competed for their province.

"This is a Stanley Cup or a World Series for these kids. It's just amazing to be a part of it."

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

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by Stephanie Conn

Healthy relationships in policing

Why do relationships last for some people but not others? The many reasons relationships fail include poor communications, unhealthy role dynamics and failure to maintain connections between partners.

Police factors such as shift work, overtime and operational and organizational stress make it more difficult to maintain a healthy relationship. Statistics relating to divorce vary but there seems to be a higher rate in policing due to the demands inherent in the job. Fortunately, every risk factor informs us of how we can turn it into a protective factor.

Protective factors are open and regular communications, paying attention to how you and your partner relate and the time and effort you each put into maintaining your relationship. I will talk about each of these, in turn.

I have seen many couples report withholding their feelings, thoughts or interpretations of events only to find themselves resenting the

other for not recognizing what they are feeling. This resentment breeds passive-aggressive behaviours like subtle criticisms, which eventually lead to blow ups.

I have also marveled listening to couples reveal that they are each thinking and feeling the same thing but reluctant to speak to the elephant in the room. They could have saved themselves from a lot of misery had they just talked through what they noticed was going on between them.

Relationship dynamics

When a couple is engaged in the Distancer-Pursuer dynamic, one partner, the pursuer, is seeking more intimacy, connection or attention with the other and goes to great lengths to obtain this very healthy need — but in an unhealthy manner.

This exaggerated pursuit behaviour contributes to the other person’s sense of being

overwhelmed or flooded by their partner’s needs, causing him/her to distance from the pursuer. This distancing, in turn, creates more anxiety and hurt in the pursuer, resulting in a more aggressive and desperate pursuit. The cycle continues and the couple suffers.

The “Overfunctioner-Underfunctioner” dynamic entails one partner assuming more responsibility for the relationship or family tasks based on the assumption they are more capable than the other. An example of this in the police context might be an officer dealing with a traumatic event at work and assuming their well-meaning partner is too fragile to deal with the demands of home, so she (or he) assumes all the responsibilities in the family.

This kind and loving gesture might inadvertently create a dynamic where the overfunctioner carries too much of the load and eventually resents the underfunctioner.

The underfunctioner comes to believe he/

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she isn't able to function because they haven't had to and might come to resent the very person who seems to demonstrate capabilities they lack. A relationship that was once based on two people as equals now becomes more like a parent-child or saviour-victim dynamic. A healthy relationship cannot exist with these unequal dynamics.

Connection

Another very common difficulty in relationships is lack of connection between partners. This can occur for a number of reasons but mostly happens when other demands on time or energy put our relationship with our partner dead last.

For instance, we can become consumed with work, responding to work emails and calls outside of work hours, taking call out when it's neither mandatory nor financially necessary (oftentimes referred to as "golden handcuffs").

Another common occurrence is prioritizing parenting over the marriage. Kids, especially young ones, rely on parents for their needs but that does not justify neglecting the marital relationship. In fact, maintaining its health contributes greatly to children because they see you modeling a healthy relationship. They see the fondness and affection you display and it becomes the example for their future relationships.

Conversely, seeing their mother ignoring their father (and herself) to attend to them indicates that, when they are older, they should

ignore their own needs in service of others. I don't think this is the message intended by parents who focus on their children to the detriment of their marriage.

Similarly, parents who are overcommitted to work model this behaviour to their kids, which will not be helpful when they are older and trying to navigate the work/relationship balance.

Changing these behaviours is not easy and requires deliberate efforts to revitalize the connection between you and your partner. Schedule "adult time" to relate as a couple — and this doesn't mean going out to dinner and discussing parental matters such as little Johnny's grades or work. Talk about your interests as adults and as a couple.

Not only do you have to attend to the quality of your interactions as a couple, you also have to consider the frequency of your adult time. It can't be something that you do once a month, time permitting. It needs to be something you commit to daily, even if it's just something simple like having a cup of coffee together when the kids are in bed.

Having a healthy relationship as a police officer might seem like a pipe dream but it is possible. Think of relationship health as you would officer safety: It requires daily commitment as if your relationship depends on it.

Dr. Stephanie Conn is a former police officer and currently a clinical psychologist practicing in Vancouver. She is a regular *Blue Line* columnist. Contact: stephanie@blueline.ca or visit conncounseling.com



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by Tom Rataj



Wheels on the bus go round and round

Many of us are familiar with that little jingle, a staple of school-bus riders far and wide. Those big yellow buses have been a mainstay of student transportation across North America since the 1940s. An estimated 500,000 travel North American roads each school day.

The standard and familiar colour and markings are intended to increase the safety of riders by ensuring that the bus is readily visible and distinguishable from other traffic. The yellow shade dates from 1939 and was chosen partly because it is noticed in peripheral vision better than other colours. In some jurisdictions a white strobe light is mounted on the roof to further increase visibility.

Highway traffic regulations are essentially the same across North America, requiring drivers to stop when the bus is stopped at the side of the road with red lights flashing. Despite all of these measures, it's estimated that thousands of motorists each day fail to comply with the regulations, putting students at risk.

Hardware

When a school-bus stops at the curb to pick-up or drop-off passengers, the driver is required to activate a warning light system — usually a group of flashing red lights on the front and back and a large red flashing-light equipped stop-sign which swings outward 90 degrees on the left side.

Many jurisdictions also require that a barrier arm swings out from the front of the bus toward the curb to prevent exiting

passengers from walking or running across the roadway.

Regulations

Once the school-bus stops and activates the lights and stop sign, motorists travelling in both directions are required to stop before reaching it. The only general exception is on multilane highways where a physical barrier separates the two directions of travel. In this case motorists have to stop only if the bus is on their half of the roadway.

There are some minor provincial and state variances in the regulations for what is now commonly known as “stop-arm” violations.

Penalties

In general, penalties for disobeying the regulations are quite severe. The set fine for tickets issued by a police officer reach into the \$500 range or more and may include several demerit points.

Enforcement

Monitoring and enforcing these regulations can be a difficult, time-consuming and low-productivity undertaking for police. An officer assigned to or self-initiating stop-arm violation enforcement must be free to set up at a bus stop location and can generally only apprehend one or possibly two drivers before the bus moves on along its route.

Prosecuting the case successfully requires the officer to be able to testify that all the flashing red lights were working. This may require

that they inspect the bus prior to it beginning its route.

Stop-arm violation tech

To address many of these challenges, numerous technology companies have developed solutions, including high-resolution video cameras mounted on the outside of the driver's side of the bus. These record traffic activity when the bus is stopped and show that the flashing lights and stop-sign system are activated.

Most systems feature three video cameras mounted behind the stop-sign. One faces forward and includes the flashing stop-sign in the video-frame, while a second faces rearward and a third straight out beside the bus.

This setup ensures that any passing vehicle is recorded from the front, back and side, and shows the licence plate and driver.

Videos are recorded on a solid-state digital video recorder unit located on the bus, and are later forwarded to police.

Legislation changes

Various jurisdictions in North America have begun to deploy these systems and are modifying legislation to allow enforcement action based solely on the video evidence. A police officer generally reviews all violation videos, prepares the violation notice and mails it to the registered owner of the offending vehicle.

In most jurisdictions legislative changes need to be made to allow this accurate, efficient and cost-effective enforcement solution.

Forward thinking legislators might even consider allowing a civilian to handle this process, freeing-up officers for more urgent work.

YouTube

Search “stop arm violations” on YouTube and watch in horror the large number of videos showing drivers failing to stop for school buses. The most disturbing video I found was of a driver that actually leaves the roadway and drives down the sidewalk to get around a stopped bus!

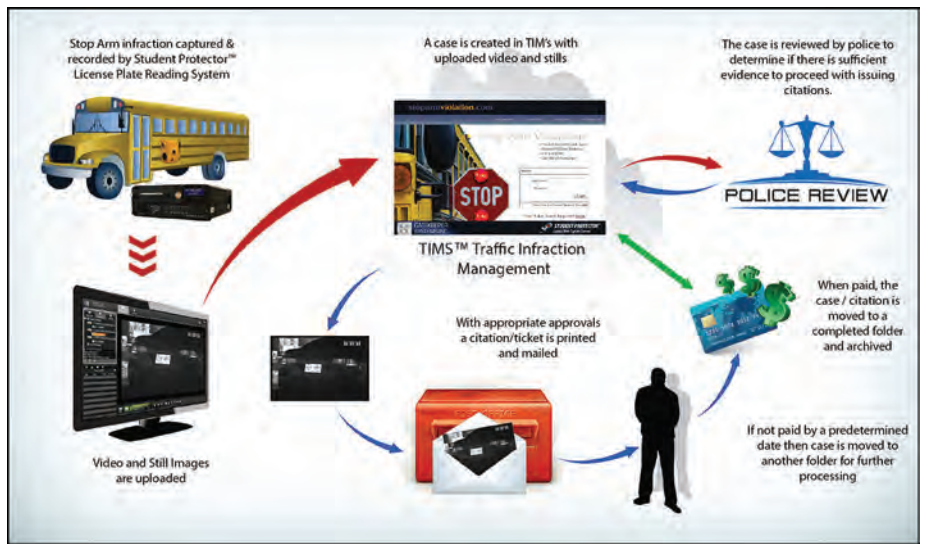
Gatekeeper

A Canadian manufacturer of stop arm video systems (among other video hardware), Gatekeeper Systems of Abbotsford, offers a complete turnkey solution under its Student Protector product line.

The system consists of a module that can include up to five cameras and a digital video recorder that saves a variety of data about the school-bus, including date and time, GPS coordinates, stop-sign operation and driver identification.

Enhanced versions include automatic licence plate recognition (ALPR) technology and infrared night vision capability.

Gatekeeper also produces a traffic infraction management system (TIMS), which uses all the video and accompanying data to quickly generate a violation notice. It can work through a web portal so that drivers receiving a violation notice can review the video and decide whether to dispute or pay the ticket.



Depending on the complexity of the system, prices can range to several thousand dollars per bus, although I would suspect these systems are substantially more efficient at documenting violators and issuing violation notices than having a police officer follow a bus along the route.

Given the statistics about the high number of stop arm violations, it’s surprising that there are not more fatalities. With continued budgetary pressure on police services, stop arms systems can be a very efficient and effective solution that automates much of the

enforcement process.

Legislative and procedural changes will need to be made, and school boards and bus companies will need substantial funding to widely deploy the systems. The entire process could potentially be outsourced to free police officers for more urgent work.

Resources
www.gatekeeper-systems.com

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



No duty to ensure detainee spoke to counsel

The implementational duties imposed under *s. 10(b)* of the Charter only require police to offer a reasonable opportunity to contact counsel; there is no obligation to ensure the detainee actually called a lawyer.

In *R. v. Beauregard*, 2016 ABCA 37 the accused was arrested on a warrant for robbery. Four masked and armed men had robbed a truck stop a little over three months earlier. Beauregard was read

a standard Charter caution and replied “yeah” when asked if he wanted a lawyer. He was placed in a telephone room at the police station with a list of about 20 local lawyers, the number for Legal Aid and a phonebook. He was off the phone after five minutes.

The arresting officer entered the room and asked if he was done. “Yes,” Beauregard replied. The following day, a police officer took him from his cell to an interview room. He was cautioned but nevertheless confirmed his involvement in the armed robbery during the interview. This helped prove his identity as one of the robbers.

An Alberta Court of Queen’s Bench judge found that, during his time in the telephone room, Beauregard had not talked

to any lawyer but instead called his mother. The arresting officer never explicitly asked him if he had talked to a lawyer, nor had Beauregard advised he had not spoken to one. Although police complied with the informational duties imposed under *s. 10(b)* of the Charter, the judge concluded that they breached the implementational duty.

“In my view the implementational duty is only satisfied if a reasonable period of time to contact a lawyer has been provided and before moving to elicit evidence the officer confirms the detainee has been able to speak to a lawyer,” said the judge.

A detainee who has been unable to reach a lawyer after five minutes, and who is asked by a police officer, ‘Are you done,’ may well feel pressure to wrap it up and

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may not have the fortitude to ask for more time or may not realize they are entitled to a reasonable opportunity to reach counsel, and more time if their initial attempts are unsuccessful.”

As a remedy for this Charter breach, the judge excluded Beauregard’s statement under s. 24(2) and acquitted him. The Crown appealed Beauregard’s acquittal to the Alberta Court of Appeal, arguing that the trial judge erred in finding a s. 10(b) Charter violation.

The court found police sufficiently discharged their implementational duties. They placed Beauregard in a telephone room with the usual phone numbers. The onus then shifted to Beauregard to make it clear that he had not reached counsel and wanted further opportunity. Beauregard said nothing about being unsuccessful and there was no positive obligation on police to ask him.

“When the [accused] indicated he wished to talk to a lawyer, he was taken to the detachment and placed in a telephone room,” said the court.

The only reasonable inference is that the purpose of him being put in that room was to contact counsel. When [the arresting officer] asked him if he was ‘done,’ the only thing that question could have referred to was the ‘contacting of counsel.’ When the [accused] replied ‘Yup,’ that answer could not reasonably be interpreted as being ‘No, I never contacted counsel.’ The police are entitled to act on what the detained person tells them, analysed objectively.

Nor was this a situation where Beauregard waived his rights after asserting them such that a subsequent Prosper warning was required. Beauregard said that he wanted to contact counsel, was given the opportunity to do so and replied affirmatively when asked if he was finished.

“There was no objective basis on which the police could be expected to take his actions and responses as a waiver of the right to contact counsel, and Prosper was not triggered,” said the appeal court.

Since there was no obligation to positively ask if a detained person has been successful in contacting counsel, Beauregard failed to discharge his burden in proving a s. 10(b) breach. His statement obtained the next day was admissible as evidence.

Furthermore, even if there had been an implementational breach of s. 10(b), the statement was nonetheless admissible under s. 24(2). Any breach was minor and done in good faith, the impact on Beauregard was minimal, and there was a strong public interest in prosecuting the robbery, a violent crime.

The Crown’s appeal was allowed, Beauregard’s acquittals were set aside and a new trial ordered.

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Investigative detention for provincial offences not arbitrary

A detention to investigate provincial offences was lawful as it was based on a reasonable suspicion, Ontario's highest court has ruled.

In *R. v. Darteh*, 2016 ONCA 141 a property manager complained to police about trespassers in the apartment complex's courtyard area after 8 pm. Police on bikes checked the area and saw 24 year old Darteh carrying a partially consumed bottle of alcohol and wearing a backpack. He saw the officers and tried to open the door of the nearest residential unit, which appeared to be locked. He was unusually nervous and the officers inferred that he may have been drinking in the courtyard.

Darteh was detained in front of the residence for the investigation of provincial trespass and liquor-related offences. His hand trembled as he produced a health card for identification and he leaned back against the wall. An altercation ensued in which he shoved and kicked the officers and ran into the residence. He was arrested in the front hallway of his home.

Police searched his backpack, found a 9mm Intratec semi-automatic pistol, and charged Darteh with assaulting police and firearms offences.

In the Ontario Superior Court of Justice Darteh alleged numerous Charter breaches, including arbitrary detention (s. 9) and unreasonable search (s. 8). He wanted the evidence excluded under s. 24(2) or a stay of proceedings. The judge rejected the application, finding Darteh had been lawfully detained for a brief investigation for offences under Ontario's Trespass to Property and Liquor License acts. His arrest was lawful and the backpack search reasonable as an incident to lawful arrest. Darteh was convicted of assaulting police and various firearms and weapons offences.

Darteh appealed to Ontario's top court arguing that his detention was arbitrary and breached s. 9. He suggested that acting nervously, walking away quickly from police and stopping at the first available apartment could not ground a reasonable suspicion that he was engaged in a liquor-related or trespass offence.

In his view, the handgun should have been excluded from evidence and the convictions for assaulting police should be overturned. He wanted either acquittals or a new trial.

The Ontario Court of Appeal upheld the trial judge's ruling that the detention was lawful.

"The police may detain a person for investigative purposes if they have reasonable grounds to suspect that the person is connected to particular criminal activity and that such a detention is reasonably necessary in the circumstances," the court said in a short endorsement.

"The standard 'reasonable grounds to suspect' requires that the police have a 'reasonable suspicion' or a suspicion that is grounded in objectively discernible facts, which could then be subjected to independent judicial scrutiny."

In the appeal court's opinion, the trial judge properly assessed the evidence in finding that police had a reasonable basis to suspect Darteh was a trespasser committing a provincial offence. The information and facts available at the time of the detention, when considered in their totality, were objectively capable of supporting reasonable suspicion. These included:

- The manner in which Darteh had turned to the first available doorway and urgently tried to gain entry by turning the door handle and knocking.
- He did not have a key to the unit that he was trying to enter, carried a partially consumed bottle of liquor, smelled of alcohol and had blood shot eyes such that it could be inferred he had been drinking in the courtyard.
- His very nervous demeanour, including a trembling hand and his manner of standing with his backpack up against the wall.
- The complaint from the property manager that there were trespassers in the courtyard area, particularly during the evenings after 8 pm, and that someone appeared to be letting them in.

Although each of the facts considered in isolation may have been insufficient to support a reasonable suspicion that Darteh may be engaged in trespass or liquor-related offences, when viewed together they were capable of doing so.

"Reasonable suspicion may be grounded in a constellation of factors, even if any one of those factors on its own would not have been sufficient," said the court. Darteh's s. 9 Charter rights were not infringed and his appeal was dismissed. (Additional facts taken from 2014 ONSC 895).

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 THOMSON REUTERS

DISPATCHES



Brad MacConnell has been named Charlottetown's new deputy police chief. He began his extensive career in law enforcement in 1990 and has been a supervisor of the Major Crime Unit, managing teams of investigations and dealing with high-profile criminal investigations. MacConnell's new title is Deputy Chief of Administration, Support Services. He began his new position in February 2016 and his duties will include staffing, scheduling, planning and budgeting.



...

Thierry Leroux, a police officer from Quebec was shot and killed as he and his partner responded to a domestic call in the tiny community of LacSimon, near Val-d'Or. A native of Amos, Que., he had been working in the community for only six months with the local aboriginal police force. This was his second contract. After completing a police technology degree, LeRoux graduated from Quebec's police academy in November 2013 — excelling in sports and physical conditioning.



...

Devon Clunis, Winnipeg's Chief of Police is retiring. He began his career with the Winnipeg Police Service in 1987 and has served in all major areas of the organization, including uniform patrol, traffic, plainclothes investigation, community relations, organizational development and duty office, as well as in a number of administrative leadership roles before officially becoming chief in November 2012.



...

Dan Fantetti is set to retire after 35 years of policing. Deputy Fantetti took over the role as LaSalle's Deputy Chief in August 2008. He began his career in London, Ontario in 1981, and transferred to St. Clair Beach Police Department in 1987. Deputy Fantetti was hired in LaSalle when it was the Township of Sandwich West in 1989. While working with the LaSalle Police Service, Deputy Fantetti held the positions of Constable, Patrol Sergeant, Staff Sergeant and finally Deputy Chief.



...

Inspector Graham Abela is Taber's new police chief. Abela began his career in law enforcement as a park ranger in 1990 before moving on to work in Customs and Excise with Revenue Canada as a border patrol officer. He landed a spot with the Taber Police Service on Sept. 1, 1994. He worked his way through the ranks locally and in 2003 was promoted to the rank of Inspector, where he would remain until his promotion to chief.



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GLOCK

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LARSON ELECTRONICS

Measuring only 3.22" x 3.14" x 3", the RL-15-LED-CPR from Larson Electronics is an ultra compact portable floodlight that contains five 3 watt high output LEDs that generate 1,100 lumens of cool white light while drawing 15 watts of energy. This light is impact and vibration resistant, dustproof, rustproof, and rated IP67 waterproof, making it ideal for the rough conditions.



BERETTA

The APX, which debuted on February 22, is Beretta's first full size striker fired pistol designed to meet the needs of law enforcement. With the new pistol Beretta becomes one of the few manufacturers to offer full size polymer and metallic framed handguns in both hammer and striker fired operating systems. The APX will be initially available in 9x19mm, .40 S&W and 9x21 IMI.



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A McGill researcher asking for help

by *Brian Arsenault*

Earthquakes. Extreme weather. Transportation accidents. Infrastructure failure. Each can have devastating consequences. Each requires coordinated emergency response. Depending upon the scenario, multiple agencies can be involved during response activities. These organizations are often decentralized and autonomous, each specializing in its own area of expertise.

It is not uncommon for paramedics, firefighters, law-enforcement, nurses, doctors, transportation safety employees, and public health officials to work side by side during recovery efforts. It is also not uncommon for individuals in these professions to use different vocabularies, communication channels, protocols, and information systems during their efforts.

Despite their differences, working together in a co-ordinated way is essential to success.

During emergency response, co-ordination and critical decision making rely upon timely, appropriate, and accurate information. Most researchers agree, however, that information and knowledge sharing during emergency response activities is challenging, particularly as event complexity increases. Issues such as information overload and communication breakdown are regularly cited as critical factors impeding successful emergency response.

Sometimes a lack of information can also be problematic. Knowing how to best communicate with those from other domains is not always clear. Individuals from different backgrounds or areas of expertise have different information needs. Anticipating these needs ahead of time is critical to facilitating information sharing.

Similarly, inter-agency communication also faces challenges due to the diversity of culture, structure, and governance used throughout the participating groups. The chain-of-command structure of military and law-enforcement, for example, may not be well understood by aid organizations that use a

more egalitarian structure. This can impact the effectiveness of information shared between two such organizations.

Regardless of the source, challenges impeding effective information sharing can lead to fragmentation and misunderstanding during emergency response efforts, the consequences of which can be deadly.

One often forgotten factor influencing information and knowledge sharing is trust. Though featured prominently in organizational management literature, trust is seldom discussed in that dedicated to emergency management, particularly in relation to its role as an enabler of information sharing.

Put simply, trust is one's willingness to rely upon another under a condition of risk, that is, where there is potential gain or loss, or where there is something at stake. Research shows that trust among individuals is a determining factor for the efficiency of coordinated action within complex systems.

Trust at the individual level helps to improve organizational performance, and can ultimately influence information exchange across organizational boundaries. Trust is also thought to help manage conflict, improve negotiations, as well as facilitate knowledge and information sharing between organizations.

Homophily, or the tendency for individuals to associate and connect with others that have similar values and beliefs, is closely linked to trust and can similarly influence information sharing behaviours in complex organizations.

Further study is required to understand the influence that trust and homophily have on knowledge and information sharing, particularly between occupation-types that commonly participate in emergency response.

Are individuals more likely to trust those from the same occupation type?

Is the degree to which individuals trust each other dependent upon how often they collaborate with one another?

Are individuals more likely to share information with occupation types that trust?

Are they more likely to receive or use information shared from these occupation?

Are individuals more willing to share with those that have experience with the same emergency types?

Answering these questions will provide a basis for improving information sharing between the various groups participating in emergency response.

Developing a greater understanding of trust at the interpersonal level, specifically as influenced by organizational norms and tendencies, may help support the standardization of emergency management and communication protocols. It may also help overcome issues related to communication breakdown and those due to cultural and structural variations. Recognizing areas where trust is lacking may help identify cooperative, inter-agency training opportunities.

Understanding trust is a critical first step in understanding some of the key information sharing challenges faced during emergency response.

Brian Arsenault, is a graduate student at McGill University in Montreal, and is currently conducting a research project as part of his Master's degree in Library and Information Studies. His research addresses issues associated with knowledge sharing across organizational and occupational boundaries. More specifically, it examines relationships between trust, homophily, and knowledge sharing amongst occupation-types that commonly respond to emergencies. In order to evaluate these relationships, Brian is surveying members of organizations that respond to any aspect of emergency or disaster response. Participants will include law-enforcement, military, search and rescue, fire fighters, paramedics, public health officials, doctors, nurses, governments, non-governmental organizations, as well as transportation agencies, public works, and utility companies. Brian would like to invite our community to participate in his online survey. Go to this link to participate: <http://bit.do/rely>
For more information visit <http://bit.do/emer>

Mountie bargaining rights moving forward

OTTAWA — An organization representing many rank-and-file RCMP members says collective-bargaining rights for the force must cover key issues such as harassment, discipline and equipment.

The Mounted Police Professional Association of Canada says it will fight for changes to recently introduced legislation to ensure these matters will be on the table during contract talks.

Former RCMP officer Rob Creasser, an association spokesman, says members want to work with management on issues in a collaborative — not top-driven — way.

Last year, the Supreme Court of Canada affirmed the right of RCMP officers to collective bargaining and gave the government time to create a new labour-relations regime. The high court did not explicitly state that Mounties have the right to form a union, but the justices effectively opened the door to that possibility.

Earlier this month the Liberal government tabled legislation that would allow RCMP members and reservists to choose

whether to be represented by a bargaining agent. It would make independent, binding arbitration the dispute-resolution process for bargaining impasses, with no right to strike.

RCMP members are the only police in Canada without a right to engage in collective bargaining. Currently, Mounties have voluntary associations funded by members' dues that work with management to establish pay and benefits, but the top brass has final say.

Creasser told a news conference Monday the force has been shaken by chronic harassment issues and the 2014 shooting deaths of three officers in Moncton, N.B. In addition, the RCMP is 65th on the pay scale among forces in Canada with 50 members or more.

The retired Mountie said he has a 22-year-old son who is looking at law enforcement as a career. "I would love for him to join the RCMP. But I can't in good conscience recommend the organization to him right now."

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