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Jet pilots and prize fighters



The dawn of the jet age was not without its problems. Early jet planes kept crashing. Engineers tinkered and made improvements but still faced many apparently insurmountable problems. Then someone discovered it wasn't the plane that needed the attention. It was the pilot.

Pilots were familiar with slower propeller driven planes and had no problems at speeds in the range of 250 miles per hour. The problem arose when they took the controls of an aircraft that went twice this speed. The pilot had to get his eyes up to the horizon and anticipate that he would reach it much faster. When his mind was not always catching up to the nose of the aircraft he flew fine.

In much the same way police leaders (by this I mean people with leadership ability, not just the top dog) must keep their eyes on the horizon. They must anticipate what is coming and be prepared to react before the problem presents itself as an immediate hazard.

As an example, studies of the people under their care, and historical shifts in the demographic, can be the key to future needs. They can reflect the type of people hired, the training they receive and the direction they are given to perform their tasks.

Another lesson can be learned from those early jet pilots. The faster you go, the narrower your field of vision. You can lose sight of the big picture. You must make daily checks of how well things are working.

So what happens when a negative piece of news hits like a prize fighters punch?

Conditioning is important to a prize fighter. The better shape he is in, the more punishment he can take and still prevail.

In the same fashion police departments, and police chiefs in particular, have to consider their agencies as prize fighters. They must continually ensure their organization meets the standard so it can take a negative circumstance and keep getting back up to resume the fight as quickly as possible. Only in this way will they prevail over their opponent(s). They must continue to evaluate their ability to take punishment, even during times when no punishment is being dealt.

Staying in shape, in this metaphorical sense, means on-going review of policies and procedures and keeping them up to date. This includes regularly reviewing officer knowledge and training.

One thing that can be invaluable to any organization is keeping a talent inventory of your personnel. Simply ask your people about their previous jobs, work experience, hobbies and interests. (It is a big relief to find a member with carpenter skills when the drug squad just kicked down the wrong door, for example.)

A program of continuous quality improvement should be foremost in the minds of management and every member of the organization. Keep up on what is happening with arrests, crime pictures, technology, statistical gathering and analysis.

One other point to consider is how ready your people are to meet the public, both as crime fighters and community helpers/protectors. Can they anticipate trends? Are they prepared to handle that punch when it comes?

Handling the negative when it comes means having people well versed on agency rules, regulations and procedures and, most importantly, knowing the reasons why they exist. Nobody wants to hear someone tell the media that "we were just following procedures." If a procedure does not exist there is no harm in being frank with the public and simply saying "this situation is one that we never anticipated but we are using it as a learning experience for the future."

One last note. If you want to be a real leader you must respect the power you do have and clearly understand the power you do not have. Allow some time to take an inventory. Jet pilots and prize fighters do it all the time.

(Sourced from Commentary, August 1999)

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AN IMPORTANT AND POWERFUL TOOL



by Dave Kozicki

The old Saskatoon Police Service (SPS) headquarters was not keeping up with the fast growing city that it serves. Built in 1977 in downtown Saskatoon and designed for 300 people, it was clearly inadequate.

The idea of building a new headquarters was discussed as early as 1996. Three different police chiefs worked on the issue and numerous proposals were put forward.

Through necessity the SPS began to spread out to numerous buildings throughout Saskatoon. Interim measures became standard while the service awaited a decision on a new building. Rentals and leasing costs approached \$1 million a year and parking alone was spread out over eight different locations. Training and conferences usually

Saskatoon's new police facility sets new standard

took place off-site and firearms qualification was held at an outdoors location outside the city.

Although “real-world” emergency situations can occur at any time of year, training in sub-zero temperatures has its difficulties. A blizzard and freezing temperatures becomes the central issue instead of actual firearms training. What would normally take five hours, for example, could become a full day event.

Ground was finally broken for a new headquarters at a ceremony on June 13, 2011. The budget grew from an initial \$42 million when the idea was first examined in 2002 to a final revised cost of \$122 million in 2014. As with all sizable civic expenditures, this became a political issue but a robust economy and sense that continued growth was only going to make matters more pressing carried the plan to fruition and a grand opening on June 16, 2014.

The former SPS headquarters was 90,000 square feet (27,432 m²) and the

service leased another 70,000 square feet (21,336 m²). The new building has 390,000 square feet (118,872 m²), expected to provide adequate room until the city's population reaches 300,000 to 325,000 people. At that time sub-stations may provide more localized facilities to cover physical growth. The new headquarters is expected to serve as a central location for the next 50 years.

Room to grow

As a gauge of staff growth, parking can be expanded to 800 spaces in the next 10-15 years. That's in addition to the 200 police vehicles securely parked in the basement garage.

Saskatoon's weather presents a challenge for police. Operations, unlike training courses, occur 12 months a year, 24 hours a day. The weather ranges from -40 Celsius with strong winds and deep snow to 40 above before thunderstorms with threats of tornados.

Most of the SPS current fleet of 184



vehicles are parked indoors, allowing for more timely and safe responses. An indoor wash bay keeps them looking professional. They use 635,000 litres of fuel and travel approximately 2.8 million kilometres per year.

Forensic identification can securely store vehicles in the basement, allowing it to properly examine those used in criminal activity and presenting a very good example of how policing is driven by the requirements of the criminal justice system. The designers and builders of the previous headquarters would not have been able to foresee the impact of modern forensics in policing.

Upstairs, the new building offers up-to-date facilities for the storage and examination of exhibits. Investigators are able to complete their work in a “Level 3” forensic lab with two bio labs, bio-chemical and chemical labs, fingerprint dusting room, light source room and photo studio.

Policing is no longer a static service that municipalities and provinces simply require to be included in the budget. Needs have to be identified before they can be addressed, requiring flexibility and room to adapt to the proliferation of instant communications, computing and surveillance in today’s world.

Firearms training

Another moving target, in a literal sense, involves changing firearms training requirements. Unfortunate but important experiences provide learning opportunities and one lesson learned is that standing still while aiming at stationary targets is becoming a thing of the past. Both the new indoor range and the outdoor range, which the SPS has retained, provide a complete training system, further supplemented by the video simulation training area.

This indoor range has ten lanes and a Mancom target retrieval system, allowing for more realistic training with increased safety. The new year round facility can accommodate scenarios involving vehicles and is used for annual qualifications, taking pressure off staffing levels in the busy summer months when training often conflicted with calls for service.

Police services across the country are facing increasing public scrutiny. Instead of resisting, the SPS is addressing this issue





Cell Block Paramedic

head on. A media room is accessible from the lobby area, as are cultural and community rooms. A cultural garden, adjacent to the cultural rooms, can accommodate ceremonies involving smoking peace pipes and burning sweet grass. Victim services, also accessible from the lobby, serves approximately 500 people per month.

The facilities all highlight the understanding that policing, especially in a diverse community like Saskatoon, is much more than simply enforcing laws. For more information about these issues, see *The Saskatoon Police Service – Return on Investment* video on YouTube.

Criminal record checks

The SPS provided 25,142 records checks for the public in 2013. This service presented a challenge in the limited space of the old headquarters. Security issues also became apparent when the public was allowed somewhat uncontrolled access to numerous

areas of the building. Fortunately, these issues were addressed in the new building, allowing the public to be dealt with in a friendly and open way.

Residents can access most services from the lobby entrance along the south side of the building. Lost and found is accessible from an east side entrance, as is professional standards, allowing for more discrete access when dealing with internal investigations.

Canine is also located on the main floor and has six indoor/outdoor kennels for the service's nine dogs. The dogs usually stay at their handlers homes when off duty but handlers use the kennels when in court or when new dogs are being evaluated. A grooming room is also used by the services eight canine constables and sergeant. The SPS deploys patrol members, including canine, on four platoons working 12-hour shifts, so each platoon has two regularly assigned canine members.

Exhibit handling was not overlooked in

the planning and construction of the new station. Currently the SPS stores about 46,000 articles, more than 500 firearms and approximately 6,300 drug exhibits. The constant influx of new exhibits is balanced with, as an example from 2013, the destruction of 10,370 articles, 185 firearms, 2,790 drugs exhibits and the return of 1,830 articles. Alcohol exhibits are poured out, drugs and bio-hazard items are incinerated and firearms are cut up and melted down.

Just as in the indoor range, where cleaners wear protective clothing and air exhausts to the outside, proper ventilation was engineered for the exhibits area to protect staff health. Drug storage and drying rooms vent to the outside and away from air intakes. There are spacious, well-lighted areas for packaging, bar coding and exhibit storage, including scientifically rated refrigerators and freezers. A chemical suppression system extinguishes fires without risking water damage to the exhibits.

Detention

The detention centre has 53 cells, including four doubles and two cells for physically disabled prisoners. Recommendations from previous inquests regarding in-custody deaths were factored in to the construction, which includes ligature proof fixtures, toilets and sinks.

The “bed” is simply a heated raised piece of concrete. Infrared cameras monitor the occupants and although the cells face each other, prisoners cannot see through the polarized glass which separate them.

Paramedics are assigned to 12-hour night shifts in the detention area in an effort to prevent in-custody deaths under a plan the SPS developed with the Saskatoon Health Region and other organizations.

In addition to lessening liability concerns, this broader approach has made significant progress in dealing with habitual drug and alcohol abusers and those with mental health issues. Many are referred to health care and counselling services, reducing arrests.

Impaired drivers are dealt with in three breath and drug recognition rooms. There are three interview rooms, three fingerprint rooms and five holding rooms. Prisoners are taken into detention through a large sally port in a safe and secure manner that avoids interruptions to the rest of the building.

Unlike some other police services,



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prisoners are sometimes remanded in SPS cells for short periods of time. A room for in-custody hearings in front of a Justice of the Peace was provided in detention. SPS sergeants represent the Crown on evening appearances and weekend court when prisoners “appear” in Provincial Court over closed circuit television.

The new building is much better equipped to handle the numerous prisoners and arrests that are made each year. In 2013 the SPS arrested 12,246 people and served 12,915 meals to those held in custody.

LEED

LEED building standards (Leadership in Energy and Environmental Design) were adhered to in the new headquarters construction. Benefits include a four million litre reduction in water use, the extensive use of locally available and recycled materials and a 53 per cent energy saving compared to similarly sized buildings.

Another less tangible benefit is that all SPS personnel now work out of the same building, increasing personal contact. New members can now easily speak to more experienced colleagues, who are more often assigned to plain-clothes positions. They might have a quick chat with the chief or speak to someone working on a file



Saskatoon police parade from the former police building to the new headquarters in June 2014.

that has information pivotal to their own investigation.

Despite the increasing popularity of electronic communications, face-to-face contact is still a very important and powerful tool in policing.

Visit police.saskatoon.sk.ca to learn more about the Saskatoon Police Service and its new headquarters. Det. Sgt. **Dave Kozicki** works with the Economic Crime section. Contact: dave.kozicki@police.saskatoon.sk.ca or 306 975-1418.

SASKATOON ROOTS

The City of Saskatoon traces its origins back to 1882 when a group of people from Toronto, including John Lake, planned to create a temperance colony along the South Saskatchewan River.

A large bronze statue in downtown Saskatoon commemorates a meeting between Lake and Dakota Chief White Cap. It is a symbolic centerpiece that has been surrounded by historical events and continued growth.

Saskatoon is no longer a temperance colony and one wonders what Lake, in his wildest imagination, could have seen for the colony’s future. Saskatoon is now Saskatchewan’s largest city, with a population of some 261,000 people, not including another 40,000 in nearby communities.

The city’s economy has a diverse base in agriculture, forestry, potash and diamond and uranium mining. Scientific research takes place at the University of Saskatchewan along with the Canadian Light Source (CLS) and Innovation Place. The CLS is Canada’s



national synchrotron facility, fostering economic development and competitiveness. Innovation Place, founded in 1980, is world renown in biotechnology and its leadership in agriculture, information technology, environmental and life sciences.

But, a booming economy is not Saskatoon’s only strength. What began as a colony in 1882 and became a city with a population of 4,500 in 1905, is now a healthy and growing community home to descendants of its original inhabitants and people from all over the world. Rapid economic growth has to be supported by immigration. Hearing a variety of languages is an everyday occurrence when shopping, visiting a school or attending a community event in Saskatoon.

Local policing follows Saskatoon’s relatively recent but interesting history. The North West Mounted Police was present from the beginning; Saskatoon’s first detachment was created in 1882. The first permanent officer was assigned in 1889 and Saskatoon’s first police chief, Robert E. Dunning, was appointed in 1903.

Today, the Saskatoon Police Service has 651 staff – 446 sworn members, 60 special constables and 145 civilians.



“Lighthouse” a beacon for the city



Three years ago, 84 per cent of the people arrested for public intoxication in Saskatoon landed in a police detention cell. That proportion has dipped to 60 per cent, thanks in part to the opening of a special unit at The Lighthouse Supported Living, a downtown homeless shelter. The other 40 per cent now go to The Lighthouse or the health region’s brief detoxification unit.

Saskatoon police chief Clive Weighill is pleased with the results, but not content.

“I wouldn’t be content until there’s nobody housed in the police detention centre for a non-criminal activity. It’s there to host criminals that need to be held for the public safety,” Weighill stated.

The move to divert intoxicated people from the so-called police “drunk tank” came after a series of deaths there. “They had ingested things before we arrested them, unknown to us,” Weighill explained.

The number of arrests for public intoxication has also declined – by 14 per cent over a two-year period – from 2,019 in 2012 to 1,742 in 2014. Thanks to the stabilization centre at The Lighthouse, the brief detox unit has seen a dramatic decrease in the number of people it has to turn away for lack of space – from 1,263 in 2012 to 420 in 2014.

One figure that has shot up is the number of people passing through the Lighthouse’s



stabilization centre – 6,603 in 2014, compared with 1,948 in 2013 when it opened.

The issue of encountering people on the streets with mental health issues is not unique to Saskatoon, according to Weighill. It’s a societal problem in every major city in Canada. Currently, officers will visit The Lighthouse between 60 to 90 times per month. Some of those occurrences include giving a ride to a resident.

“We would be lost in the city without The Lighthouse,” Weighill said. “It has helped us out a lot. It gives us some stable housing overnight for people that need it. It has allowed us to take people there that are intoxicated

that have not committed a criminal offence but they have been a bit of a nuisance. Rather than putting them in our police cells they can get housed at The Lighthouse.”

Weighill said to keep even fewer intoxicated people in police lockup, more facilities like the one at The Lighthouse are needed, “and probably a more secure centre than The Lighthouse has” for those who are violent. He said it’s in the works, but money for it has not yet been found.

The Lighthouse has been a “big game changer for the mosaic of the City of Saskatoon to keep people off the street that are wandering around,” stated Weighill.II.



AN INSPIRING EXAMPLE OF LEADERSHIP

Vancouver Sgt. Walter Argent

“Stay quiet and keep your hands off the radio.”

That was the advice Walter Argent says his coach officer gave him in his early days with the Vancouver Police Department (VPD). The department was “too much paramilitary when I started,” he told *24 Hours* in 2009, “and now it’s gone a little too university.”

Argent worked hard to instill the fundamentals of service in new officers, including demanding that they kept a high-shine on shoes.

“The one thing I instill in these kids is, who the hell is paying their wages,” he told *24 Hours* “It’s the citizens of Vancouver.”

Argent began his policing career with the RCMP and joined the VPD in 1979. He served with distinction in a variety of assignments, including patrol, traffic and the Neighbourhood Policing Team until his retirement in 2014.

A recipient of a variety of awards recognizing his many years of exemplary service, “Sgt. Argent is held in the highest esteem and is respected by all ranks in the VPD and outside agencies,” VPD Insp. Scott Thompson wrote in nominating Argent for the Blue Line Police Leadership Award.

Argent demonstrated his leadership skills during the 2011 Stanley Cup riot, noted Thompson, by leading a group of officers to restore order as rioting escalated. Those deployed with him “described his actions, courage and leadership on that chaotic and dangerous night as ‘exceptional.’”

The 2011 Occupy Vancouver protest was also filled with tension. Argent led a small team of officers in an environment that was “unpredictable, filled with tension and had the potential to escalate to violence,” noted Thompson, demonstrating “patience, commitment, dedication and resourcefulness.”

“He quickly earned the respect and admiration of the protesters, city staff and citizens for his fair and balanced approach to dealing with the issues. His efforts directly contributed to minimizing conflict, maintaining public safety and upholding the rule of law. He led from the front and as a result of that the junior beat team members that were assigned to the Occupy Protest gained confidence and were inspired by his leadership.”

Pulling Together

Argent’s outstanding service to the community included his commitment to the *Pulling Together Canoe Journey* program, designed to improve the relationship between police officers and First Nations Peoples.

Participants paddle up to 20 large ocean going traditional canoes on the typically nine day annual journey on the BC coast, visiting seven to eight communities along the way. Argent participated in the event, organized the food service as the “head chef,” served as society president and was the lead organizer in 2012 when the VPD was the host agency.



Sgt. Walter Argent accompanied by Chief Constable Jim Chu perform a final inspection tour before retirement, June 2014.

“It is not uncommon to find Wally working hard in the kitchen tent for the entire day,” wrote S/Sgt. Dave Duncan. “He treats everyone with such kindness and respect that he is known and loved by all. It is difficult to capture in words just how important and committed Wally is to the Journey. He is always willing to assist with any situation as he always responds to requests with “What do you need” and “Let’s get it done.” He is an incredible role model to all participants.”

Testimonials

Thompson included plenty of testimonials in his nomination package.

Working with Argent was a “great privilege,” wrote Insp. Adua Porteous. “His kindness and graceful encouragement was always very inspiring and uplifting. He had an interesting way of teaching and offering advice when you least expected it.

“Wally is one of those diamonds in the rough with an enormous amount of wily experience and knowledge.... Most members who have contributed 33 years don’t normally continue to volunteer their time, but Wally is the exception.

“He is the face of the Granville Entertainment District, Occupy Vancouver, Pulling It Together, Taxi Detail, the Antique Vancouver Police Car and the individual who built the strong lasting relationships with the gay community in District One.”

Argent inspires members young and old, Porteous added, believes in the power of developing relationships with key community members and strongly believes in the “meet and greet” approach.

“Wally is an inspiration!” concluded Porteous. “He represents the Vancouver Police Department’s mission statement and is the poster child. Sergeant Argent has integrity, is respectful, is very accountable and above all else is professional.”

Beyond the call

Argent epitomized the words service, compassion and the VPD motto “Beyond the Call,” wrote Thompson. He was the face of the VPD during the Occupy demonstration, using the inroads and relationships his team had established to maintain communication with organizers and reduce tensions and confrontations.

But his concern extended to more than policing issues, noted Thompson.

“Wally also reached out to the distraught father and extended family of a young woman who died of a drug overdose in a tent at the site. Wally spoke to the father at length on many occasions over several days having provided his own mobile phone number. Wally’s empathy and compassion shone through and the father of the young woman was most grateful to Wally and the VPD in this regard.”

Argent “leads by example,” Thompson concluded. “He upholds and lives the VPD’s values of, integrity, professionalism, accountability and respect. His actions have made Vancouver a better place to live, work and visit. His dedicated 33 years of police service have demonstrated that he is committed to a community focused approach to problem solving and his actions and volunteer service are truly outstanding.

“Perhaps Sergeant Argent’s greatest influence has been on the younger generations of police officers who have had the good fortune and pleasure to serve with, and be coached and mentored by him. Sergeant Argent is truly a mentor and positive role model to all members of the VPD.”

Sergeant **Walter Argent** was nominated for the Blue Line Police Leadership Award for the years 2013 to 2014 and was considered a top candidate to receive the award. To nominate a police leader visit www.blueline.ca/leadership.



IT'S TIME TO TALK ABOUT PROFILING

by Chris Lewis

One type of profiling is very legal and the other is very wrong. Police leaders (including me) have not always done a good job of explaining the difference to the people they serve. It's a difficult conversation in a world where we often struggle to not offend and to be overly politically correct.

Criminal profiling is a multi-dimensional activity. Sometimes it involves an intense process by which highly-trained police behavioural scientists study victimology, geographic factors, complex crime scenes, offender planning and actions and more after horrible crimes such as sexual assaults and murders.

Sometimes the race of the victim and/or suspect become key factors based on that in-depth analysis, combined with decades of study, statistical gathering and interviews with known offenders that assist criminal profilers in forming profiles.

Other times criminal profiling is a simpler and ad hoc process by which police officers make quick decisions that a vehicle or person(s)

don't seem right in a given situation, may be likelier to be involved in an illegal activity or fits the description of reported suspects.

I profiled vehicles and people my whole active policing career. That's what makes good cops great cops in my view, but only "if" decisions are not based on racial bias. Bear in mind that I seldom worked in a jurisdiction predominantly inhabited by a specific race, religion, colour, culture, etc., but I certainly did profile motorists and pedestrians, non-stop. Let me explain further.

Many young men moved to Alberta in the 1970s and early '80s for lucrative jobs in the oil fields. A number (not all!) left unpaid fines, licence suspensions and outstanding warrants in Ontario when they departed. They made huge money in Alberta and could afford illegal drugs.

As a young cop in Northern Ontario, I stopped cars with Alberta plates driven by young men and had a good sniff for drugs, searching their vehicles if I could get consent and running the individuals for outstanding warrants.

Guess what? I struck gold time after time,

seizing tons of drugs and alcohol and making many arrests. The race of the occupants was never a factor but I truly was "profiling."

Over the years, all police officers patrol high crime areas more than those with lower crime rates. That's what they should be doing. If a green van was seen leaving various break and enter scenes in high-crime areas, police would begin stopping every green van they see in that area at times when such crimes occur. The race of the occupants might be a factor IF reports are that the green van had occupants of a certain race. Otherwise it should not.

If people of any colour are driving slowly late at night in an industrial area known to have many crimes, of course police are going to check them out. The same could be said about people walking around closed businesses in the dead of night. Police would speak to them and find out what they're doing there, regardless of their race. By the same token, if people of any colour drive slowly through a neighbourhood where drug dealers peddle their wares, police will investigate.

If I saw "people" of any race riding a

motorcycle (or any vehicle) in an area near a bike gang clubhouse or active party-house – and I often did – I would stop them and see “who is who” and what they were doing. Colour was never a factor in my rationale for making the stop. It was simply wanting to see who the gang members were and who associated with them. There may have been a million legal authority issues around such “profiling” and vehicle stops in that era but no one could ever accuse me of racial profiling.

When I worked in a community where 95 per cent of the residents were Francophone, my corporal challenged me one day, saying that I seemed to stop more people who spoke French than English. We had a heated debate.

“What do you want me to do, pick on the three English speaking people I saw today?” I asked. My friends, neighbours, service club colleagues and sports teammates were all French. I didn’t have a biased bone in my body, but one could argue that statistically I did stop more French than English motorists. What I was doing was completely appropriate.

When more crimes are committed against people of a certain colour by people of that same colour in a given area, it’s only common sense for police to interact with them (suspects, witnesses and victims) more than others. This statistical reality does not suggest racial profiling. This isn’t rocket science.

However, biases and prejudices do exist among human beings, and sadly that includes some police officers. Racism and biases are never right and always unacceptable. Police officers are public servants, have immense powers bestowed on them and should be held to a higher standard. If they apply those biases to their work, that’s completely wrong and must be corrected.

Approaching motorists, pedestrians, victims, witnesses or suspects discriminately and without due respect because of colour, gender, religion, sexuality etc., clearly violates their human rights. The trust of the public in their police is paramount and police owe it to the community to do all they can to retain internal and public trust.

Police leaders must deal with allegations of racism immediately and appropriately, through due process. They must do more than take action; they need to be seen to effectively address the issue head on to retain the trust of the majority of members who are not racist, and the public they are sworn to serve.

Bias-free policing, community policing committees, race relations initiatives, targeted recruitment of employees who reflect a community’s cultural and racial makeup and police-community relations groups are not flash-in-the-pan initiatives to try and repair fractured relationships.

They are simply a must for police departments everywhere but these alone will not totally repair historical damage and bad feelings, nor will they ensure trustful relationships between police and the community.

Day to day interactions between police and those they serve is where the rubber meets the road. Police leaders need to have open, honest and respectful dialogue with residents about these difficult matters so that the vast majority of people on all sides of the issue truly understand where other perspectives lay – and why. We haven’t

always done that well.

I dream of a day when racism is gone from all human interaction across the world, but as a retired police leader, I want that even more so for policing. Sorting out what racism truly is from what it isn’t is challenging, but it’s an important first step in collectively moving forward.

“RACISM IS STILL WITH US BUT IT IS UP TO US TO PREPARE OUR CHILDREN FOR WHAT THEY HAVE TO MEET, AND, HOPEFULLY, WE SHALL OVERCOME.”

– ROSA PARKS

Commissioner (Ret.) **Chris Lewis** was a member of the OPP for 36 years, serving across Ontario in a variety of operational and command roles. He continues to consult, write and lecture on policing and leadership issues. He can be reached at: www.lighthouseleadershipservices.com.

Fair and Impartial Policing in Victoria

Victoria police are developing a program to help police officers overcome implicit or unconscious bias that can affect their work. It is based on the Fair and Impartial Police guidelines used in many U.S. States, as well as by Toronto police.

“Every human being on the planet has biases, may they be ethnic, gender-based, socio-economic, whatever those experiences may be,” said Victoria Police Chief Const. Frank Elsner.

“It doesn’t make you a bad person, it doesn’t make you a racist, it makes you a human being.”

He said it is important to teach officers to understand those biases so that they do not influence their police work.

The Fair and Impartial Policing website explains the role bias can play: “Implicit bias might lead the line officer to automatically perceive crime in the making when she observes two young Hispanic males driving in an all-Caucasian neighbourhood or lead an officer to be ‘under-vigilant’ with a female subject because he associates crime and violence with males.”

Elsner said the program is not a reaction to one specific problem. “There are no overt issues,” but rather it is a proactive move. “I don’t want to react to something that’s gone wrong,” he said.

The program will be implemented next year and cost \$50,000 in full. (QMI Agency)

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POLICE MOTORCYCLE TRAINING

The long winding road to risk management

by Andy Norrie

Motorcycles have been used for police operations since the early 1900s and have remained a premier platform, especially excelling at traffic enforcement and public relations duties.

Their small foot-print, maneuverability and public appeal have ensured a place at the forefront of modern policing. I can think of no greater symbol of traffic safety than a police officer astride a motorcycle.

The high cost of success

More than 1,100 motor officers have made the ultimate sacrifice while performing their duties and countless others have suffered life altering injuries. Police motorcycle collisions rank third in the cause of death of US police officers, behind only automobile collisions and gunfire.

Risk management

Motorcycling in and of itself is a risky undertaking. According to the National Highway Traffic Safety Administration's (NHTSA) 2005 statistics, motorcyclists are eight times more likely to be injured in a crash and 34 times more likely to be killed than a car driver,

per vehicle mile traveled. Adding policing duties only increases the risk.

Modern policing has embraced the concept of risk management – evaluating or comparing risks and working to reduce or eliminate them.

Increasing safety for police and the public and minimizing agency liability exposure is a worthy and admirable aspiration. History and research show that good training – sound initial basic instruction and ongoing, progressive instruction – will minimize risk.

Information is power

The World Wide Association of Motor Officers (WWAMO) is undertaking a survey to determine the size and nature of police motorcycle operations throughout North America and the types and depth of training provided. This information will be used to forge the future direction of training.

WWAMO was formed in the late 1990s by a few forward-thinking people to unite the police motorcycling community into a worldwide brotherhood. We have struck a working group to:

- 1) Determine the number of police motorcycle officers in North America, their location, and the type and duration (if any) of their basic and ongoing training.
- 2) Create scientifically supported and validated written and practical tests for police motorcycle training.

This undertaking has been endorsed by Attorney Gordon Graham, a 33 year veteran

of California law enforcement and recognized leader in risk management. Graham is president of Lexipol – a company working to standardize law enforcement policy, procedures and training.

Graham spent his first ten years in law enforcement as a motorcycle officer and is uniquely qualified to speak on practices. A motorcycle program can provide a huge benefit to effective law enforcement operations in a given community, he says, if it adopts a “standardization of best practices” that can result in a substantial reduction in claims, settlements, verdicts and injuries.

“Proper management” includes a risk assessment on the need for a unit and proper selection of personnel, policy, equipment, maintenance, appropriate initial and ongoing training and performance and safety audits, Graham adds.

WWAMO is asking motor officers to complete a survey available at www.wwamo.com/wwamo-survey. Click on the link for your state/province and complete the short nine question survey.

The information will help define who we are and chart the future direction of police motorcycle training.

Please help improve the profession we all love and are blessed to be part of.

Andy Norrie is a Toronto Police Service Inspector. Contact him at Andrew.Norrie@torontopolice.on.ca for more information.

TWO-WHEELED SPRING FEVER

Motorcycle safety means awareness

by Andy Hertel

Well here we go again! The melting snow and warming temperatures signal the return of motorcyclists. Some are prepared and equipped to deal with the uncertainties they will encounter on the roads but others are not.

Riders eager to start where they left off in the fall all too often neglect to give their bikes a once over before answering the call of the open road. After months of inactivity, motorcycles can develop a bit of a flat spot on the tire, air pressure has a tendency to drop and levers can become tight and difficult to operate.

The other uncontrollable variable in this equation is the rider, who is a year older and likely to have slightly slower reflexes.

Spring is not kind to ill-equipped bikes and unprepared riders. Roads are likely to still be covered with salt or sand and there's often cracks and potholes due to the beating by snowplows and harsh weather.

Fluctuating temperatures in early spring can hide treacherous layers of black ice. Temperatures can range from very cold to almost warm over just a few hours. Add in the effects of windchill and spring can be the perfect storm.

Riders need to be aware and prepare proactively. Reactive maintenance or "wish I had" ride planning may be living (hopefully) proof of the effects of bad decisions and judgment.

Bikes offer only a single track for stability and control and even this is done on just two very small pieces of rubber making contact with the road. Think like a commercial vehicle operator. Their livelihood depends on safe, road worthy vehicles and circle checks are just part of their everyday routine.

Motorcyclists should follow their example. Do a quick pre-ride check of your bike before each ride and continuously monitor key needs. Find an acronym or some kind of "Zen" to help engrain safety as second nature. T-Clocs is just one example.

- T** – Tires need to be inspected for air pressure, sidewall cracks, flat spots and uneven wear.
- C** – Cables, hoses and throttle should be visually inspected for cracking and smooth operation.
- L** – Lights. Check high and low beam, turn signals, brake lights and, while you're at it, hit the horn.
- O** – Oil and fuel. Also check other liquids such as brake fluid, coolant and differential oil.
- C** – Chassis, including suspension and drive components (chain, belt or shaft).
- S** – Stands. Make sure the side and/or centre stands won't let your bike down.

Note and plan for anything that looks like it will need attention. Don't wait until a tire blows or the drive chain comes off (or worse, breaks).

A general inspection of the bike should include making sure the steering operates smoothly and a check for anything that doesn't look right. If you are unsure, err on the side of caution and get it checked out. Your life may depend on it.



Bad signs

Police tend to regard a bike as unsafe when they see only one wheel on the ground or when the operator is not seated (forward!) with their feet on the pegs and hands on the handlebars. A bike may also appear unsafe if it's moving faster than the rest of the traffic. To the average citizen, anything that just doesn't look right may appear to be unsafe. It's quite simple. If in doubt, don't do it.

"Loud pipes save lives," claims the old adage about motorcycles. The idea is that car drivers will, without question, hear a motorcycle approach, move over and, as a gesture of thanks, give the rider a "Queen's wave" as they move safely past.

The reality is that loud pipes accomplish only one thing; they make a loud noise.

Unfortunately, they don't warn drivers that a motorcycle is approaching because they are most audible AFTER a rider passes a car. No study has conclusively shown that loud pipes reduce accidents.

Loud pipes do upset neighbours in the early morning or late evenings. They are also very effective at attracting the attention of local police officers who are itching to try out their new sound measuring devices. They're also popular (and profitable) with aftermarket parts dealers.

Motorcycling relies on a combination of skills and co-ordination – and that comes with practice and experience. A rider develops muscle memory only through repetition, the same way one learns to play the guitar or properly hit a golf ball.

We can read about it, watch self-help videos and talk to friends but until we get out there, strumming the chords, hitting a ball or safely avoiding that car that just turned out in front of you is really just theory.

The best advice is get some training, take some time to learn and ride safe!

Andy Hertel is the chief instructor and manager of the Humber College Motorcycle Rider Training Program. He has been riding street bikes since 1982 and training motorcyclists since 1994. Contact: andy.hertel@humber.ca.

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A CRIMINAL COMPASS



Halifax company takes on Internet crime analysis

by Hayley Fox

Preventing and detecting crime, identifying risk factors, solving criminal activity in a timely fashion, managing tight budgets with limited human resources and juggling competing interests are challenges law enforcement faces in the struggle to make and maintain safe and healthy communities.

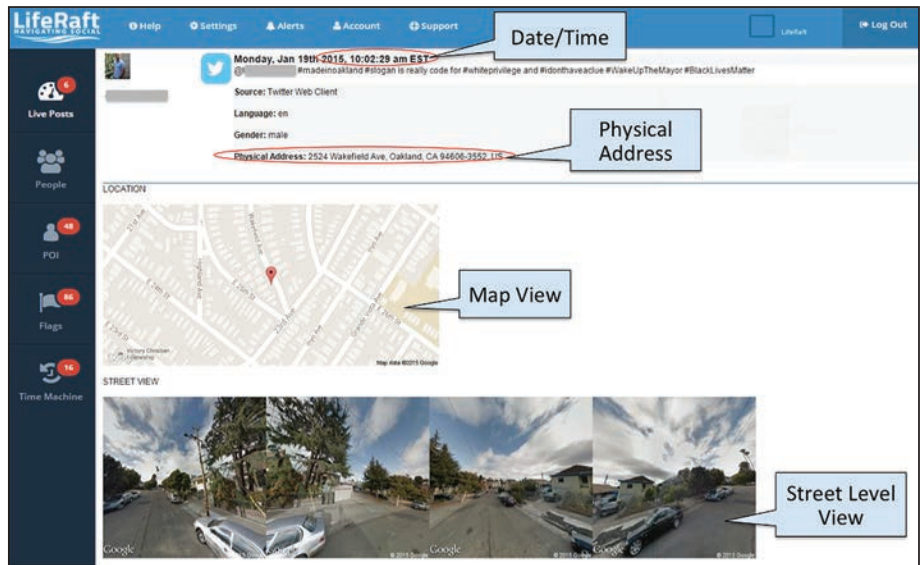
We have all been witness to tragedies where social media formed a material component. There are countless examples where telltale signs and red flags were posted on various social media sites before the event. Recently an assailant posted his intentions on Instagram in the morning and shot two NYPD officers later that day.

There is a growing trend for perpetrators to boast of their plans or actions online. As a result, there are large amounts of public information available on social media that can assist law enforcement in tracking and disrupting criminal activity. It is often difficult, however, to filter the vast amounts of unstructured data and unearth the relevant information.

Many police agencies recognize the value of online monitoring and use social media regularly, filtering the data manually. This is an exhausting and time-consuming process that requires enormous budgets and person hours.

Technologies are now available to automate this process and instantly alert law enforcement about posts of interest within predefined areas, thereby identifying actionable intelligence.

When investigating a viable social intelligence platform, an important factor to consider is the breadth of coverage. Currently there are more than 1.35 billion Facebook users and over 500 million Tweets per day. Instagram is the preferred photo-sharing site, with 300 million active users, while Yik-Yak is the up



and coming campus social platform, used in more than 1,600 universities.

These social channels represent a small percentage of the social media landscape and all present heavy demands on law enforcement resources.

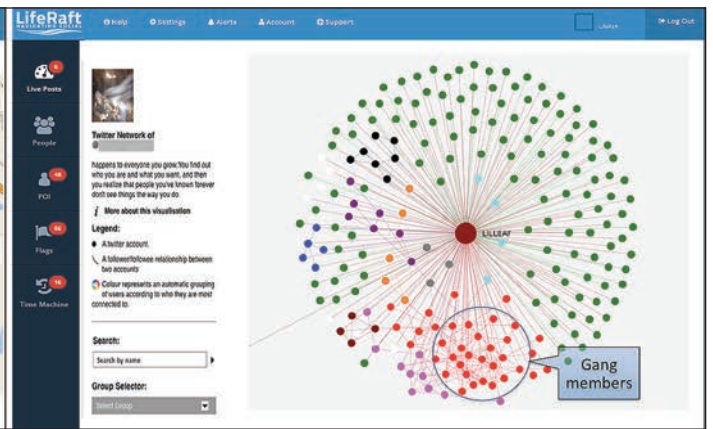
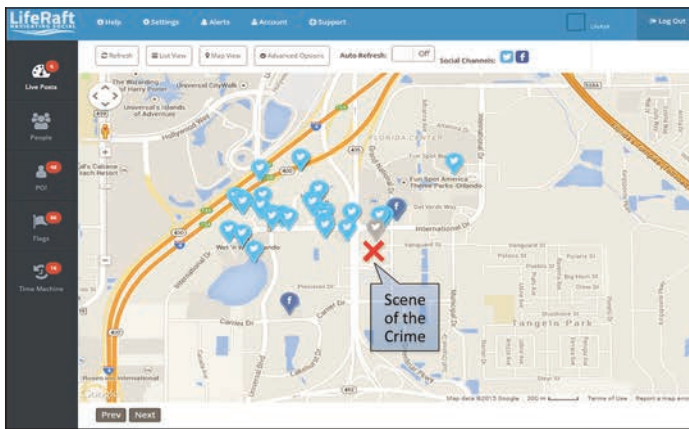
Consideration must also be given to the number of available channels that a solution covers, as well as how much data is actually being pulled from those sources. For example, having access to the full Twitter Firehose (all Twitter content) is a requirement for investigations, rather than a marketing solution which provides a sampling.

The right tool allows you to separate useful information from the noise and pull relevant posts that do not include geo meta-data but still infer location based upon content. With the majority of posts not

containing precise location or geo meta-data, this advanced filtering minimizes the risk of missing relevant posts.

Most social media monitoring tools are designed for sentiment analysis, used to deliver brand marketing information to help a company grow a product's presence and customer base. Law enforcement requires a more granular approach for more speedy and surgical investigations. The gold standard in social media monitoring solutions will allow you to gather intelligence based upon a combination of keywords/terms and location to highlight conversations of specific interest.

For example, viewing 5,000 social media posts made in a jurisdiction over the course of an afternoon is not helpful or meaningful; however, having these filtered to 35 posts that



match your exact search criteria is actionable intelligence. These same platforms should identify the author of the post, mark them as a target and capture their historical and ongoing social activity. Solutions dedicated to law enforcement should also allow investigators to further uncover, explore and analyze known associates and their group relationships.

Another key component available is an investigative tool with the ability to do an historical search by recreating an event from a social perspective, as if it was known that it would happen. The capture of social media posts in a designated area over a short timeline identifies potential witnesses or accomplices that you might otherwise not

have known of, as well as the commentary around the event.

Social media has evolved to form part of our cultural DNA and therefore investigators and analysts must integrate this into their investigative processes and efforts to control criminal activity. Using the described technology is the way to accomplish this task in an organized and efficient manner.

“Social Media Intelligence tools might save investigators and analysts thousands of hours of work,”² the Georgia Bureau of Investigation stated. We can no longer simply ignore social media monitoring and need to welcome the new investigative approach of Social Media Intelligence.

¹ Feinblatt, John (2014-12-13). “The number of school shootings since Sandy Hook is higher than you think.” MSNBC. Retrieved 2015-01-19

² A copy of the GBI social media policy entitled “Guidelines for the Use of Social Media by the Investigative Division” is attached as Appendix B to the Global Justice Information Sharing Initiative, Developing a Policy on the Use of Social Media in Intelligence and Investigative Activities: Guidance and Recommendations (February 2013), 29-35

Hayley Fox is the marketing manager for LifeRaft Navigating Social, a company specializing in the development of social media data mining software. Visit SocialLifeRaft.com for further information.

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TEACHING THE CANADIAN WAY



Psychologist from Red Deer teaches L.A. recruits when to use force

by Kim Brunhuber – CBC News

Jogging across the academy campus in central Los Angeles, the city's freshest police recruits already fit one Canadian stereotype: they're unfailingly polite. They stop walking in the presence of an actual police officer and address even journalists as "sir."

Unbeknownst to them, the LAPD recruits are being guided in part during their six-month training by Canadian values and ideas.

During the next six months, they'll learn a variety of skills, like how to keep their police car on the road while chasing suspects, how to fire their weapons, and, most importantly, when to fire them.

At a time when police shootings are in the spotlight in the United States like never before, Canada has a surprisingly large role to play in the U.S.'s third-largest police force.

'It comes from Canada'

Joe Johnson has been a tactical instructor for 21 years. Seven years ago, Johnson



was asked to change his training course to put more emphasis on critical thinking and abstract ideas like community values. At first, he says, he resisted because he was worried it would make his recruits soft. But now he's fully on-board.

"Trust me, the training is better," Johnson said. "It is constitutional policing at its highest level. So the fact that it comes from Canada? We'll take it!"

Luann Pannell joined the LAPD several years ago and has now become its director of training. She instructs everyone from new recruits to senior officers. She believes she is the first psychologist to head the training division of an American police force. And certainly, she says, she's the first Canadian.

"I think I get to bring a new perspective," Pannell said. "I think in Canada there is a lot of emphasis on community and I think at heart we really do want to serve the community. Maybe when you live through a Canadian winter you know that the human spirit can persevere," she said with a laugh.

Some of the principles she's teaching were borrowed from her Canadian colleagues. She uses the RCMP's incident management model known as CAPRA: Clients / Acquire & Analyze / Partnerships / Response / Assess. Even though fighting crime in Canada and the U.S. can be dramatically different, she says, she saw value in the RCMP's approach to community policing.

"There's very few agencies that are

A Concrete Surprise

MONTRÉAL – The RCMP busted a major organized crime ring in Montréal, dismantling a cocaine trafficking scheme that used sophisticated chemistry to conceal the drugs in asphalt.

Fifteen arrests were made in the Montréal area, with some who were already in jail.

In a press release, the RCMP said the arrests were the second phase of a larger investigation they began in 2010. One of the cocaine seizures made during this investigation uncovered an unusual method to hide the drugs.

The suspects used an advanced chemistry process called “molecular docking.” This method would chemically bind the drug with the asphalt in order to smuggle large quantities of cocaine into the country. A chemist would then extract the drug out of the asphalt.

RCMP spokesperson Sgt. Luc Thibault said they have never seen such a sophisticated method to smuggle in drugs. Thibault added that the Canadian Border Services Agency was instrumental in uncovering the scheme when

they made a seizure in September 2011 at the Trudeau airport.

Border officers were suspicious of an unusually large commercial shipment of asphalt. They seized the bags totaling 700 kg and took a closer look at the cargo. The bags contained a grainy black and white asphalt mixture, which they later discovered included cocaine.

The cocaine shipment came from Colombia and passed through Mexico, said Jacqueline Roby, a communications officer for the CBSA. The border officers used a special chemistry tool used to detect narcotics and explosives.

The RCMP said the network was trafficking drugs in the Montréal area, as well as in the Atlantic provinces. Investigators were targeting the leaders and key players forming the Silvano cell.

This cell was linked to two major traditional organized crime cells, the Bastone and De Vito cells, that were dismantled in a round-up in June 2014.



doing the same volume and level of training that we are, who are faced by the same number of things that we are,” Pannell said. “They have to train for all different kinds of scenarios as well. So we appreciated the breadth of what they had to train to. We had the opportunity to go up to the RCMP and look at how they were integrating training.”

RCMP model focuses on real-life situations

Another change Pannell based on the RCMP model: less classwork, more realistic and complex problem-solving.

“What we saw at the RCMP as well is just the effort on scenario-based training and problem-solving training where you put people in scenarios first. There’s a lot of learning to be done once you’ve kind of messed up a traffic stop. How do we learn from these mistakes?”

LAPD Chief Charlie Beck says things used to be completely different when he was a cadet.

“When I went through the academy, everything was compartmentalized,” he said. “Now, recruits are trained the same way they operate in the field: in teams.”

“Training the whole person rather than training on a specific task, training so that the constitutional policing and use-of-force policy and all the things that are important to the public are contained in every exercise and everyone is graded accordingly.”

‘Why did you fire at him?’

Cadets are put through a \$17,000 interactive video simulator, which runs through scenarios featuring a variety of suspects and assailants. In the scenario I tried, a suspect with a shotgun refused to drop his shotgun. Even though he hadn’t pointed it at me, I shot him.

“You fired at him,” Johnson said. “Why did you fire at him?”

“He seemed like a threat,” I replied. “Did I fail?”

“I’m not going to tell you what to do,” Johnson said. “My job is going to be to teach you department policy. That’s what I do with the recruits. I teach them department policy. If they understand policy, they will be the one to make that decision when and if to use deadly force.”

It’s a lot to learn - and in not much time. Pannell and her team only have six months.

(April 9 2015 - CBC News)

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RNC UNITES TO HELP RETIREE

by Danette Dooley

Retired RNC Constable Aiden Kenny was left paralyzed from the chest down in a car crash on the Trans Canada Highway in 1987. His only means of transportation and independence was an accessible van. Despite his injury, Kenny returned to work and retired in 1998.

When members of the RNC Veteran's Association heard that his van had given up the biscuit late last year they decided to do something about it. Ret. RNC Sgt. Bob Escott, president of the Veteran's Association, presented Kenny the keys to a brand new wheelchair accessible van March 20.

Escott told the standing room only crowd how the project had come about.

"On Feb. 5, Eric Keating, a retired staff sergeant of the RNC, issued a 10-33 (officer requires assistance). He explained the situation and that retired Cst. Aiden Kenny was in need of a handicapped access vehicle," Escott said.

Escott and Keating raised the matter at an association breakfast the next morning and the association immediately set out to raise the money. Helping those who need help in the policing community is what police officers do, Escott said.

"Being a police officer is not a job, it's a way of life... It's who you are. You always look after your own."

The day after the breakfast, Keating and retired Sgt. Paul Dawn showed up at Escott's home with a wheelchair accessible van and asked him what he thought of it.

"I said, 'It's nice.' They said, 'Why don't we buy it?' I said, 'Are you crazy?'" Escott recalled with a chuckle.

The members decided the idea was not only sensible but doable and raised the \$47,000 needed in just six weeks.

Escott thanked all those who contributed to the purchase – including numerous local businesses and several regions of the International Police Association.

Dep/Chief Ab Singleton thanked the

association for initiating the project. The initiative is a great example of just how deep the roots of the police force are within the community, he said.

"Aiden retired in 1998... Over 50 per cent of the force would not be in the force when he left, but the number of younger officers that showed up that night (a fundraiser at Bridie Molloy's club in downtown St. John's) to show their support... and people who supported it by buying and selling tickets – it's just so good to see."

Kenny went through two wheelchair vans since the crash, said wife Jeanette, and lost much of his independence after the second one, which was 12 years old, broke down for good in Nov. 2014.

"Something as simple as just going to a barbershop, that's not something he could do on his own (without a van). So this has given him his life back. It's given me my husband back. There are just not enough words for me to let everyone know how we really truly feel about this."

Kenny said she wasn't surprised that her

husband's former comrades and current day friends would be so kind to buy the vehicle. However, she said, she's surprised that the project came to reality so quickly.

The project snowballed, she said, once word got out about the fundraising efforts on her husband's behalf.

"Eric Keating started the ball rolling without our knowing. He knew Aiden is a laid-back kind of guy and would say 'No, that's okay.'"

During the presentation at RNC headquarters, Kenny sat in his wheelchair facing the large crowd that filled the room: family members, retired and rank-and-file officers, civilian members, RNC brass, members of the public and media and others who gave to the project and wanted to be there to see Kenny accept the gift.

Kenny thanked Keating, ret. S/Sgt. Paul Dawe, Escott and Escott's wife Helen, a ret. RCMP civilian member who worked as spokesperson for "B" Division for many years – and everyone else who donated.

"This fundraiser was absolutely amazing, totally overwhelming... I'm still finding it hard to believe," Kenny said.

"I just want to say thank-you very much. You've not only given me a means of transportation but you've given me my freedom back – and that is something that is priceless," an emotional Kenny said.

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



At Left: (L-R) RNC D/Chief Ab Singleton, Ret. Sgt. Robert Escott, Ret. Cst. Aiden Kenny, Ret. S/Sgt. Paul Dawe and Ret. S/Sgt. Eric Keating shortly after Kenny was presented with his new van. **Above:** Retired RNC Const. Aiden Kenny with his new van.

BLUE LINE NEWSWEEK

Leadership Award recipient fundraising for lifejackets



It has been almost five years since two northern Ontario friends drowned in the same week, but for OPP Sergeant Marty Singleton, it feels like just yesterday.

Singleton hopes to mark the anniversaries of the deaths of Clayton (Beef) Windigo Jr. and Const. Bob Mainville of the OPP by raising donations to purchase 1,000 life preservers for northern Ontario First Nations people who spend much of their time on waterways.

"You can't change the past, but you can hopefully do something right now to be positive about the future," Singleton said in an interview. "I would love to be able to help other communities, to save some lives."

The cost of living is high in northern First Nations communities, and families often scrimp on things they don't think they really need – like life preservers, said Singleton, who's originally from the Eagle Lake First Nation on the Canadian Shield, southwest of Dryden.

Many of the communities he polices are remote, fly-in communities where there are few first responders, vast waterways and frequent drownings.

The life preserver fund is called "Remember Your Lifejacket Fund" at TD Bank Account No. 6499635.

(Toronto Star)



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Developing future police leaders

by Anthony Normore, PhD,
Mitch Javidi, PhD,
Terry D. Anderson, PhD.

Highly competent law enforcement leadership is urgently required. Leaders are closely scrutinized and expected to behave credibly, competently and to inspire those around them to do the same. Failing to do so has resulted in serious financial and human resource liabilities.

More than 50 per cent of leaders derail, according to studies, and only 34 per cent of employees are fully engaged, 50 per cent are completely disengaged and seven per cent are engaged by their job but not by their organization.

Honest, trustworthy, and competent leaders drive many results, but most cannot build strong teams and develop a healthy organization that delivers reliable results, which is what everyone knows is required for success both now and in the future. That is why there is an immediate need to take Credible Leadership seriously.

Critical skills lacking

Based on our observations and many studies, too many leaders lack versatility in the ways they approach people, situations and ethical dilemmas. They find it difficult to identify and name the skills that they lack. Most policing agencies don't have a leadership competency list that defines how leaders are expected to perform. That is why they don't know what training they need.

Deficits in self-management, interpersonal communication, problem management, team development and consultative skills account for many of the most serious problems they face.

The primary reason for this lack of specific leadership skills is that few leaders (or people who want to be) have had an opportunity to accurately pinpoint their strengths and needs for training or coaching. Credible Leadership addresses these issues head on and provides immediate solutions.

Leadership programs usually focus on theories or the "big" things that need to be done to face the difficult challenges of leading



success and change – but the programs end and most people who finish them don't get any coaching to become better at what they have learned.

Strengths, skills and outcomes

Credible Leadership focuses on the "big" issues but also on how leaders can inwardly examine and prepare themselves for these challenges and develop five sets of skills to immediately enhance their performance:

1. Self-mastery;
2. Interpersonal communication;
3. Problem management and coaching;
4. Consultative skills for team and organization development;
5. Versatility skills for optimal performance.

We have observed that the strongest leaders develop from the inside out, then learn skills that enable them to effectively perform what Kouzes and Posner (in *The Leadership Challenge*) identified as the five practices of exemplary leaders:

1. Model the way;
2. Inspire a shared vision;
3. Challenge the process;
4. Enable others to act;
5. Encourage the heart.

Results

The results leaders have learned to achieve in Credible Leadership include:

- Reducing liabilities by refining ethical decision making and judgment skills;
- Developing competence and performance in self and subordinates;
- Developing and exercising emotional and social intelligence;
- Building a high performing team;
- Building a leadership and learning organization to optimize leadership;
- Building a culture of continuous improvement and collaboration;
- Designing and implement strategy;
- Effectively communicating strategy to employees and;

- Reducing crime through innovative crime reduction initiatives.

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"I have to say that I am incredibly impressed with the calibre of this material," commented retired RCMP Commissioner Beverly Busson. "The clusters are so well put together and concise, with one important point per module. Skills that are often taken for granted are covered, which I feel is so important in policing as some feel that these "skills" are not police centered.

The discussion motivates introspection at every level and offers thought provoking ideas from a 360-degree perspective of self-investigation.... This is the best and most comprehensive training I have seen and I applaud all who have been involved."

Busson is a commissioner on the Criminal Justice Commission for Credible Leadership Development at the International Academy of Public Safety (www.cjccld.com).

Credible Leadership is published by the International Academy of Public Safety. Contact Dr. Ken Keis at ken@crgleader.com or Dr. Terry Anderson at DrCoach@iapsinc.com for more information.

Québec to create own firearms registry

ALL APPLICANTS MUST COMPLETE THIS PAGE

FIREARMS REGISTRY

Québec

PART A: PERSONAL INFORMATION * See instructions on left page.

1a) Last name	1b) First name	1c) Middle name	2. Language <input type="checkbox"/> English <input type="checkbox"/> French
3a) Have you ever changed your name (including marriage)? <input type="checkbox"/> No <input type="checkbox"/> Yes If yes, indicate previous names (last, first and middle) and dates (Attach a separate page, if necessary)		3b) Previous last name	3c) Previous first name
4. Gender <input type="checkbox"/> Male <input type="checkbox"/> Female	5. Eye colour	7. Telephone number and time when you may be contacted Home: () - () - () Cell: () - () - () <input type="checkbox"/> day <input type="checkbox"/> evening	
* 8a) Residence address - Street / Land Location		8b) Apt. / Unit	
8c) City		8f) Postal / Zip code	
* 9a) Mailing address (if different from the residence)		9b) Apt. / Unit	
9c) City		9d) Postal / Zip code	
10a) Date of birth (Y-M-D)	10b) City / Province / State / Country	11. If you were born in another country, were you admitted to Canada in the year	
12a) Have you ever had a Firearms Certificate (FAC) or a firearms licence? <input type="checkbox"/> No <input type="checkbox"/> Yes If yes, indicate your number (if known)		12b) Province of issue	
* 13a) Type of identification	* 13b) Province / State / Country of issue	* 13c) Identification number	

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Less than two hours after the Supreme Court of Canada ruled in March that the federal government has the right to destroy long-gun registry data collected in Québec between 1995 and 2012, the province announced it would be moving ahead with its own registry – with or without Ottawa’s help.

Provincial Public Safety minister Lise Thériault was unequivocal during a press conference in Québec City, promising that the legislative base for a provincial registry would be in place by the end of this parliamentary session. That legislation will, in turn, set up a timeline for the establishment of the new registry.

Based on a unanimous motion passed last fall in the National Assembly, the bill is expected to be supported by all opposition parties. Both Québec Solidaire and the Coalition Avenir Québec reaffirmed their support.

“We remain convinced that the daily use of a tool like this one is necessary to facilitate police investigations and interventions,” said Thériault, adding that the most recent statistics suggest that the federal long-gun registry data was consulted an average of 900 times a day.

“Our first objective is the registration of firearms with the goal of better protecting citizens and police officers,” the minister said.

She was careful to add that a provincial registry is not designed to limit hunting activities in Québec or to crack down on lawful gun owners.

Based on “conservative” estimates, a provincial registry will cost at least \$30 million to set up, but Thériault acknowledged that number could fluctuate.

“You have to take the time to draw up the legislation, table the legislation, adopt the legislation, all of that. You have to understand that it can’t be done overnight.”

Québec fought for the right to keep the federal long-gun registry data linked to 1.6 million rifles and shotguns in the province for three full years. But the Supreme Court of Canada sided with Ottawa in a close 5-4 decision and brought an end to the legal wrangling. The three Québec judges on the court were among the dissenters.

The federal records, dating back to 1995, are expected to be destroyed almost immediately, as mandated by federal law. According to Thériault, the decision was an unexpected setback for the province, which had genuinely hoped to win the case before the country’s highest court.

“You argue before the courts to win, you don’t argue to lose,” she said. “We fought. We lost. Fine. We roll up our sleeves and we move forward.”

(Montréal Gazette)

A roadmap to the psychologically disordered

TITLE: *Dealing with the Mentally Ill Person on the Street: An Assessment and Intervention Guide for Public Safety Professionals.*

AUTHOR: Daniel Rudofossi

REVIEWER: Antoon A. Leenaars

Many people make significant contributions to established fields of service such as policing and psychology, but few are vouchsafed to work, contribute and, most important, teach students in both fields.

New York's Cop Doc Daniel Rudofossi is the real deal. Sgt. Dan was a sworn police officer and police psychologist with the NYPD. He understands the mentally ill person on the street and on the couch. In his new book, Rudofossi explicates an assessment and intervention guide for public service professionals, earning an A+.

Rudofossi writes about the problems the mentally ill encounter and the difficulties in everything from suicide prevention and intervention to incidences of police brutality and even murder. (As with psychologists, there are a few bad cops.)

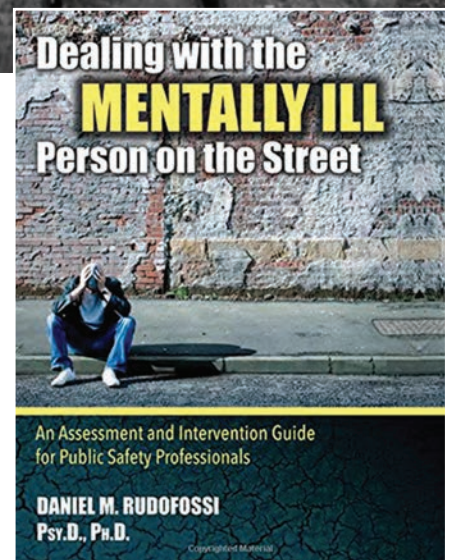
Almost daily we read in the press about traumatic confrontations between police and civilians, including some which turn deadly. Unlike the press, Rudofossi supports police officers and helps to build resilience towards what he has called 'racism' towards police, to the point of a mentally ill person killing officers (think Mayerthorpe) and even their families. Like any good clinician, he ends his book with self-esteem (hardiness) building.

"Outsiders such as the media folk, politicians and legal counsel are likely to be unaware of the real world you are called on to respond to," writes Rudofossi.

The mentally ill present a vast array of divergent 'worlds.' How do you approach them? Although Rudofossi does not think you have to be a psychologist/psychiatrist, he helps readers to better understand each unique individual.

There's Tara, an oppositional defiant – conduct disordered teen; Mrs. Jones, a complex trauma/grief senior; Mr. Green, who is paranoid; Mr. Honey Poney, who has an addictive personality disorder; Joe Doe, who has a bipolar-disorder and Jason Shin, who is schizophrenic.

There are many more unique people with mental (brain) disorders. (As an aside, the brain is in the anatomy book). The key, says Rudofossi, is "understanding" each uniquely (being person-centered [oriented]). His advice



is to stop, pause, & listen! (Don't jump to conclusions.)

Although I cannot repeat all the helpful facts, I will paraphrase a few thoughts on Shin because people with schizophrenia are so different from you or I. Rudofossi suggests that you watch Rod Sterling's *Twilight Zone* to learn about the surreal. Unlike the Hollywood presentation, schizophrenic people experience true horror – forever. The key is psychosis, which is defined simply as the inability to discriminate between real and unreal (yes, you might be the "Devil"). It is madness, often with paranoia, resulting sometimes in suicide, homicide and/or suicide by cop.

Rudofossi advocates the use of redirection and "verbal aikido."

"You are the police," says Shin. "You're here to take me away from my dad, and you are the Devil's sister, right?... You and Yogi Berra want to melt me away like the wicked witch into the Atlantic Coast."

If you want to know what to do and say next, this is your book.

"This down-to-earth guide will help you achieve a lower likelihood of danger and loss of limb and life by officer and civilian alike," writes Rudofossi.

From my years of working in forensic cases such as suicide-by-cop and teaching, including at the Ontario Police College, I know that officers will like this book. They are committed to doing their duty the best that they

can and are eager for state of the art "tools" to deal with the mentally ill – Rudofossi calls this "understanding."

Rudofossi gives public safety professionals effective roadmaps to wisely respond to the psychologically disordered. I predict that this book will save the lives of both officers and the mentally ill.

Dr. Antoon A. Leenaars is a Windsor clinical and forensic psychologist who has worked extensively with police services throughout Canada. He is the author of, among other books, *Suicide and Homicide-Suicide Among Police* and *Suicide Among the Armed Forces*. Contact: draalee@sympatico.ca.

HAMILTON, ON – Hamilton police followed not crumbs but coins to nab a suspect in a bakery theft.

Investigators say a bakery in the city's east end was broken into around 11 p.m.

Police didn't find a suspect at the scene but they did stumble upon a series of clues – a trail of "unique" coins leading from the shop to a nearby address.

Police say a suspect was found at the end of the currency path, along with property from the bakery including an undisclosed amount of cash and more of the coins.

...

BROCKVILLE, ON – Repeated cries for help prompted neighbours in a Brockville, ON, apartment building to call police.

When officers arrived at the building they too heard the voice calling out for help, and then found the apartment it was coming from.

Once inside, they discovered a parrot repeating the word "Help." It wasn't an early April Fool's prank.

The parrot's owner unintentionally left the front door intercom on in the apartment, allowing the parrot's cries for help to be heard throughout the lobby.

Police say it was a false alarm and the parrot was not in need of help.

(CFJR)

...

PORT AUX BASQUES, N.L. – A Newfoundland man made it easier for police to arrest him for impaired driving.

Members of the Port Aux Basques RCMP say they saw a man sitting in his car in the detachment's parking lot at about 6 p.m.

When they approached the vehicle, they found open liquor inside and the driver was showing signs of impairment.

Police say samples of his breath indicated that his blood alcohol level was nearly four times the legal limit.

...

BERLIN – A car caught cruising the streets of a sleepy east German village on a sweltering summer's day sported a decidedly unorthodox feature: a pool filled to the brim with water.

German police say a motorcycle cop first became suspicious when he saw water sloshing out of a car as it rounded a corner Snear Blauenenthal, about 250 kilometres south of Berlin.

Then it passed him, and he couldn't believe his eyes when he saw four men, including the driver, splashing about in swim trunks in the open-top BMW.

Realizing they'd been spotted and with the officer in hot pursuit, the men drove to a parking lot, fled the car and jumped into a nearby river, although one later returned to claim his clothes.

Police found that the car had been converted

into a swimming pool on wheels, sealed with synthetic material and filled with 2,000 litres of water, according to Spiegel Online. It also had a wooden railing and cheap floral decorations, and attracted so many spectators that the officer had to call for reinforcements.

Spokesman Frank Fischer said police were investigating whether the driver was drunk. He said the vehicle itself 'probably didn't have a road permit.'

...

BLACK DIAMOND, AB – He was drying off his freshly washed car.

That's what the Alberta man told Mounties when they stopped him doing 180 kilometres per hour south on Highway 22 south of Black Diamond, AB.

RCMP say the judge fined the 67-year-old driver, who lives in the area, \$800 and suspended him from driving for 45 days.

...

VERNON, B.C. – Some arrests take diligent police work and hours of painstaking investigation, but an RCMP officer in Vernon, B.C., is boasting about a collar that was practically phoned in.

The Mountie was watching as a 48-year-old woman walked into the detachment in the

North Okanagan city to pick up some paperwork related to a prior drug charge.

A closer look determined she was carrying a cellphone in her back pocket, which is a breach of her court-ordered conditions. Not surprisingly, she was arrested. That's when a further search turned up five pre-packed bags of cocaine.

The confiscated phone rang several times as customers tried to place orders for the drugs, but there's no word if officers were taking messages.

(CKIZ)

...


MONTREAL – It was an alleged fecal felony, with a plodding police pursuit.

A Québec man is accused of dumping heaps of manure into his ex-wife's jacuzzi and onto her doorstep in the wake of a marital rift.

An ensuing low-speed police chase with the man's tractor has swamped him in an even deeper legal mess, with four criminal charges.

Québec provincial police were called to a home in Ste-Emelie-de-l'Energie on a mischief complaint. Sgt. Gino Pare, a spokesman for the force, said they found the man raising a stink with a tractor.

Police tried to head him off with their patrol car, which got hit.



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STRESS INOCULATION

Facts and falsehoods in preparing the “Bulletproof Mind”

by Mark Giles

It was an energizing day of learning for soldiers, police and emergency responders in southwest Ontario – one that highlighted the importance of mental resilience and stress inoculation, while debunking myths surrounding perceptions of post-traumatic stress disorder (PTSD).

Sponsored by the Canadian Forces Liaison Council, the International Association of Firefighters, My Dental in Niagara Falls, and Beckett Personal Injury Lawyers – and hosted by the 31 Canadian Brigade Group Battle School – the dynamic seminar, held at Fanshawe College in London on March 21, was a rare training opportunity for attendees.

Billed as one of the world’s foremost experts in the field of human aggression and the roots of violence, retired U.S. L. Col. Dave Grossman – a former U.S. Special Forces officer and West Point psychology professor, and the author of *On Killing* and *On Combat* – delivered a high-energy seminar on the “Bulletproof Mind” to an eager audience.

Myths and manipulation

Protecting us overseas and at home is a stressful business, he said – one that sometimes leaves physical and mental wounds. Mentally, these experiences often result in post-traumatic stress, and – in some cases – PTSD.

With considerable passion, Grossman emphasized, however, that the facts are being distorted regarding the prevalence and impact of PTSD. Referring to U.S. veterans, he highlighted that while research shows that “30-40 percent have some symptoms of PTSD,” some reporters and media agencies have subtly manipulated the findings – removing the word “some” and instead going with “30-40 percent have symptoms of PTSD” or, worse yet, reducing the findings further to simply “30-40 percent have PTSD,” which is a gross distortion of the facts.

It’s a simple headline, and might make a good news story, but it’s not true, he said – emphasizing that having some symptoms does not necessarily mean one actually has PTSD.

Re-experiencing an event is not PTSD, he explained – one needs various symptoms that last at least a month before even considering a diagnosis.

“You’re allowed your own beliefs; you’re not allowed your own facts,” said Grossman.

Treatment and post-traumatic growth

Lots of people experience post-traumatic stress – not that many have PTSD, he said. For those that do, there is excellent treatment available and he stressed that we should make sure they get the help they need so they can get better.

Emphasizing strongly that military, police and emergency responders can recover from PTSD, he lamented how “Hollywood,” the media and others – even, perhaps, some mental health professionals – have fostered a sense of pity, suggesting the problem is much larger than it is and a lifetime condition. On the other end of the spectrum, some veterans can be hesitant to get help, feeling it’s a sign of weakness.

“No pity party, no macho man,” said Grossman.

While again encouraging those who need help to ensure they get it, he added that “for most people, post-traumatic stress becomes post-traumatic growth,” which is far more common – and they become stronger for the experience.

“A small percentage need help, but most are just fine,” he said.

Stress inoculation

Suggesting that resiliency is the term for those who don’t get PTSD, he spoke extensively to the importance of preparation throughout the seminar.

“Stress inoculation is the single biggest advancement on the battlefield since gunpowder,” said Grossman. “Develop now the will, the resolve to survive.”

Grossman said that stress inoculation helps prevent PTSD and requires taking care of

ourselves mentally and physically, so we can develop the resilience needed. This includes getting enough sleep in sleep-friendly conditions – in a completely dark room and without distractions.

“Sleep deprivation puts enormous stress on our minds and bodies,” said Grossman. “There is nothing macho about going without sleep.”

Noting that a lack of sleep is a major cause of ethical failures, he also pointed out that sleep deprivation is also a major factor in suicide – and the number one factor in suicides and PTSD.

“Suicides are up because sleep deprivation is up,” he said.

Train as you fight

Focusing on the importance of “training as you fight” – doing in training what one would do in a real situation, to ensure proper actions and reactions in emergency situations. Grossman explained that proper training prepares soldiers, police and emergency workers for the realities they face, increasing the likelihood they’ll react well under stressful conditions.

“We don’t rise to the challenge, we sink to the level of our training,” said Grossman.

Highlighting the importance of preparation and prevention, Grossman emphasized his key message in an interview with CBC Radio after the seminar.

“The foremost thing I want them to take away is to be forewarned and forearmed,” he said.

Grossman highlighted this message throughout the day. Wrapping up the seminar with



Retired U.S. Lt. Col. Dave Grossman – a former U.S. Special Forces officer and West Point psychology professor, delivered a high-energy seminar on the “Bulletproof Mind” to an eager audience at London’s Fanshawe College in March.

considerable passion and energy, he commended the audience for its service to society as members of a group that our nations and communities depend on to protect us in violent times.

“Our enemy is evil, our cause is just; our sacrifice for a noble and worthy purpose.”

Mark Giles is Blue Line’s correspondent for public and media relations. Currently on a military leave, serving with Canadian Joint Operations Command, he is the manager for safety and security with Transport Canada’s Communications and Marketing Group in Ottawa.

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Status quest shouldn't be power trip

I seem to spend a lot of time helping to select and hire people for various jobs in the police world; new officer candidates and people looking for promotions or special assignments, for example. Other times it is in the psychology world – psychologists looking for new jobs or first jobs. In my personal life, I helped select a new music director/conductor for an orchestra I play in.

All these selection processes typically begin with the question, “Why do you want this job?” Very often, the answer begins with lies. No one ever says “I am desperate for money and would take anything at this point,” “I like the idea of never being able to get fired and having a good benefits package” or “I think I am hot shit and like the status that comes with the job.” In fact, we would likely hold such answers against a person – even though we all know they’re true.

The desire for money and financial stability are pretty obvious and we take them for granted. Everyone needs basic security to provide for their needs – housing, food, fancy electronic devices – and so they can raise children also able to afford fancy electronic devices. (I sometimes wonder whether Maslow would have included “fancy electronic devices” somewhere between safety needs and self-actualization if he had developed his hierarchy of needs in the 21st century, but that’s another story.) It almost goes without saying that people want jobs – any job – because they will earn money.

What about status? Is the drive to attain status a good or bad thing? Is it inherent in all or are only some of us “status-driven?”

There has been some dispute about this in the psychological literature. Some people see status as an offshoot of other motives like power and financial success. Other researchers have noted that some of the things that go along with status actually make us less happy in the longer run and would argue that the desire for it is actually an indication of psychological maladjustment. If status leads to unhappiness then it would not be a basic human drive because fundamental drives are, by their very nature, adaptive. (That’s why we have them.)

So is the desire for status a fundamental human motive? Cameron Anderson and his colleagues at UCLA Business School¹ looked at the evidence. Cutting to the chase, their conclusion was that the desire for status is indeed fundamental. They suggest that there are three essential components to status:

- First, it involves respect and admiration;



people afforded high status are usually held in high esteem by others;

- Second, it involves voluntary deference; people afford high status to others by deferring to them and complying with their wishes and demands without threat or coercion;
- Third, status is conferred upon someone when doing so is perceived to have instrumental social value – in other words, if it serves some purpose of mine, I will confer status on you.

Status is generally conferred as part of a social exchange. People confer it on another with the goal of receiving assistance of some kind or getting help to attain their own goals. If I’m concerned that I will do a poor job giving a speech, I will seek out a person whom I believe to be a good speaker and request their guidance. By doing so I am conferring some higher status on that person – otherwise, why would I ask them?

The individual must possess two characteristics in order for me to confer status on them: they must appear to be competent (e.g. actually are good at whatever it is I am asking them about) and they must be willing to help me. If I think they will roll their eyes and walk away from me, I am not likely to ask for help – and unlikely to see them as holding any desirable status. Both characteristics are important because status is essentially a social exchange.

You can’t “get” status. People have to give it to you. You might have a position or job that appears like it should come with

status – prime minister, physician, police officer, minister –but status is about perception. If people don’t feel like you are there for them and able to help, you don’t get it. This likely explains why politicians are often held in much higher esteem before they are elected than after. When you promise stuff, people think you can help. When you don’t deliver... not so much.

Needless to say this is a gross oversimplification, but you get the idea.

Status is related to power – a key issue in policing. Power can be defined as the ability to influence others through control of resources or the capacity to punish them. Power grants you the ability to force your will on others and compel acquiescence – but power and status are not the same. People defer to others with perceived status because they WANT to; they defer to people with power because they HAVE to.

The aforementioned article goes on to talk about the relationship between status and belongingness, group norms and social hierarchies, dominance, socioeconomic status and other factors. The authors conclude that status is a fundamental drive, different from all these other motivations – and that seeking status might just be a good thing. Some studies have suggested that people who seek higher status will work harder at attaining skills and becoming competent; they try to help others and be more generous. They may also be more competitive – which can be a good or a bad thing.

Seems to me that in policing, status can be far more useful than power in many cases (although needless to say, both have their places!). It is hard to argue against people becoming more skilled and helpful. It is also hard to argue against anything that will make people want to comply and thus reduce the necessity to exercise power.

Mind you, I have noticed that sometimes people get lost in their quest for status and end up in the “exercise of power” camp. Too bad. As noted, both are useful – but it’s worth remembering that they are not the same!

¹ Cameron Anderson, John Angus D. Hildreth & Laura Howland (2015). Is the desire for status a fundamental human motive? A review of the empirical literature. *Psychological Bulletin*, <http://dx.doi.org/10.1037/a0038781781>

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



There will be stress

Policing is ranked one of the most stressful jobs. In a recent study, 96 per cent of Canadian police officers reported moderate to high levels of stress in their work.¹

When you consider that most officers work for 25-30 years, it is alarming to consider the toll that chronic stress could take. The stress of police work can be categorized as critical incident stress, secondary traumatic stress and organizational stress. I'll discuss each of these in turn.

Critical incident stress is actually a misnomer. A critical incident such as an officer-involved shooting or assault is a traumatic event, not a stressor. Stress and critical incident stress are not on a continuum because they involve different physiological responses.

Stress can be understood as pressure while a critical incident stress involves fear. Critical incident stress activates the fight, flight or freeze response from our primitive brain, which entails changes in breathing, redirection of blood flow and shutting down some bodily functions to preserve energy for fighting or escaping.

Critical incident stress interrupts your brain's ability to receive, code, store and retrieve information. This explains the PTSD symptoms of flashbacks, intrusive images and thoughts. Similar to a stress response, critical incident stress also bathes your system in stress hormones.

The fight, flight or freeze response and the surge of stress hormones are adaptive at the time of the event but problematic when they continue because the brain keeps reminding you of the event with PTSD symptoms.

When these responses continue, it creates a chemical change in your body that wreaks havoc on your health, interrupting sleep, decreasing mood and pleasure in activities, increasing bodily pain, impairing the immune system and increasing glucose, which heightens the risk for diabetes and the chance of heart disease.

Sounds pretty scary, right? Thankfully, you can take measures to interrupt this process before it impacts your health. Critical incident stress does not always lead to PTSD. In fact, usually it does not. The steps you take immediately following the critical incident can promote your recovery. Unfortunately, the stigma of getting help, the culture of "sucking it up" and the lack of education on these matters have prevented many from effectively managing their critical incident stress until it begins impacting their health.

The recovery approach is multifaceted. First, it's important to take care of the body and offset the surge of stress hormones with exercise, proper nutrition, sleep and activities that increase your dopamine (feel good chemical) levels. Watch a funny movie or do anything

else that makes you laugh or lifts your spirits.

Next, look at how you are thinking about the critical incident. Are you blaming yourself or replaying the event to get some sense of control over what was outside of your control? These kinds of thoughts are destructive and will not make you a better officer at the next call.

Identify the thoughts that are pulling you down and determine a more realistic evaluation of the situation. If the incident had happened to someone else, what alternative evaluation would you suggest to them? It's oftentimes helpful to think of how we would interpret the event when someone else is involved. We tend to be far more critical of ourselves.

Lastly, if you are having flashbacks, nightmares, intrusive images or thoughts, see a counsellor who does EMDR (discussed in my January 2015 column) so that you can properly store the event in your brain to stop episodes of re-experiencing.

Secondary traumatic stress can be likened to death by a thousand cuts. Seeing others suffer every day can take a toll on your health and view of humanity. You might feel a sense of responsibility to save others from their misery or you could go the other way and emotionally disengage because it is too overwhelming to think of their unfixable suffering. This can be a problem because it's hard to disengage emotionally at work and then emotionally re-engage when you get home.

The tendency is to stay numbed out, sometimes using alcohol to maintain that feeling. Since secondary traumatic stress is chronic, the chemical changes I described following re-experiencing a critical incident are the same, resulting in multiple health problems. The antidote is also the same – attending to your physical health, watching how you think about the events and possibly even receiving treatment if you are re-experiencing the stress.

Organizational stress is actually the most

troubling of the three stresses discussed. It tends to be relentless – paperwork, scheduling issues, unsupportive policies and procedures, lack of influence over your work....

Police officers don't expect to be dealing with organizational stress. They worry more about the bad guys and traumatic stressors and are surprised to find that the organizational hassles are more damaging to their morale and sense of purpose in their work. It's hard to deal with a stressor you're not prepared for.

Agencies don't exactly provide support and education on how to deal with organizational hassles. Failure to manage this stressor can result in burnout, marked by cynicism and emotional/physical exhaustion. Managing it involves:

- 1) Anticipating its inevitability;
- 2) Accepting it as a part of the work instead of fighting with it as something that must go away; and
- 3) Finding meaning in your work independent of these hassles.

Focus on what you do control and don't fight what you don't and you will be more constructive in directing your energy.

Stress in police work will not likely ever lessen so it is vital that officers improve their strategies for coping to promote their well-being. Police agencies would also be well-advised to take measures to enhance their officers' stress management strategies with additional support and education.

¹ Duxbury, L. & Higgins, C. (2012) Caring for and about those who serve: Work-life conflict and employee well-being within Canada's police departments. Commission for Public Complaints against the RCMP.

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@blueonline.ca.



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The challenges of policing border areas



The final version of an in-depth analysis of the history, current and future state of cross-border communications between Canadian and US emergency responders focuses on first-responder communication issues.

A joint effort of the Canadian Interoperability Technology Interest Group (CITIG) and US National Public Safety Telecommunications Council (NPSTC), the report was published in March.

Subtitled: *“Barriers, Opportunities, and Solutions for Border Area Emergency Responders,”* the reports intent is “to clarify legal and regulatory policies, identify best practices and examples of interoperability excellence, and advance specific recommendation to enhance public safety communications at the national border.”

Lack of direct peer-to-peer communications is related mostly to regulatory and technological barriers that cause personal risk to emergency responders and often reduces response times and effectiveness.

Long border

The Canada-U.S. border stretches for 8,891 km and is the world’s longest continuous straight international boundary. There are many instances of cross-border emergency responder interaction on a daily basis.

A large percentage of Canada’s population lives within a fairly narrow geographical strip next to our southern border with the US. South of the 49th, the population is generally less concentrated.

There are large adjacent metropolitan communities but most border areas are small, sparsely populated, mostly-rural municipalities that are often under-equipped and under-resourced to deal with

large-scale emergencies.

Whether rural or municipal, most jurisdictions have mutual aid agreements with neighbours. Many government agencies, such as hydro-electric authorities and others, also rely on mutual aid agreements.

During the forest-fire season for example, it’s not uncommon for fire-fighting crews from one province or territory to travel across the country, to the US or even further afield to provide short-term assistance.

Cross border

Mutual aid and spontaneous assistance requests become much more complicated and time-sensitive when they involve crossing the border.

Not only does the border present a challenging physical and jurisdictional barrier, it also presents a long list of other challenges, mostly to do with communications or the lack thereof.

One of the primary goals of the report is to help agencies work together towards making cross-border communications work at the operational street level.

To be the most efficient and effective, emergency responders need to be able to communicate directly with one another. Voice communication is most critical, but data and video communication is also becoming increasingly important.

The report also deals with the policies, procedures and actual mechanics of enabling efficient and speedy cross-border travel for emergency responders.

Radio

Radio frequencies and channels and the licences to use them, along with regulatory rules and restrictions, add to the complications.

To prevent radio interference between agencies there are restrictions on the power of radio transmissions within 120km of the border. These can interfere with normal operations by reducing range or even causing radio dead-zones. The RCMP even put a transmission tower on the US side of the border to prevent dead-zones on the Canadian side.

Emergency responders crossing the border to provide assistance often lose contact with their dispatchers because of the range limits caused by the lower power output restrictions.

Since Canadian and US emergency responders are only licenced to use radio frequencies in their own countries, agreements need to be put into place to allow them to legally use their radios on the other side of the border.

The ongoing switch to digital and encrypted voice-radio communications creates an additional layer of complexity when it comes to interoperability.

Disaster examples

When the 74-car freight train destroyed the downtown of Lac-Mégantic, Québec on July 6, 2013, mutual-aid agreements were already in place and fire services and other emergency-responders from the largely rural eastern townships responded.

Seven departments from the Franklin County, Maine fire department made the 50km+ trip to help control the inferno. As you can imagine, this required co-ordination between both Canadian and US border agencies and sharing of radio equipment.

In another recent incident along the St. Lawrence River, New York’s Fort Covington Fire Department (FCFD) was dispatched to a call for a snowmobiler that

had gone through the ice on the river near Dundee, Québec.

An airboat from the Hogansburg/Akwesasne Tribal Fire Department in Québec was sent to assist with the rescue attempt. The St. Anicet (Québec) fire department also responded and when the airboat arrived the FCDC handled the rescue, first taking the victim to the Canadian side and then by ambulance to a US hospital. The Canadian victim was accompanied across the border and to the hospital by a US Customs and Border Protection (CBP) agent.

One can only imagine the challenges in both incidents because none of the emergency responders could communicate directly with cross-border peers. The Canadian and US 911 operators spent the entire time managing the emergency response by telephone and their respective radio systems, creating a high potential for miscommunication and dangerous delays.

Report recommendations

Much work was put into preparing the report and its recommendations and information about how to improve the situation. Among the recommendations:

- Distribute the report to all stakeholders.
- Brief the joint Canada/US Communications Interoperability Working Group (CANUS-CIWG).
- Continue outreach and monitoring efforts by CITIG and NPSTC to all affected emergency response and government agencies and law makers.

Examples

The report contains numerous examples of best-practices, methodologies and excellence in cross-border coordination and communications. The CITIG web site contains a document library that supplements this report with policy, procedure, governance agreements and various current and historical treaties and agreements between Canada and the US.

Communications interoperability is a huge challenge and much work still needs to be done both at home and with cross-border challenges. Both CITIG and NPSTC have worked diligently to advance the multiple aspects of this critical issue by researching and preparing this report, which is available at www.citig.ca/cross-border.aspx.

The report is an interesting read even if your agency doesn't deal with cross-border issues because of its discussions of interoperability, policies and protocols already being championed across the country by various agencies.

Interoperability can be very complicated, but there is a lot of information already available that provides a good educational starting point. tion already available that provides a good educational starting point.

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

Association and Management face off over officer dismissal

A judicial review sought by Ottawa police in continued efforts to fire an incompetent officer has ruled that a civilian police commission's order to reinstate the officer was "perverse."

Constable Emmanuel Diafwila was ordered in March 2013 to resign in seven days or be fired in a rare case of "unsatisfactory work performance" under the Police Services Act, which governs officers in the province.

In March of last year, the Ontario Civilian Police Commission (OCPD) ordered that Diafwila be reinstated as a second-class constable after finding that the force didn't comply with its own policies before attempting to fire the officer. The commission found that the original hearing officer erred in both fact and law.

Chief Charles Bordeleau said the force agreed with and accepted the original hearing officer's decision. The Ottawa Police Association, the union that represents officers, appealed that decision to the OCPD, which overturned the conviction.

Under the chief's direction, the service appealed the commission's ruling through a judicial review, which was heard at the end of January. Bordeleau said his position on sentencing remains the same.

"I am seeking dismissal," he said.

The police commission initially ruled that the service breached its own established procedure on performance evaluation, that the hearing officer didn't address Diafwila's evidence or the evidence of his three witnesses in his final decision and that the hearing officer ignored important evidence.

In a 2-1 decision released in early March of this year, a panel of three judges ruled that the commission was over-enforcing a regulation that set out what needed to be done by the police force before an officer could be fired for their on-the-job performance.

"The Commission's reversal of the hearing officer was the product of its unreasonable construction of the regulation, which resulted in its failure to give due deference to the hearing officer's findings of fact," the ruling says.

"The Commission's decision was intelligible and transparent but it was not justifiable. It imposed a number of confusing and impossibly demanding preconditions that the law simply did not require. The result was perverse."

The ruling also found that the hearing officer didn't ignore the evidence, he simply didn't mention portions of it in his decision



because it wasn't relevant to whether Diafwila could independently properly perform his job.

Diafwila was hired in 2006 and, in total, received about 1,100 hours of training over several years — more than double the amount given to new recruits.

A coach officer specifically assigned to get Diafwila up to speed testified at his hearing that, in theory, Diafwila seemed to have knowledge of police protocol but was unable to execute it. He used leading questions when taking statements from witnesses, interrupted witnesses instead of listening to their stories and failed to get enough background information, once even overlooking important witnesses and having to return to interview them.

There were other issues, too. Diafwila stood too close to an agitated man, placed a woman resisting arrest on her face in the back seat of the cruiser, stayed in his car to write a report instead of backing up another officer who pulled over a vehicle at 3 a.m., couldn't properly work handcuffs and didn't stop at stop signs when responding to calls.

The Ottawa Police Association is seeking leave to appeal the judicial review. The union's position is that the issues involved in Diafwila's case are systemic and it would like the service to have procedures that it must follow before being able to levy a similar charge against another officer.

Diafwila had been suspended with pay from December 2011 to March 2014, when he was reinstated as an officer. He has since once again been suspended with pay from active duty.

(Ottawa Citizen)



No privacy interest, no search

A passenger did not demonstrate his privacy interest in a vehicle so there was no “search” and a gun found under the seat was admissible, Ontario’s highest court has ruled.

In *R. v. Steele*, 2015 ONCA 169 a police officer stopped a vehicle at 2 AM to check for proper documentation and driver sobriety. Although she could see a driver, the officer could not tell the driver’s gender or skin colour, nor could she see whether there were any passengers.

While approaching the driver’s door she noticed there were four black men in the car, including the accused seated in the front passenger seat. She called for back up and three other officers arrived and stood at each of the vehicle’s other doors. When asked, the driver produced the ownership papers and several expired insurance pink slips but not his driver’s licence. He said the car belonged to his friend’s mother.

Although co-operative and making efforts to find proof of insurance, he appeared nervous. Steele, sitting in the front passenger seat, also seemed nervous and had been hunched over with his hands underneath his seat, as if trying to hide something. The officer asked the driver if he would like her to help find the valid insurance slip and he agreed.

The other occupants were asked to get out of the car while the driver remained. The officer went to the front passenger side of the car, knelt on the ground and looked inside the glove box for the insurance slip, without success. As she rose to leave, she saw part of the butt and barrel of a gun in plain view on the floor partially under the front passenger seat. The gun was loaded and a prohibited semi-automatic.

In the Ontario Superior Court of Justice it was agreed that Steele’s mother owned the car and had lent it that day to the driver and Steele. The judge concluded that the initial stop was authorized under Ontario’s Highway Traffic Act, which permits random stops to check driver and vehicle documentation and driver sobriety. He also found this legal authority gave police officers the power to search the vehicle for proof of insurance and that Steele had no standing to challenge the driver’s consent to the search.

Furthermore, there was no evidence of racial bias or racial profiling as alleged. The officer could not see the race or gender of the driver, nor any other occupants, when she saw the car. She only determined the number of occupants and their race after she stopped it. As well, when she went to the front passenger side and looked into the glove box, she was

“intent on finding that valid insurance slip.”

Finally, even if there had been a Charter violation, the evidence was admissible under s. 24(2). The judge found that Steele knew the gun was there, tried to hide it from police and exerted a measure of control over it. He was convicted of possessing a loaded, prohibited, semi-automatic firearm.

Steele challenged his conviction to the Ontario Court of Appeal arguing, in part, that the gun was found during an unreasonable search because it was not authorized by law, the driver’s apparent consent was insufficient and the police stop and subsequent search was partially motivated by racial bias. Thus, the gun should have been excluded as evidence under s.24(2).

Reasonable expectation of privacy

A person’s reasonable expectation of privacy depends on the totality of the circumstances, including the accused’s presence at the time of the search; possession or control of the property or place searched; ownership of the property or place; historical use of the property or item; ability to regulate access, including the right to admit or exclude others from the place; the existence of a subjective expectation of privacy; and the objective reasonableness of that expectation. The court held that Steele lacked a reasonable expectation of privacy in the car:

In the circumstances of the present case, the accused did not have a reasonable expectation of privacy in the car. The accused was a passenger in the vehicle at the time of the search, and he was authorized by his mother, at the very least, to be a passenger in the vehicle. However, the accused’s degree of possession or control, historical use or ability to regulate access to the vehicle is unknown.

In general, it would be objectively reasonable for an individual using a family member’s car to have a reasonable expectation of privacy in that vehicle. Here though, the accused did not identify himself as a person to whom the car had been loaned, and he did not indicate his connection to the vehicle’s owner. He was only a passenger in a vehicle driven by another person who claimed to have borrowed the car.

Further, the police had no reason to believe that the accused had any connection to the vehicle other than as a passenger. Moreover, the driver was attempting to produce required documentation to police, and had apparent control of the vehicle. Under these circumstances, there is no basis for a person in the accused’s position to have subjectively expected privacy in the vehicle [paras. 19-20].

Since Steele had no reasonable expectation of privacy, there was no Charter “search” and therefore no s. 8 breach. It was unnecessary to address the issue of consent to search or to determine whether police conduct was reasonable. The court did note, however, that there was no Ontario statutory authority permitting a search of the vehicle for proof of insurance.

“Some provinces explicitly authorize the search of a vehicle where an officer has reasonable grounds to believe that the vehicle is being operated in violation of regulatory requirements,” said Justice Pardu, speaking for the court.

“However, neither the Highway Traffic Act nor the Compulsory Automobile Insurance Act... contains any such provision that is applicable in this case.”

Racial bias

Steele submitted that police stopped and searched the car because one or more of its occupants was black. In his view, this was a random vehicle stop without any apparent driving misconduct, the four occupants were black and there were some inconsistencies between the officer’s trial evidence, her notes and previous testimony that suggested the stop was racially motivated.

Although a stop or search motivated by racial bias or racial profiling will breach the Charter, the trial judge did not err in finding no such motivation. The officer gave evidence about when she first saw the vehicle and when she realized that one or more of the occupants was black. There was no basis to interfere with the trial judge’s findings of fact that the stop and search were not racially motivated.

S. 24(2) admissibility

As for the admissibility of the evidence under s. 24(2), even if there had been a Charter breach the trial judge did not err in concluding that the gun should not be excluded.

“Even if the accused had had some expectation of privacy in the vehicle, it was highly attenuated,” said Pardu.

The officer acted in good faith. The trial judge found that she was not undertaking a search for evidence of a crime, but was attempting to help the driver find proof of insurance. She asked the driver if he wanted her help, and looked in the glove box in reliance on his consent. The societal interest in a trial on the merits was substantial. The gun was highly reliable and probative evidence unaffected by any Charter breach.

Steele’s appeal against conviction was dismissed.

The whole is greater than the sum of its parts

In assessing the legality of an arrest, the factors forming its basis are to be viewed cumulatively, not in isolation.

In *R. v. Italiano*, 2015 ONCA 179 a police officer had previously received general information from two confidential informants that a man named Michele Santonato dealt in large amounts of cocaine and operated out of a Toronto house. Police watched the house and saw the accused Italiano enter and leave a few minutes later carrying a distinctive looking shoebox – red and white with stripes.

Police followed when he drove away. About 15 minutes later, Italiano stopped his car. The other accused, Abdul-Hamid, got in, sat in the passenger seat for about two minutes and then exited with the shoebox and left in his own car. The police followed Abdul-Hamid, arrested him at gunpoint and searched his car. They found the shoebox, which contained one kilogram of cocaine.

In the Ontario Superior Court of Justice both men challenged Abdul-Hamid's arrest and subsequent search on the basis that the arresting officer lacked reasonable and probable grounds. Thus, the search incident to arrest was unlawful and the evidence should be excluded under s. 24(2) of the Charter.

The trial judge disagreed, finding the arresting officers had sufficient reasonable and probable grounds based on the information that they received, as well as their observations and surveillance.

The information from the two confidential informants alone or the two confidential informants together but without everything else, would not be a lawful basis to arrest Mr. Santonato and that is not what is before me here. While the confidential informant information regarding Mr. Santonato is not compelling, it has elements of credibility and corroboration.

There is surveillance of Mr. Italiano, which was a reasonable step for the officers to make, from which they drew conclusions, and they did not act in terms of arresting anyone until they saw the handoff to Abdul-Hamid.

In my view, having reviewed all of the evidence carefully, the confidential informant information, as corroborated to some extent by the surveillance, adds a layer to what was observed by the police and provides a basis for reasonable and probable grounds to arrest Abdul-Hamid and I find that they had those grounds paras. 50-51, 2013 ONSC 1744.

As for the search incidental to arrest, it was validly conducted. There were no ss. 8 or 9 Charter breaches, the evidence was admissible, and Italiano and Abdul-Hamid were convicted of trafficking and possession of cocaine for the purposes of trafficking.

Both accused appealed their convictions to

Ontario's top court, arguing police did not have reasonable and probable grounds to arrest Abdul-Hamid and therefore the evidence ought to have been excluded. In a short endorsement, the Ontario Court of Appeal upheld the trial judge's ruling.

The trial judge found that during the investigations the officers involved in the arrest, including the arresting officer and the officer who had the tip from the confidential informants, were part of an investigative team conducting surveillance and they kept in contact by radio. He concluded that based on the information regarding Santonato and the officers' observations, the arresting officer was entitled to order the arrest of Abdul-Hamid. We agree.

In our view, the arresting officer had the requisite reasonable and probable grounds to conduct the arrest. In this case, the arresting officer ordered the [accused] Abdul-Hamid's arrest. At the time, this officer had received confidential information communicated through another officer that Santonato was a significant drug-dealer.

The arresting officer could rely on a

summary of the information given to him by the other officer in deciding whether he had grounds to make the arrest. Santonato was observed at 36 Celt Avenue. The accused Italiano went into 36 Celt Avenue and emerged a few minutes later with a shoebox. The shoebox was later seen in the accused Abdul-Hamid's possession. He took it in his car and then left. The arresting officer, who ordered Abdul-Hamid's arrest, made most of these observations in person, and was informed of the rest by his fellow investigating officers.

The Court must consider the totality of the circumstances to determine whether the constellation of factors taken together supports the officer's reasonable and probable grounds. We are satisfied that the evidence established the requisite reasonable and probable grounds relied on by the arresting officer to make the arrest paras. 6-8.

The appeal against conviction was dismissed.

Visit www.blueline.ca/resources/caselaw for complete cases. You can email Mike Novakowski at caselaw@blueline.ca

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DISPATCHES



Deputy Chief **Rick Lucy** has announced his retirement from the Abbotsford Police Department (APD) after 33 years. Lucy began his policing career with the APD in 1982 and held a variety of assignments within the organization, including seven years with the tactical team and as a critical incident commander and officer in charge of the emergency response team. Lucy is looking forward to new challenges as the adviser on policing and public safety with the City of Windhoek.



One of the longest serving members of the RCMP – who also happens to be one of only two livestock investigators in Alberta – is retiring. After serving 45 years and 192 days, Cpl. **Dave Heaslip** hung up his Red Serge on April 2. He says he was seven years old when he decided to join the force.



Halton police announced that after 31 years with the Halton Regional Police Service Deputy Chief **Andrew Fletcher** will be transferring to the South Simcoe Police effective June 1. Fletcher is leaving to take on new challenges and opportunities and will also serve as a deputy chief in Simcoe.



Superintendent **Kevin Thaler** has been named the new deputy chief of the Waterloo Regional Police Service. He is taking over from deputy chief **Stephen Beckett**, who is retiring after 35 years of service. Thaler joined the WRPS in 1988 as a cadet, and became a front-line patrol officer in 1990.



Calgary's former police chief has officially become the newest candidate for the Alberta Tories. Premier **Jim Prentice** announced in Calgary that **Rick Hanson** will represent the Progressive Conservatives in the riding of Calgary-Cross. Hanson announced last month that he was retiring after seven years as police chief.



Fellow police officers, City of Terrace officials, family and friends came together to honour a police officer killed 30 years ago. A large plaque with a photo and bio of Cst. **Mike Buday** was unveiled at a ceremony at the newly-named Constable Michael Buday Park. Buday, 27 at the time of his death, was shot at Teslin Lake by a 33-year-old recluse man that was living in the bush.



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Violent media theory

by Michael Soden

I am not a doctor, child psychologist/psychiatrist or social worker and this article is based purely upon observation, media reports, research and firsthand experience as a police officer. Now with that out of the way I'd like to pose this question: Why has child violence been increasing?

When looked at analytically and not with a monetary/political agenda the answer is very clear – VIOLENT MEDIA.

There have been hundreds of studies by people with a lot of letters after their names, and far smarter than I, either supporting or dismissing the violent media theory. One thing is quite clear – child violence is steadily rising and the level and amount of violence in all forms of media is also increasing. It is not as simple as that but the media is certainly not off the hook.

The bottom line is that we are a profit driven capitalistic society and violence – whether in TV shows, movies, video games or music – sells. Profits and demand drive the media, so responsible parents also share an equal amount of the blame and responsibility in the increase and glorification of marketable violence in our society.

Children today are given more freedoms and less responsibility and accountability. Discipline, especially physical, is at an all-time low.

How often have you seen a young child throw an explosive temper tantrum in public? The parent usually either ignores it or gives in, giving the child his or her way? The lesson learned: if I want something and am told “no,” acting this way will get what I want.

The primary job of parents is to raise and teach their children. An adult denied a raise doesn't drop to the floor and throw a temper tantrum, crying and yelling? They go back to the drawing board and try to improve themselves so they can achieve your raise.

Does a teenage boy whose girlfriend just broke up with him throw a temper tantrum to make her change her mind – or decide it's time to kill her and a bunch of other people? Most will take the rejection in stride and move on.

EUREKA! Are we starting to see some patterns here?

Parental responsibility, participation trophies, no child left behind, violent media, parental codling and the nest egg syndrome (adult children living at home) all share equal blame for the increasing child violence problem. Many parents genuinely try to provide a better life for their children and this is as it should be – but it should not be done by coddling and not holding them responsible for their actions.

Success is built on good behaviour and hard work, not entitlement. You can work hard, do everything right and deserve more than you

have but you still might not get it. Failure or not achieving your goals, even though it may be unfair, are facts of life. Sometimes life is not fair and you just have to keep trying. You don't quit and or go on a shooting spree.

Case in point: Elliot Rodger drove a BMW. He didn't have to earn anything and was never held accountable. His parents gave him everything... except a girlfriend, so he stabbed and shot people and ran them over with his car. This is not an isolated incident.

Child violence has been around forever. Columbine brought the active school shooter to light and was basically the 'starting point' for the modern era but there have been documented cases back to the 1800s. However, the number of cases, degree of violence and frequency has increase exponentially since Columbine.

The problem – children are protected and coddled more than ever yet simultaneously exposed to more violence. Parents try to give their children every advantage and protect them from all that's negative and bad (in theory, this is grand) – yet they give them video games that are all about killing and getting points for doing so.

While violent mainstream media has a strong causal relationship with increased child violence, the blame should rest solely on the family unit. It is the parent's choice to allow behaviours and not teach and hold their children accountable. It is far easier to pacify children with a video game than to take the time to work with them.

As parents it is your job/duty to raise your children correctly and within the socially acceptable bounds of society. The last time I checked it's not acceptable in any culture to go on a murder spree because your girlfriend dumped you.

Violence is part of human behaviour; it always has been and always will be a necessary evil and is sometimes a good thing.

You can't control what the media portrays, but you can control what your child (and you) are exposed to. It's not just children who gravitate toward violent media. Many adults like to get their adrenaline dump from the safety of their living room chair though media violence; some end up doing it for real.

This article is strictly my personal opinion and has no affiliation with any person or organization. For those in the encompassing public safety fields (military, LE, security, etc.), keep doing what you do and be safe. For the armchair video game tacticians and TV commandos, police are always hiring, but it is for real and dangerous out there. There is no reset button or replay.

Prince George's County Police **Sgt. Michael Soden** is an adjunct instructor with Maryland Police and Correctional Training Commissions.

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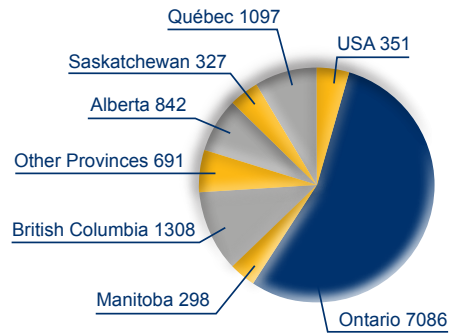
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