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Contents

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March 2015 Volume 27 Number 3



Features

Inside the fence **6**
Ontario's nuclear facilities test security and readiness

Partnerships in protection **8**
The challenges of victim management in a permissive age

Removing operation risks **14**
An overview report on the Moncton tragedy

Table top learning **24**
An opportunity for full participation and cognitive processing



Departments

BlueLinks Advertisers Directory 38

Back of the Book 38

Close to Home 31

– Hi honey, I'm home!

Deep Blue 28

– *Terms like "effect size homogeneity" sure to impress*

Dispatches 36

Holding the Line 30

– *Police under fire*

MarketPlace 37

Product Showcase 35, 36

Publisher's Commentary 5

– *A bold new world awaits*

Technology 32

– *Cutting the cords*

24



Case Law

It's not a divide and conquer exercise 41

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A bold new world awaits

It seemed like a simple errand. My sergeant gave me a purchase order and address and told me to pick up some detective pocket badges. Regular members were not issued pocket badges because of a murky logic that worried members would run amok flashing their badges around 24 hours a day. We did have a “warrant card,” about the size of a credit card.

Trying to arrest someone while in plain clothes could be a challenge. Somehow the sight of a man waving a card did not evoke the required and often necessary response. Many a good brawl resulted when the person being arrested wanted to see a piece of tin as the authoritative ID so I was eager to see where our hat badges were made.

I approached a concrete structure with bars on all the windows and a solid brass door with very thick glass. I remember thinking that police holding cells didn't look this secure. I buzzed the intercom and the door unlocked.

A white haired gentleman gave me a mini tour before handing over a box to take back to my station. I noticed many similar boxes stacked on skids. He confirmed that they also contained badges for my department and had been stored for the past three years awaiting the order to ship.

After some checking I discovered the pocket badges were wrapped up in labour relations bargaining. Each year they were dealt away for other benefits during collective bargaining. The reason the white haired gentleman was so candid was because the bargaining had successfully concluded and the badges were cleared for distribution.

Welcome to the world of labour relations – a world which RCMP members are about to become very familiar with, thanks to the recent Supreme Court of Canada ruling. Given the longevity, breadth and depth of this organization there is a great deal of catching up to do. Some might even think the task is monumental.

The road ahead will be bumpy. Complications include the basics of pay and working conditions but this all pales in comparison to demystifying that which has been vilified by 130 years of indoctrination. Other than the subtle negativity against labour relations ingrained during training, Mounties will have to revisit aspects of their past which may conflict with the realities of today.

Thankfully there is a light at the end of the tunnel. Help is readily available by gleaning the best information from municipal or provincial police agencies. There is plenty to be gained by closely associating with the Canadian Police Association. I would even be so bold as to say the best model would be the trail blazed by the Ontario Provincial Police Association.

Although not nearly as vast as the RCMP, the

OPP nonetheless encountered a myriad of issues soon to confront any new RCMP labour relations system. Like the RCMP, the OPP has a widely dispersed membership and police many diverse areas, from country highways to city beats.

First and foremost RCMP members must accept that their peers want only the best for them and their families. The reps will come from within their own ranks and have the same wishes and aspirations. A whole new world of democratic processes are about to be realized. The good news is that if the membership feels, for any reason, that their association reps are not serving them properly, they can turf them out on their ears at the next vote.

Life is about to become far less complicated for those terrified upper management types who now look like deer caught in the headlights. Many of their decisions, which currently require the wisdom of Solomon, will be made simpler over night. Issues like days off, shift work, complaints about pay, sick time, overtime, squabbling about favouritism will melt away.

A standard working agreement will govern relations with those under them. No more wink-wink, nod-nod relationships and trying to remember who is owed what favour because they did this on that date. If they are pressured to do anything they can simply pull out the working agreement and have the person take it up with the association.

The members who feel they have been badly handled, unjustly treated or marginalized by the system or other members will find relief through an official grievance process that requires both management and labour to work toward a proper settlement. If either side fails then a whole lot of hurt can come down from various government agencies or embarrassment through the glare of public attention.

The next year should prove interesting. There are few problems facing RCMP members which have not already been dealt with in the multitude of police labour relations case law on the books. By virtue of simply picking the same process as every other Canadian police service, RCMP members will gain the benefits of every police agreement that has come down in the past 50 years. It is now their right and the Supreme Court has given the government a year to get it right.

The system already exists for their acceptance and implementation.





INSIDE THE FENCE

Ontario's nuclear facilities test security and readiness

by Lindsey Patten

Post 9/11, the federal government instituted regulations requiring Canadian nuclear power plants to have an armed presence onsite 24/7. Ontario Power Generation (OPG) initially signed a contract with the Durham Regional Police Service (DRPS) to supply armed security to its greater Toronto nuclear plants in Darlington and Pickering.



Paul Nadeau,
OPG Vice President of Security & Emergency Services

was completed in 2012.

"Many of the officers engaged in that activity are either ex-law enforcement or military," notes Paul Nadeau, OPG Vice President of Security & Emergency Services.

OPG's nuclear security officers must have a police foundations or security administration diploma, and the nuclear response force members must have a valid firearms license, St. John's Ambulance First Aid certification and pass a tactical training course.

Training is key to ensure officers are prepared.

The OPG security force train continually and must pass an annual performance test.

"We call it a force on force exercise," Nadeau says, "where there's an attempt by an adversary force and our folks are called upon to display their skills by stopping the event from taking place."

There's strength in numbers. OPG doesn't disclose how many security officers it has but Nadeau notes that, "we have to meet certain numbers according to the regulations and we always meet and mostly exceed those numbers at any given time."

Lessons from Fukushima

Many countries reassessed their nuclear emergency preparedness after the 2011 Japanese nuclear disaster. The Fukushima plant was hit by a Tsunami, triggering a massive magnitude 9.0 earthquake and causing a meltdown of the plant's three operational reactors. The Fukushima disaster is unlikely in Canada but it motivated authorities to re-examine their capability to anticipate and respond to severe incidents.

OPG began improving its equipment and procedures, even bringing in representatives from 50 agencies to participate in its first large-scale nuclear plant exercise since 1999.

"Everyone has a plan to look after their piece of the response but we wanted to see how that would mesh and integrate together as the event was unfolding," Nadeau explained.

It took more than a year to plan for the

May, 2014 exercise. OPG staff met regularly with representatives from outside agencies. The main goals of the exercise included:

- a) Demonstrating that emergency responders could protect the public and environment;
- b) Testing the interoperability of participating organizations and integration of their response;
- c) Co-ordinating communications with media and the public before and during the exercise; and
- d) Preparing a joint evaluation of the interoperability of the participating organizations.

"Different agencies had different objectives they wanted to achieve and our goal in the end was to give everyone a chance to achieve their objectives," notes Nadeau, who adds each agency had a very good response plan in place and all responded in an appropriate manner.

"The top lesson I took away from this, frankly, is that we can't wait another 15 years to do this," Nadeau says.

There's interest in staging a similar exercise every three or five years, given the number of responding agencies involved and the complexity of the response. "We have to find time and find ways for us to conduct exercises like this on a more regular basis," Nadeau says.

"What was interesting was... confirmation of information between the different agencies as things were unfolding. There's a lesson to



be learned there. We need to sharpen that.”

Each agency wrote its own after action report and the Canadian Nuclear Safety Commission conducted an independent assessment of the exercise. An independent evaluator witnessed the exercise and commented that it was the most bold and innovative she had seen in her 40 years in the business.

It takes a lot of co-ordination from all agencies involved to make events like this a success, Nadeau says.

“It’s extremely important when you stage an exercise of this scale that you immediately recognize the importance of involving the organizations that are ‘outside

the fence’ that can support you in case of this kind of situation or incident.

“Its really enhanced our relationship with all these agencies and it’s something we need to continue to nurture as we move forward and continue to test our plans and look at every opportunity to make improvements.”

OPG is continuing its efforts to improve security at its generating plants to ensure the security of both employees ad the public.

Lindsey Patten is a *Blue Line Magazine* staff writer and Digital Media Co-ordinator. Contact: lindsey@blueline.ca.



Nuclear sites not attractive targets

CANDU reactors are housed in buildings with one metre thick, steel reinforced concrete outer shells that experts say would be very effective in stopping a large aircraft.

The reactor itself is surrounded by a reinforced concrete, biological shielding up to 1.8 metres thick. Any one of several independent safety systems would shut the plant down immediately in a catastrophic event.

“Total destruction following a World Trade Center style assault (complete structural penetration, followed by an explosion and aviation fuel fire) is not a credible scenario for commercial North American nuclear plants,” says physicist Dr. Jeremy Whitlock.

Trying to damage a reactor by flying an aircraft into it is like driving a car into an office safe to break it open, he says. Most of the energy would be absorbed by the destruction of the aircraft itself.

Ah! But is this theory or fact?

In 1988, Sandia National Labs sent a rocket-propelled F-4 Phantom fighter aircraft down a track at 770 km/hr an hour into a reinforced concrete wall. The F-4 completely disintegrated, penetrating only six centimeters.

Experts believe the results would be similar with a fully fueled jumbo jet, since its bulk consists mostly of lightweight, collapsible fuselage and wing material – no match for reactor containment buildings, among the most hardened facilities on earth. They’re designed to withstand hurricanes, earthquakes, tornadoes, floods, fires and the internal pressures and temperatures resulting from severe reactor accidents.

Hitting a reactor building, typically less than one tenth the height and cross-sectional area of the World Trade Center circa 2001, would be very difficult, especially since large aircraft are tough to control so close to the ground.





PARTNERSHIPS IN PROTECTION

The challenges of victim management in a permissive age

by Mark Saunders

Compared to the street-level prostitution of 20 years ago, present-day human trafficking is significantly more complex. Over the past several years there has been a shift in mindset within both policing and legal circles that recognizes sex trade workers much more as victims than offenders. This is resulting in enforcement moving away from street-level sex trade workers toward pimps and criminal networks that profit from sexual exploitation.



**Dep/Chief
Mark Saunders**

The enactment of human trafficking laws, along with public safety grants for human trafficking enforcement, shows that government has also adopted this new mindset. The Criminal Code now includes sections defining human trafficking for the purpose of sexual exploitation, in addition to exploitation for the purpose of forced labour.

As policing agencies have responded to this shift with new strategies and redeployed resources, the complex nature of human trafficking investigations has been exposed.

In peeling away the layers, investigators have discovered a disturbing degree of procurement and exploitation (supported by online advertising and social media control), links to violent street gangs, complex legal issues and perhaps most challenging – victim management.

Challenges of victim management

By nature, human trafficking is clandestine and under-reported. There are a myriad of reasons for this including stigmatization, concerns regarding immigration status, cultural and familial implications and fear of reprisals from the exploiter. Beyond these, experience has taught us that victims of human trafficking sometimes come from marginalized communities where money is used to prey on vulnerability.

While increased enforcement may ultimately lead to more cases being reported, the reality is that it is incumbent on police services to take a pro-active approach to human trafficking in order to identify victims and arrest offenders. This is where the real challenge begins in that the same factors preventing victims from

reporting their exploitation often prevent them from wanting to co-operate with investigators.

Moreover, the psychological and physical well-being of victims often create obstacles for investigators as PTSD and drug addiction are common afflictions amongst victims of human trafficking and especially sexual exploitation.

Who are we to criticize a victim of sex trafficking for not wanting to participate in a process that many perceive will: (a) deprive them of their livelihood, (b) lead to their stigmatization, (c) cause them to fear possible physical and psychological retribution from their exploiter and (d) often take them away from the only world they know?

The lengthy and onerous court process, often requiring a victim to testify in the presence of their abuser, only exacerbates the problem. This is the challenge that police investigators have a duty to overcome. Simply put, the necessity to effectively manage victims, while being sensitive to psychological stressors, is a mounting liability that must be mitigated.

A 2014 report published by the *Alliance Against Modern Slavery* found that only 20 per cent of human trafficking victims willingly co-operated in the criminal prosecution of their abuser, while 33 per cent did not co-operate with the investigation at all. Moreover, nearly



20 per cent of co-operative victims stated that their degree of willingness to collaborate with investigators diminished the longer it took for their case to reach a court room.

Toronto Police Service – Human Trafficking Enforcement Team

It comes as no surprise that, like other urban centres, human sex trafficking occurs in the City of Toronto. In fact, a CBC news report from June of 2014 described Toronto as a significant transit point within Canada, acting as a “hub” for domestic and international human sex trafficking routes.

While recognizing the magnitude of the problem, the Toronto Police Service (TPS) remains committed to disrupting these criminal organizations through a combination of pro-active enforcement and sustainable and sensitive victim management.

Established in early 2014 – the TPS Human Trafficking Enforcement Team (HTET) actively targets organized crime groups that engage in human trafficking for commercial profit. The HTET has four guiding principles: prevention, protection, prosecution and partnerships.

Developing and maintaining a victim-centered approach to human trafficking investigations that incorporates these principles ensures that victims are rescued and their recoveries are made a priority. Investigations are multi-dimensional in nature using innovative investigative techniques and current technologies.

In its short existence, the HTET has experienced success ranging from the arrests of individual pimps to the dismantling of sophisticated human trafficking networks.

While the TPS takes pride in the significant year-over-year increases realized in arrest numbers and charges laid, it is this last principle – partnerships – that is assisting with the critically important function of victim rescue, management and support. While HTET investigators continue to work with in-house victims services personnel, our long-term success in victim management also requires an abundance of external partnerships.

To this end, the TPS has cultivated long standing partnerships with several governmental and non-governmental organizations, including Covenant House, East Metro Youth Services, and BOOST Child Abuse Prevention and Intervention. Each is a recognized leader in the field of victim support and has shown a willingness to work with police investigators.

The reality is that these organizations and we in law enforcement share basic common goals: the rescue and rehabilitation of victims of exploitation and the successful prosecution of offenders. Experience is showing us that when we work collaboratively, we all benefit.

In 2014 the TPS registered its first human trafficking conviction under the amended legislation. Covenant House, a not-for-profit support agency in downtown Toronto, was involved from the outset providing ongoing support to the female victims. Working with investigators, its personnel were instrumental in gaining the co-operation of the victims through the investigation as well as the court process. They continue to support the victims in their personal recoveries.

Experience is teaching us that this team

approach is working. Long gone are the days where victims of the human sex trade were simply offered a phone number to a victims’ help line and were then subpoenaed to attend court. Toward that end, a protocol is in place in Toronto whereby investigators contact external partners immediately after a victim is identified and rescued. At the earliest stages, these agencies provide psychological support, an initial place of safety, clothing, food and daily necessities.

The TPS is operating in times of austerity. Having dedicated and qualified external partners willing to take on the important role of victim management also allows investigators to focus on what they do best – identifying and arresting the culprits. While reality tells us that



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we may never eradicate prostitution entirely, we do have an obligation to save as many victims as possible. Without the assistance of external agencies, this is simply not possible. Partnerships really do matter.

Fostering and maintaining strong external partnerships will continue to be a priority for the TPS in 2015 and beyond.

2015 Toronto Pan Am Games & Human Trafficking

This summer, Toronto and surrounding municipalities will host the Pan Am and Parapan Am Games. As police officers we understand that a large influx of people presents opportunities for criminals to profit; the perceived “low risk, high reward” world of human trafficking is no different. In hosting a major international sporting event such as Pan Am,

we must assume that those who seek to sexually exploit victims will see this as an opportunity.

A Bloomberg Report from July 2007 stated that the sex trade industry “boomed” in Brazil during the ‘07 Pan Am Games. Prostitution is not a victimless crime. Simply put, an increase in prostitution equals an increase in victimization. The HTET is committed to not allowing vulnerable members of our communities to be exploited by greedy criminals for the sexual gratification of visitors.

While the Games are months away, the TPS is developing and implementing strategies, including intelligence-led initiatives, to thwart this anticipated “boom” in human trafficking.

We cannot stop the problem entirely but rest assured that extensive resources and innovations will be used to prevent, protect and prosecute. It goes without saying that we will lean

heavily on our partners to ensure that those who choose to exploit are held accountable in court.

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Dep/Chief Mark Saunders has been a Toronto Police Service member for the past 31 years. He is currently in charge of Specialized Operations Command, overseeing 1,200 police officers and 164 civilian members in specialized investigative and response units. They support front line officers in the Community Safety Command and work hand in hand with municipal, provincial and federal agencies. Contact: 416-808-8007.



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REMOVING OPERATIONAL RISKS



Courtesy MacLean's Magazine

An overview report on the Moncton tragedy



by Lindsey Patten

A recently released report on what has come to be described as the Moncton incident has given every police agency in Canada much food for thought.

All was quiet in Moncton on June 4, 2014 until Justin Bourque was spotted walking down the street wearing camouflaged clothing and carrying two weapons. Police responded. What happened next transformed a community – and the RCMP.

The first 911 call came in at 7:18 pm. By 7:47 pm, Cst. Fabrice Gevaudan was dead. Two minutes later, Constable Dave Ross encountered the shooter and also lost his life. Constables Eric Dubois and Darlene Goguen were shot and wounded at about 7:54 pm and Cst. Doug Larche was shot and killed at 8:07 pm.

The manhunt was on and members realized that, as officers of the law, they were being specifically targeted by the suspect. Without knowing his location, it was impossible to have a definitive perimeter and therefore all policing activities were extremely high-risk.

Finally on the evening of June 5, a caller reported Bourque's exact location. Officers closed in and arrested him without further incident. The 29 hours between the first 911 call and the arrest irrevocably changed the

lives of police and the community.

RCMP Commissioner Bob Paulson appointed A/Comm Alphonse MacNeil (ret'd) on June 30 to conduct an independent review of the circumstances surrounding the shooting. The report, released Jan. 16, offers 64 recommendations, including calls for improved communications and training.

Training and equipment

The report recommends that frontline supervisors be trained to better manage a critical incident until a critical incident commander can take over. It also notes that officers need to be taught the difference between cover and concealment and the penetrative capabilities of bullets from various firearms.

Other recommendations include:

- Reviewing policies and practices to ensure members are not constrained from improving their firearms proficiency;
- Developing a better system for members to obtain practice ammunition;
- Adding a physical component, tactical repositioning and scenario-based dynamic training to firearms instruction, including instruction on capability beyond qualification distances;
- Specific training for non-ERT personnel to drive tactical assault vehicles (TAV) to free ERT members for their primary duties.

The report also addresses equipment, noting that the RCMP must immediately deploy patrol carbines. Shotguns should have slings for safety and all firearms should be stored with enough ammunition for sudden in-field deployment. TAVs should be shipped by rail or truck when being sent long distances.

Other recommendations include:

- Developing a standard list of equipment needed for ERT duties and distributing it to all teams;
- Conducting an analysis of the approval and procurement processes relating to equipment that impacts officer safety;
- Brief members on the best deployment of hard body armour;
- Assigning appropriately trained special services personnel to command posts as liaisons.

By improving both training and equipment, officer safety is increased, regardless of what situation they may encounter, the report notes.

Communications

Smooth and timely communications between members is vital to the success of any operation. The report recommends that a supervisor clearly provide direction to members about use of equipment during high stress or high risk incidents. This was



shown most clearly in the report's discussion on officer use, or lack thereof, of hard body armour.

MacNeil recommends that all members carry a cell or satellite phone in addition to their police radio while on duty and calls for the development of a radio user guide with a map showing all provincial detachments and a list of radio channels used in each area.

Other recommendations include:

- Using plain language as an alternative to 10-codes. The report notes members avoided using plain language because of a desire to avoid broadcasting details to the public. Residents were avidly monitoring police transmissions and routinely posting them to a news chasing group on social media. The report suggests that the RCMP implement encrypted radio systems to ensure operational effectiveness, officer safety and protection of privacy.
- Developing a radio and data system which allows Maritime RCMP members to communicate when required to work outside their home areas. MacNeil also recommends the ERT develop a quick reference guide for non-members for things such as radio protocols.
- Having a spokesperson at news conferences to present the operational perspective of the incident to assure the public that police are taking action.
- Current software and technology solutions for police to monitor social media. Real-time social media monitoring helps identify operational risks and informs a communications strategy. To this end, communications personnel must be given up to date, functional and portable devices that let them effectively do their job.

Officer and family support

Members involved in a critical incident must be offered help if they need it. The report states that critical incident stress management (CISM) team should consist of experienced psychologists who understand policing, peer support personnel and RCMP chaplains and nurses trained in CISM.

A plan should be developed for follow up at specified periods during the first year. Psychologists should interview members

before they return to duty to prepare them for changes in the work environment caused by the traumatic event.

Member's families also need support and need to be made aware that communications assistance is available to them to act as a buffer from the media. MacNeil recommends a review of aftercare services available to families, municipal employees, auxiliary constables and volunteers.

Other recommendations include:

- Ending automated messages to families of dead officers relating to the cancellation of certain benefits. The report found this process lacks sensitivity and causes families undue stress.

- Giving families a liaison to assist in the substantial amount of paperwork and procedural processes they must undertake.
- Removing the burden insufficient funding places on member's families. The report notes that when a member dies, spouses and children cannot access their insurance and must rely on private insurance coverage. This coverage often only reimburses the cost of five to seven hours of psychological services per year.

Lindsey Patten is a *Blue Line Magazine* staff writer and Digital Media Co-ordinator. Contact: lindsey@blueline.ca.

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MAINTAIN THE RIGHTS

After 140 years the court rules Mounties have the right to associate

by Michael Gendron

The Supreme Court of Canada rendered a six-to-one judgment in the case of *Mounted Police Association of Ontario v. Canada*, effectively overturning the longstanding ban on collective bargaining and unionization within the Royal Canadian Mounted Police (RCMP). The ruling, brought down on January 16, 2015, affirmed that any such ban was an unreasonable violation of RCMP members' Section 2(d) Charter right to freedom of association, and gave the Government of Canada a one year period to introduce changes to the current labour relations structure of the force.

It is important to understand the background of this monumental decision:

Over 15 years ago, Gaetan Delisle, an RCMP officer from the Province of Québec, was the first to challenge the prohibition

against collective bargaining within the force. After a long court battle, the Supreme Court held (in 1999) that at the time, the ban contained within the Public Sector Labour Relations Act did not present a sufficient infringement to warrant overturning the entire labour relations scheme. That judgment (*Delisle v. Canada – Deputy Attorney General*) has now been effectively overturned with this more recent decision.

In the years following the Delisle judgment, three main (voluntary) associations had been created by members within the RCMP: The Mounted Police Association of Ontario, the British Columbia Mounted Police Association and the Association des membres de la Police Montée du Québec. It was these three associations who were largely responsible for continuing efforts to reform the labour relations programs within the RCMP, and who brought this recent case forward.

The judgment in *MPAO v. Canada* largely relied on arguments brought forward that showed that the RCMP were the only police service in Canada where members did not enjoy the rights of association. The government argued that the mere existence of the three voluntary associations proved members could act collectively. The Court, however, held that without the power to collectively bargain, the existence of a voluntary association did not meet the threshold necessary to deny the basic rights that RCMP members

are guaranteed by the Charter of Rights and Freedoms.

I should note, in the interest of full disclosure, that the Canadian Police Association, a national organization which represents front-line law enforcement personnel, acted as an intervener in the case for the purpose of confirming that all other municipal and provincial police services currently have the freedom to form their own labour associations.

Even without a formal union, the three voluntary associations had managed to win a number of concessions over the years within the force itself. From obtaining a bilingualism bonus for members through the *Gingras* decision, to effectively preventing the RCMP from being removed from coverage under the *Canada Labour Code* for occupational health and safety, members were able to work collectively to address serious labour issues within the service.

It should be noted that the recent judgment of the Supreme Court should not be read as an indictment against the existing Staff Relations Representative Program, (SRRP) which has also advocated on behalf of front-line members of the RCMP over almost three decades. Unfortunately, under the current labour structure, the SRRP enjoys access to management but can suffer from the perception that it lacks the independence necessary to bargain in good faith when disputes occur.

New anti-terrorism laws

Recent legislation that has been passed by the Government of Canada, the former C-42 (Enhancing Royal Canadian Mounted Police Accountability Act), is a good example. A more independent association may have had the opportunity to make significant changes before the imposition of new policies regarding everything from disciplinary matters to human resources management. This legislation grants management significant authority regarding personnel matters within the RCMP, without the checks and balances that usually exist within a police service to protect the rights of individual members.

The judgment rendered in January should instead be viewed as the beginning of a serious conversation amongst members of the RCMP themselves about what direction they wish to take in their own labour relations structure. This is where this issue should have been allowed to be decided in the first place.

Of course, it is important to note the Court has granted the Government of Canada one year to implement a new structure within the RCMP. Due to this fact any such changes are unlikely to take place until after the upcoming federal election, scheduled for October, 2015. This now has the potential to become an issue in the campaign itself.

Every other police force in Canada has a statutory regime governing labour relations and the process of collective bargaining. The simple fact is that the RCMP does not. The process will be unclear and potentially confusing and divisive without legislation setting out the ground rules.

An independent police association for the RCMP would go a long way towards improving accountability, efficiency and transparency by providing the necessary oversight and grievance processes, which is in the best interests of the front-line members themselves.

The Supreme Court has given the Government a mandate to follow the models of Newfoundland and Ontario and amend the Royal Canadian Mounted Police Act to provide for collective bargaining; neutral third-party grievance arbitration; binding interest arbitration; a code of conduct and discipline appeals; and to prevent strike and lockout.

A proper legislative solution will instill workplace democracy in the RCMP and in turn create other relevant accountability mechanisms long overdue in Canada's federal police service.

It is impossible to over-emphasize how important this recent Supreme Court decision is within the context of law enforcement labour relations in Canada. Almost 20,000 uniformed Mounties have been given a tremendous opportunity to create a "made in the RCMP" approach to their own future as a member of the force.

Michael Gendron is the Communications and Government Relations Officer for the Canadian Police Association (CPA). Both the Mounted Police Association of Ontario (MPAO) and the Mounted Professional Police Association of Canada (MPPAC) are represented on the Board of Directors of the CPA.

Newly tabled anti-terrorism legislation would give Canada's spy agency more power to thwart a suspected extremist's travel plans, disrupt bank transactions and covertly interfere with radical websites.

The plan to boost the Canadian Security Intelligence Service's ability to counter terrorist threats flows from a review of fatal attacks on two Canadian soldiers last October – incidents the government believes were fuelled by Islamic extremism.

As expected, the bill would also make it easier for the RCMP to obtain a peace bond to restrict the movements of a suspect and it extends the period for preventative arrest and detention.

In addition, the legislation would expand the no-fly regime to cover those travelling by air to take part in terrorist activities, whereas currently there must be an immediate risk to the plane.

The bill proposes giving the RCMP power to seek a judge's order to remove terrorist propaganda from the Internet. It would also create a new criminal offence of encouraging someone to carry out a terrorism attack.

Prime Minister Stephen Harper told a gathering in Richmond Hill, Ont., that his Conservative government is prepared to both condemn and confront terrorism.

"Jihadist terrorism is not a future possibility, it is a present reality," Harper said. "It seeks to harm us here in Canada, in our cities and in our neighbourhoods through horrific acts."

Current anti-terrorism law allows police to arrest someone without a warrant and hold them for up to three days before a hearing. Under the bill, maximum period would be extended to seven days.

Other proposed measures would:

- Allow for more information-sharing when the material;
- Such as passport or immigration information;
- Is relevant to an agency's national security mandate;
- Give the government more power to object to disclosure of classified information in immigration proceedings.

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OPP says new billing model FAIR & TRANSPARENT

by Tony Palermo

The new billing model the Ontario Provincial Police (OPP) rolled out for 2015 is fair and replaces a severely outdated process, the commander of the force's municipal policing bureau says.

"Let's be honest, some municipalities have enjoyed unrealistically low policing costs with the OPP for many years, while others have paid much higher per household due to an outdated billing process," says Supt. Rick Philbin. "The new model is fair, transparent and better reflects the actual costs of policing the individual communities we serve."

Philbin says the old model was established nearly two decades ago when Bill 105 was enacted. In part, it required all municipalities, regardless of population or size, to provide policing services to constituents. Specifically, it addressed a discrepancy which, at the time, saw the OPP police some 20 municipalities under contract while also policing approximately 500 others at no cost.

Although the old OPP billing allowed the province to recover the costs of policing municipalities, it was based on a reactive deployment model that still didn't take the entire scope or cost of policing into account. For example, Philbin says the old model used 97 criminal-related calls for service to apportion work load and determine the number of officers required to police the frontline of each community.

The reactive based model didn't take into account proactive policing activities like traffic enforcement, administrative costs such as training and report writing, other functions or other costs that occur before the first call for service is made.

Based on the 97 calls-for-service categories and billing model, this resulted in smaller communities paying well below the actual cost to police their area, while larger municipalities paid more.

"Our average policing cost in 2013 was \$363 per household, but we had many smaller communities paying under \$200 per household and larger ones well above the \$400 mark, than we did around that middle range," explains Philbin. "In fact, we had some communities who were paying between \$800 and \$900 per household, and some who didn't even receive a bill in 2014."

He points to Cockburn Island in the Manitoulin District as an example of an area that didn't have to pay any policing costs. As Philbin says, sure, it's a very quiet place but at the end of the day, it is still responsible for offering residents a fully functioning police service.

"It's like an insurance policy," says Philbin. "I've been paying insurance on my car for the

last 30 years. Thankfully, I haven't had to use it, but that doesn't mean I still don't have to pay for having it (available to use)."

How it works

Under the new model, two components are used to determine the amount a municipality is billed for policing costs: a standard base cost and number of calls for service.

The base cost, which includes services such as routine patrol, crime prevention, RIDE programs and other proactive policing initiatives, makes up about 60 per cent of the bill. It's calculated using a standard base rate multiplied by the total number of properties (commercial, industrial and residential) in the municipality.

For 2015, the base rate is \$203 per property; the number of properties for each OPP patrolled municipality is determined using Municipal Property Assessment Corporation (MPAC) data.

The standard base rate represents the overall base cost to operate the OPP, including infrastructure, administration and having officers available to proactively police and ready to answer calls for service. Civilian and sworn member salaries and benefits account for approximately 90 per cent of the base rate, with the rest going towards other direct operating expenditures.

This total base cost is shared by each OPP patrolled municipality with a formula that basically takes the total cost to operate the service, and then divides it by the total number of OPP patrolled properties. That makes each municipality responsible for its equitable share.

For example, Cockburn Island, which has 91 properties but didn't pay for police services in 2014, now faces a total base cost in 2015 of approximately \$18,000.

The remaining 40 per cent of the bill is based on reactive calls for service. Philbin says calls are broken down into 10 time standards, all with different hours attributed based on provincial time averages to handle that type of call.

This part of the bill varies between municipalities depending on the number and types of calls for service logged. Essentially, each municipality pays their weighted share for each call for service category, based on usage level averaged over the last four years, and weighed against the provincial total number of hours for that call for service category.

Cockburn Island is expected to pay an additional \$1,000 for its calls for service.

The Town of Perth is an example of a municipality expected to save money under the new model. It has 3,387 registered properties and paid approximately \$2.3 million in 2014 for policing. Under the new model, Perth will pay a base policing cost of approximately \$700,000. Add calls for

service and the town will pay about \$1.9 million in 2015, \$400,000 less than the year before.

The new model is revenue-neutral and is being phased in over the next five years. Municipalities like Cockburn Island, which will pay more, will see property increments increase \$40 a year until they reach their true policing cost.

Municipalities that paid more under the old model will see costs reduced, over the next five years, starting with an \$18 cap per property in the first year.

"At the end of the day, my goal was to make this model affordable, transparent and fair," says Philbin. "The OPP is a public service with satisfaction surveys in the high 90s. Yes, some municipalities have been critical of the new model. Policing is expensive and I'm not diminishing that, but at the end of the day, it's about community safety and having a fair billing system to pay for the service."

For additional information and detailed examples, visit the municipal policing section of www.opp.ca. Tony is a freelance writer and *Blue Line Magazine's* eastern Ontario correspondent. He can be reached at tony@blueline.ca

OPP QUICK FACTS

- The OPP provides municipal policing services to 324 municipalities throughout Ontario, while also meeting additional provincial policing commitments to all 444 Ontario municipalities.
- The OPP is also responsible for traffic safety on provincial roadways, waterways and trails, policing over 969,000 square kilometres of land and more than 94,000 square kilometres of water.
- The OPP operates out of 77 host detachments and 89 satellite offices, five provincial communications centres, five regional headquarters, one divisional headquarters and a general headquarters.
- The purpose of the new billing model is to recover policing costs in a way that is equitable for all municipalities. It is revenue neutral for the province.
- Under the new model, municipal policing bills are split between base costs and calls for service on an approximate 60/40 split.
- The new model is being phased in over a period of up to five years with annual caps on changes in policing costs that occur as a result of the new billing model, providing stability and predictability for both taxpayers and municipalities.
- OPP policing services provided to First Nations communities are tracked in the daily activity reporting system to ensure these costs are not passed down to municipalities.

Performance ritual for street policing

by Robert Lunney

Hill Street Blues was an American serial police drama that aired on NBC in 1981 and ran for 146 episodes on primetime until 1987. The quintessential cop show, it was the precursor of many police dramas to follow.

The early part of the series featured actor Michael Conrad in the role of veteran cop Sgt. Phil Esterhaus, who ended the introductory roll call to each week's show with "Let's be careful out there." The wisdom of this mantra was not lost on a generation of real life squad sergeants who soon developed their own trademark sign-offs. And thus another ritual was born.

The role of positive rituals in policing is described by Ottawa University Professor Judy M. McDonald in her book *Gold Medal Policing*. Professor McDonald makes the connection between mental readiness and performance excellence in sport as transferable to frontline policing. Another reference is *Mentally Tough – The Principles of Winning at Sports Applied to Winning in Business*, by Dr. James E. Loehar and Peter J. McLaughlin, listing the influence of positive ritual as a key success factor.

Rituals are a series of actions performed according to a prescribed order. They are comforting and reinforce individual and group intent. Watch an NHL club emerge from the locker room prior to the start of a game. They exit in a pre-determined order, often led by the goaltender. The captain stands by the door, recognizing each player in turn with a nod or touch on the shoulder. All rituals are part of the preparation for action. It is the same in all premier sports.

Viewed as a performance style, policing has much in common with team sports. Uncertainty of outcome is a given and each squad member knows that he or she must depend upon others to back them up and provide advice, support and cover when needed.

While there are outstanding individual performers, as on any team, no one succeeds without the contribution and backing of others – partners, squad mates, supervisors and police staff. It follows that officers and squads can benefit from the impact of positive rituals in their everyday routines in much the same way as premier athletes.

Preparation for a shift (think game day) begins at home with a properly chosen diet at the right time. The drive to work is an opportunity to run through a mental check list and think about the challenges that may be encountered during the shift. Preparation in the locker room is another opportunity for a positive ritual: The order in which one dons uniform and equipment; the banter with mates; and the safety checks.

The squad meeting is another ritual, following a familiar routine of briefing and inspection led by the sergeant until the squad disperses onto the street. Positive rituals



reassure and contribute to a sense of teamwork and unity.

Be clear, however, that ritual differs from superstition. Superstitions depend on something beyond your control and are negative. Not all rituals are positive. Smoking cigarettes, drinking too much coffee or relying on tranquilizers or other drugs diminishes intensity.

In a broader sense rituals extend to diet, exercise, leisure time and thought patterns. A healthy diet and an exercise ritual contribute to fitness and the capability to meet physical and mental challenges. Music can be part of preparation, either when driving to work or cranked up in the locker room. And always

there is the "What if?" agenda, the ritual of mentally preparing for both the conceivable and the unexpected challenges that could occur at any time.

Ritualistic habits can get you through the common challenges of dealing with stress, such as the practice of psyching one's self up or down as needed or the ability to relax during a few minutes of down time or recognize when a few moments of deep and measured breathing will relieve tension and help you think more clearly. Finally there are the mantras or maxims that should be at everyone's disposal – those very personal and meaningful key words or phrases repeated in the mind to get one through a testing experience.

If you have experience in sport, you know how the silent repetition of a catchphrase can keep you going despite adversity. Mantras and positive rituals are like an insurance policy. Thoughtfully planned, honed and habitually practiced, they ensure higher standards of group and personal performance.

Robert Lunney is the former chief of the Edmonton and Peel Regional police services. He is *Blue Line Magazine's* Police Management editor and the author of *Parting Shots – My Passion for Policing*. He may be contacted at lunney@blueline.ca.

Serious concerns with Google cop stalkers

WASHINGTON – Law enforcement is concerned that the popular Waze mobile traffic app by Google Inc., which provides real-time road conditions, can also be used to hunt and harm police.

Waze is a combination of GPS navigation and social networking. Fifty million users in 200 countries turn to the free service for warnings about nearby congestion, car accidents, speed traps, traffic cameras, construction zones, potholes, stalled vehicles or unsafe weather conditions.

Waze users mark police – who are generally working in public spaces – on maps without much distinction other than “visible” or “hidden.” Users see a police icon, but it’s not immediately clear whether police are there for a speed trap, a sobriety check or a lunch break.

To some in law enforcement, this feature amounts to a stalking app for people who want to harm police. They want Google to disable that feature. The growing concern is the latest twist in Google’s complicated relationship with government and law enforcement.

It places the Internet giant, again, at the centre of an ongoing global debate about public safety, consumer rights and privacy.

Los Angeles Police Chief Charlie Beck complained in a letter to Google’s chief

executive on Dec. 30 that Waze could be “misused by those with criminal intent to endanger police officers and the community.”

The Los Angeles Police Department said Monday it had not heard back from Google about whether it had addressed Beck’s concerns.

Google purchased Waze for \$966 million in 2013. There are no known connections between any attack on police and Waze, although Beck said Waze was used in the killing of two New York Police Department officers on Dec. 20.

The Instagram account of the gunman in that case included a screenshot from Waze along with other messages threatening police.

Investigators do not believe the shooter, Ismaaiyl Brinsley, used Waze to ambush the NYPD officers, in part because police say Brinsley tossed his cellphone more than two miles from where he shot the officers.

In his letter to Google, Beck said that Brinsley had been using the Waze app to track police since early December.

“I am confident your company did not intend the Waze app to be a means to allow those who wish to commit crimes to use the unwitting Waze community as their lookouts for the location of police officers,” Beck wrote.

Some officers, like Sheriff Mike Brown of Bedford County, Virginia, think it’s only a

matter of time before Waze is used to hunt and harm police.

“The police community needs to coordinate an effort to have the owner, Google, act like the responsible corporate citizen they have always been and remove this feature from the application even before any litigation or statutory action,” said Brown, who raised the issue at a National Sheriffs’ Association meeting in Washington January 23.

Google declined to comment and directed questions to a Waze spokeswoman, Julie Mossler, who said the company thinks deeply about safety and security.

She said Waze works with the New York Police Department and others around the world by sharing information.

“These relationships keep citizens safe, promote faster emergency response and help alleviate traffic congestion,” Mossler said.

The NYPD did not respond to questions about Waze.

This is not the first time law enforcement has raised concerns with these types of apps.

In 2011, four U.S. senators asked Apple to remove all applications that alert users to drunken driving checkpoints.

Apple’s current guidelines for developers state that the company will not accept apps with information about drunken driving checkpoints unless the checkpoints are published by law enforcement agencies, an Apple spokeswoman said.

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New Training for Nova Scotian Police

Police forces across Nova Scotia are getting new training in how to investigate Internet-related crimes.

RCMP Cpl. Chris Hochold designed, and is teaching, the course. He’s a senior forensic analyst with the RCMP’s H Division Tech Crime Unit.

“When someone comes in to the front counter, we want police personnel to be able to handle any investigation that comes their way,” Hochold said.

Part of the course is explaining to police what resources are available to them. “Let them know what it is that the RCMP tech crime unit does,” Hochold said.

“We also include members of the ICE [Internet Child Exploitation] unit, as well as our LAST or legal application support team to provide an overview of the authorizations that are required to obtain information to properly investigate a crime that involved the Internet.”

Hochold designed this course last month and has only been teaching it for the past couple of weeks.

Vancouver pot shops have hazy future

VANCOUVER – The number of over the-counter marijuana dispensaries in Vancouver has soared in the past year to an estimated 61 shops.

But as for what’s in store for 2015, the city’s police, politicians and pot impresarios all say the future looks pretty hazy.

That tally means Vancouver has more dispensaries than the rest of Canada combined, according to the Canadian Association of Medical Cannabis Dispensaries.

CAMCD, an Ontario-based industry organization, also estimates that more than 80 per cent of the country’s dispensaries are in B.C.

The pot shops sprouting up and spreading like weeds throughout the city’s neighbourhoods operate without business licences, largely unregulated in how they advertise, and where they choose to open.

But Vancouver politicians and those in the weed dispensary business are calling on the federal government to regulate the industry.

“I’m frustrated,” said Vancouver councillor Kerry Jang, “because there is a place for medical marijuana dispensaries in the City of Vancouver. But the growth that we’ve seen is likely, in my opinion, starting to get out of control.”

To explain the city’s position, Jang points



to the new federal laws governing medical cannabis that came into effect April 1, 2014.

Among other restrictions, the laws require medical marijuana to be obtained by mail from licensed producers.

The current situation, Jang said, places the City of Vancouver in a “conundrum.”

On one hand, the city cannot create a business licence category for these shops because it would contravene federal law, he said.

However, if the city shut down those retailers, Jang said, it would blocking access to medicine.

Last term, Vancouver council unanimously passed a motion, introduced by Jang, calling for the federal government to create a regulatory and tax structure for marijuana,

similar to those in place for alcohol, tobacco, or prescription medicines.

“The federal government has shown no interest in doing that, to date,” Jang said, pointing to Health Canada. “They’ve created this regulatory nightmare.”

A Health Canada spokesman wrote in an email: “Health Canada does not license organizations such as compassion clubs or dispensaries to possess, produce or distribute marijuana for medical purposes.

These organizations were, and remain, illegal. “This is an enforcement issue and falls under the jurisdiction of law enforcement agencies.”

But Vancouver police have indicated no intention of cracking down on these shops in the near future. Instead, they’ve said they will prioritize and take action if and when an individual situation calls for it.

For now though, most dispensaries are not a high priority for police, who prefer to focus resources on violent criminals, said VPD spokesman Cst. Brian Montague.

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WINNING IS THE ONLY THING

by Michael Soden

“Winning isn’t everything, it’s the only thing,” UCLA Bruins coach Henry Russell “Red” Sanders famously observed. Today we’re in the age of the participation trophy, where it’s all about doing your best. The fact you tried is all that matters.

Law enforcement is like a competitive sport. The goal is to win – win the fight on crime, win the fight with the bad guy, win the fight with the community – winning is ultimately what we do and everything comes down to it.

The most important victory is winning a gun fight. Loss could mean the end of your life or the life of someone you’re trying to protect. The term “surviving the gun fight” must be stricken from the vocabulary of every officer – we will not survive, we will WIN.

Brian Willis uses the ‘What’s Important Now’ (WIN) philosophy, so the big question is whether you consider it more important to win or survive. They are not the same thing. Surviving does not mean winning. It is a last ditch effort not to die.

Winning a gun fight is broken down into two parts – during and after. We all know how important it is to win the ‘during’ phase but



what about winning the post event? This is where many officers run into some issues and where the term surviving seems to really be stressed. Some gunfights last only a second or two – others last a little longer – but it’s what happens after that can stay with an officer for the rest of their life.

Why do some officers walk away unscathed without any mental injuries while others end up with varying degrees of mental problems? The problems range from minor quirks to PTSD, depression and in some cases suicide.

Many people with psychology degrees will tell you that genetics and many other factors play a large role in how someone handles

stress. I agree, however I don’t think it plays that large of a factor.

Mental imagery works. It is used by police, athletes and many others who want to pre-program their performance into Boyds cycle (ooda loop). It can also be used to pre-program your way through stress. We all use it for performance and it can also be used after a shooting.

As an example, suppose I walk into a store to buy a coffee and see a guy at the counter holding up the clerk. I will clear my weapon move to cover, give clear commands and end the threat. I will perform flawlessly. No one gets hurt, my training kicks in and the good guys win – but it doesn’t end there.

Your mental imagery should continue. Example: I just took a life. I was justified, my actions saved a life and they were true and just. I will be under scrutiny by the media, my peers and family. They may not understand but I will explain it to them. Things may happen that I don’t understand but I am up to the challenge and will win this battle at every stage.

Just as no two officers involved in shootings are the same, everyone’s reactions will differ – but you will be on track to win the mental battles if you prepare for them. The main goal of the body and mind after being involved in a critical high stress event is to return to homeostasis (normal). Hundreds of chemical changes (adrenaline dump) occur during the event but afterwards your body and mind begin the process of returning to your normal.

It is a well-known fact that the better physical condition you are in the more resilient you are and the better you handle stress. It also aids in your recovery from stressful incidents. The same will hold true with mental conditioning or hardening.

Everyone knows someone who has been involved in a very high stress incident, whether it be a shooting or something else. Talk to them. While some officers are hesitant or don’t want to talk about their incidents, many will talk about the problems they had, how they coped, what helped and what did not.

For those of you who have been involved in stressful incidents, be willing to share what worked for you. Many times the fight doesn’t end when the incident stops.

Surviving is existing; you exist by breathing, getting up each day and going through the motions.

Winning is living, it’s a choice you can choose to survive or choose to WIN. I challenge you to choose to WIN.

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ENCOURAGING PARTICIPATION

In our January Automotive issue *Blue Line Magazine* carried a story from the Miramichi Police depicting their “car on the wall” concept. *Blue Line* Publisher, Morley Lymburner suggested to Miramichi Fleet co-ordinator Bob Bruce that since they are thinking off-the-wall, maybe the service should show the car breaking through a brick wall. Six weeks later we received these follow-up pictures.

This functional vehicle front end cowl-ing has working wigwag head lights, LED emergency lights, front push bumpers

and departmental decaling. In this age of hyper-active movies and TV shows this display’s tongue-in-cheek humour makes for a memorable visit.

“For a small organization I think that we hold our own for thinking outside-the-box ideas,” said Bruce. “We have lots of imagination from all levels with encouragement to participate. Ideas that sound crazy in theory end up happening, like our public relations vehicle with one of the siren tones being the ‘Bad Boys’ theme song.

Our emergency equipment installer somehow created a link between the in-car CD player and the siren system. Or our IT person gathering 20 plus ‘Dashcam’ clips, adding music from the song ‘Hello’ by Martin Solveig, to make a ten minute, Saturday night COPS, Miramichi edition.

With the current state of affairs from on the street issues, it is nice to have a little fun sometimes!”

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Suicide bomber awareness and identification

This threat is the weapon of choice for targeting western countries and interests. It's inexpensive and precise; an explosive device capable of maneuvering, strategizing, targeting, reacting, and detonating on its own, causing devastating physical and psychological damage.

Hezbollah deployed the first suicide bomber in 1982. Israel has since experienced hundreds of attacks against government and civilian targets, peaking at 10 to 12 per month. Israel has developed an effective system for defending against and countering these threats based on three crucial elements: intelligence, interception and mitigation.

Subjects covered include:

- Islamic extremism and the Jihadist ideology;
- Attack stages, including target acquisition, planning and preparation, recruitment of the suicide bomber and deployment;
- Awareness and identification of a suicide bomber, and;
- Case studies and mitigation solutions.

Course length: Four hours

Active shooter intervention (dry fire course)

Focuses on effectively surviving, dominating and neutralizing a deadly threat under stress and effectively responding to and quickly terminating an active shooter attack to minimize loss of innocent civilian lives.

This course will focus on immediate rapid deployment strategies for active shooter attacks which require immediate action with minimal back-up, resources and specialized equipment in a civilian environment. (This course introduced single officer immediate rapid deployment strategies and tactics to North America.) The methodology meets North American Law Enforcement Use of Force justification and articulation criteria and will increase the probability of:

- 1) Officer survivability, specifically in ambush attacks;
- 2) Innocent civilian survivability, and;
- 3) Reducing collateral damage to bystanders during responses in a crowded environment.

This response system is effectively applicable to both terror or criminally/mentally/emotionally disturbed, oriented threats.

Subjects covered include:

- Proper firearm deployment and application to neutralize a dynamic active threat under stress;
- Deployment and dynamics;
- Effective response strategies and tactics to minimize loss of innocent civilian lives;
- Effective rapid response strategies and tactics to an active shooter attack for single or multi officer response;
- Building and room entry and take-over;
- Effective strategies and tactics for rapid and chaotic environments, and;
- Effective tactics to maximize a single officer's ability to engage multiple threats.

Course length: Four hours

Instructor

A former operational team leader and lead instructor with the Israeli Special Forces Counter-Terror Unit, **Nir Maman** has trained numerous military special operations units and police tactical units around the world. FBI SWAT Teams and several North American police agencies have adopted his Active Shooter Intervention methodology.

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TABLETOP LEARNING

An opportunity for full participation and cognitive processing

by Chris Collins

Like most law enforcement personnel, I have taken part in tabletop exercises. Some were very engaging learning adventures while others were just “filler.” The exercise learning format, planning, instructor engagement and the people participating are what made the difference.

With a little preparation and planning, every tabletop exercise will be an opportunity to get full engagement from your personnel and afford them the opportunity for full participation and cognitive processing.

This disciplined, formatted role-playing training will test scenarios more in line with real events and have each participant apply cognitive thinking. The built in time pressures and after-action results will increase comprehension.

There are several formats to delivering tabletop exercises; I’ll give one “how-to” option.

Scenario

You have been tasked with preventing theft and/or sabotage at a high security site. Your staff of para-military trained and equipped individuals are at the ready. A team of adversaries intent on defeating your objective have been training and are prepared to begin an assault. Is your organization ready?

You are not gaining operational experience similar to police warrant executions or military training/operations. First hand field training

via Situation Approach to Training (SAT) is the best way to prepare you and your staff for a critical operation. This includes integration via tabletop war gaming.

Resources

Tabletop platform: The exercise can be conducted simply by drawing on a white or blackboard, or with a scale model, if you’re lucky enough to own one. It’s important for it to be large enough for all participants to see.

If you’re using a model, each person, adversary and security element will have a marker of some fashion. This can range from store bought figurines to simple water bottle caps, the placement and movement are what is important.



A simple symbol with either number or name identifies the personnel if you’re using a white board. You will also need something to indicate vehicles.

You can easily build a relative scale model of your facility. Using your ingenuity and easily acquired, low cost items, the model can be very professional.

White board: As the developed scenario begins to unfold, you have the option of controlling the timeline and should capture events as they unfold. This is easily accomplished through a white or blackboard or even a video projector linked with a PC or laptop.

Adversary team: Participants will be divided into two groups. One will serve as an adversary team challenged with defeating/infiltrating the ground or structure to accomplish their mission. Assign a team leader (TL).

Pro force team: Their mission should already be established, “To prevent the _____ of _____ from/at facility/area.” The team will choose a team leader.

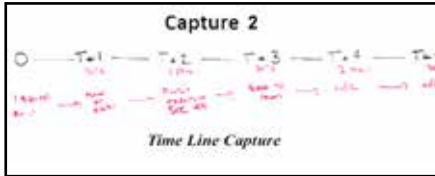
Facilitator: This person should ideally be a trainer or skilled in being able to deliver the intent of the tabletop. As a subject matter expert (SME), they should have the skills to enable learning from a guiding position instead of instructing. The debrief of the event is where some instruction may be given and received.

The facilitator is in charge of the exercise, establishing the tempo and bringing it back on track if deviation occurs.

Controller: Functions as the judge when

called upon. This skilled individual will be a SME in their own right. Essential skills depend on the exercise. If in a law enforcement, military or similar scenario, they will need to know ballistics, use of force applications, understand the geography of the site and even the demographics if it is part of scenario active killer for instance.

Scribe: The facilitator or controller may assume this role, depending on available personnel. If your program has an incident command element, this will afford scribes or note takers some practice. The scribe will be responsible for capturing actions taken, timelines and key milestone actions.



Planning Phase

Adversary team: Having divided the group into adversary and pro-force, the facilitator will assign a designated time for the adversary team to find a suitable location to plan their mission. This team building exercise alone involves learning platforms, planning, organizing, leadership etc.

Before they go to begin their planning, the facilitator will supply them with a pre-populated list of items that they can use for their mission. This will give a term of reference and scope to what they can use: vehicles (including air), firearms, use of force options, explosives etc. If you do not define the scope, the team may introduce an unrealistic, outside of scope device or mechanism into the exercise.

Remember to assign a team leader and hold the team to the expected timeline.

As the adversary team departs, assign the pro-force team their starting positions based on whether the adversary team is performing a day or night operation. The facilitator will use randomly generated snapshots in time to assign the starting positions based on past staffing levels for both day and night operations. This will control where personnel are starting from. Be realistic with this.

If not controlled, the pro-force team will place personnel in key tactical positions. This will defeat some learning aspects, especially for commanders, who may experience some anxiety over letting their personnel engage in “relaxing” moments.

Deployment phase

Once the adversary team has returned, their staffing and equipment matrix will be posted, including name, vehicle association if any, Use of Force (UOF) options on person and additional notes. This matrix, although developed by the adversary team, is ultimately guided by the controller prior to their entering the planning phase.

The controller also determines the number of adversaries and equipment prior to the team’s departure. The allowable equipment should be realistic, what you would expect to encounter.

Capture 3 Adversary Matrix

MOVES/ADV	VEHICLE	UOF	NOTES
A	BLK VAN	MHT, 9MM	DRIVER/SEAT BELT SECURE UNIT
B	BLK VAN	MHT, 9MM	BLU
C	BLK VAN	MHT, 9MM	BLU
D	WHITE CABRIO	CT, 45	BLU DRIVER SEATBELT
E	WHITE CABRIO	MHT, 9MM	BLU
F	WHITE CABRIO	MHT, 9MM	BLU

The adversary team TL will give context to time of scenario day/night, weather and other areas under their control.

Based on this information, the facilitator will deploy proforce personnel on the table top platform and, once established, the action phase will be initiated.

Action phase

The step’s for this sequence:

1. Facilitator ensures all players can view the applicable data, including the names of the facilitator, controller and scribe, time of action, weather condition and adversary matrix

2. In populating the adversary matrix, the facilitator should consider populating the identified positions as noted in Capture #3 via adversary A,B, C... (substitute specific names of those participating in exercise).

Facilitator should consider noting participant’s names for the pro-force contingent as noted in Capture 4.

Capture 4

30s 1 min

A | SQUAD → MOVE TO FENCE → DRUG EXTENSION SEC 49

C | SQUAD → MOVE TO MAIN AREA → NO ENGAGEMENT

1) STALK	N/C	N/C
2) 2P SW	N/C	N/C
3) STALK	N/C	N/C
4) 2P BCG	N/C	N/C
5) STALK	N/C	N/C
6) 2P WEST	N/C	N/C

Screen shot of Adversary listing and Pro-force

3. Facilitator then lists the adversary force and their division in squads (team leader will relay this information), the pro-force team, and place them in their starting positions through the snapshot.

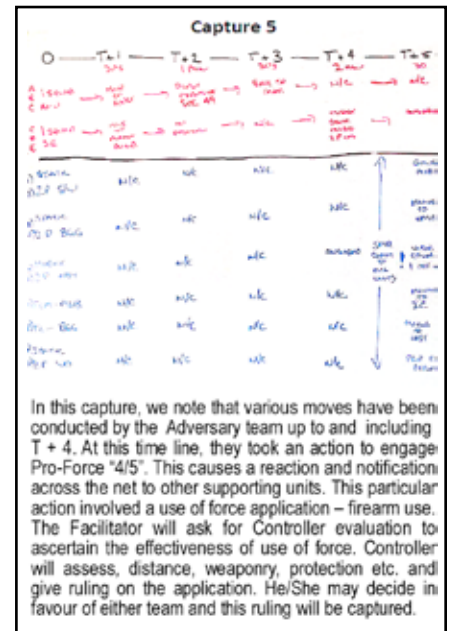
4. The facilitator will go sequentially down the list asking for each adversary member for their first move. The move is for the first time segment. Example Capture 2 – adversary squad 1 is in NW position at T0. Adversary squad 2 is in SE at T0, etc.

First move for 30 second time frame is for squad 1 moving to fence.

5. Pending the action, detection, delay, patrol and other variables, the controller will decide, as called upon by the facilitator, if the action warrants any significant impact: advises pro-force, trips an alarm, etc.

6. If moves have no effect on detection, etc, there will be no change to pro-force, as noted in Capture 4.

7. The next sequence of events is conducted and each move is captured on the timeline. This will progress until some significant action causes pro-force action or response.



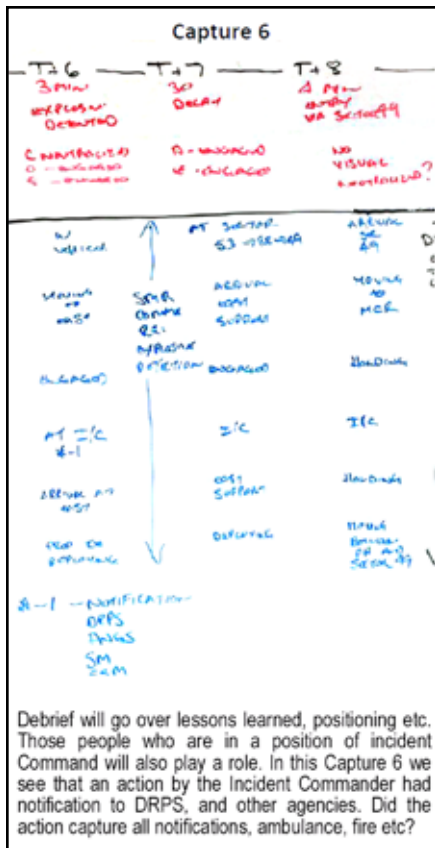
In this capture, we note that the adversary team has conducted various moves, up to and including T + 4. At this timeline, they took an action to engage pro-force “4/5.” This causes a reaction and notification across the net to other supporting units. This particular action involved firearm use.

The facilitator will ask for controller evaluation to ascertain the effectiveness of the use of force. Controller will assess, distance, weaponry, protection etc., rule on the application and decide in favour of one team. This ruling will be captured.

8. Actions continue along with control over the timelines. If the facilitator feels the action requires two segments (60 seconds, in our example) that action will be noted on the timeline. If challenged, the controller will be the deciding factor.

9. The sequence is followed until the mission is completed by either the adversary or pro-force. As whiteboard space becomes limited, capture what is noted via photograph and then transfer for de-briefing purposes.

Debrief will go over lessons learned, positioning, etc. Incident commanders will also play a role. In Capture 6 we see that an action by the incident commander to notify DRPS and other agencies. Did the action capture all notifications, ambulance, fire, etc?



No matter how much planning and preparation has been done, it will inevitably be challenged and not follow the plan. This is a fact of life and real events. Better to challenge it in this forum than real-time.

The desirable outcome is not about winning or losing, but about learning and understanding. Each person participates and learns via doing. It challenges people to be lateral thinkers, understanding strength and weakness. Should chaos present itself real-time, this platform should prepare those who enter the "fog of war."

Chris Collins is a Section Manager working with the Security and Emergency Services section of Nuclear Security Operations at the Darlington Nuclear Generation Station. Contact him at 1-800-263-8009 Ex.3893. www.ns.iaea.org/security/dbt.asp?s=4.

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From police officer to premier

Paul Davis looks to lead Newfoundland and Labrador into the future

by Danette Dooley

When former Newfoundland and Labrador Premier Kathy Dunderdale resigned in January 2014, Paul Davis' name was one of the first in the media as a possible contender for the job.

However, during an interview with *Blue Line* in February 2014, the former Royal Newfoundland Constabulary officer turned provincial cabinet minister said the timing wasn't right for him to run the province.

Davis took a second look at the premier-ship several months later when Premier Designate Frank Coleman walked away from the job. Davis explained in a January, 2015 interview why he had a change of heart.

"When Premier Dunderdale resigned I was just coming off two-and-a-half years of treatments (for non-Hodgkin's lymphoma) so for me there wasn't enough distance between coming off (cancer treatments) and deciding to move forward (into the race for premier)."

When Coleman decided he didn't want the job in June 2014 Davis felt he was ready to make the commitment.

"I was in a different place then personally... I was asked to consider running... I could leave the party in the hands of someone else or I could step up and take control."

After a race that went to the third ballot, Davis was declared the 12th Premier of Newfoundland and Labrador and sworn into the position on Sept. 26, 2014.

RNC career

Davis joined the RNC in 1985 and served in numerous capacities, though he's best known as the face of the force for his time as media relations officer.

After almost a decade as councillor in his home town of Conception Bay South, Davis handed in his police badge in 2010 to throw his hat into the provincial political ring.

He was elected MHA for the District of Topsail. He was named to cabinet in 2011 and served in a number of portfolios before moving into the Premier's position at a challenging time.

Some 35 per cent of the province's revenue comes from the oil industry. With oil prices plummeting to below \$50 US a barrel (the government had budgeted \$105 a barrel) the government faces a projected deficit of more than \$900 million.

"People talk about an election budget but it's hard to do an election budget when you've lost such a significant amount (of money) from your revenue. The people of the province are looking for someone willing to make hard decisions and I'm willing to do that," he said of this year's provincial budget, which will likely come after the feds put theirs on the table.

Since that time he's faced numerous challenges and criticism, including his decision



to appoint former RNC Chief Joe Browne his chief of staff.

Davis is steadfast – the appointment was in the best interests of the province. Bowne is a strong administrator, he said, and he put him in the position knowing not everyone would agree with the appointment. That's what politics is all about, he said.

"We live in a political world. We have two other parties. I know that they will have people who will take the opportunity to make public comments... every move I make they are going to criticize. I expect that... It's part of their job."

Davis recently introduced a bill to reduce the number of seats in the House of Assembly. Once the Liberals came onside, Bill 42 reduced the number of seats to 40 from 48.

With a general election likely taking place later this year the PCs are well behind the Liberals in opinion polls. Davis is confident, however, that making the right decisions, taking a team approach, being open with the people and providing more opportunities for Newfoundlanders and Labradorians to voice their opinions and concerns will help his party turn things around.

Davis said his career as a frontline police officer gave him an opportunity to be inside people's homes, often when they were at their most vulnerable. No matter their background, he said, you help them through their problems.

"I've worked with people all my life and I still enjoy that," he said.

Davis encourages other police officers looking for a second career to think about politics.

"I've been given a bit of a hard time going

from policing to politics. Every now and then you'll get some heckling across the (House of Assembly) floor from opposite members but that really doesn't bother me."

Davis said he's proud of his past career with the RNC and has many friends in the force as well as retired members.

"I've learned so much from policing and I owe so much to my career and the people I worked with. I'm still saddened when I hear about devastation striking the policing community. Just recently when Cst. (David) Wynn got killed in Alberta, that had an impact on me. And I wear a ribbon on my jacket to honour police officers who are lost in the service of others."

While skimming through a hard copy of his previous *Blue Line* interview, Davis smiled and said – while much has changed, one thing remains the same – the legacy he hopes to leave behind.

"When I came into politics I did so, I believe, with my integrity intact. And my goal is to leave with my integrity intact. My family deserves nothing less."

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



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Terms like “Effect Size Homogeneity” sure to impress

I periodically get adoring fan mail from readers of this column, extolling my many fine virtues and Pulitzer-prize deserving writing. I also receive snippy e-mail or letters from people who think I live in an ivory tower somewhere and am unacquainted with the Real World.

The latter type of mail tends to come when I talk about research, particularly of the more academic type. Generally I respond to these readers by trying to enlighten them to the error of their uninformed ways and encouraging them to consider the possibility their own personal experience does not cover the entire gamut of possible knowledge. I am a firm believer that the best judgments and conclusions come from more rather than less knowledge, and that one source is published peer reviewed research of the sort often done in universities.

That was my general line of thinking as I sat down to read a paper called “Just following orders: a meta-analysis of the correlates of American police officer use of force decisions,” by a guy named Colin Bolger at Miami University in Ohio. I should have known this was not going to end well when I saw that Miami University was in Ohio. Surely it should be in Florida?

I should have known there would be trouble when I noted, as I waded through the article, that it took six full pages to describe HOW he had done the study and what was included or left out. A meta-analysis, for those of you who have not run into this form of research, is a study where the authors do not actually do any more original research, but rather collect everything that has been done so far and try to figure out what it says if you take it all as one big lump. There are complicated statistics involved, and you get to use terms like “effect size homogeneity,” “fail safe N” and “trim and fill analysis.”

Bolger begins by noting that in the past, research on use of force has tended to examine four areas of interest:

- **Characteristics of the encounter itself:** Is there evidence of criminal behaviour? Does the suspect resist? Is there a weapon? Are other people around?
- **Characteristics of the suspect:** Are alcohol or drugs involved? Does the suspect appear to be of lower class? Are they male or female? Is race an issue? Is the suspect hostile? Is there evidence of mental illness?
- **Characteristics of the officer:** What is their level of education? How long have they been at this policing thing (years of experience)? What is the officer’s race? Gender?
- **Characteristics of the community:** What is the general socio-economic status? How dangerous is the area? What is the racial composition?

So Bolger dug up all the studies he could find. After eliminating those that were badly done or otherwise weird, he ended up with 19. And what did he find? (Drum roll please.)

Within the category of “encounter” variables, things are most likely to go south if the offense is



serious, the suspect resists, there is an arrest or conflict, a whole bunch of officers are involved and police initiated the contact.

Within the category of “suspect” characteristics, race, sex, demeanour, class and intoxication were all significant predictors. x

The only officer characteristic that was predictive was gender (males being more likely to use force), nothing related to community characteristics panned out.

Hmm... and from all this we have learned. I gotta say there is not a lot of news here but sometimes the interesting stuff is in what’s not there. Near the end of the article, the author comments that it appears that individual officer characteristics have little to do with anything, and it seems like the use of force is mostly determined by the characteristics of the situation itself. That makes good sense and I would think that that is how it should be.

I felt a little frustrated after reading this article, and only partly because I have no idea what things like “aggregate mean effect size by predictor domains” means. I find it frustrating that the research really does not address the issue of whether force should have been used and whether the appropriate level of force was used. I’d love to see a study that looks at incidents when the use of force was NOT appropriate to the situation and see what precipitates the inappropriate use of force. I suspect there are different predictors for that but we really do not know.

Yeah, I know it is pretty well impossible to do this kind of research. I can see a letter going out to all police officers from some university academic, saying “We are recruiting officers for our study and if you use force inappropriately and are more aggressive than you ought

to be in citizen encounters, give us a call!” Right.

So instead of reading this article, I suggest you read the report “Police Encounters with People in Crisis: Independent Review of the Use of Lethal Force by the Toronto Police Service,” carried out by the Honourable Frank Iacobucci (online at tpsreview.ca). While the purpose is, in theory, much narrower than an overall assessment of factors related to use of force and it is very specific to the TPS in places (of course) the report is extremely comprehensive and does address many of the intricacies of the decisions that lead up to use of force, particularly force that turns deadly.

The report talks in detail about the categories of variables identified in the Bolger study, and more. The 84 recommendations speaks to the complexity of the problem; and the extensive bibliography, list of contributors and variety of research strategies the author uses speaks to the need for a comprehensive approach to a complex problem. To quote from page seven:

The team and I had over 100 interviews or discussions with individuals having different experiences and viewpoints, received or obtained well over 1,200 documents consisting of data, policies, procedures, academic literature and commentary, reports and so on, and received many submissions all as described in the Report. We also examined Ontario coroner’s inquest recommendations and interviewed U.S. and U.K. experts to seek best practices.

Now THAT is research. Have a look.

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

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by Stephanie Conn

Police under fire

There have been plenty of anti-police public activities and media coverage since the Michael Brown incident in Ferguson, Missouri last summer. It is sickening to watch as police officers are attacked physically and verbally for doing their job.

I become so angry that I want to return to the uniform and fight against this senseless violence. This kind of anger can be quite addictive. The more you watch the news or read about the conflict, the more it consumes you.

In turn, you seek out more “information” under the guise of needing to know for practical purposes. Although this may be true to a certain degree, consuming more of this information is not practically helpful. In fact, it is unhelpful because it fuels a destructive anger that is welling inside.

Limiting your consumption of these news stories is a wiser choice because it will allow you to still be informed but won't overwhelm you with stress that will negatively impact your health and ability to safely do your job. It is important to remember that news reports are not neutral representations of events but, rather, are designed to be inflammatory to create a stir. So how do you work for people who don't seem to appreciate or understand your work?

The simple answer is, you don't. You do it for the people who do appreciate your work and let go of the mental torture of trying to understand people who don't. It's maddening to try to understand an anti-police perspective because it would require meaningful discussions with anti-police people. Your daily encounters with anti-police individuals are not long enough for the discussions needed to have a chance of changing the way they see things.

Believing is seeing. If they believe police officers are bad, they will view everything they see as supporting that belief. Trying to fight this human tendency head on will likely be pointless. Instead, perform your job as you always have, with integrity and pride, and perhaps others will come around to seeing that you are actually helping them.

I had several encounters where an initial bad impression of me as a police officer turned into an opportunity to improve someone's perspective of the profession. This is harder to do with those determined to see what they want to see but it is possible when you encounter someone who is more open.

Applying some of the principles of crisis negotiations might be helpful during



encounters with anti-police persons. I think the most useful technique would be to act in a manner that is inconsistent with their expectations. Doing this gives you immediate leverage because the other person is taken off guard. You didn't act as they thought you would so now they have to adjust their reaction. It takes the wind out of their sails, so to speak.

I used this technique as a gang detective approaching gang members. They expected me to be authoritative, judgmental and abrasive. Instead, I was friendly and conversational (without lessening my officer safety, of course!). This gave me an incredible advantage when I needed information and I believe it even improved my safety because the encounter was less adversarial. It also gave a positive impression of police to people who are slightly less than pro-police.

Another way of acting inconsistent with another person's expectations would be to acknowledge that in policing, like every other profession, there are some bad apples that taint the reputation of others. I would make this statement without throwing another officer under the bus or insulting the whole policing profession. This simple acknowledgement can go a long way toward shifting attitudes because it is a true statement that doesn't come off as a relentless defense of all police officers' behaviours.

It is important to remember that during times like this emotional reactions will



intensify. This is both good and bad. Just as those anti-police people become more adversarial, those who support police will become even more committed in their support. I've seen positive depictions of police in the media as well but they are less stimulating to watch because I already know police officers are good people.

With all of the media coverage of police events, those who are on the fence will watch both sides to determine their opinion of police. This is an opportunity for police officers to demonstrate the qualities that make them proud to be in the profession: honour, integrity, courage and the desire and ability to make a difference in the lives of others.

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

by Brian Krushel

Hi Honey, I'm home!

Endless factors in the policing profession may threaten a stable and routine home life – but some effective practices allow police families to thrive, not just survive the challenges. For most Canadian citizens, “Hi Honey, I’m home” is a bit of a throw-away line, simply announcing to our life companion we have arrived at our shared living space. What might follow is a barrage of instructions on which child needs to go where, when. “See you later,” we call over our shoulder as we head out the door. It’s just your routine end-of-the-day exchange, right?

It may be routine for some homes, but for the women and men in policing those ordinary occurrences may be luxury, or worse, just a fantasy. Shift work, overtime, court appearances on days off and critical incident debriefings – to name a few – can wreak havoc on home routines.

Ellen Kirschman, author of *I Love a Cop*, identifies six “givens” in police work that make home life unusually challenging, even when just some of them converge:

- 1) shift work;
- 2) long hours;
- 3) unpredictable and crisis-driven work;
- 4) public scrutiny of officers and their family members;
- 5) physical demands, and;
- 6) separations or long deployments due to natural and man-made disasters.

I recently canvassed several officers during a lunch break at our local police service (lunch was about three hours later than for most people) with the question, “What’s close to most officers’ hearts?”

Kirschman’s factors were all mentioned but not in a complaining manner. They are just the realities of the career. Others added such things as sleep deprivation and managing emotions when sleep is at a premium or non-existent.

“How can you be commanding, ordering, and directing all day – hiding your emotions, hiding that you are afraid and then open the door and say, ‘Hi, Honey. I’m home?’”¹, commented one EAP director when asked about



police work versus home tension.

It’s a good question that officers continually face. Thankfully there are some definite and practical ways to really be home when the shift is over.

First, here is a DON’T. Veteran officers and companions have learned that nagging, complaining or blaming each other for things neither can control only creates feelings of anger, frustration and guilt. Furthermore, these actions only alienate them from the ones with whom they want to be the closest.

Now, here are three initial DOs.

COMMUNICATE: Pardon the cliché, but communication is number one on the list of effective home life building blocks. A clear verbal commitment about the importance of home and personal relationships is the place to start. If an officer finds it easier to talk about home challenges with another officer rather than his or her mate first, take note! That may be a first indicator of diminished communication.

To launch a conversation try asking, “What do we value most at this time in our lives?” Include what is important physically, emotionally, socially and spiritually to both of you. The policing lifestyle can quickly take its toll on all of these areas if they are not monitored and discussed intentionally. Notice the question, “What do WE value?” is worded in the first person plural, so that the ensuing conversation is a joint effort.

UNWIND WELL: Let’s be honest. Coming home may sound idyllic, but the first hour at home after a shift can be “arsenic hour.” Everyone has needs and no one has anything left to give. Furthermore, everyone unwinds differently. Developing some positive homecoming habits can be helpful. An officer may need to decompress for an hour or a day before tackling home challenges. A hard workout at the police gym before heading home or an informal debrief with the chaplain can help reduce stress and make re-entry more relaxed. Again, clearly communicating one’s needs can go a long way to being fully engaged at home.

BE REALISTIC: Having realistic expectations for the mate at home and for the officer returning home are vital. If the one at home has been watching romantic comedies all day, dreaming of a similar scenario to unfold when the officer returns, disappointment may not be far away. The officer may have been dealing with a sordid sex abuse situation or violent domestic at work. It may take some time to wash away the distortions and become reoriented to a wholesome connection with their mate at home.

A healthy, happy home life is a major contributing factor to excellence in police professionalism. Creating that kind of home life requires just as much vigilance as the work of policing. The rewards are definitely worth it though, when the words “Hi honey. I’m home” are announced and received with equal enthusiasm.

(1) Kirschman, E. (2006). *I Love a Cop: What Police Families Need to Know*. Guilford Press, New York, NY.

This is the first of a series of articles presented by the Canadian Police Chaplain Association. More information is available at www.cndpolicechaplains.org.

Brian Krushel, BTh, MDiv, DMin, is the volunteer chaplain for Camrose Police Service. Brian serves as a full-time pastoral ministry and is a member of the Canadian Police Chaplain Association.

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Cutting the cords

The communications landscape continues to evolve, with traditional service providers like telephone, cable and satellite companies losing customers to newer generation paid and free services.

The most significant change is in telephony, where increasing numbers of customers are abandoning the traditional wired home and/or business phones in favour of newer and cheaper options or to eliminate duplicate services.

Many younger people, who grew up with cellular phones, forgo having a traditional wired home phone entirely, instead opting to use just their cell phone. This is driven by both convenience and economics; you're always available so why pay for two phones when one can do everything for almost half the monthly cost?

Other people, both in the home and business environments, have opted for cheaper telephony by switching to Voice-over-Internet Protocol (VoIP) phone systems that use the Internet as the communications link.

Video conferencing services such as Skype, FaceTime, BBM and others also fit into this Internet-based communications model with the advantage of also working in the mobile space and anywhere in the world where there is an adequate Internet connection, either wired or wireless.

Satellite and cable TV services are also under pressure as many customers abandon these at-times expensive services in favour of either free Over-The Air (OTA) antenna-based television and/or subscription-based services such as Netflix, Rogers Shomi, Bell and Telus's CraveTV and other streamed Internet content.

The changes to telephony can have negative operational implications for emergency services and public safety, while the free OTA television can, of course, benefit the bottom line.

9-1-1 – What's your emergency?

One of the greatest advantages of traditional wired telephones for emergency services response is that Enhanced 9-1-1 (E9-1-1) services can automatically identify both the physical location of the telephone and the subscriber's name by using Automatic Number Identification/Automatic Location Identification (ANI/ALI) technology.

Callers to E9-1-1 don't have to say anything to summon help because operators know exactly where the call originates. This functionality unfortunately more-or-less disappears with cell and VoIP services.

Cell phones can be located through several means, including GPS and triangulation, although it is not as precise as ANI/ALI, typically placing callers within 50-300m of their actual location.

Enhanced mobile 9-1-1 service (which



require a GPS equipped cell phone) makes this information available in a fashion similar to wired E9-1-1. For phones not equipped with GPS, locating a subscriber requires assistance from the cell company, which uses triangulation between towers.

VoIP phones use the Internet as the communications link. There are two main types of VoIP service; fixed and nomadic.

Fixed VoIP generally occurs over a private dedicated communications link such as that provided by a cable service provider (such as Rogers) and provides the same features as E9-1-1 because it is tied to a specific location.

Nomadic VoIP occurs over any Internet connection, so the physical location of the phone is not automatically tied to the billing address of the subscriber. Typically provided by smaller independent VoIP service providers, this service allows customers to take their phone anywhere in the world, connect and use it as they would if at home.

The CRTC regulates all this and requires service providers to provide basic or E9-1-1 service and advise customers at enrollment, and at least annually thereafter, of the functionality and limitations of 9-1-1 when using VoIP. The customer must keep the physical location of the phone up-to-date with their service provider.

Text to 9-1-1 (T9-1-1) was recently introduced in Canada to support deaf, deafened, hard-of-hearing or speech-impaired (DHHSI) customers. They must first register with their cellular service provider and have a compatible cell phone.

When they dial 9-1-1, the T9-1-1 compatible call centre receives an indication that the caller will be using texting to communicate.

Some police agencies, including the Toronto Police Service, are implementing VoIP phone systems to save money, particularly on long-distance services, as well as for other operational efficiencies.

Modern rabbit ears

When Canada followed the American lead and switched to digital television service in August, 2011, the switch vacated portions of the 700MHz radio frequencies previously occupied by analog television. These frequencies, among the best for high-speed cellular telephony and mobile Internet, were then auctioned-off in spectrum auctions by the federal government.

Another benefit – 20MHz of the vacated radio spectrum was reserved for emergency services, offering the potential to greatly improve the quality, quantity and reach of mobile voice and data services.

What makes this frequency range very valuable and beneficial is its ability to penetrate buildings and other hard to reach places unreachable by other radio frequencies.

To receive the new digital HDTV signals, users need to install an antenna capable of receiving the Ultra High Frequency (UHF) signals on which most television signals are broadcast. The range is between 300MHz and 3GHz.

The most common UHF antenna type is the flat wire-grid style, although more traditional TV-antenna style HDTV antenna also work.

Dependant on market, some HDTV signals are still broadcast in the high-end of the Very High Frequency (VHF) band, which requires a different type of antenna. Hybrid antennae that receive both UHF and VHF signals are available for a slight premium.

For optimum reception, both types of antenna need to have a clear unobstructed path to the broadcast source.

Most large urban centres in Canada offer all the Canadian networks and several speciality channels, while those centres close enough to the American border can also receive all the American networks and speciality channels.

I switched from cable TV to OTA last year, installing two antennas and a combiner module. I receive 26 channels of mostly high-quality 1080i HDTV signals with picture and 5.1 stereo-sound quality better than the cable service I had.

Other than the initial hardware costs and the time to install the antennae and related equipment, my television viewing is now completely free (as opposed to \$90+ per month for digital cable).

For smaller police agencies on a tighter budget, free OTA television may be a viable option for providing basic television services within their facilities.

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

Looking into the rearview mirror

Well, here I am, retired! Thirty-five years of policing behind me and I'm ready for big changes.

Fortunately, I think I've survived the journey, more or less unscathed, physically, mentally and spiritually. I had the good fortune to spend a large part of my career away from the three-shift grind, something that I believe helped greatly and I highly recommend.

I also know that my commitment to a positive attitude, physical fitness and a healthy diet, and interests outside of my work also made positive contributions to my survival.

We all know that policing can be a very stressful career, but I suspect that for some of us, much of the stress is self-inflicted.

Over-investing in your careers and under-investing in yourselves and your families causes a lot of stress. It's that investment in yourself, your family and non-career activities that provides balance and a safer arrival to retirement and beyond.

I believe that PTSD is more prevalent in policing than many of us suspect, and I'm happy that recently been getting some of the attention it so desperately requires. It still needs to be tackled with much greater vigour and a real cultural change.

Instead of one or two major stressful events, I strongly suspect that it's more often the case that repeated exposure to a variety of stressful events eventually contributes to the disorder manifesting itself to varying degrees. Counteracting stress effectively, especially through physical fitness, and a life outside of your career, can go a long way towards coping.

Free confidential and professional help is available for everyone, so no one should be coping alone. Please, if you suspect that a colleague is suffering, offer an ear, a shoulder, any help you can, and if it's you that's suffering, please reach out, don't be embarrassed, because your life may depend on it.

The police will always be the default clean-up team for all of society's messes, many of which have been years in the making.

We often encounter people at their worst and I think we often expect too much from them. Having those unrealistic expectations repeatedly broken can lead to a lot of frustration, stress and eventually unprofessional behaviour. Lowering your expectations will result in fewer disappointments and a more professional response to challenges.

Maintaining your focus on professional purpose and retaining compassion and empathy for others are important survival tools too.

I had the good fortune to spend 5 years



working in youth services, a place where the universal policing ambition of "I want to help others" really came into sharp focus. I often worked closely with families in crisis, many of them single-parent families that struggled to survive.

Parenting at its best is a two-person task that helps to develop caring, responsible, productive adults, something that I think many officers have had the good fortune to be the products of. If you are a parent, please roll-up your sleeves and dedicate yourself to this important task.

I've witnessed many changes in policing since my early days. Uniforms, equipment and training have progressed immensely, but there is still much work to do, especially with the finer skills of effective, professional and civil interaction with the public.

Use of force, whether legally justified

or not, never looks good, and never will. With video-recording everywhere today, use-of-force is much more likely to be captured and publicized than ever before.

It is a great source of tension between the community and the police. It can be greatly reduced through patience and learning and practicing more effective dialogue.

The pending widespread adoption of body-worn video-cameras will also bring with it a wholesale change in the way policing is done – probably much of it for the

better. Officers will really need to embrace this technology as a great tool to further the purpose of their work.

I also see traffic enforcement – that often once-in-a-lifetime interaction many law-abiding citizens have with the police – as another great source of tension between the community and police. Predatory, self-serving and obsessive numbers-driven traffic enforcement, that doesn't value quality or the objective of traffic safety, is a corrosive practice that really needs to stop.

I wish you all luck, pray for your safety, and hope that you can all maintain the focus on your professional purpose while investing in your personal well-being so that you can all join me safely in retirement.

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

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It's not a divide & conquer exercise

The grounds for making a breath demand are to be viewed as a whole, not isolated and sequentially eliminated.

In *R. v. Schofield, 2015 VSCA 5*, a police officer with 38 years' experience and 600 previous impaired driving investigations saw a vehicle being driven at dusk with dim headlights and no taillights. When the officer turned on his emergency lights, the vehicle turned into a driveway, cutting across the its shoulder.

The driver got out and leaned against the tail of the vehicle, smoking a cigarette. The officer saw a can still foaming with beer in it which he believed had been thrown out the vehicle window. The officer recognized the driver as



Schofield, whom he had arrested previously for impaired driving and had seen sober at the courthouse. He also knew he was a prohibited driver. His breath smelled strongly of alcohol and his eyes were glassy.

The officer concluded that he had reasonable and probable grounds for reading the breathalyzer demand. He escorted Schofield to the police vehicle, read him the demand for a breath sample and arrested him for impaired driving. Schofield was advised of his right to counsel but declined to exercise it. At the police station he provided two breath samples with readings of 220mg% and 200mg% and was charged with prohibited driving, operating a motor vehicle while impaired and over 80mg%.

Although the Nova Scotia Provincial Court judge found the officer subjectively believed that he had reasonable grounds to make the breath demand, he concluded he did not from an objective point of view.

First, he discounted the foaming can of beer because there was no indication the

officer actually saw Schofield throw it out of the car and it would have little to do in assessing whether he had grounds to make the breath demand.

Second, he discounted Schofield's driving over the shoulder of the driveway because there was no evidence presented that Schofield had any experience turning into it.

Third, he found there was no evidence of Schofield's motor skills having been impaired.

As a result, the judge was left with two indicia of impairment: the strong smell of alcohol coming from Schofield and the glassy eyes. There were no results of sobriety testing or roadside screening.

"The officer in this case would have had to have conducted further observation of Schofield prior to making the breath demand," said the judge. "The officer could have asked the accused to perform sobriety tests or could have utilized an approved screening device or perhaps spent more time speaking to the accused."


As a result, the judge held that the officer did not have reasonable grounds to demand a breath sample under *s. 254(3)* of the Criminal Code from an objective point of view. The breathalyzer procedure was an unreasonable search and seizure under *s. 8* of the Charter and the breath sample results were excluded under *s. 24(2)*. Schofield was acquitted of the impaired driving related charges but convicted of driving while prohibited.

The Crown argued before the Nova Scotia Court of Appeal that the judge erred by ruling that the officer did not have the requisite reasonable grounds to demand a breath test, and therefore improperly concluded that taking the samples violated his rights under the Charter.

After reviewing the case law on reasonable grounds, Justice Fichaud, speaking for the unanimous court, found that reasonableness must be assessed from the officer's perspective and summarized the following principles.

The question is – did the "totality of the circumstances" known to the officer at the time of the breath demand rationally support the officer's belief? The officer may infer or deduce, draw on experience, and ascribe weights to factors. Parliament expects the officer to do this on the roadside according to a statutory timeline, while informed by the available circumstances, but without either the benefit of trial processes to test the accuracy of his or her belief or "the luxury of judicial reflection."

The officer must identify the supporting



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circumstances at the voir dire but the officer was not expected to apply the rules of evidence at the roadside. So the support may be based on hearsay. The supporting connection must be reasonable at the time, but need not be proven correct at the later voir dire that considers s. 254(3).

The judge should not segregate the officer's criteria for piecemeal analysis, then banish each factor that might have a stand-alone explanation. From the officer's roadside perspective, the factors may have had corroborative weights that together formed a sounder platform for an inference of impairment. The reductive approach denies that corroborative potential...

There is no minimum period of investigation, mandatory line of questioning or legally essential technique, such as a roadside screening. The judge should not focus on missing evidence. Rather, the judge should consider whether the adduced evidence of circumstances known to the officer reasonably supported the officer's view [references omitted, paras. 33-35].

The trial judge erred in finding the officer had no reasonable grounds to demand a breath sample. He misapplied the principles in determining whether reasonable grounds existed by:

- Erroneously segregating the officer's criteria, assessing them in isolation, and then eliminating them sequentially before assessing reasonableness;
- Rejecting the officer's reasonable inferences such as (1) Schofield's driving over the shoulder of the driveway, which was reasonably inferential of impairment despite no evidence of his experience with that driveway and (2) the foaming can of beer. The officer was entitled to draw the reasonable inference that the beer can was "foaming" because it had recently hit the ground when Schofield dropped it. When Schofield turned into the driveway, the officer saw "motion in the vehicle," and then the can "still foaming" on the ground a few feet from Schofield. Nobody else was in the vicinity;
- Not considering the officer's awareness of Schofield's history of impaired driving. He ignored the earlier arrest after a similar incident and meeting him sober at the courthouse. The officer had a rare opportunity to compare Schofield's varying demeanours – one inebriated and one sober – before assessing his state for this investigation. The officer's familiarity with Schofield was part of the "totality of the circumstances," and;
- Not weighing the evidence. Instead, the judge treated missing evidence, such as further observation, a sobriety test or use of an approved screening device, as a legal prerequisite.

Fichaud, in ruling that the officer had an objective basis to demand a breath sample under s. 254(3) based on the totality of the circumstances, stated:

In summary, on April 3, 2010, 13 months

earlier, [the officer] had a similar encounter with [the accused], that led to a conviction for driving with excessive blood alcohol and a driving prohibition order. On May 13, 2011, [the officer] was aware of the earlier incident and that the prohibition order was still in effect.

The officer had met [the accused] twice before, once when [the accused] was inebriated and once sober. From 600 impaired driving investigations over 38 years, the officer was well positioned to recognize the signs of impairment.

On May 13, 2011, [the accused] drove over the driveway's shoulder, there was a foaming beer can next to him, he smelled

strongly of alcohol and his eyes were glassy. The officer's belief was reasonable. From the facts as found, the judge erred in law by reaching a different conclusion [para. 53].

Since the breath sampling did not violate s. 8 of the Charter, the evidence was admissible, the Crown's appeal was allowed and a new trial was ordered on the impaired driving related charges.

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DISPATCHES



Veteran Guelph Police officer **Jeff DeRuyter** is the city's new police chief. The Guelph Police Services Board announced in a February meeting it had promoted DeRuyter to the post. He served as acting police chief since August. DeRuyter, who began with Guelph as a constable in 1984, replaces **Bryan Larkin**, who left last year for Waterloo Regional Police Service.



RCMP Constable **David Wynn** died after confronting a suspected truck thief. He and his partner, Auxiliary Constable **Derek Bond** (who was injured in the attack) pursued the suspect inside the Apex Casino, where the suspect turned and fired upon them. The first shot struck Bond in the right arm and torso. Wynn was then struck by a second bullet in the head. Both were transported to hospital and Wynn never regained consciousness.



Chief **Jim Chu**, who has been with the Vancouver Police for 36 years and became Chief in 2007, told a news conference in February it was time for a change in leadership. Chu will remain in the position until the police board picks a successor, likely by spring. He said he doesn't have another job waiting for him and he hasn't decided what to do next.



Delta Chief **Jim Cessford**, retired beginning of February after 47 years in uniform. With over 25 years in the Edmonton Police Department, which saw him rise to superintendent, Cessford left Edmonton for Delta in 1995. After more than four decades in policing, Cessford said he is looking forward to the next phase of his life. He plans on completing his master's degree in leadership and communication, getting more active and keeping his hand in public safety. He also said he will be involved with the committee that chooses his successor.



Bill Reid is retiring as Saint John's police chief after seven years, and at a time when the department is under mounting financial pressure. After 37 years in policing, Reid said he looks back with pride on the force's success building new partnerships in many neighbourhoods and bringing down levels of violent crime. Reid will remain as chief until the end of April. Meanwhile, Insp. **Glen McCloskey** will be officially promoted to deputy chief during a ceremony on Friday. He is replacing **Bruce Connell**, who also recently retired.



After three decades with the OPP, Insp. **Malcolm Quigley** is hanging up his cap. The commander of Orillia's detachment retired Dec. 31. Members of the police board will select a new detachment commander, with individuals nominated by the OPP commissioner.



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Our community... our police

by Tom Wetzel

I learned as a child that our neighbour's brother, Cleveland police officer Louis Golonka, had been killed in the Glenville riots in the sixties. He was shot July 23, 1968 in a shootout with snipers he and other officers had bravely chased into an alley.

I became a police officer and remember the riots resulting from the 1991 Rodney King incident. I watch today as Ferguson, Missouri seethes under the strain caused by the shooting of Michael Brown.

What is bothersome is the recognition that the nation will likely experience a similar problem in another 23 years, if not much sooner. This begs the question of how much progress has been made in our relationship with those we serve, particularly black residents who have historically suffered under oppressive police actions.

Despite all the efforts made – stronger hiring standards to include broadening opportunities for minority personnel, in car video systems and safer less lethal force options – it sometimes seems the most important tool to succeed is still “at large.” That missing ingredient is trust. Until more of it becomes engrained, too many neighbourhoods will be tinderboxes smouldering until the next cop uses force that may be “perceived” as excessive.

So what should we do? There are lots of ideas but unfortunately too many suggestions will be fraught with political nuances or selfish agendas that are unreasonable or worse, will ignore our safety. I posit that success must come in part from solutions within the police culture itself as officers must balance getting the job done and living to go home. I remember a phrase from a police leadership college – “If it has to be, it's up to me.” I would adjust that to “If trust is a must, it's up to us.”

Enhancing that ingredient will improve our credibility so that when something unfortunate happens after aggressive police action, citizens will be less inclined to jump to conclusions. They will instead view matters in the totality of the circumstances, generally confident that their public servants had to take strong measures when necessary. If something was done incorrectly, they will own up to it while working to prevent it from happening again.

Gaining that trust is a comprehensive project that won't be achieved overnight but its effort can begin immediately; each positive officer/citizen contact can build a brick on a foundation that over time can eventually withstand storms of mistrust. Mutual respect is the glue needed to hold those bricks in place. There are many places to start.

Since officers' use of force is the current topic in the news, police leadership, in



collaboration with civic and educational partners, should begin by trying to teach people just how dicey force decisions can be. This will give people a chance to see these situations from the perspective of an officer whose life is at risk.

Instead of understanding force by police from television, young people should learn about decisions such as the landmark US Supreme Court case *Graham v. Connor*, which established the groundwork for when police can use force. Who better as a guest instructor than a peace officer? This effort can also be accomplished through more citizen police academies that allow participants to train in force simulators, public service projects and forthright explanations by police spokespersons.

Police agencies should also endorse an empathetic model of policing that is basically community policing to the tenth degree. It is a thought process that can influence an entire police culture and begins during hiring when agencies search for candidates who are not only brave but compassionate. It values catching bad guys while helping the downtrodden. This style focuses on interpersonal relationships and places great emphasis on the Golden Rule in its citizen contacts.

Balancing the spirit of the law and its letter is critical and teamwork is vital because officers need to have a symbiotic relationship with their ‘customers’ to make neighbourhoods safe places to thrive as well as prevent crime. Put simply, empathetic policing and trust are synonymous.

Cops have been risking their lives for others since policing began. Many have died or shortened their lives from the strain of police work. Others have taken their own lives from the pain or were seriously injured and disfigured while trying to “protect and serve.” We owe it to them to enhance that trust with those we serve so that fewer officers are injured or killed.

When a community has a cop's back, the officer will be safer and more successful in accomplishing our mission.

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