

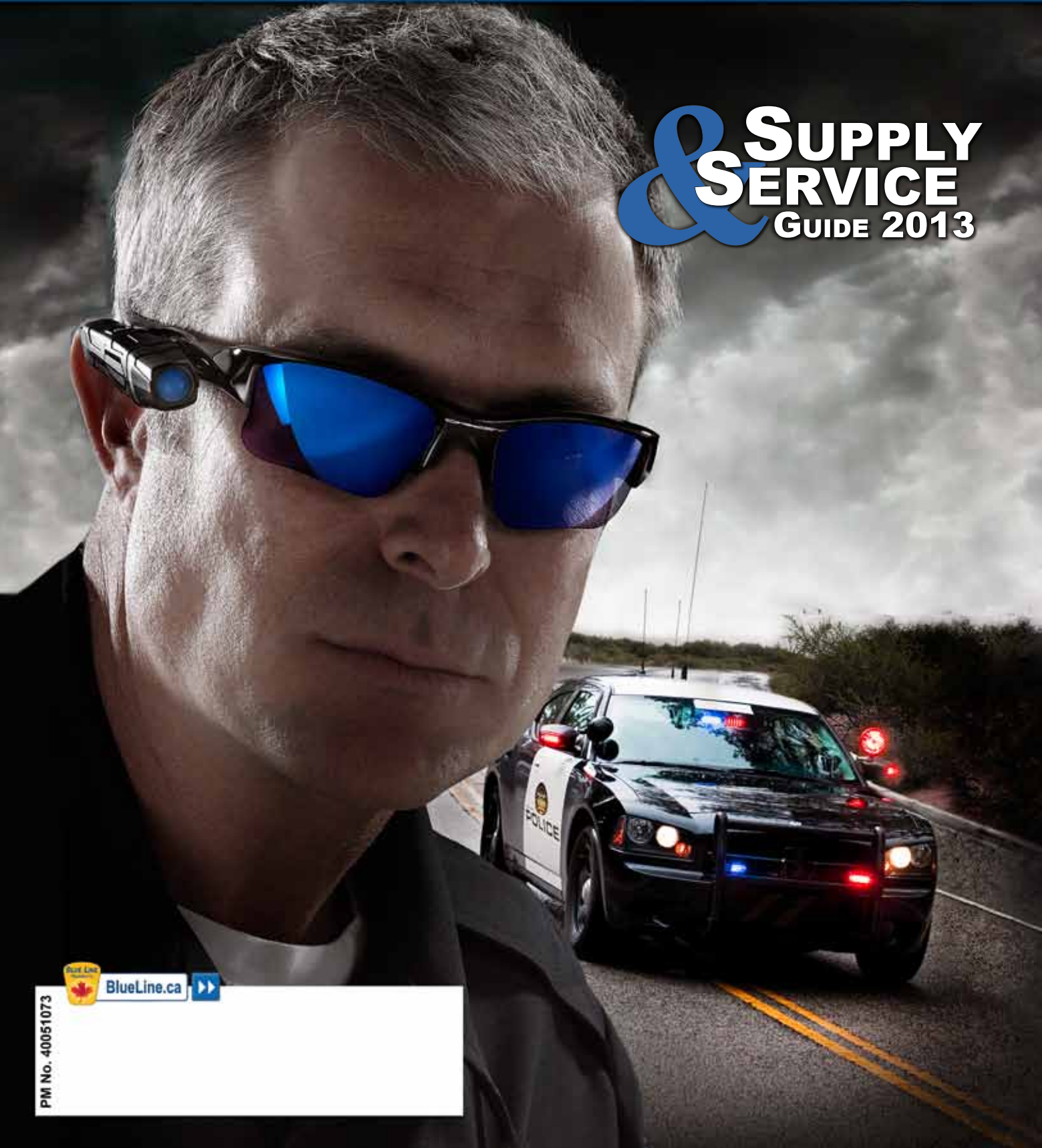
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Contents

BLUE LINE

February 2013 Volume 25 Number 2



Features

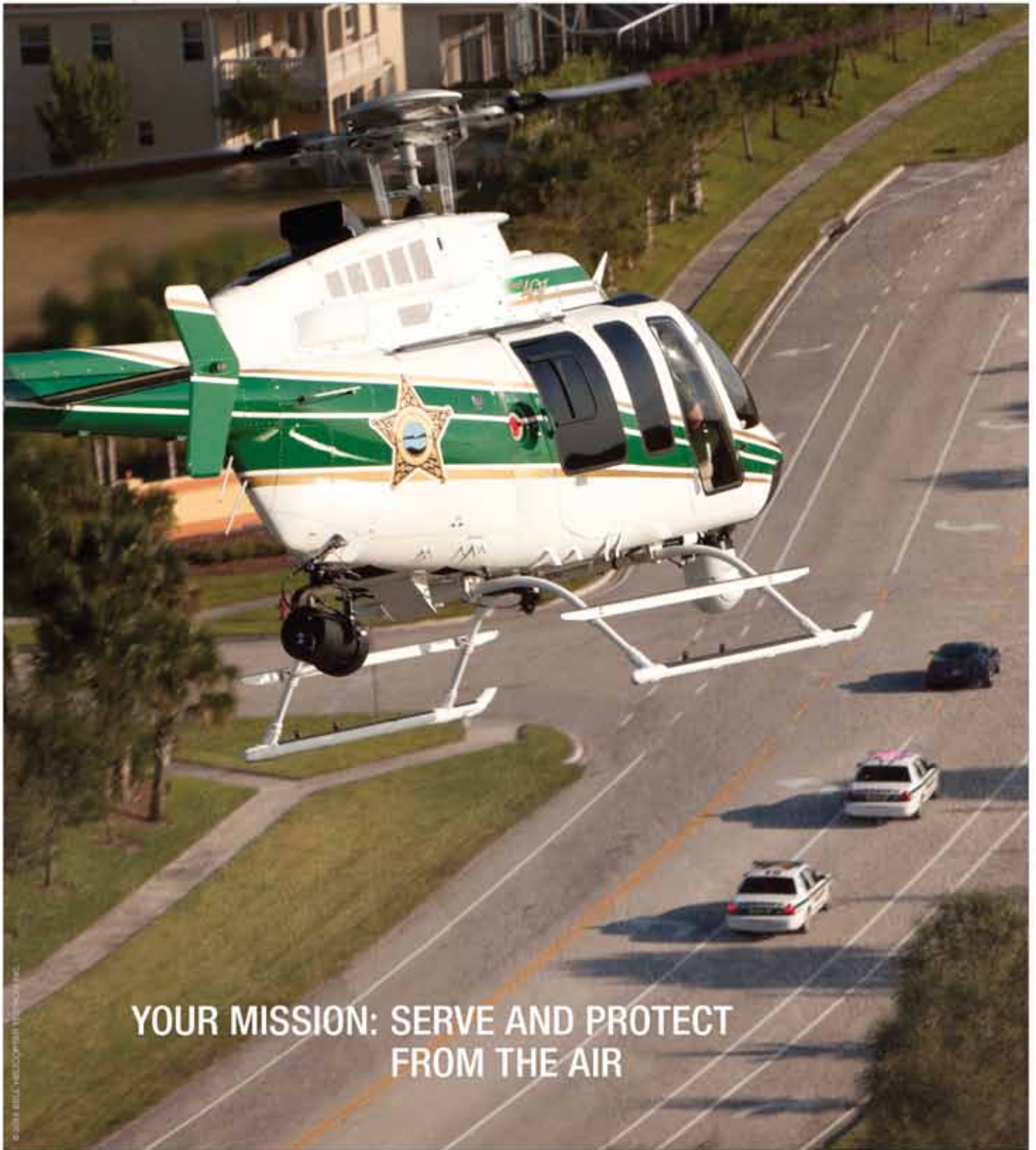
- 6 **Video Evidence on Patrol**
Your new silent backup
- 8 **Hamilton Police Go Live with Plain Language**
- 20 **Challenging Assumptions**
- 24 **Rising Above the Tragedy**
Remain vigilant and never stop learning
- 26 **Teaming up to Combat Illegal Guns**
- 28 **Compelling agendas**
Key strategies for successful joint forces operations
- 33 **Supply & Service Guide 2013**

Departments

- 62 Back of the Book
– *Taming the bear*
- 62 BlueLinks Advertisers Directory
- 61 Book Review
– *The politics of the people*
- 46 Deep Blue
– *There is no evidence CISD works*
- 22 Dispatches
- 48 Holding the Line
– *Wounded warriors; “that person is me”*
- 60, 61 Market Place
- 5 Publisher’s Commentary
– *Working in a micro environment with a macro vision*
- 54 Technology
– *“Print” your own guns*

Case Law

- 56 Reasonable suspicion must precede crime opportunity
- 57 Interview delay justified; detention not arbitrary
- 58 Remand did not renew right to counsel



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Working in a micro environment with a macro vision

Policing is all about an individual officer dealing with one problem at a time. This is a micro response. If a micro problem suddenly grows, the officer must have a macro system ready to respond.

As basic as this may sound metropolitan Vancouver's current system is a hodge podge and patchwork system of mixed jurisdictions overlaying mixed or absent capability. Accountability seems to go nowhere that the public can pin down and, unfortunately, the region is blessed with many people who may not like it but nonetheless tolerate it.

The ideal policing format is a large police service with strong community control and no political manipulation. These larger services must have the ability to function at the community level using the advantages that come with size, yet be able to deal with the smallest of needs. Is BC capable of delivering such a service? With the release of the *Pickton Inquiry Report* British Columbians must seriously grapple with this challenge.

Policing has never lent itself easily to simplification. The average citizen thinks of the military when they see police and their uniforms, guns and what appears to be exterior flak vests (only in Canada, I might add), but armies work in a macro environment with a macro vision.

In the grand scheme of things policing was originally designed to reflect the philosophy that smaller is best and non-military is even better. Sir Robert Peel had a revolutionary idea in the early part of the 19th Century – replace soldiers, watchmen and insurance societies with a police force made up of citizens from the community. They not only know what is going on but have a vested interest in keeping it safe.

Peel began with London and a large police service, which wasn't a paradox in his policing vision. His concept was revolutionary for the time and satisfied the needs of the industrial revolution. Great numbers of people from the country were being displaced to cities to work in the factories, foundries and commerce. With this unprecedented social upheaval came a more mobile society and large numbers of transient neighbours. Having home-grown cops who kept an ear to the ground was a distinct advantage in preventing crime.

If you live in greater Vancouver does this sound familiar?

The pressure is on in the Lower Mainland to create a unified police service, which would greatly benefit the greater Vancouver area. Currently it has macro problems with an

inconsistent micro response capability. The ideal for policing, as stated, is to work in a micro environment with a macro capability. This means working on a community problem but being able to call upon a greater capability to resolve it in a fast and efficient manner.

The Lower Mainland is in much the same state as the Toronto area in 1954, where the ability to handle small town issues was hampered by the need to respond to larger issues across broader areas. When serious problems crossed boundaries (such as rivers flooding after Hurricane Hazel), there was no unified public safety agency, common plans of response or even the capability to create one in advance. The biggest factors included how fast could officers be marshaled to work together, how consistent would their training have been and how well the chiefs get along.

In this day of terrorist threats, organized crime, social upheaval, traffic congestion and the potential for natural disasters, none of which respect boundaries, the greater Vancouver area clearly needs a unified police response. There must be just one command level, rule book, training manual, set of procedures and accountability level. Most importantly there must be no political interference other than what is necessary to make things happen.

A short time ago a BC politician was quoted as saying he was very pleased with the degree to which the provinces' various police departments worked together through their specialty inter-force squads. This reminds me of a comment about the differences between German and American engineering efficiency. It is said the Germans will build a machine to exact precision utilizing a maximum number of gears and everyone stands back and marvels in awe at how smoothly it all meshes together. An American will put two gears together, turn it on and get about doing the work it was designed to do.

Canada is a big country and the need for policing in any particular area must be based on that area's demands, geography, population and other related factors. Policing must be designed for optimum response balanced by maximum capability. Lower mainland British Columbia needs a micro ability with a macro capability. The BC Legislature is the only entity that can make that happen. All they need is understanding, vision and courage.



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Images Courtesy of Taser International

Your new silent backup

by Deepak Prasad

If a picture is worth a thousand words, what's a video worth?

Times have changed, society has evolved and technology has taken over. When we make an arrest, it's on YouTube within seconds; set up a checkpoint and it's on Facebook within minutes; make a mistake and it's on the national news within hours. In today's policing world we need to adopt what technology has to offer, changing and evolving with the times.

There has been a lot of talk about police-worn cameras used in the US. My goal here is to give you a truly Canadian perspective.

Recently, my partner and I responded to a disturbance call that resulted in a physical altercation. The incident escalated to OC failure and came to an end with the successful deployment of the conductive energy weapon (CEW). The best part was

the entire incident was recorded on my partner's body camera.

The physical struggle lasted only three minutes, but like any police struggle it felt like a lifetime. Trying to capture everything that happened as evidence was truly impossible. The human brain is complex, works in funny ways and is not perfect. This was the first night my partner wore his body camera and after the incident we sat down and reviewed the video in awe. We didn't remember some of the things we said and did. It was both amazing and reassuring to see our training take over in a high-stress incident.

The body camera significantly increased the quality of our investigation but also has the potential to give the public an unbiased view of what actually happened. We learned what worked and what didn't; this video improved us as police officers and as a police unit.

The use of cameras in our daily lives has become the norm. We see something we like; we take out our phones and take a picture of it. We can take a video clip and, within seconds, send it to a friend across the country – so why are we so afraid of it? In recent cases of alleged police misconduct, a three second video clip was the most powerful piece of evidence so let's use it to our advantage. We can show the judge and jury what we saw and what really happened and use the technology to re-build our public confidence and deal with the people who run to the media and

make false allegations.

A Canadian newspaper editor recently alleged police misconduct by a corporal who was trying to make our roads safer. The editor flat-out lied and used the power of the media, not to mention his elevated position within it, to broadcast a message designed to support his own personal cause. He tried to undermine the credibility of this police officer and the organization he represented. He lied about a person who leaves his family at night to protect the families of complete strangers. However, in this case, police fought back hard with video evidence from the corporal's patrol vehicle. Two words: case closed.

Video evidence is not the "new police thing." In Canada, video-recorded "KGB" statements (so-named after *R. vs B (K.G.) (1993) 1 S.C.R. 740* - Supreme Court of Canada) are expected by Crowns, defence lawyers and judges alike, particularly in cases of domestic violence.

US police agencies are far ahead of those in Canada in adopting variants of excellent evidence-collecting technology such as body cameras. I am glad that my partner, a traffic cop at heart, took the initiative and purchased a body camera with his own money. When our bosses read our reports Monday morning and reviewed the video, they realized there were no concerns, no risk of a public complaint and no risk to the police officers who responded or to the organization they represent.

We are always looking for ways to better serve our clients, the people that we swore to protect. During our disturbance call, we identified a male who initially claimed to be the victim in an alleged offence. He wasn't previously known to us and we later discovered he gave us a false name. After reviewing the video with our fellow officers, we identified him as a prolific offender with an extensive criminal history and a long list of conditions. Without video evidence, the investigators would not have been able to lay charges against him, thus failing to make the community safer. The public expects us to make our communities safer and I think it's fair to say that we need all the help we can get.

Let's face it; a police agency is considered a corporate entity. In any corporate world, we need to protect ourselves from civil liability. In the incident to which my partner and I responded, the male claimed police brutality. When we reviewed the video there was none, just a false statement that would have otherwise cost thousands of dollars to investigate. I have been involved in a public complaint and we all know that it's not a pleasant process. With video evidence, we can rest assured that the truth will prevail.

We really need to "jump on the bandwagon" with video evidence. This is the tool to help us re-build the public's trust, increase the quality of our investigations, prevent false allegations and even help us weed out those unfit to do the job.

My partner and I have had the opportunity to use both the dash cam and a body worn camera. While any camera is better than none, we both prefer a body worn camera. Its ability to document the entire course of contact with clients is truly amazing; it's not limited to the confines of a patrol vehicle and allows an officer to review the video and create a detailed report about the incident. Also, in my own experience, no matter what camera I used, the agitated client in front of me takes a step back and adjusts their behaviour when I tell them our interaction is being captured on camera. By calming the client, the camera creates a safer, less stressful environment for both of us.

Here is some food for thought; my police agency is teaching us a new way to write our reports by putting the human element back into the process. Well, with video evidence supporting our written reports and notes, we can achieve that goal. The old days of being able to "justify anything" are over. It's time we showed the public what we face every day; it's time that they saw the truth.

RCMP Constable Deepak Prasad is stationed to the Port Hawkesbury Detachment in Inverness County District. Contact him at deepak.prasad@rcmp-grc.gc.ca or 902 625-2220 for more information.



Body-mounted video pilots in Edmonton and Calgary

by *Lucas Habib*

Police in Alberta's two largest cities are testing body-mounted video (BMV).

The Edmonton Police Service (EPS) began a three-year pilot testing program in October 2011 while Calgary Police Service (CPS) is wrapping up a three-month pilot this month. The two services are testing different BMV units and will share information with each other as the pilots conclude.

EPS considered 16 different products before settling on Reveal Media's RS3-SX and TASER's Axon Flex. The RS3-SX is a chest-mounted unit which features a front-facing screen and fully articulated camera.

The Axon Flex is a marker-sized camera designed for mounting on Oakley sunglasses or a helmet. It is linked by wire to a control unit/battery pack, allowing a lower profile, pre-event buffer recording and capability to view recorded videos on smartphones via Bluetooth.

EPS has outfitted 22 officers with the RS3-SX. To date, the Axon Flex has only been tested in a controlled environment but it may see some street action later this year.

CPS is testing the Panasonic VWTW310, which was released after Edmonton's pilot got underway. Some of its features include a wide-angle lens and interaction with in-car video – when officers retrieve files from their shifts, in-car and BMV footage will be linked.

CPS currently has about 50 members in K9, gangs unit and general patrol wearing the cameras. Sgt. Evel Kiez says the service is analyzing the video for both stability and quality – "this isn't 'The Blair Witch Project'," he jokes.

Both forces have instituted a number of safeguards to ensure that the public feels comfortable being recorded during interactions with police. While there are no Privacy Act concerns, people will naturally fear that the recordings could be altered by police who have broken laws or codes of conduct.

Dr. Mary Stratton, EPS research analyst, is co-ordinating the BMV pilot project along with project manager and technical security advisor Rick Tuson. Stratton says that officers are instructed to treat the camera as if it's a notebook – leave it off most of the time but turn it on if they are about to get involved



in any sort of incident that may become the subject of notes.

"Our guidelines tell officers to inform clients that they are being recorded as soon as it's safe to do so," she states. "Officer safety comes first."

Stratton also emphasizes that members can't edit or delete any footage. When they return from their shift, the cameras are checked in and data is automatically uploaded to secure servers. Each member can view his or her own footage but can't view that of other officers or make edits.

Both Stratton and Kiez say that so far, no members have received any negative feedback from the public. Occasionally, says Kiez, a client will request that the video be turned off. Officers are instructed to explain why they're wearing the BMV and how transparency is a benefit for everyone – and after hearing that rationale, all clients have agreed.

Overall, both Stratton and Kiez are happy with the video quality they've been receiving. Stratton says that the RS3-SX has performed well in low light and cold weather.

Kiez calls the use of video in a couple of incidents "life-altering." In one case, an impaired driver refused to provide a breath sample to the breath tech and was cursing and hitting the walls.

"No defence lawyer would want to see that being played in a courthouse, so they will be more willing to cut a deal for early case resolution," reasons Kiez. "That's a time and money saver for both the police and the court system – and it gets officers back out on the street sooner."

Lucas Habib is a freelance writer and *Blue Line Magazine's* Alberta Correspondent. He may be reached by email to lhabib@gmail.com.



Photo: Bill Hunt



HAMILTON POLICE GO 'LIVE' WITH PLAIN LANGUAGE

by Treena Ley

Interoperability can be defined as the ability for public safety agencies to function effectively and talk to one another via radio communications on demand, in real-time when needed.

While many officers believe communicating with other police services and public agencies is as easy as flipping a switch, this is unfortunately not the case. Your local fire department, paramedics and even many neighbouring police services use different radio systems. Multi-agency communication is further compromised by using different 10-codes. This can be problematic in joint forces operations because radio transmissions can easily be misinterpreted.

The Hamilton Police Service (HPS) began preparing last year to upgrade from an unencrypted analog radio system to an encrypted digital P25 system, which enhances the ability to communicate with other emergency responders. However, it recognized that once the digital communi-

cation component was established there was still the potential for communication break-down because of the use of different 10-codes.

10-code history

Time and encrypted radio technology has made 10-codes, introduced in the 1930s to enable police to communicate in a "secret coded language," somewhat unnecessary. The Ontario Police Commission released a standardized phonetic alphabet and 10-code in 1975 to be used by all the province's police agencies to safeguard the confidentiality of CPIC. However, over the years individual agencies customized them, resulting in different meanings from jurisdiction to jurisdiction.

The HPS borders with five police agencies and all use different codes. For example, 10-13 means 'lunch break' for Hamilton but 'advise road and weather conditions' for Halton, Brantford and the Ontario provincial police. It means 'carrying passengers for Niagara Regional Police Service' and Waterloo Regional Police do

not use a 10-13 code.

The varying code meaning could easily cause confusion for incidents that cross jurisdictional lines. A Hamilton officer involved in a pursuit would be confused if the Halton dispatcher was to request their 10-13, perhaps wondering why dispatch would be asking them to take lunch!

Today, our secret 'cop-talk' is not as secretive as we would like to think. A quick Internet search provides a detailed list of the 10-codes for most police services. The HPS recognized that the need for them would no longer be vital with the new encrypted radio system and explored the opportunity of switching to plain language.

Plain language

Plain language is not an entirely new concept. The New York State Police has used 'plain talk' for the past four decades and the State of Virginia began using it in 2007.

Emergency personnel responding to the 9/11 attack were unable to communicate



“In the fall of 2005, Hurricane Katrina devastated the Gulf States region, further emphasizing the difficulty of multi-agency emergency communication, which impeded the rescue efforts of emergency responders. Consequently, the United States Federal Management Agency has since mandated that all public safety responders must use plain language during multi-agency incidents.”

While major disasters such as 9/11 and Hurricane Katrina do not occur every day, daily incidents such as fires, chemical spills, vehicle pursuits and missing children require different emergency agencies to communicate with each another. Even though major multi-agency incidents are rare in Canada, they do occur. The G20 in Toronto is an excellent example of multi-agencies working together and the essential need for proper communication between police agencies.

We were surprised that Lethbridge police was the only Canadian police agency we could find that uses plain language. Members were extremely helpful in providing suggestions and input to ensure a successful launch and transition. We learned that the major issue the Lethbridge Police Service faced when it began using plain language in 2007 was skepticism and resistance, primarily from senior officers accustomed to the traditional 10-code system.

because agencies used different radio channels and 10-codes.

“Many emergency responders believe that the communication breakdown contributed to the deaths of many police officers and firefighters,” the International Association of Chiefs of Police (IACP) found.



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10-code card FRONT

HPS 10-CODE			
10-3	Stop transmitting	10-66	Observation category
10-4	Acknowledge	10-64	Proceed with caution
10-12	Is subject in earshot	10-78	Officer needs assistance
10-30	Improper use of radio	10-92	Person in custody
10-62	Subject possibly wanted	10-99	10-78 is false
PLAIN LANGUAGE			
Choose words that are distinct, forceful and convey a definite meaning. Words and phrases should communicate specific ideas or concepts.			
Negative	Unable		
Obtain	Forward		
Standby	Repeat		
Off / On duty	Sudden Death		
Attend / Respond	Transmission is clear / unclear		
On Scene	Expedite		
Phone message	Lunch		

10-code card BACK

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Party is charged	On probation / parole
Subject has a record	Confirmed wanted
Suspended / Prohibited driver	Hit requiring follow-up
Party is negative / clear	Prohibited
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Use caution voicing sensitive information, i.e. COAST contact. CPIC regulations govern release of information including OPT 2, medical and criminal record. Full details are supplied by phone or MDT.	
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Use full call sign	Listen before transmitting
Push ▶ pause ▶ transmit	Acknowledge promptly
Call Up procedure: call dispatch, wait for answer, transmit message. Formulate message, enunciate words, control rate of speech	



Cheryl Lisson, Communications Training Branch, (left) shown with author Treena Ley. Cheryl is one of the lead coordinators with the Hamilton Police Implementaion Committee.

Implementation

HPS formed an implementation committee to gather input, with representation mainly from front-line members and communications personnel, as they would be impacted the most. The main objective was to put forth recommendations and suggestions. The committee’s most significant recommendation was to keep ten of the 39 HPS 10-codes for officer safety and privacy reasons.

A concern with regards to brevity on the air was also raised. The committee reviewed each 10-code individually and determined that plain language uses the same amount of airtime and even less in some cases. Ear pieces were made available to all front-line members to prevent suspects and others overhearing transmissions.

The HPS took a simplified approach to plain language training. A short 30 minute PowerPoint was presented to all members who use radios and each was given a new modified 10-code card for their notebooks. The presentation and additional instructions were posted on the HPS in-house training database so all members could reference it at any time.

The HPS plain language initiative went ‘live’ on the first day of 2013. Our officers are clear and concise with their radio transmissions but more importantly, the HPS is confident in our ability to effectively communicate with our emergency partners during multi-agency events.

“Plain language for radio communications is a key component of interoperability,” noted Louisiana State Police Major David Staton. “Agencies can only work together if they are all speaking the same language.

“Plain language is the future of law enforcement communication. Transitioning from 10-codes to plain language is not difficult, but it requires cultural change within the organization. Leadership from commanders and supervisors, along with buy-in from officers, is the key to success. As with all change, the use of plain language improves with time.”

Treena Ley is a sergeant with the Hamilton Police Service Training Branch, Professional Development Division. Contact her at tley@hamiltonpolice.on.ca or 905 546-4965 for more information.

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IS IT SECURITY OR BREVITY ?

by Morley Lyburner

One of the questions often asked by the public is why police use codes in communications. Is it to thwart the casual snooper, conserve air time or simply sound professional? The best answer I could come up with after some brief research is "all of the above."

Development on the 10-codes began in 1937, when police radio channels were limited. With more and more calls for service they were used to reduce radio time.

Credit for inventing the codes goes to Charles "Charlie" Hopper, communications director for the Illinois State Police. Hopper had been involved in radio for years and realized there was a need to abbreviate transmissions on state police bands.

Experienced radio operators knew the first syllable of a transmission was frequently not understood because of quirks in early electronics technology. Radios up to the 1960s used vacuum tubes powered by a small motor-generator called a dynamotor. It took from 1/10 to 1/4 of a second to "spin up" to full power. Police officers were trained to push the

microphone button, then pause briefly before speaking but sometimes they would forget to wait. Preceding each code with "ten-" gave the radio transmitter time to reach full power.

Ten-codes, especially "ten-four," first reached public recognition in the mid- to late-1950s through the popular television series <Highway Patrol,> with Broderick Crawford. Crawford would reach into his patrol car to use the microphone to answer a call and precede his response with "10-4."

The "cool factor" with 10-codes came about during the CB radio craze in the late 1970s. The hit 1975 song "Convoy" by C. W. McCall depicting conversation among CB-communicating truckers put phrases like 10-4 and what's your twenty? (10-20) into common use in American English. A 1978 movie Convoy, loosely based on the song, further entrenched 10-codes in casual conversation.

The transition from the necessities of older technology to simple tradition was inevitable and most communications bureaus hold on to the ten codes for no apparent reason. Worse still is the dangers inherent in a lack of

common rules of use from agency to agency.

As an example I checked in with some New York State police agencies and focused on one code (10-10) to determine how it is used:

- Monroe County Police = Fight;
- Nassau County Police = Call your Command;
- New York City Police = Possible crime in progress;
- Poughkeepsie Police = Go to scrambler;
- Suffolk County Police = Auto accident;
- Amherst Police = Sexual assault.

Tonawanda, New York (a laid-back suburb of Buffalo):

- Code 8 = Out of Service - Investigating;
- Code 11 = Out of service;
- Code 12 = Out of service - Can take call;
- Code 14 = Lunch;
- Code 15 = Coffee break;
- Code 50 = Request beverage;
- Code 100 = Gassing vehicle.

(Must be a great place but Canadian cops can't apply).

Many of these agencies have already migrated to common language usage.

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P25

Saving lives through improved communications

by Morley Lyburner

Some police and other emergency services across North America began reviewing their communications needs post September 11. This singular watershed event displayed a wide variety of shortcomings in emergency communications both within house and while intercommunicating with other agencies. These problems were also compounded by a digital/analog changeover period which saw serious problems with transitional hardware incompatibilities.

The Association of Public Safety Communications Officials (APCO) has come to the rescue by helping to initialize and institute Project 25. This project sets up standards for all manufacturers of emergency communications equipment. Although not legally binding all companies interested in marketing to the emergency communications industry must seriously consider the marketability of their technology if they choose not to comply.

Project 25 (P25) or APCO-25 refers to a suite of standards for digital radio communications for use by federal, state/province and local public safety agencies in North America to enable them to communicate with other agencies and mutual aid response teams in emergencies.

Although developed primarily for North American services, P25 technology and products are not limited to public safety alone and have also been selected and deployed in other private system application, worldwide. P25 equipment has also been selected for a railroad system, including rolling stock, personnel, and transportation vehicles.

P25-compliant systems are being increasingly adopted and deployed. The largest advantage is that compliant radios can communicate in analog mode with legacy radios, and in either digital or analog mode with other P25 radios. Additionally, the deployment of P25-compliant systems will allow for a high degree of equipment interoperability and compatibility.

P25 standards use the Improved Multiband Excitation (IMBE) vocoders which were designed by DVSI to encode/decode analog audio signals.

P25 may be used in "talk around" mode without any intervening equipment between two radios, in conventional mode, where two radios communicate through a repeater or base station without trunking, or in a trunked mode, where traffic is automatically assigned to one or more voice channels by a repeater or base station.

P25's Suite of Standards specify eight open interfaces between the various components of a land mobile radio system:

- Common Air Interface (CAI) standard specifies the type and content of signals transmitted by compliant radios. One radio using CAI should be able to communicate with any other CAI radio, regardless of manufacturer.
- Subscriber Data Peripheral Interface standard specifies the port through which mobiles and portables can connect to laptops or data networks.
- Fixed Station Interface standard specifies a set of mandatory messages supporting digital voice, data, encryption and telephone interconnect necessary for communication between a fixed station and P25 RF subsystem.
- Console Subsystem Interface standard specifies the basic messaging to interface a console subsystem to a P25 RF subsystem.
- Network Management Interface standard specifies a single network management scheme which will allow all network

elements of the RF subsystem to be managed.

- Data Network Interface standard specifies the RF Subsystem's connections to computers, data networks, or external data sources.
- Telephone Interconnect Interface standard specifies the interface to Public Switched Telephone Network (PSTN), supporting both analog and ISDN telephone interfaces.
- Inter RF Subsystem Interface (ISSI) standard specifies the interface between RF subsystems, which will allow them to be connected into wide area networks.

Resources

Project 25 Technology Interest Group (PTIG) home page: <http://www.project25.org/>
Motorola Project 25 portable radios and information: <http://www.project25.us/>
APCO International Project 25 page: <http://www.apcointl.org/frequency/project25/> -
APCO-25 control channel information: <http://www.aeroflex.com/products/commtest/pmr/appnotes/p25cc.pdf>
Daniels' P25 Radio System Training Guide: <http://www.p25.com/resources/P25TrainingGuide.pdf>

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VIE VU

A small sticker defends against apathy

by Tom Wetzel

Retired officer Ron Borsch recently gave me a memorable gift for my shift. Ron served his community for more than 30 years and continues to serve his colleagues through instructing and managing the SEALE Academy, which offers in service police training.

Ron is one of those guys who spends a portion of each day thinking of how he can help keep his peers safe. He is passionate about finding ways to outsmart the bad guys and effectively defend against their assaults. Getting each and every officer home safe after a shift is a primary focus of his thought process.

Ron has been a strong and long consistent voice on the value of single officer responses to active shooters. A good example is his "Tactical First Responder" course, which teaches how to best stop those intent on mass murder.

The gift he gave me was hardly surprising – orange stickers about the size of a half dollar. Each had a check mark followed by the number "6."

The "check your six" idea is a phrase that has caught on where an officer looks behind them to make sure their back guard is clear. The stickers, which Ron designed, are intended to be placed on objects that an officer regularly uses or sees to remind them of the importance of being aware of what is behind them – a locker, closet door or cruiser dash for example.

The importance of Ron's "check 6" reminders are obvious and demonstrate the value of finding ways for officers to not only stay safer but combat



the complacency and apathy that can set in at any point in a career.

Unfortunately, I suspect complacency and apathy, which can negatively feed off each other, cause far more injury and loss of life to police officers than we realize, resulting in cops letting their guard down sooner than they should. They also cause physical, mental and spiritual complications.

Complacency and apathy can result from the strains of rotating shifts, poor diets, exposure to sadness and danger, department politics, negative media coverage, criminal justice inadequacies that favour

violent criminals and unmet personal expectations.

Their corrosive damage can extend beyond the doors of the agency and reach into our homes, touching families and affecting personal relationships with loved ones and those with whom we serve. Complacency and apathy are realities and require regular vigilance to lessen or prevent their negative effects.

Police leaders need to help officers focus on battling complacency. Finding innovative ways to help can range from the simple to the complex – teaching a new defensive tactic, for example, or buying a new piece of equipment.

Finding solutions to prevent or lessen the effects of apathy and complacency are important investments for a police agency. With more officers having to work longer due to strapped pension funds or children's educational expenses, agencies may be filled with too many officers especially susceptible to damage. To address this, develop strategies that focus on teaching personnel to stay sharp and immunize them, so to speak, from the disease of complacency.

Defending against an apathetic attitude is not easy and requires an earnest effort by officers and their leadership. As Ron has shown, just finding a way to remind officers how to stay safer is a step in the right direction.

Tom Wetzel is a suburban northeast Ohio police lieutenant, trainer, SWAT officer and certified law enforcement executive. Contact him at wetzel@blueline.ca with your comments or for more information.

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Policing is tough. Policing in 2013 is even tougher. Fiscal realities force compromises as police departments try to live within budgets that are smaller than they need. Officers who were trained to be, and who want to be, out on the streets solving and preventing crimes, are often behind desks, or processing prisoners, or staffing the evidence room, or perhaps even delivering subpoenas. It's not ideal. Front line officers don't like it. But it seems the only solution when the demands on police forces keep growing while their budgets are flat-lining. But there is another option that can save money while putting police officers back on the street where they would rather be, and where they're trained to be. It allows police to deploy resources appropriately and effectively. And it's already happening in many communities across the country.

Commissionaires is a not-for-profit company founded in 1925 with the mandate of providing meaningful employment to Canadian Forces veterans and former RCMP officers. For nearly 90 years, Commissionaires has been protecting people and property, offering leading-edge security services to its growing list of clients. In recent years, Commissionaires has been providing non-core police services to many police departments across Canada. It's proven to be a very cost-effective way for police administrators to meet their demanding budget targets and put their officers where they should be. It's a classic win-win.

This is not a new idea, but it is gathering more support lately. In Ontario, a formal review

of provincial expenditures undertaken by noted Canadian economist Don Drummond, has identified the need for a more creative approach to delivering police services that will protect Ontarians within existing budgetary parameters. In fact, there is a specific recommendation wherein Drummond calls on provincial and police decision-makers to "review the core responsibilities of police to eliminate their use for non-core duties."



"Review the core responsibilities of police to eliminate their use for non-core duties."

Don Drummond-

Commissionaires can provide support for those non-core police services. Commissionaires themselves are experienced security professionals. Many of them served their country in hot spots around the world, from the Balkans to Afghanistan. Others served their communities while in the RCMP. So they understand security

and are fulfilled by serving the public. But they are not police officers. Across the country, Commissionaires is supporting police departments by taking on some of those behind-the-scenes, non-core tasks that must be done so that police officers can do their jobs.

Commissionaires can provide support for detention services, arrest/release processing, prisoner monitoring, escort and transport, evidence custody, and summons and subpoena services, among others. These are not core police services, yet they must be provided and managed well if police officers are to perform at optimal levels. This approach is working well right now in many Canadian communities throughout six provinces. With 50 offices across the country, Commissionaires represents a truly national solution to this challenging and widespread problem.

Police departments provide an essential and indispensable service to Canadians, yet they are not exempt from the fiscal challenges confronting the broader public sector in virtually every community, in every province. Citizens expect their hard-earned tax dollars funding police services to be invested thoughtfully, responsibly, efficiently, and with the promise that our police officers will actually be doing the jobs for which they've been trained: protecting the public by preventing, investigating, and solving crimes. Using a cost-effective third-party, like Commissionaires, to support non-core police services, can put more officers where they really want to be: back on the street, serving and protecting their communities.

What's in a uniform?

by Andrew F. Maksymchuk

Like many old retirees, I usually end my day watching the nightly national news. A well-spoken, young OPP officer at the scene of a highway washout captured my attention one evening.

She was neatly and properly attired and wore headgear (peak cap in this instance), which so often seems to be missing these days. The sense of confidence she exuded commanded respect, as did her tidy and properly-worn uniform. Shoulder patches and badge made it immediately clear that she was a member of the OPP. Having once been connected with that well-reputed organization, I was immediately filled with pride – and taken back more than 48 years to the day I first put on my uniform.

I joined the OPP in March 1964 but worked in civilian clothes until mid-May, when my uniform finally arrived. The sergeant in charge of the Kenora detachment handed me the boxes and told me to take them home and return in uniform as soon as possible. Back at my rooming house I tore into the packages. Over a long-sleeved light blue shirt and dark blue clip-on tie I eased into the navy-blue serge tunic and trousers. Bright red piping ran up the outside seam of the trouser legs to enhance the navy hue. The gold triangular shoulder patches identified the wearer as with the OPP.

I pulled on the heavy black leather boots, then the matching Sam Browne, consisting of a wide waist belt and narrow over-the-right-shoulder cross strap. It would carry my revolver in a flapped holster, cross-draw fashion on the left, and my handcuffs in a pouch on my right. I retrieved a small billy from another box and fitted the eight inch long, lead-filled leather “sap” into a special narrow rear pocket. I placed the peak cap with metal badge and maple leaf-embroidered black band on my head and proudly walked the long way back to the detachment – occasionally glancing at my reflection in the store windows and noticing the public noticing me.

I was expected to keep the leather boots and Sam Browne well polished; wear the peak cap at all times, even while driving or riding in a cruiser (those unfortunate extra tall guys just had to slump down in the seat during daylight hours); wear the tunic at all times except during the “summer” period from mid-May to mid-September – even on hot days outside that time period; and keep the sleeves of the long-sleeved shirt (the only type issued) rolled down and buttoned year ‘round. Supervisors ensured that all rules were adhered to, for if a subordinate was caught by a higher rank, the supervisor would also be taken to task for “poor supervision.”



Uniform resistance

No uniforms existed when the OPP was established in October, 1909; the mere idea was considered absurd and opposed by many members. By May 1910 however, uniforms similar to the blue serge tunics of Canada's Dominion Police were decided upon, with the exception of the spiked helmets. Stetson hats were favoured as being more serviceable.

The requirement to wear a uniform caused such indignation that a few members of the newly-established force resigned in protest. One highly-respected officer with 21 years of police experience, Charles Mahony, refused to wear the new uniform. Mahoney, inspector of criminal investigations, had received a medal for bravery and had been shot twice in two separate gun battles. However, despite a petition sent to the attorney general and a delegation of 14 prominent men protesting his suspension to the local MPP, he was terminated.

Mahony did not stay out of police work for very long. Within a few months he was on his way to Saskatchewan to serve as special constable in the attorney general's department. Six years later he would be asked to form the Saskatchewan Provincial Police (SPP).

Saskatchewan became a province in 1905 and the new government contracted with the North West Mounted Police to provide provincial policing. When the now Royal North West Mounted Police refused to enforce the province's newly-enacted liquor prohibition law in 1916, the government decided to form its own provincial force. Mahony was appointed its first commissioner and given the formidable task of establishing the SPP within three weeks.

Despite his aversion toward uniforms, Mahony outfitted his members with brown boots and leggings, khaki breeches with red stripe and a long khaki tunic with close neck collar. Headgear was a Stetson hat with the

An advertisement for SEALS ACTION GEAR. The top half features the text "SEALS ACTION GEAR" in large, bold, black letters, followed by "TACTICAL GEAR, CLOTHING AND EQUIPMENT" in smaller, bold, black letters. Below the text is a black and white photograph of several soldiers in tactical gear, including helmets and vests, in a combat environment. At the bottom of the advertisement, the address "4542 MANILLA ROAD SE, CALGARY, ALBERTA, 403-723-0222" and the website "www.sealsactiongear.com" are listed in white text on a black background.

brim turned up on the left side similar to the South African bushman's hat. Dress for the officers varied little, except for an open tunic with shirt and tie along with a khaki forage cap. I could find nothing to indicate whether Mahony ever wore one.

Mahony was the first, and only, SPP commissioner. Less than 12 years after its formation, it was disbanded in 1928 for economic reasons and Saskatchewan returned, under contract, to the now Royal Canadian Mounted Police for its policing.

Mahony had a reputation as being "an honest law enforcer, fair in his dealings and able to enforce discipline without ruling with an iron hand, couldn't be swayed by politicians of influence, frugal with his finances." Was he right in his stand against the uniform issue? Was his termination the correct action to take?

Changing styles

Police uniforms have changed greatly over the years. An ongoing, harmonious and hard-working relationship between management and associations, involving constant research and change, provides for uniforms and equipment with the best in comfort, serviceability, protection and appearance.

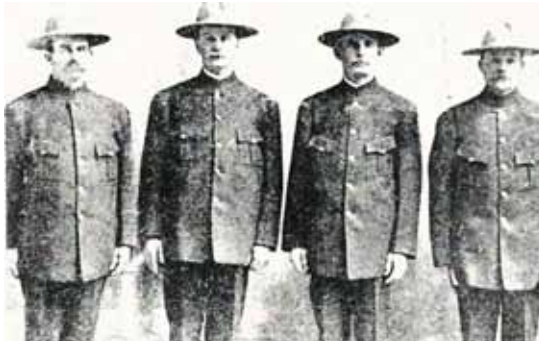
I saved thousands of dollars by not having to buy work clothing over my 31 year career. Wearing my uniform as required and keeping it clean and tidy was little to ask in return.

All police officers should take pride in wearing a uniform that changes with the times yet, if properly worn and maintained, not only provides for the best in worker safety but presents a professional appearance we can all be proud of.

Andrew F. Maksymchuk is a retired OPP Inspector (Ret'd.) now living in Vernon, B.C.



Above: Dominion Policemen in uniform, outside the Parliament Buildings in Ottawa, 1909. From 1868 to 1920, the Dominion Police were responsible for guarding the Parliament Buildings, Rideau Hall and other government-owned property in Canada's capital.



Above: Uniforms for the OPP, 1910. L to R: T.D.Greenwood; P.Kelly; M. McNamara; J.N. Pay. (The Canadian Courier)



Right: SPP Constable Harry Boyce, June 1919.



Left: Saskatchewan Provincial Police Badge.

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Above: Photograph of John Stinson as a Corporal in the Saskatchewan Provincial Police. (Photo source - John Stinson)

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Go Further

CHALLENGING ASSUMPTIONS



A message (edited) from Inspector Keith Merith, President of the Association of Black Law Enforcers, delivered at the 20th anniversary scholarships award presentations.



Inspector Keith Merith,

The Association of Black Law Enforcers (ABLE) is a non-profit organization formed in 1992 to address the needs and concerns of black and other racial minorities in law enforcement and the community. The membership includes police, law enforcement officers and community members.

I am honoured to be able to serve in the capacity of president of this great organization and appreciative of the opportunity to host this event. The chosen theme, "Challenging assumptions, shifting attitudes, redefining change," accurately denotes our function throughout ABLE's existence.

Challenging assumptions in the early days was risky business. Forming an organization such as ABLE was viewed by some as racially divisive and unnecessary. Seven insightful and brave founding members challenged these as-

sumptions and did what was right in addressing racial discrimination and unfair work practices.

Shifting attitudes is evident in the respect and inclusion that this association has received from many of the organizations that make up our criminal justice system and the community at large. Institutions big and small engaged in the business of justice are reaching out to ABLE for advice or requesting our point of view on evolving matters.

Redefining change speaks to the collection of organizational wisdom vetted through time that guides our perspective on change. Change speaks to transformation and in that change we have built current and future leaders in all aspects of life.

We have been blessed with leaders such as Jay Hope, Keith Ford, Peter Sloly, David McLeod and Dave Mitchell, each of whom have redefined change and made us see and aspire to new

heights and elevated dreams. We draw on their accomplishments to inspire the new collection of members that are keen to do the same.

So what have we achieved over the years?

Well, let's start with having a current and a retired deputy chief of the Toronto Police Service (TPS), a retired assistant commissioner of the Ontario Provincial Police, a retired deputy minister, a regional director and two female superintendents of correctional services, all of whom are members of this association.

We are truly blessed to have the opportunity to present scholarship awards to these extremely worthy recipients.

We honour their commitment to making a difference and affecting change in their community. In addition we honour these young people who exemplify our theme. The members of ABLE hope their goals will include a commitment to service.

The road to success is not always straight. There are curbs called failure, loops called confusion, speed bumps called friends, red lights called enemies, caution signs called families and flat tires called jobs, but if you have a spare called "determination," an engine called "perseverance" with insurance called "faith" and the drive to make it, you will succeed. As you move forward always remember that one of life's tasks is not to take simple things and make them complicated in order to serve yourself but quite the opposite. Take complicated things and make them simple to enrich others. Progress depends on the choices we make today for tomorrow.

ABLE is strong and its future is bright. In the coming years, as part of our go forward plan, we will dedicate more time and effort into uplifting our youth by offering sound mentoring and coaching at every level of growth. We will continue to build positive constructive relationships in our diverse communities by working with community partners to provide effective dialogue and a commitment to service.

We will also continue petitioning for the hiring and promotion of diverse law enforcement officers and criminal justice workers.

ABLE leads by example, providing the knowledge base, required skills and proven ability to achieve. This association celebrates the past, deals with the present and prepares for the future.

Members have made a commitment to service that is self evident. Our work has made a positive difference in the lives of so many and has contributed toward the development of better communities in this great country. We must stay the course and continue to do what is right.

We must work together as a unified group equipped with our wisdom, experience, sense of justice, education and sense of fair play. History has taught us that together we can achieve. We are proud stakeholders in our respective agencies and cannot afford to give up ground that we have strived so hard to achieve.

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MEETING THE CHALLENGES OF THE FUTURE

History

“The formation of the association marks a new level of maturity in the black community in Ontario and, in my view, will contribute greatly to the promotion of the public good” – Federal court Chief Justice Julius Isaac in greetings sent to ABLE’s inaugural ball April 20, 1993.

ABLE was the vision of a group of black law enforcement professionals who met October 24, 1992 to establish the foundation of an organization with the principle aim of being a force for positive change in the society in which they lived and worked.

“With the (ABLE) constitution serving as our roadmap... (we) will provide a high level of service to our members, our community and the greater law enforcement profession. Our commitment as professionals will assist in meeting the challenges of the future” – an early statement from David Mitchell, the first ABLE president.

Scarborough graduate student Dwight Williams designed the familiar ABLE logo. This unique identifier graced the cover of our inaugural ball magazine in June 1993.



Vision

ABLE is founded on the vision of law enforcement professionals who adopted respect, courtesy, service and professionalism as core values to guide its members and their work.

We acknowledge with pride the dedication of black people who have contributed to law enforcement in Canada.

We as an association celebrate the past, deal with the present and prepare for the future.

ABLE will continue to recognize and respect its partnership with all law enforcement agencies.

Goals and objectives

- Build bridges between law enforcement agencies and the community at large,
- Support the pursuit of post-secondary education and provide scholarship opportunities to racial minority youth,
- Improve the image of law enforcement in the community,
- Promote racial harmony and cultural pride within the law enforcement community,
- Educate the community about and

promote understanding of the law,

- Encourage membership from among black and racial minority law enforcers and persons and organizations interested in furthering ABLE’s objectives,
- Provide information, support, counselling and professional advice to all members,
- Promote professionalism among ABLE members.

ABLE and racial profiling

“ABLE acknowledges that the vast majority of law enforcement officers in our country perform their duties in a professional, honourable and ethical manner. At the same time, we accept the presence of the law enforcement phenomenon known as racial profiling.

ABLE has adopted the following definition of racial profiling:

Investigative or enforcement activity initiated by an individual officer based on his or her stereotypical, prejudicial or racist perceptions of who is likely to be involved in wrong doing or criminal activity. This conduct is systemically facilitated when there is ineffective policy, training, monitoring and control mechanisms in a system” – a statement on racial profiling published by ABLE president David Mitchell May 24, 2003.



POLICE FOUNDATIONS LEADERSHIP PROGRAM

In times of limited resources, conflicting demands and rapid cultural and technological change, public and private organizations need leaders with increased vision and skills to guide them in the achievement of their goals. To help you, a leader of today and the future, meet these growing demands, Humber Institute of Technology and Advanced Learning (Humber), the University of Guelph-Humber and the University of Guelph have partnered to offer educational pathways that include tailored, streamlined programming at the diploma, undergraduate and graduate levels.

Humber Institute of Technology and Advanced Learning

Humber’s role in this partnership is to provide a high quality, relevant leadership enhancement program (LEC) (i.e., Police Foundations Leadership diploma) geared to you as a civilian or uniformed member in a front-line operations, supervisory, mid-management or executive-management position. Humber is prepared to assist you, a justice professional, in attaining your goal of higher education by offering a high affinity diploma in Police Foundations Leadership which is delivered by high-calibre faculty. We offer a practical program with quality content to today’s justice professional looking for advancement and fulfillment. You will have the opportunity to apply theory in real-life work situations.

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If you are a **uniformed member** of a police/justice agency, a member of the Canadian Armed Forces Military Police, or employed in private security, you must meet the following criteria to be eligible to receive credit for 23 out of the 30 courses required for the Police Foundations Leadership diploma:

- minimum of three years’ experience
- have completed the Ontario Police College (OPC) training or equivalent, such as the Regular Force MP QL3 course or MPOC
- have worked to gain community experience

If you are a **civilian member** of a police/justice agency, you will be eligible to receive credit for 20 out of the 30 courses required for the Police Foundations Leadership diploma if you meet the following criteria:

- minimum of three years’ experience
- have worked to gain community experience

The remaining seven courses for both uniformed and civilian members are scheduled in a flexible study format. That is, over three months in an accelerated hybrid delivery format combining intensive weekends in class (i.e., two or three Saturday/Sunday sessions) followed by two or three weeks of online education. Civilians will be required to complete three additional courses that are offered in May each year.

For more information, contact Police Leadership Liaison: Stephen.Duggan@humber.ca or at 416.675.6622 ext. 3771

communityservices.humber.ca



The Police Leadership Award recognizes and encourages a standard of excellence that exemplifies "Leadership as an Activity not a Position," and pride in service to the public. Its goal is to increase effectiveness, influence, and quality of police situational leadership from both an organizational and community perspective.

This award is open to active Canadian police officers below the rank of senior officer who have demonstrated exemplary leadership and commitment to service through deeds resulting in a measurable benefit to their peers, service and community.

The 2012 recipient will be recognized in the May 2013 issue of *Blue Line Magazine* and will receive the award at a gala presentation banquet held in conjunction with the *Blue Line Expo*, April 23, 2013.

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RISING ABOVE THE TRAGEDY

Remain vigilant and never stop learning

by John Muldoon

While our world's population continues to grow, safe havens for our youngest and most vulnerable shrink. We see images of dead or dying children in war torn or famine stricken countries and somehow we can deal with that. We protest, collect money and clothing and send aid. We can even live with the odd domestic child homicide.

Tragic but we move on.

We entered a new era on December 14, 2012. A gunman killing 20 young school children (12 girls, six boys) in the picturesque little town of Newtown, Connecticut ripped the emotional "guts" out of many.

There are no words to describe the sorrow, shock, anguish, sense of loss and total

hopelessness when parents found out their children would never come home again. They are no more.

There was no safer place for these parents to send their children than the local elementary school. They faced mental challenges, new life experiences and made new friends. There were concerts, pageants and fundraising events and sporting activities. Soon there would be class dances and then graduation. Parents would bring their parents to see their child take the next step to higher learning and the next phase of their life.

This world suddenly stopped for these families the morning of December 14 – in a town where this kind of thing just doesn't happen.

As a former civilian director of public affairs for a large Ontario police service and then communications manager for one of this country's largest school boards, I was exposed both directly and indirectly to numerous situations involving young children.

Most were unpleasant and in many cases the end result was quite tragic. The one difference was that there was usually only one victim.

I can assure you that any incident involving a child had an emotional toll on all of us and caused trauma and anguish. Multiply that 20 times and you start to appreciate the immensity of Newtown.

I am sure the first responders were not expecting to see what awaited them – the bodies of numerous young children and adults, frozen in time.

Surviving children were lead to a nearby fire station, where anxious parents would eventually meet up and reconnect with their child – but for some parents, there would be no reconnection.

The (state and local) police, volunteer firefighters and EMS kept their professional faces on, dealing with the injured and doing what all professionals are expected to do.

It could not have been easy. No amount of training could prepare them for the most emotionally depleting scene most would ever see. In the end, there were 26 dead – 20 children and six adults.

It has been my experience in both policing and education that the co-operation between teaching and senior staff, school administration and the police is excellent – and that's the way it has to be.

As a young child, I knew I was safe when with my parents, grandparents, aunt and uncle or sometimes even an older sibling. I also knew I was safe at school. It embraced, nurtured and, at times, disciplined you but you knew you were safe. That day now appears to have passed. What are we going to do about it?

There seems to be complete government

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paralysis in the United States when it comes to moving the country forward. Strong lobbying groups for most every imaginable issue draw national media attention and support to stall or stop new legislation. Lobby groups pull out the constitution and point to the right to bear arms when gun control is raised. It is a no-win situation – so what can be done to prevent incidents like Newtown or Dawson College?

We could express sympathy, offer condolences and wait for the issue to fade away. That's what happens when lobbies block any room for movement. Total frustration.

We need to review the legislation that allows us to purchase and carry guns. I know there are hunters and hobbyists who use their guns responsibly and keep them locked up as required. I don't have a problem with that.

Where I do have a problem is with illegal weapons, especially handguns and semi automatic weapons. There are too many on our streets. We need stronger legislation and stiffer penalties for people who possess and use illegal firearms.

In response to a media question about this issue, Toronto police chief Bill Blair countered with a question of his own: "Do you want to protect your children or do we want to protect your gun collection?"

As ridiculous as the question sounds, that's how basic the discussion has to be.

The federal and provincial governments should work together to develop joint school safety protocols. The prime minister should ask for an all-party committee made up of senators, MPs and senior bureaucrats from all the pertinent ministries. Senior police leaders, first nations and public health should support the committee as both resources and advocates.

This committee would have one objective – keep our young people safe.

Local boards of education and police departments need to set up formal protocols with well thought out strategic plans that cover major incidents and have real time mandatory testing – four times a year for Kindergarten to grade four and twice a year for grade five to eight.

Other changes we need to make:

- Universities and colleges must work with local police departments to put an emergency plan in place and test it regularly. Institutions must also develop a formal method of contacting students.
- Laws and penalties must reflect the seriousness of possessing an unregistered firearm, including doubling the sentence for using it in the commission of a crime.
- All school districts must hold a parent/school district/local police joint safety meeting annually. Districts and police will explain terms (i.e. lock down), detail precautions they are taking to protect children and review possible scenarios so parents will better understand what is happening during an emergency.
- Require by law all schools lock outside doors while school is in session.

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 Benjamin Wheeler, age 6
 Allison Wyatt, age 6
 Rachel Davino, age 29
 Dawn Hochsprung, age 47
 Anne Marie Murphy, age 52
 Lauren Rousseau, age 30
 Mary Sherlach, age 56
 Victoria Soto, age 27

- All major school events, either on or off campus, must have at least one police officer in attendance.
- School boards must develop a daily register of major events and send it to local police at least three days in advance.
- Where funding and resources allow, increase the school liaison program in both elementary and high schools.

We may never know why the Newtown shooting occurred but law enforcement must remain vigilant. If a massacre can happen once, it can happen again – when we least expect it.

Protect all children but especially our most vulnerable – the young children.

Take a moment to shed a tear before carrying on – and never forget a tragedy in a small town where this kind of thing was never supposed to happen.

John Muldoon, APR, FCPRS, LM, was director of public affairs at Peel Regional Police through the '90s and manager of communications and public affairs at the Toronto District School Board until March 2006. He has served on committees for the OACP and OMRON. Contact: johnmichaelmuldoon@gmail.com.

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TEAMING UP TO COMBAT ILLEGAL GUNS



by Tony Palermo

The 1994 shooting death of 23-year-old Georgina “Vivi” Leimonis during an armed robbery at an upscale Toronto coffee shop attracted national media attention. Nicknamed the “Just Desserts Shooting” after the cafe where the crime occurred, the shooting sparked a public outcry demanding change.

Soon after, the Ontario Provincial Police’s Provincial Weapons Enforcement Unit (OPP PWEU) was formed. As one of the longest standing joint force operations in Ontario, the investigative unit, led by the OPP, is assigned to combat illegal firearms trafficking in Ontario. Falling under the force’s umbrella Organized Crime Enforcement Bureau (OCEB), its intelligence and information sharing capabilities are extensive.

The PWEU includes members from several law enforcement agencies – Durham,

Halton, Hamilton, London, Niagara, Ottawa, Peel, Windsor, York, the RCMP and Canada Border Services Agency (CBSA) – and maintains solid partnerships with several other organizations, including the Criminal Intelligence Service Ontario (CISO), Criminal Intelligence Service Canada (CISC) and the RCMP’s Firearms Investigative Enforcement Services Directorate (FIESD), which also includes the National Weapons Enforcement Support Team (NWEST).

“This is definitely an organization where you leave your flash at the door,” says Det. Cst. Chris O’Brien, an Ottawa Police Service officer tasked to the PWEU. “It’s a co-operative effort that works well and bridges the gap between the various services.”

Intelligence-led, team-based policing

The PWEU also has a special agent and legal attaché from the US Department of Justice’s Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) assigned to it to enhance cross-border information sharing.

“Our partnerships enhance the production and exchange of information and promote an integrated, intelligence-led approach to law enforcement,” says Det. S/ Sgt. Joe Goodwin, PWEU Operations Coordinator. “There are numerous examples of successful cross-border investigations that demonstrate the importance of these close and effective partnerships.”

Goodwin points to 2010’s Project Folkstone, a seven-month joint-force investigation involving members from the OPP, Toronto, Windsor, York, CBSA and ATF. It resulted in 22 arrests, some 250 criminal charges and led to the recovery of more than 15 illegal guns, a large quantity of drugs (including \$400,000 of cocaine and \$75,000 of marijuana), cash and other property obtained by crime.

“Using the intelligence-led policing approach, Project Folkstone centred on a criminal organization involved in a cross-border gun smuggling operation that specialized in the trafficking of illegal guns in the Greater Toronto Area,” says Goodwin. “In fact, they were smuggling both guns and drugs into Canada from the US.”

Goodwin estimates that approximately



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55 to 60 per cent of the guns being illegally shipped into the country come from the US, the majority handguns.

In addition to identifying and taking enforcement action against people involved in the illegal movement of firearms, ammunition and explosives, the PWEU is also tasked with identifying and tracing crime guns and taking action against those in possession of them.

By definition, a crime gun is:

- Any firearm that is used, or has been used, in a criminal offence;
- Any firearm obtained, possessed or intended to be used in criminal activity;
- Any firearm with a removed or obliterated serial number(s);
- Any weapon that has been adapted for use as a firearm.

PWEU members are firearms experts and so called upon to perform a variety of functions, including helping other agencies with investigations, tracing, developing informants, training, verifying if a weapon really meets the legal definition of a firearm, providing expert testimony and restoring serial numbers.

“Grinding is probably the most simple to do and therefore, the most common way people try to remove the serial number,” says O’Brien. “Another popular one is using a drill press to drill out the number.”

O’Brien laughs when asked if a serial number that’s been drilled out can be restored.

“Trust me, you’d be surprised at what we can do,” he says. “I can’t tell you how, but we have a great success rate at recovering serial numbers, including on firearms where more advanced removal techniques have been attempted.”

Long-gun registry: the loss of a good thing

PWEU head Det. Insp. Patti Dobbin shakes her head when asked about the impact losing the long gun registry.

“(It) represented a valuable tool in assisting police in our efforts to prevent and solve crime and enhance public safety,” says Dobbin. “Certainly, the more information we have, the better.”

She cites several examples of how losing the registry is a step backwards. Tracking is one example. Increasingly, a firearm is a criminal’s preferred tool of choice to protect investments and interests and secure other assets. Handguns are currently tracked in both Canada and the US and lawful Canadian firearm owners must register them. These tracking mechanisms allow police to conduct thorough and successful investigations when handguns are involved.

Rifles and shotguns used in criminal activity do not have to be registered. As Dobbin says, without a record of ownership, there is no way to track its source.

“Without knowing the source of the

non-restricted firearm used in a crime, the police cannot ensure public safety by determining who was responsible for allowing their lawfully-owned and registered firearm to fall into the hands of criminals in the same way police can with restricted and prohibited firearms.”

Dobbin also notes that certain criminal and dangerous activities can possibly be prevented by requiring non-restricted firearms to be registered. Domestic violence is a classic example, which she says develops over time and escalates when left unchecked. When police intervention occurs early, there is a greater chance victims will not be subject to violence, including shootings.

Currently, police have the authority to search for and seize firearms known to be in the possession of a person who commits domestic violence. Without the long-gun registry, they can now only rely on the accounts of the suspect, victims and witnesses in an investigation to determine if firearms are present.

Registry or not, one thing is for sure – its business as usual for the PWEU and its partner agencies – and for those involved in the illegal movement and use of firearms, that’s never a good thing.

Tony Palermo is a freelance writer and *Blue Line Magazine*’s Eastern Ontario correspondent. He can be reached at tony@blueline.ca



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COMPELLING AGENDAS

Key strategies for successful joint forces operations

by *Tim Trotter*

When a criminal investigation takes on a multi-jurisdictional or multi-agency scope, the Joint Forces Operation (JFO), Joint Task Force (JTF) or “working group” often ends up as merely a catchy name, perhaps a slick logo – and not much else. Although a partial resolution is sometimes achieved, the group often dissolves into competing agendas, uncertain partnerships

and counterproductive investigations.

Institutional inertia and organizational culture are two key barriers to a successful investigation in a situation that demands a multi-agency response.

Institutional inertia occurs in organizations unable to respond quickly and efficiently to outside requests and challenges. These are often public sector agencies where layers of bureaucracy must be negotiated before external requests for information can be satisfied.

This inertia problem is not limited to the public sector, but private enterprises driven by the profit imperative are often more responsive to outside demands or challenges. Money can be made or lost very quickly and private companies are responsible to their shareholders. In addition, private firms are often more conscious of their public image and more active in maintaining brand integrity and corporate image.

The second key barrier, organizational culture, can be loosely defined as the pervading ethic defining a public or private organization’s approach and response in all facets of its operations. Organizational culture pressures members of all agencies and organizations to conduct their work in a manner reflecting their perception of the chief concerns of their managers. This invisible filter often results in actions or decisions that seem incomprehensible or even hostile to the investigator, whose expectations of cooperation are based on his or her own organizational culture.

The friction created by institutional inertia and organizational culture can derail even the most well-intentioned joint investigative effort.

What can the organizer of a multi-jurisdictional operation do when faced with these two profound barriers to a successful joint operation?

One strategy used successfully in the Project Mouse investigation, which involved more than 30 separate agencies, is an approach that a retail salesperson might recognize as a basic sales technique. It can be adapted to a

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multi-agency investigation using the following four-step model.

1) Define the criminal concern and identify stakeholders – those organizations, public and private, whose operations have been, or could be, affected by the criminal activity being investigated. Once stakeholders are identified, it should be possible to answer the following questions, with these stakeholders in mind:

- Does the criminal activity cross jurisdictional lines?
- Does the activity affect communities served by different police services?
- What public sector agencies are affected by this activity?
- What private sector organizations or companies are affected or suffer because of this activity?
- Are any of the individuals involved in the criminal activity associated with private companies? If so, are they using their employee (company) identities as part of the criminal behaviour?
- What are the “tools of the criminal trade?” Are they related to private or public agencies and does their use have an impact on the public credibility of those tools?

2) Solicit representation from the identified stakeholders, using available resources such as past contacts, professional or personal relations, established partnerships and industry groups. The key is to get someone – anyone – from each agency or stakeholder group to that

first meeting to ensure contact has been made and critical information exchanged.

3) Organize a group meeting of all of the representatives and sell them on your project. This step contains the real art of the deal. Advance meeting preparation and knowledge of the priorities of each stakeholder organization are essential. In sales parlance this stage of the process is known as “overcoming objections.” Each representative needs to be shown exactly how the criminal activity under investigation impacts their group’s interests. They must realize that their organization has a stake in the successful completion of your joint investigation. Arguments should be tailored to the entities’ concerns:

- Use constructive persuasion, such as: “Your company stands to lose money,” “Your agency will benefit from being seen as participating” or “Your product is being misused to commit this crime.”
- Do not rely on threats or intimidation: “When this hits the media” will not make anyone a happy contributor and may result in half-hearted or divisive participation.

4) Once you have an interested and committed group, secure firm commitments from individual participants. This does not need to be done on paper. By considering the unique outlook of each participant and asking each for what they are comfortable in providing may guarantee a more positive and energetic response. In sales this is referred to as

“sealing the deal.” This is a very important step for two reasons: securing commitment and identifying fair weather friends – those who are glad to have their agency’s logo on your project but intend to provide very little in the way of action.

At this crucial stage you might hear some familiar refrains; “We’ll put it past legal” or “We’ll need an MLAT or MOU,” for example. Let these people drift quietly out of the picture – if you have done your sales job correctly you have asked them to do nothing that their organization doesn’t already do based on their own internal procedures.

By following these key steps, you can assure that your joint investigation will enjoy a smoother flow of information, more responsive actions from stakeholders and deeper commitment. The end result will ultimately be more rewarding for all.

We used this approach during Project Mouse to ensure commitment and participation from representatives of more than 30 private and public agencies in an investigation that ultimately lasted almost a year.

Timothy Trotter and Michael Kelly will explore the dangerous and shadowy world of synthetic identities and multi-jurisdictional, multi-agency task forces at **Blue Line EXPO**. Their course, “*Economic Crimes: Detection and Investigation – Project Mouse and Project Kite*” is sponsored by Vancouver Island University.

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What's in a name?

by Michael Kelly

Most of what you believe about identity and identification is wrong.

Our birth is registered with the government, we are assigned a name and that is how we are known for the rest of our days. We believe that in order for a person to exist, they must first be born.

This is untrue.

Recently we've seen an emerging trend of identities fabricated out of thin air; such creations are often referred to as "synthetic identities." Don't confuse them with identity theft, where someone pretends to be another person (living or dead), or counterfeit identification, where a government document is forged.

In its simplest form, a synthetic identity is a fictional name supported by valid government ID. In most cases,

the combination of systemic weakness and employee corruption allows the new identity to appear and take hold.

For example, I may decide I no longer wish to be known as Mike Kelly when a series of arrest warrants diminishes my pleasure in being myself. I decide that, from now on, my name will be Server Froze and I choose a birth date that makes me two years younger and allows me to celebrate my birthday in the summer.

I pay off a corruptible employee to get my hands on valid, properly-issued government identification in my false name; there is nothing stopping me from using it to get other forms of ID and financial instruments identifying me as Server Froze.

Shortly thereafter I am pulled over for speeding. I present Server Froze's driver's license to the officer. He asks for more information so I hand over bank, health

and credit cards – all in the name "Server FROZE." The diligent officer checks each, determining they are all properly issued and that my face matches the face associated with that name. Server Froze has never been arrested or had any contact with the police so the officer sends me on my way, unaware.

In truth, he never had a chance.

Like most western democracies, Canada has few defences when someone establishes apparent legitimacy and proper identification inside our borders. To use an analogy, Canada is like a nightclub. Patrons present identification and are searched upon entry, but once inside they can move freely.

In the case of synthetic identities, they simply enter through a side door, unsearched and unchecked. Once inside there is no way to distinguish legitimate from synthetic identities because the presumption is that all individuals have been challenged upon entering. It is only when something goes wrong and steps are retraced that the problematic circumstances become apparent.

Think of all the things you could do if the only name at the end of a lengthy investigation into your activities was Server Froze, a figment of your own fertile imagination.

Think what you could accomplish with an army of fabricated people who exist only on paper: fictitious people to ship your drugs, launder your money, pay for and register the car you drive and verify the picture for your passport application.

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Imagine having the ability to use your army of paper people to defraud the public and companies of millions of dollars, all in a matter of hours.

You may never have entertained these thoughts but organized crime groups did years ago and now actively exploit the canyon-like gaps in our systems. Nearly every one will ultimately trend to what is profitable and this is no exception. Not only do synthetic identities provide increased opportunities to generate revenue, they also offer the ability to conduct illegal activities with little personal risk to the offender.

The risk goes far beyond profits for organized criminal groups.

A significant component of police officer safety is the availability of accurate and reliable information: Who am I dealing with? Criminal history? Infectious diseases? Warrants? Synthetic identities put frontline personnel at risk because they have no way to know that the person they're talking to is not who they appear to be.

This problem has been allowed to develop largely because it is not the territory of any one entity or group. Lack of understanding the existence and magnitude of the problem has prevented stakeholders from identifying and meaningfully protecting our interwoven common interests; rather, the focus has been on protecting the interests of each of our respective organizations.

For example, the intended purpose of a driver's license is to authorize a person to drive. The license wasn't created to provide a means of determining identity so the issuer cannot be required to account for possibilities which go beyond the holder's ability to drive a motor vehicle.

Although the previous statement may be true in the purely bureaucratic sense, ask yourself which form of identification most people use when opening a bank account, checking into a hotel, applying for a loan or signing for a package? Ironically, a driver's license is also the most common form of identification used to obtain a passport – which IS an identity document!

At the end of the day banks, government agencies and law enforcement all have skin in this game. Each relies upon the trustworthiness of valid documentation with a person's name on it. Like it or not, our individual fates are tied together.

Tens of thousands of synthetic identities in Canada are supported by government identification. Server Froze is one of them.

The longer we fail to work in the collective interest, the worse it becomes.

Michael Kelly and Timothy Trotter explore the dangerous and shadowy world of synthetic identities at **Blue Line EXPO** in their course "Economic crimes: Detection and investigation – Project Mouse and Project Kite," brought to you by Vancouver Island University.

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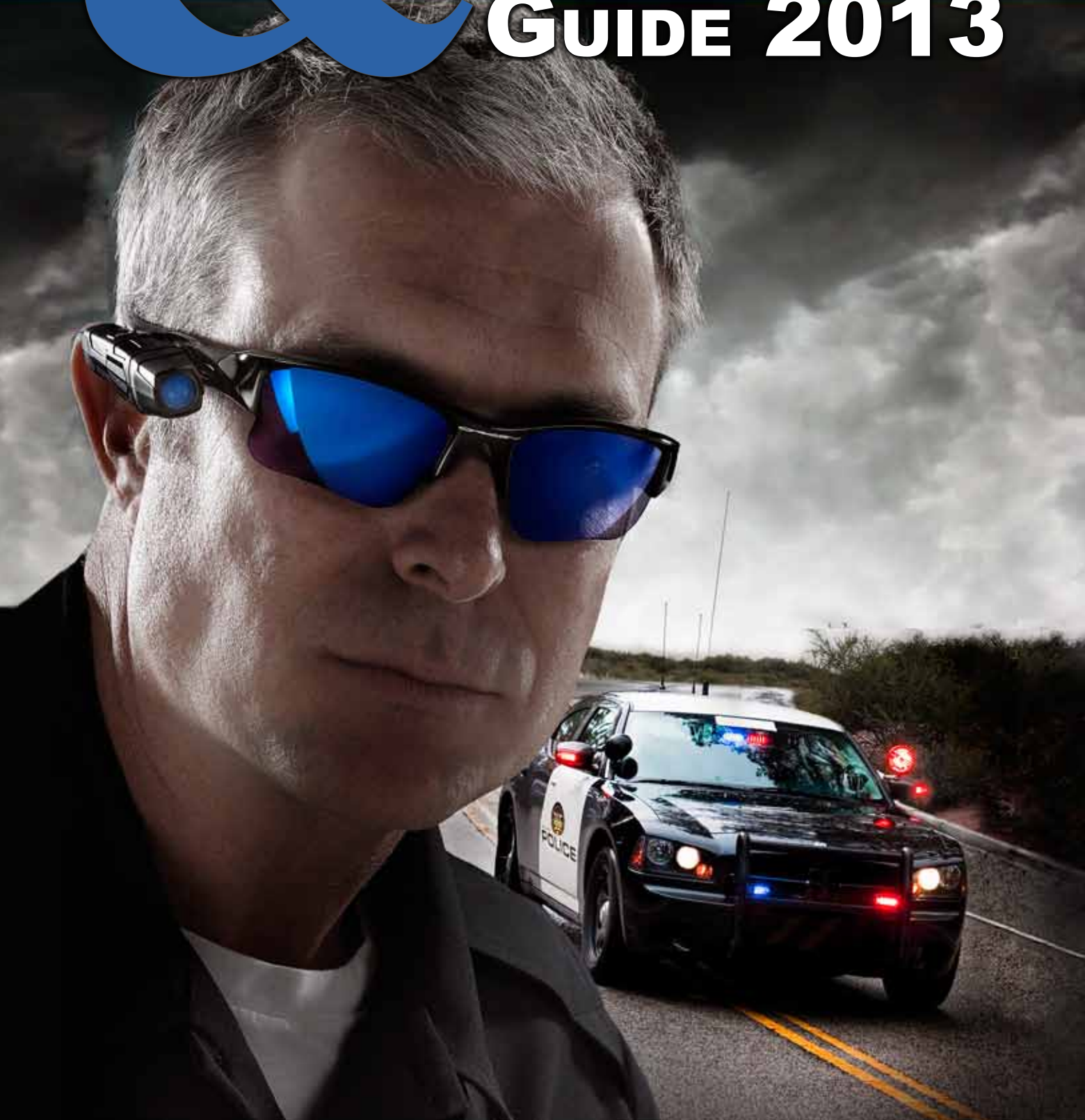

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- Firearms – Simulation Training
 - Video – Training*
 - Weapons – Non-lethal*
- Firearms – Training
- Firearms – Training Equipment
- Firearms – Training Facility
- First Aid & Medical Supplies
- Fitness Clothing
 - Exercise Equipment & Clothing*
- Fleet Graphics
- Forensic Aids & Investigations
 - Investigative Support Services*
- Forensic Services & Equipment
- General Police Supply
- Gloves
 - Hazardous Material Handling*
 - General Police Supply*
- GPS & Mapping
- Graffiti Eradication
- Hats & Head Protection
- HazMat Equipment/Handling
 - Bomb Disposal*
 - Eye, Ear & Skin Protection*
 - General Police Supply*
 - Gloves*
 - Safety & Rescue Equipment*
- Helicopters & Equipment
- Holsters & Accessories
 - Weapons – Accessories*
- ID Holders
- Inert Explosive Devices
- Jewelry
 - Awards, Badges, Pins*
 - Promotional Items*
- K9
- Key Control
- Labelling
- Laser Range Finders
- Legal Services
- Licence Plate Recognition
- Lights – Portable
- Loading/Unloading Stations
- Marine Electronics
- Marine - Rigid Hull Inflatables
- Memo Books
 - Evidence Notebooks*
- Motorcycles & Supplies
 - Vehicles – Off Road*
- Narcotics Equipment & Drug Tests
 - Forensic Services & Equipment*
- Needs Assessment
- Night Vision Equipment
 - Cameras*
- Novelty Items
- Nutrition
- Office Equipment & Supply
- Pens
 - Awards, Badges, Pins*
 - Promotional Items*
- Photo Identification
- Photography
 - Cameras*
 - Forensic Services & Equipment*
- Video – Mobile & Surveillance*
- Surveillance*
- Promotional Items
 - Awards, Badges, Pins*
 - Jewelry*
 - Pens*
- Publishers, Books, Printing
 - Training Courses & Services*
- Radar & Speed Equipment
- Range Supplies
 - Ammunition*
- Records Management
- Restraining Devices
- Riflescopes
- Safety & Rescue Equipment
 - Hazardous Material Handling*
- Schools & Institutions
 - Defensive Tactics Training*
- Security – Consulting & Systems
- Security – Identification
- Security – Penal Institutions
- Security – Perimeter
 - Photography*
 - Surveillance*
 - Video – Mobile & Surveillance*
- Security – Products
- Security – Training
- Sirens & Emergency Lighting
 - General Police Supply*
 - Vehicles – Accessories*
- Surveillance
 - Binoculars & Telescopes*
 - Cameras*
 - CCTV, Film*
 - Security – Perimeter*
 - Video – Mobile & Surveillance*
- Systems Integration & Support
- Tactical Team Equipment
 - Body Armour*
 - General Police Supply*
- Telescoping Masts & Antenna
- Thermal Imaging
- Ticket Holders
- Training Courses & Services
 - Audio/Video Aids*
 - Publishers, Books, Printing*
- Uniforms & Accessories
 - Clothing & Outerwear*
 - Emblems*
 - General Police Supply*
 - Holsters & Accessories*
- Unmanned Aerial Vehicles
- Vacations
- Vehicles – Accessories
 - Fleet Graphics*
 - Sirens & Emergency Lighting*
- Vehicles – Lightbars
- Vehicles – Off Road
 - Helicopters & Equipment*
 - Motorcycles & Supplies*
- Vehicles – Specialty
- Vehicles – Tracking Equipment
 - GPS & Mapping*
- Video – Mobile & Surveillance
 - Security – Perimeter*
 - Surveillance*
- Video – Training
- Voice Logging Systems
- Weapons – Accessories
 - Holsters & Accessories*
- Weapons – Maintenance
- Weapons – Non-lethal
 - Batons*
 - Firearms – Simulation Training*
- Weapons – Security
- Weapons – Training
- Weather Monitoring
- Window Films
- Wireless Communications

Access Control

Ahearn & Soper
FlashFog Security

Alarm Devices

FlashFog Security
Freedom Lock & Security
Midian Electronics

Alcohol Detection Devices

Alcootech Canada



Draeger Safety Canada

Ammunition

Korth Group
Prototype Integrated Solutions
The Shooting Edge
Wolverine Supplies

Ammunition Disposal

Descotes Canada

Architecture & Engineering

Stephens Kozak ACI

Asset Management System

Commissionaires

Asset Tracking

Blackline GPS
FlashFog Security
Laipac Technology

Associations

Int'l Police Association



Audio/Video Aids

JerkStopper Canada
Provox
Risk Mgmt Solutions
Tec-Garde Mobile Solutions
Visual Planning

Awards, Badges, Pins

Badge & Wallet
Crossroads Promos & Gifts
Fisher Space Pen
Mr. Pin Man



Pride in Service
Stokes International
TechComm International
The Patchman
Trimtag Trading
William Scully

Batteries

CanCom Radio Accessories
SureFire

Bicycles & Supplies

Comfort Bike Seats
Giant Bicycle Canada
Impulse Group
RideOut Technologies

Binoculars & Telescopes

Henry's Photo-Video-Digital
Infrared Technologies
Leupold & Stevens
Stoeger Canada
Vancouver Tactical Supplies
Vortex Canada

Body Armour

Armor Express
Bosik Technologies
DuPont Protection Tech
FELLFAB Limited
Kehoe LE Distributors
Line of Fire
PPSS
Prototype Integrated Solutions
SRS Tactical
Ten4
Urban Tactical

Boots, Shoes & Footwear

911 Supply



CESTA
Danner Shoe Mfg
Hi-Tec Sports
Honeywell Safety Products
Jaycan Developments
Kehoe LE Distributors
Louis Garneau Sports
M D Charlton Co
Original S.W.A.T. Canada
Rocky Canada
Supply Sergeant
The Shoe Network
Urban Tactical

Breathing Apparatus

Canadian Safety Equipment
Draeger Safety Canada
Honeywell Safety Products

Bullet Traps

Bosik Technologies
Mancom Manufacturing
Savage Range Systems

Cameras

Blue Max Lighting & Emerg
Henry's Photo-Video-Digital
Panasonic Canada
Panoscan
Provox

Cases, Duty Bags, Storage

911 Supply
FELLFAB Limited
Pelican Products
Tactical Advantage LE Products
Tactical Innovations



CCTV, Film

Blue Max Lighting & Emerg
FlashFog Security
Integritys Limited
Provox

Charitables & Non-Profits

Fallen 4 Marathon

Cigars & Accessories

Constable Cigar Company

Clothing & Outerwear

5.11 Tactical
911 Gear
911 Supply
Armor Express
FELLFAB Limited
Integral Tactical
Lethbridge Tactical Supply
Louis Garneau Sports
M D Charlton Co
PPSS
SEALS Action Gear
Stokes International
Supply Sergeant
The Patchman
Urban Tactical
Vancouver Tactical Supplies

Collision Reporting Centres

Accident Support Services Int'l

Commercial Vehicle Enforcement

Canadian Kawasaki Motors

Communications - Base Stations

Kenwood Electronics Canada
Midian Electronics
Motorola Canada

Communications - Consultant

Kenwood Electronics Canada
Motorola Canada
NCIC Inmate Phone Services
Priority Dispatch

Communications - Handheld

CanCom Radio Accessories
Motorola Canada
Setcom Corporation
SRS Tactical

Communications - Mobile

Good Technology
Intergraph Canada
Kenwood Electronics Canada
Laipac Technology
Motorola Canada
Setcom Corporation

Computer - Accessories

Absolute Software
JerkStopper Canada
Turning Technologies Canada

Computer - Dispatching

Digital Evidence Int'l
Midian Electronics
Priority Dispatch

Computer - Forensics

Digital Evidence Int'l
Xanalis Limited

Computer - Hardware

Absolute Software
Panasonic Canada

Computer - Laptops

Mega-Tech



Range Mobility

Computer - Records / Mgmt

Xanalis Limited

Computer - Software

Absolute Software

*Federal Signal Corporation
MediaSolv Solutions Corp
Professional Development
TSCM Group
Turning Technologies Canada
Xanalis Limited*

Computer - Training

*Absolute Software
Cdn Police Knowledge Network
Cognitive Results PATI Tutoring
Turning Technologies Canada
Uty of Fredericton Online*

Conflict Resolution

*Cornerstone Mediation
Stitt Feld Handy Group*

Cooling Vests

*Canadian Safety Equipment
Dakota Creek*

Costumes

Sugar's Mascot Costumes

Counselling Services

Cornerstone Mediation

Counterfeit & Detections/Fraud

*CashTech Currency Products
Cummins Allison
Vancouver Island Uty*

Crime Reports

*Digital Evidence Int'l
Primary Marking Systems
Xanalis Limited*

Critical Incident Stress Mgmt

Cornerstone Mediation

Data Collection

*3M PIPS Technology
Ahearn & Soper*

Data Destruction

Absolute Data Destruction

Data Mining, Data Recovery

*3M PIPS Technology
Absolute Data Destruction
Divetech*

Defensive Tactics Training

*Alberta Jiu-Jitsu Association
Bosik Technologies*

Defibrillators

St. John Ambulance

Dental Care

Dentistry in Oak Ridges

Digital Imaging

*Digital Ally
Henry's Photo-Video-Digital*

Disaster Planning & Recovery

Intergraph Canada

Distance Education



*Athabasca University
Cdn Police Knowledge Network
Charles Sturt University*



*Georgian College
Lakeland College
Seneca College
Turning Technologies Canada
Uty of Fredericton Online*

*Uty of Guelph CME Exec Prog
Vancouver Island University*

DNA Testing Services

FlashFog Security

Dog Training & Supplies

*Dakota Creek
Hudson Supplies*

Door Security

3M Window Film Solutions

Driver Training

Drive Wise

E-Services

*Cdn Police Knowledge Network
Charles Sturt University
Good Technology
Uty of Fredericton Online*

E-ticketing

Digital Evidence International

Emblems & Decals

*Artcal Graphics &
Screen Printing
Badge & Wallet
Crossroads Promos & Gifts
Stokes International
Trimtag Trading*

Emergency Food Supply

*Action Meals
Prototype Integrated Solutions*

EMS Software

Intergraph Canada

Evidence Notebooks



Evidence/Exhibit Storage

*Global Pathogen Solutions
LEID Products
MediaSolv Solutions Corp
Pelican Products*

Exercise Equipment & Clothing

Louis Garneau Sports

Eye Care

*ESS Eyepro
TLC Laser Eye Centres*

Eye, Ear & Skin Protection

*ESS Eyepro
Gentex
Honeywell Safety Products
Regard Tactical
Soldier-Gear
Sportmeds
SRS Tactical*

Facilitators

*Cornerstone Mediation
Stitt Feld Handy Group*

Financial Planning/Insurance

*Investors Group-Lucienne Croghan
Investors Group-Shaun Muldoon*

Fine Art

TechComm International

Firearms - Simulation Training

*Caps
Mancom Manufacturing*

Firearms - Training

*Caps
Colt Canada
Descotes Canada
Korth Group
Sturm Ruger & Company*

Firearms - Training Equipment

5.11 Tactical

*Aimpoint
American Spirits Arms
Caps*

*Mancom Manufacturing
Savage Range Systems
Sturm Ruger & Company
SureFire
Wolverine Supplies*

Firearms - Training Facility

*Colt Canada
The Shooting Edge*

First Aid & Medical Supplies

*St. John Ambulance
Vancouver Tactical Supplies*

Fitness Clothing

Louis Garneau Sports

Fleet Graphics

3M Window Film Solutions

Forensic Aids & Investigations

*3M Cogent
Aprillage Face Aging Software
Crime Sciences
Datrend Systems
Freedom Lock & Security
Pelican Products
Vancouver Island University*

Forensic Services & Equipment

Crime Sciences



*Forensic Art by Diana Trepkov
Freedom Lock & Security
JerkStopper Canada
LEID Products
Savage Range Systems*

General Police Supply

*911 Gear
911 Supply
Aimpoint
Blackline GPS
Case-Tech Leather
Crossroads Promos & Gifts
Hudson Supplies
JerkStopper Canada
Keenbeam Canada
Kehoe LEDistributors
M D Charlton Co
Pride in Service
Prototype Integrated Solutions
Soldier-Gear
Stokes International
Tactical Innovations
Tactical Products Canada
The Shooting Edge
Urban Tactical
Visual Planning*

Gloves

*DuPont Protection Tech
IBS Sigma
Supply Sergeant
Tactical Innovations
Tactical Products Canada*

GPS / Mapping

*Intergraph Canada
Laipac Technology
Midian Electronics*

Graffiti Eradication

3M Window Film Solutions

Hats & Head Protection

*FELLFAB Limited
Gentex
Teijin Aramid*

Trimtag Trading
William Scully

Hazmat Equipment/Handling
Canadian Safety Equipment
Draeger Safety Canada
DuPont Protection Tech
Global Pathogen Solutions

Health Care
Dentistry in Oak Ridges
HandsOn Osteopathy & Physiotherapy Clinic
Sportmeds
St. John Ambulance

Helicopters & Equipment
Bell Helicopter



Turboflare Canada
Holsters & Accessories
DutySmith
Hudson Supplies
Kehoe LE Distributors
Supply Sergeant
SureFire
Tactical Advantage LE Products
Tactical Products Canada
The Shooting Edge
Urban Tactical

ID Holders
Polar Pin

Inert Explosive Devices
Tactical Products Canada
Investigative Support Services
Dektor Corporation
Intelligarde International
KCS Supply
Professional Development
TSCM Group

Jewelry
Fisher Space Pen
Mr. Pin Man
Pride in Service
TPS Gift Shop

K9
Armor Express

Labelling
Primary Marking Systems

Laser Rangefinders
Vortex Canada

Legal Services
Investigation Counsel PC
Kain Family Law
Linden & Associates

License Plate Recognition
3M PIPS Technology

Lights - Portable
911 Supply
Airstar Canada
Canadian Safety Equipment
Federal Signal Corporation
JB Wand
Keenbeam Canada
Pelican Products
Provix
Streamlight
SureFire
Tactical Innovations
Turboflare Canada

Loading & Unloading Stations
Colt Canada

Marine - Rigid Hull Inflatables
Yamaha Motor Canada

Marine Electronics
Divetech
Infrared Technologies
Provix
Setcom Corporation

Memo Books
Triform
Vancouver Tactical Supplies

Motorcycles & Supplies
Canadian Kawasaki Motors
Polaris Industries
Setcom Corporation
Victory Police Motorcycles
Yamaha Motor Canada

Narcotics Equipment/Drug Tests



Needs Assessment
Turning Technologies Canada

Night Vision Equipment
Blue Max Lighting & Emerg
Infrared Technologies
Leupold & Stevens
Obzerv Technologies
Provix

Novelty Items
Mr. Pin Man
TechComm International
TPS Gift Shop
Trimtag Trading

Nutrition
HandsOn Osteopathy & Physiotherapy Clinic
VitalVits by USANA

Office Equipment & Supply
Visual Planning

Pens
Crossroads Promos & Gifts
Fisher Space Pen
Mr. Pin Man

Photo Identification
Ahearn & Soper
CashTech Currency Products

Photography
Henry's Photo-Video-Digital
JerkStopper Canada
Nikon Canada

Promotional Items
Crossroads Promos & Gifts
Mr. Pin Man
Pride in Service
Sonic Science
Sugar's Mascot Costumes
TPS Gift Shop

Publishers, Books, Printing
5 Mile Corner Media
Carswell, a Thomson
Reuters Business
Cognitive Results PATI Tutoring
Emond Montgomery Publications



Kee-Lok Security Supplies
Mega-Tech

Range Supplies
Savage Range Systems
Vancouver Tactical Supplies

Records Management System
Digital Evidence Int'l

Primary Marking Systems
Recruitment & Selection
Cognitive Results PATI Tutoring
John E. Reid and Associates

Restraining Devices
Peerless Handcuff Company

Riflescopes
Aimpoint
Armament Technology
Colt Canada
Infrared Technologies
Korth Group
Leupold & Stevens
Stoeger Canada
Tactical Products Canada
Vortex Canada
Wolverine Supplies

Safety & Rescue Equipment
Airstar Canada
ASB Manufacturing
Canadian Kawasaki Motors
Canadian Safety Equipment
CanCom Radio Accessories
CESTA
Draeger Safety Canada
Honeywell Safety Products
Integral Tactical
PES Canada
Prototype Integrated Solutions
Sportmeds
Turboflare Canada

Schools / Institutions
American Military University
Athabasca University
BC Institute of Technology
Cdn Tactical Training Academy
Charles Sturt University
Cognitive Results PATI Tutoring
Conestoga College
Dalhousie Uty College of Continuing Education
George Brown College
Georgian College
HBI College
Humber Ins't of Technology
IAPE
JIBC Emergency Mmg't
John E. Reid & Associates
Lakeland College
Lethbridge College
Seneca College
Uty of Fredericton Online
Uty of Guelph CME Exec Prog
Vancouver Island University

Security - Consulting & Systems
Commissionaires
Digital Boundary Group
IAPE

Security - Identification
Ahearn & Soper
Commissionaires

Security - Penal Institutions
TOA Canada Corporation

Security - Perimeter
Bosik Technologies
Commissionaires
Intergraph Canada

Security - Products
3M Window Film Solutions
Blackline GPS
Blue Max Lighting & Emerg
Emond Montgomery Publications
Freedom Lock & Security
Integrays Limited
Supply Sergeant
Vortex Canada

Security - Services
Blackline GPS
Commissionaires
Integrays Limited

Security - Training

Cdn Police Knowledge Network
Cdn Tactical Training Academy
Caps
Commissionaires
Digital Boundary Group
Emond Montgomery Publications
Professional Development
TSCM Group

Turning Technologies Canada

Sirens & Emergency Lighting

Blue Max Lighting & Emerg
Brothers In Blue
D & R Electronics
Federal Signal Corporation
Mega-Tech
Provix
Whelen Engineering

Surveillance

3M PIPS Technology
Ahearn & Soper
Professional Development
TSCM Group
Trackers Edge

Systems Integration / Support

MediaSolv Solutions Corp

Tactical Team Equipment

Aimpoint
Armament Technology
Armor Express
Bosik Technologies
CanCom Radio Accessories
Honeywell Safety Products
Hudson Supplies
Integral Tactical
Lethbridge Tactical Supply
Leupold & Stevens
Line of Fire
M D Charlton Co Ltd
Mobile Police Training Structures

SEALS ACTION GEAR

403-723-0222

www.sealsactiongear.com

SRS Tactical
Stoeger Canada
Vortex Canada

Telescoping Masts & Antennas

Provix

Thermal Imaging

Bock Optronics
Draeger Safety Canada
Infrared Technologies
P&R Technology
Provix
Wolverine Supplies

Ticket Holders

Tactical Advantage LE Products

Training Courses & Services

BC Institute of Technology
Blue Line Expo Training
CESTA
Cdn Police Knowledge Network
Cdn Tactical Training Academy
Cognitive Results PATI Tutoring
Conestoga College
Dalhousie Uty College
of Continuing Education
Descotes Canada
Divetech
Emond Montgomery Publications
George Brown College
Georgian College
HBI College
Humber Institute of Tech
IAPE

JIBC Emergency Mgmt
John E. Reid & Associates
Lakeland College
Lethbridge College
Palestra Group Int'l
Seneca College
St. John Ambulance
Stitt Feld Handy Group
The Canadian Institute

Uty of Fredericton Online
Uty of Guelph CME Exec Prog
Vancouver Island University

Uniforms & Accessories

911 Gear
FELLFAB Limited
Kehoe LE Distributors
Louis Garneau Sports
Pride in Service
Regard Tactical
Soldier-Gear

Tactical Advantage LE Products
Trimtag Trading
William Scully Ltd.

Unmanned Aerial Vehicles / Training

ING Engineering

Vacations

Int'l Police Association
Vacations for Heroes

Vehicles - Accessories

ASB Manufacturing
ergoCentric Seating
MediaSolv Solutions
PES Canada
Range Mobility
Streamlight
Tec-Garde Mobile Solutions
Turboflare Canada
Whelen Engineering

Vehicles - Lightbars

D & R Electronics
Federal Signal Corporation
Kee-Lok Security Supplies
Mega-Tech
PES Canada
Range Mobility
Whelen Engineering

Vehicles - Off Road

Bombardier Rec'l Products
Cdn Kawasaki Motors
Polaris Industries
Yamaha Motor Canada

Vehicles - Specialty

Cdn Kawasaki Motors

Darch Fire

General Motors Fleet
IBS Sigma
Polaris Industries
Provix
Subaru Canada
TechComm International
Turboflare Canada

Vehicles - Tracking Equipment

D & R Electronics
Freedom Lock & Security
Laipac Technology
Range Mobility

Video - Mobile & Surveillance

247 Patrol Witness

Henry's Photo-Video-Digital
MediaSolv Solutions Corp
Mega-Tech
Panasonic Canada
Provix
Recon Robotics
Risk Mgmt Solutions

Video - Training

Stitt Feld Handy Group

Voice Logging Systems

CVDS

Weapons - Accessories

5.11 Tactical
Aimpoint
American Spirits Arms
Armament Technology
Colt Canada
Glock
IBS Sigma
Korth Group
Lethbridge Tactical Supply
Leupold & Stevens
Pelican Products
Police Ordnance
Stoeger Canada
SureFire
Tactical Innovations
The Shooting Edge
Trackers Edge
Wolverine Supplies

Weapons - Maintenance

Descotes Canada
Korth Group

Weapons - Non-Lethal

Datrend Systems
IBS Sigma
M D Charlton Co
Stoeger Canada

Weapons - Training

Cdn Tactical Training Academy
Caps
Descotes Canada
Gryphon Engineering Services
Savage Range Systems
Stoeger Canada

Weather Monitoring

Sturm Ruger & Company

Window Films

3M Window Film Solutions

Wireless Communications

CanCom Radio Accessories
Good Technology
Laipac Technology
Midian Electronics
Panasonic Canada
Range Mobility
Setcom Corporation
SRS Tactical
Tec-Garde Mobile Solutions

#

247 Patrol Witness
Alpharetta, GA
866-693-7492
www.patrolwitness.com

3M Cogent
Pasadena, CA
626-325-9600
www.cogentsystems.com

3M PIPS Technology Inc
Knoxville, TN
865-392-5540
www.pipstechnology.com

3M Window Film Solutions
Toronto, ON
888-267-3206
www.windowfilmcanada.ca

5 Mile Corner Media Inc
Saskatoon, SK
306-955-1965
www.lawprofessionalguides.com

5.11 Tactical
Modesto, CA
866-451-1726
www.511tactical.com

911 Gear
Markham, ON
905-205-0074
www.911gear.ca

911 Supply
Calgary, AB
403-287-1911
www.911supply.ca

A

Absolute Data Destruction
Toronto, ON
416-742-7444
www.absolutedatadestruction.ca

Absolute Software
Vancouver, BC
604-730-9851
www.absolute.com

Accident Support Services Int'l
Toronto, ON
416-745-3301
www.accsupport.com

Action Meals
Kingston, ON
613-546-4567
www.actionmeals.com

Ahearn & Soper Inc.
Toronto, ON
416-675-3999
www.ahearn.com

Aimpoint Inc.
Chantilly, VA
877-AIMPOINT
www.aimpoint.com

Airstar Canada Inc
Toronto, ON
416-919-9498
www.airstarcanada.com

Alberta Jiu-Jitsu Association
Sylvan Lake, AB
403-342-1771
www.goshinma.com

Alcootech Canada
Maple Grove, QC
450-225-2752
www.alcootechcanada.com

American Military University
Manassas, VA
877-777-9081
www.amu.apus.edu

American Spirits Arms
Scottsdale, AZ
480-367-9540
www.americanspiritarms.com

Aprilage Face Aging Software
Toronto, ON
866-901-8222
www.aprilage.com

Armament Technology Inc
Halifax, NS
902-454-6384
www.armament.com

Armor Express
Central Lake, MI
866-357-3845
www.armorexpress.com

Artcal Graphics & Screen Printing
London, ON
519-453-6010
www.artcal.com

ASB Manufacturing
Swift Current, SK
877-223-3997
www.conecaddy.com

Athabasca University
Athabasca, AB
780 675-6365
www.athabascau.ca

B

Badge & Wallet
Surrey, BC
604-502-9907
www.badgeandwallet.com

BC Institute of Technology
Burnaby, BC
604-432-8547
www.bcit.ca/forensic

Bell Helicopter
Mirabel, QC
450-437-2763
www.bellhelicopter.textron.com

Blackline GPS
Calgary, AB
877-869-7212
www.blacklinegps.com

Blue Max Lighting & Emerg Equipment
Surrey, BC
604-574-4062
www.bluemaxcanada.com

Bock Optronics
Toronto, ON
416-674-2804
www.bockoptronics.ca

Bombardier Recreational Products
Valcourt, QC
819-566-3356
www.brp.com

Bosik Technologies
Ottawa, ON
613-822-8898
www.bosik.com

Brothers In Blue
Barrie, ON
705-984-7233
www.brothersnblue.com

Bullard
Cynthiana, KY
877-BULLARD
www.bullard.com

C

Canadian Kawasaki Motors
Toronto, ON
416-445-7775
www.kawasaki.ca

Cdn Police Knowledge Network
Charlottetown, PE
866-357-2756
www.cpkn.ca

Canadian Safety Equipment Inc
Mississauga, ON
800-265-0182
www.cdnsafety.com

Cdn Tactical Training Academy
Montreal, QC
514-373-8411
www.ctta-global.com

CanCom Radio Accessories
Orillia, ON
705-326-5677
www.cancomradioaccessories.com

Caps Inc
Kirkland, QC
866-559-8591
www.caps-inc.com

Carswell, a Thomson Reuters Business
Toronto, ON
416-609-8000
www.carswell.com



CORPORATE LISTING

Case-Tech Leather Inc.
Oakville, ON
905-842-8294
www.case-tech.com

CashTech Currency Products Inc
Mississauga, ON
800-268-5457
www.cashtechcurrency.com

CESTA
Parry Sound, ON
705-774-3825
www.cesta.ca

Charles Sturt University
Albury NSW, Australia
02-4824-2527
www.csu.edu.au/policeca

Chrysler Canada Fleet
Mississauga, ON
800-463-3600
www.fleetchrysler.ca

Cognitive Results PATI Tutoring
London, ON
519-601-7587
www.cognitiveresults.com

Colt Canada
Kitchener, ON
519-893-6840
www.coltcanada.com

Comfort Bike Seats
Boise, ID
208-866-5313
www.comfortbikeseats.com

Commissionaires
Ottawa, ON
613-688-0715
www.commissionaires.ca

Communications – Applied Tech
Reston, VA
703-481-0068
www.C-AT.com

Conestoga College
Kitchener, ON
519-748-5220
www.conestogac.on.ca

Constable Cigar Company
Grand Valley, ON
877-229-2247
www.policepride.com

Cornerstone Mediation
Mississauga, ON
905-567-6833
www.cornerstone-mediation.com

Crime Reports
Salt Lake City, UT
801-828-2724
www.crimereports.com

Crime Sciences
Fonthill, ON
905-892-1800
www.crimesciences.com

Crossroads Promotions & Gifts Inc
Richmond Hill, ON
800-534-2211
www.crossroadspromotions.com

Cummins Allison
Mississauga, ON
905-795-5149
www.mashmedia.ca

CVDS Inc
Pointe-Claire, QC
514-426-7879
www.cvds.com

D
D & R Electronics
Bolton, ON
905-951-9997
www.dandrelectronics.com

Dakota Creek
Acton, ON
519-855-6366
www.store.dakotacreekretrievers.com

Dalhousie University,
College of Continuing Education
Halifax, NS
800-565-8867
www.dal.ca/cce

Danner Shoe Mfg
Portland, OR
800-345-0430
www.danner.com

Darch Fire Inc
Wellesley, ON
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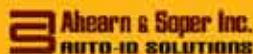
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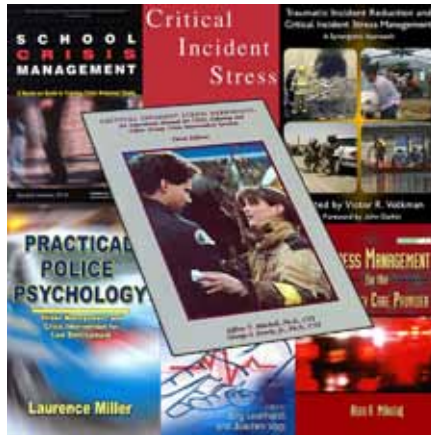
While there are any number of things we do that would probably fit the above bill, the one I am currently in a snit about is the practice of Critical Incident Stress Debriefing (CISD). I'll bet your police service has a CISD or CISM (M for Management) team and whenever some horribly dreadful thing happens, you are all asked to disappear into a secret room to follow a strict procedure of telling what happened, where you were, how it unfolded, how you felt – stuff like that. The theory was that this would decrease the likelihood of people getting PTSD. Sounds like a good plan to me.

Alas, as it turns out, it doesn't work. Like I said... phooey.

The observation that exposure to significant trauma and experiences outside the normal realm of human routine may cause psychological disturbance is not new. References in this area date back to the mid-1800s. Terms such as battle fatigue, shell shock and battle neurosis date from the early 20th century and were used to describe soldiers who displayed significant psychological disturbance following exposure to war.

The concept of severe psychological effects from psychological trauma became widely developed during the 1970s and 1980s. In part, this resulted from the presence of post-traumatic stress disorder (PTSD) in Vietnam war veterans. At the same time, the general notion began to be applied to people experiencing other kinds of traumas, including natural disasters, rape and sexual assault and exposure to other horrible things – and to people who respond to such disasters.

The vast literature on PTSD reflects a



general belief that it can result from prolonged exposure to highly stressful events and situations (such as battle and witnessing pervasive atrocities), specific individual instances of serious psychological magnitude (such as sexual or physical assault) and witnessing or responding to serious single traumatic events (such as the Oklahoma City bombing or Hurricane Katrina). Using the “what's-good-for-the-goose-must-be-good-for-the-gander” approach, interventions for people involved in critical incidents were expanded and widely adopted among first responders.

The term “critical incident” is most commonly associated with the work of Jeffrey Mitchell and we often talk about the “Mitchell Model” when we discuss CISM. Most first responder-type organizations have adopted it and its use is pervasive. This would be a good thing if it really achieved its purpose. However, the research about its effectiveness is “problematic.” (This is a polite word we use in evaluating research when we really mean “it stinks.”)

This field of study does not easily lend itself to rigorous data collection in that the events themselves are unpredictable and the

assignment of affected individuals to ‘no treatment’ control groups can be viewed as unethical. Needless to say you also cannot assign people ahead of time so you know who will have a critical incident and who will not. (“Hey Ted – we want to see if you will fall apart when you see body parts strewn on the road so for now, you will be assigned to all the really gory stuff. OK?”)

Most early studies of the Mitchell Model were conducted by the same individuals who developed the techniques. This is generally not considered good form in the research world. There is that whole “bias” thing to be considered. Not surprisingly, they provide some evidence for the effectiveness of critical incident stress programs. A review by *Flannery and Everly (2004)* of 20 papers that evaluated specific CISM programs indicated that generally, findings were positive and supportive of the model.

However, as time has gone on, other reviews completed by independent researchers describe much more equivocal findings. Many found no evidence debriefings reduced general psychological morbidity, depression or anxiety or that there was either no or a slightly negative effect on the presence of PTSD symptoms after debriefing. Other studies found the techniques had no clear positive or negative effects compared to other interventions, although participants did seem to evaluate them positively, or that it wasn't possible to draw firm conclusions about the benefit or harm of CISM.

Some have expressed concerns parts of the process may actually be harmful to psychologically vulnerable individuals, amounting to re-victimization. There is also concern that those with the highest symptom levels, who on the surface appear to most need debriefing services, may also be the most likely to suffer paradoxical reactions (that means they get worse rather than better). The process also does not seem to be effective in identifying people who might be at greatest risk for developing PTSD – which presumably was the original intent.

Finally, in situations where people may be later required to testify about the events surrounding a critical event, the retelling and comparing of notes in a debriefing can cause significant difficulties. Participants can be influenced, both consciously and unconsciously, to alter their stories.

In some ways, these results are not terribly surprising. It is not like a critical incident in and of itself is the major cause of PTSD. I'd have to write a 10 page article to explain all the causes and influences – even if we really knew – but let us just say we know that the vast majority of people exposed to critical incidents do NOT go on to develop PTSD so obviously there is a little more to it than just

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a single icky incident – or even a long series of semi-icky incidents.

Currently the jury appears still out on the subject of the efficacy of standardized critical incident stress interventions. On the one hand, there does not appear to be compelling evidence of their benefit; on the other hand, there is also an absence of compelling evidence that they are unilaterally harmful. As noted, one of the driving forces behind providing critical incident services is that it provides visible evidence that the employer is actively invested in the welfare of employees. It seems clear debriefed parties seem to appreciate the gesture. Client satisfaction is typically high.

It is also generally agreed that most organizations are sincere in their desire to assist employees and clients exposed to critical incidents. However, the evidence that individuals who experience the most psychological stress, and therefore may be the most vulnerable, are least likely to benefit from these procedures and may actually suffer some harm because of them is sobering.

In view of these concerns, a number of national and international organizations – including the Canadian Psychological Association, National Institute of Mental Health (NIMH, 2002), Department of Health Clinical Practice Guidelines (UK Department of Health, 2001) and the World Health Organization (WHO, 2004) – have issued statements advising against the use of single-session psychological debriefings.

Err... so now what? Do you just ignore critical incidents? Pat people on the head and say “there there there?”

Well, there are a bunch of options – too many to describe here – but my favourite make sense and reflects the things we DO know about PTSD.

The *Australian guidelines for the treatment of adults with acute stress disorder and post-traumatic stress disorder* (http://www.nhmrc.gov.au/files_nhmrc/publications/attachments/mh13.pdf) is a comprehensive, 192 page report. It was “developed in accord with National Health and Medical Research Council guideline development requirements, by a working party comprising key trauma experts from throughout Australia and around the world. Of particular interest is the section on early interventions (pp. 103ff), which includes the following recommendations (p. XIX):

5.1 For adults exposed to trauma, structured psychological interventions such as psychological debriefing should not be offered on a routine basis.

5.2 For adults exposed to trauma, clinicians should implement psychological first aid in which survivors of potentially traumatic events are supported, immediate needs met and monitored over time. Psychological first aid includes provision of information, comfort, emotional and instrumental support to those seeking help. Psychological first aid should be provided in a stepwise fashion tailored to the person's needs.

5.3 Adults exposed to trauma who wish to discuss the experience and demonstrate a capacity to tolerate associated distress, should be supported in doing so. In doing this, the practitioner should keep in mind the potential

adverse effects of excessive ventilation in those who are very distressed.

5.4 For adults who develop an extreme level of distress or are at risk of harm to self or others, immediate psychiatric intervention should be provided.

Psychological First Aid (referred to as Mental Health First Aid (MHFA) in Canada) is currently offered around the country under the auspices of the Mental Health Commission of Canada and is already used by some police services (<http://www.mentalhealthcommission.ca/English/Pages/MentalHealthFirstAid.aspx>).

In the context of the Australian Guidelines, MHFA is seen as one of the first steps in identifying and supporting people who may be experiencing psychological distress following a traumatic or critical incident.

Essentially, the Australian Guidelines suggest that, rather than utilizing a shotgun/one-size-fits-all CISM model, an employer should develop a means for identifying and monitoring those few individuals who are at significant risk. Of course this would mean an employer would need to have a comprehensive workplace mental health system in place.

Ge, it seems to me that by the time this article runs, the new national standards from CSA for Psychological Safety in the Workplace will have been released. Might be worth a look (<http://www.csa.ca>).

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

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Wounded Warriors

“That person is me”

Since this column began in November I have received several e-mails from police officers and their families sharing stories of their experience with PTSD. It has been a privilege to bear witness to the stories of triumph, love and courage as officers have persevered despite their circumstances.

Unfortunately, I have also heard of the woes of officers and their families who feel they have been neglected by their department, colleagues and communities. Neglect has taken the form of denial of injury, denial of treatment benefits and the failure to provide adequate ongoing support services for officers and their family members. It is the ultimate betrayal to discover that the “bad guys” you thought you had to worry about pale in comparison to the supposed “good guys” you work for and with.

The Ombudsmen Report of the OPP came out in October 2012, outlining a systemic failure to support police officers in Ontario. If you have not read this report, I highly recommend it. It offers 34 recommendations to address the difficulties faced by OPP officers, including expanding proactive and ongoing educational initiatives, expanding peer support, expansion of and improved access to psychological services for officers, families and retirees, better accommodations for injured officers that reduce stigma and better data collection regarding stress injuries and suicides.

The recommendations for Ontario are very likely applicable to police agencies across Canada. Implementing these recommendations will take time, money and dedication. They will not take place overnight even if there is 100 per cent buy-in from police administration and funding bodies. Therefore, we have to determine how to sustain our wounded warriors in the meantime.

To those who are NOT the wounded warriors: I recommend you become familiar with how one develops PTSD and its symptoms. Most people know that it can come from a



singular traumatic event such as an officer-involved shooting. Here are some lesser-known facts. Onset can be delayed for weeks, months, years or even decades.

PTSD can develop from chronic exposure to multiple “micro-traumas,” even if the trauma does not directly affect an officer’s personal safety. This has proven to be the case so often that the criteria for PTSD is being changed to reflect that police officers and other emergency service personnel ARE traumatized by their exposure to the traumatization of others.

PTSD has lesser-known symptoms that can be mistakenly attributed to character flaws or being a hypochondriac, such as lowered concentration, low motivation, general aches and pains, depression, apathy, exhaustion, losing things, accident proneness, anger and blaming behaviour.

If you notice any of these in a fellow officer, suspend your judgment and instead convey your concern. Your genuine gesture of kindness and concern can create a supportive climate where officers feel accepted; this may encourage them to seek help. Stand in support of your fellow officers whose injuries are not always visible. You never know what they are living

with and have no assurance that the same will not happen to you. If it does, how would you want your fellow officers to treat you and your claim of emotional trauma?

To those who ARE the wounded warriors: Get help! You are not alone and not irreparably damaged. PTSD happens to normal people facing abnormal situations. Therapy helps you to properly process the traumatic event, putting it in your past. You do not have to live with your past haunting your daily life.

My own work with clients and several e-mails I received support the contention that treatment works.

Eye movement desensitization and reprocessing (EMDR) makes an incredible difference for those suffering with PTSD. It isn’t traditional “talk-therapy” but is an information-processing treatment where clients’ brains properly process events which were too traumatic to be processed when they took place. It is beyond the scope of this column to explain how EMDR works so I encourage you to e-mail me or look it up for more information.

With respect to the invalidation of your injury by others, it is hurtful to be betrayed and the consequences are more than hurt feelings. It includes not receiving proper benefits. You can be the voice for change, sharing your story with others. I applaud your advocacy work but I encourage you to recognize that, like every human being, you have limited influence on situations and others. Do what you can and let go. To do otherwise will only compound your anguish.

In closing, I’ll offer you an updated serenity prayer: God, grant me the serenity to accept the people I cannot change, the courage to change the one I can and the wisdom to know that person is me.

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@blueline.ca.



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CANADIAN CRITICAL INCIDENT STRESS FOUNDATION

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by *Gabrielle Myra*

The Canadian Critical Incident Stress Foundation (CCISF) is a non-profit organization dedicated to the fight against Post Traumatic Stress Disorder (PTSD) and other disabling stress suffered by emergency personnel.

Emergency service (ES) workers face situations that most people could never imagine and these events often have a profound effect on their physical, emotional and psychological well being. Tragically a greater number of first responders die by their own hand than in the line of duty.

The negative effects of unchecked cumulative stress and traumas are due in large to the lack of self-awareness on how to develop effective and healthy coping strategies. That, coupled with personal and family stress, can sometimes be a recipe for disaster.

Almost all our police safety-related training programs are designed to teach officers how to think and act tactically and fight using the tools of their trade, within the guidelines of the law and their respective departmental policies. Officers are trained and called upon to make split-second decisions during intense, ever-changing events – decisions that can and probably will impact them for the rest of their lives.

Despite training and technological advances, the reality is that the stress of the job or the horror of a particular incident, such as an officer involved shooting, can have profound effects, no matter how trained, conditioned and experienced they are.

Critical incidents

A critical incident is any event, or a series of cumulative events, that cause a person to experience unusually strong emotional reactions that have the potential to overwhelm normal coping abilities. Usually tragic or traumatic, they are often referred to as a 'critical incident.'

PTSD

PTSD is a severe anxiety disorder that can develop after exposure to any event(s)

that result in psychological trauma.

The CCISF mission is to lead through research, stress management programs, service providers, critical incident stress management teams, trainers and resources, enabling and enhancing crisis response in assisting ES personnel involved in or exposed to traumatic events.

The CCISF will also assist in supporting and developing the essential structures required to develop successful peer support programs within emergency services, community organizations and businesses by providing cost effective training and education. By using

best practices CCISF will deliver the highest level of support to peer programs, education, training, conferences and mentoring.

In accomplishing this mission we hope to reduce the lasting and often debilitating effects of PTSD and accelerate recovery.

It is our sincere honor to represent those service providers across this country who dedicate themselves to preventing and mitigating disabling stress.

Gabrielle Myra is the assistant director of the CCISF. Visit www.ccisf.info for more information.

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Claude Poirier respected by all

by Nancy Colagiaco

Ask any Québec police officer who the true negotiator is and they will respond, without hesitation, Claude Poirier. Journalist, commentator, negotiator, expert witness – he's done it all and his flame shows no sign of dying out, even after 50 years in the limelight.

Well spoken, distinguished, articulate and poised he is not. Throw out everything taught in journalism school. Poirier does everything an investigative reporter should not do but is still successful. His calling is crime reporting and his abrupt responses and traditional 10-4 sign off are synonymous with his style.

Poirier is probably the only investigative reporter capable of getting unwilling and unprepared political public figures and police directors out of bed in the wee hours of the morning for a live interview. When he calls – and more often than not, he personally makes the call – he gets answers. Some fear him, others dodge his call but most are somewhat intimidated by his notoriety, outspokenness, credibility and astounding ratings.

Born in 1938 and raised in Montréal, his career began unexpectedly in 1960. While working as a salesman for his father he witnessed a bank robbery gone bad. One suspect was shot and the other escaped. Poirier ran to a nearby



phone booth, called a local radio station and gave a live description of the events he had just seen. He then convinced the station to allow him to work as a reporter, free, for the next six months and the rest is history.

Over his five decade career, this impassioned crime reporter has gained the trust of police, the public and especially hardened criminals. He has covered the most outstanding events in Québec's judicial history. Early on wanted criminals sought his help to negotiate their surrender. To

date he has helped police arrest 175 criminals, the majority suspected of murder and actively participated in the release of several hostages.

Poirier was present in 1970 when Pierre Laporte's body was discovered in a car trunk in 1970 after his kidnapping by the FLQ during the October Crisis. When several people were taken hostage at a criminal institute in Montréal in 1973, Poirier offered to take their place. The suspect agreed and Poirier was held with a knife to his throat for several hours before he surrendered.

The Québec government has honoured Poirier five times during his career for his courage and the federal government presented him with the Medal of Bravery in 1977.

Poirier has covered events such as the Kennedy and King assassinations, has visited the headquarters of the CIA, Interpol and Scotland Yard and his work has taken him to many penitentiaries.

This living legend and modern hero has acquired many loyal followers over five decades but like any public figure, he hasn't been without controversy. More than 600 people joined a Facebook group for those "Fed up with Claude Poirier"

His reputation for listening and getting to the truth has made him an icon with young and old alike in Québec. At age 74 he is still going strong and his passion is undiminished. Analyst, commentator on five daily television and radio shows, the subject of a television biography and a soon to be aired miniseries, he shows no sign of retiring.

He receives on average 200 voice mail messages daily from listeners wanting to report an incident or voice their opinion on a judicial matter and still does his own morning round up calls to police at 4 am for the days' scoop.

Love him or hate him, everyone respects Claude Poirier. 10-4.

Nancy Colagiaco is Blue Line Magazine's Québec correspondent. Anyone with stories of interest on Québec policing may contact her at: nancy@blueline.ca.

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A HARDBOILED COP FROM A DIFFERENT ERA

Albert Lisacek dies at 79

by Alan Hustak - Globe & Mail

Albert Lisacek was 19 and working as a bouncer at an east-end Montréal nightclub when he was set upon by a gang of thugs and beaten within an inch of his life. Then and there, he decided to get the upper hand by becoming a law-enforcement officer. During his 25 years with the *Sûreté* du Québec, the provincial police force, his questionable crime-fighting tactics, especially during the October Crisis in 1970, earned him a reputation as the toughest cop in the country. He had little regard for the loopholes in the law and operated on the principle that if hardened criminals didn't play by the rules, police shouldn't have to.

"I only whack the people who deserve it," he used to boast. "There are a lot of bad people out there. I was good at getting rid of bad people."

Det. Sgt. Lisacek, who died of cancer in Montréal on Nov. 20 at age 79, was part of an elite team of provincial police officers who crossed paths with a number of high-profile habitual criminals in the 1960s and 70s, including the terrorists who kidnapped and murdered Québec cabinet minister Pierre Laporte.

Lisacek cut an intimidating figure, at 6 feet 2 inches with a shaved head. Known either as "Little Albert," or "Kojak," Lisacek enhanced his image by walking around with what he called his "Chicago typewriter," a Thompson submachine gun.

He was on the scene when Pierre Laporte's body was found and later closed in on three of the Front de Libération du Québec kidnapers, including Francis Simard and brothers Paul and Jacques Rose, who were discovered hiding in a farmhouse basement. If Lisacek had had his way, he said, he would have preferred to flood the basement and drown them on the spot rather than allow them to surrender.

Albert Lisacek was born in Montréal on July 13, 1933, the eldest of four boys in a Slovak immigrant family. His father, who had been a strongman in a European circus, worked in a steel mill in Canada. Lisacek grew up in a rough downtown Montréal neighbourhood near The Main and said he was bullied as a boy because of his ethnicity. In his teens, he trained to become a professional wrestler and was working as a bouncer when he was outnumbered by his assailants and attacked on the street. He vowed never again to be caught off guard. He became a private detective for a couple of years and then joined the provincial police force in 1956. He was made a detective in 1961, became a member of the holdup squad in 1963, and was promoted to sergeant in 1967.

That was the year he came face to face with Machine Gun Molly, a suspect in more than 20 bank holdups. She pulled a gun on him during a



It was Sergeant Albert Lisacek, shown here manhandling FLQ terrorist Paul Rose, one of the men who killed Québec Labor Minister Pierre Laporte, who led the FLQ raid efforts. (Bettmann/CORBIS)

high-speed chase moments before she was shot and killed. Lisacek was off-duty at the time, a mere bystander in the shootout.

"Lisacek carried a Tommy gun and liked to think of himself as trigger-happy, but the only time he actually shot anyone, it was by accident," said retired Montréal police reporter Eddie Collier. "He was certainly rough on suspects in the interrogation room. Rumour had it that he'd slap people around and wasn't afraid to use the brass knuckles.

He wasn't much of a team player. He made it clear to his partners that he trusted his wife more than he did any of the guys on the squad. Whenever there was a raid, his partners were happy to let Big Al kick down the doors and let him go in first. Lisacek liked to be the hero, and his fellow officers were more than happy to let him play the role."

He was so feared that the internationally known killer Jacques Mesrine staked out the restaurant where Lisacek ate and planned to kill him. The plan failed when Lisacek broke his routine and failed to show up as usual.

Lisacek made the front cover of a national magazine in 1972 when he was profiled by Tom Alderman as "a man suited to the rough and tumble of the holdup squad ... when Albert speaks his superiors can only duck. It's very doubtful he will rise much higher through the ranks."

It was a prescient piece of journalism. During his career, Lisacek had often arrested and sparred with a bad-to-the-bone holdup artist known as Richard (The Cat) Blass. Blass had a number of jailbreaks to his credit and was known for his nine lives. Lisacek grudgingly admired his street smarts. Then in 1975, Blass again broke out of jail and this time went on a deadly rampage. He shot and killed four people before locking another 12 in a storage space in the Gargantua Bar and setting fire to the place, fuelling the flames with cognac as his victims burned alive. While on the run, Blass taunted Lisacek, sending a note to a local newspaper describing his "old

pal" Lisacek as a "French poodle."

Lisacek found Blass three days later hiding out at a chalet north of Montréal. During the raid, Blass was gunned down. Although no one really knows what happened, it would appear Blass was not given a chance to surrender. Lisacek told a CTV news reporter at the time that when he broke into the chalet he found Blass in bed with his girlfriend and he agreed to give Blass time to put his pants on before taking him into custody. But when Blass emerged from the bedroom wielding a gun, Lisacek said, his partners opened fire and shot him 27 times. Other reports suggested that the "gun" was actually a black sock.

The shooting occurred just as the federal government was introducing correctional reforms, putting the emphasis on the rights of the accused. Blass's death proved embarrassing to authorities. Lisacek's superiors suggested that "Little Al" transfer to an Arctic outpost. When he refused, he was given a desk job shuffling papers. He quit the force in 1981.

A TV miniseries based on his exploits, October, 1970, aired in 2006. Lisacek dismissed all TV detective shows, including the miniseries, as "phony," and preferred instead to immerse himself in Western novels.

"He was a police officer from a bygone era, one who was motivated to do what was right, not what was expedient, who put his life on the line to protect ordinary law-abiding citizens," writes former police reporter Warren Perley, now the editor of the online magazine Beststory.ca. Perley, who was with him hours before he died, says Lisacek "wouldn't last a single day on the job on the 21st-century world of police bureaucracy and political correctness."

Lisacek's first wife, whom he married in 1962, died in 1999. He leaves his second wife, Jacqueline Richer. One of his brothers, William, who was on the Montréal police force, died last year.

Blue Line News Week - Canadian Press - December 28, 2012

Mounties brighten the day

by Danette Dooley

Cancer, tracheotomies, IV lines and feeding tubes took a backseat to Santa, singing and dancing when the RCMP B Division held its annual Christmas party at the province's only children's hospital in St. John's.

The RCMP has been hosting a party at the Janeway for 29 years.

While Santa (S/Sgt. Gary Styles) was busy delivering presents to the children's rooms, the Church Lads Brigade (CLB) band, St. Pat's Dancers and numerous other performers entertained other children patiently waiting for the man of the hour to arrive and take his seat near the big Christmas tree.

More men in red (serge, not velvet) sang carols in the hallway while Styles visited children, including six-month-old Lilly Brown, who was born with a rare chromosomal disorder and has been at Janeway since birth.

"Lilly has been doing awesome. She's had two surgeries and pneumonia twice. She's a fighter," said her proud father Brian Hedderson.

Seven-year-old Daelen Murphy is also no stranger to Janeway. He's been coming back and forth to the hospital for over three years. "I have cancer," Daelen said, sitting next to his father Embry.

"Don't be upset; you're doing good," Murphy said, putting his arm around his son's shoulder.

Daelen's face changes quickly when asked



RCMP Assistant Commissioner Tracy Hardy, Santa (Staff Sgt. Gary Styles) and seven-year-old Daelen Murphy of Paradise, Newfoundland.

what he's hoping to get for Christmas.

"I'm going to get Skylanders Giants the game and Skylanders Giants all by itself. Milla is my little sister, she's four. She got Lego friends and Barbies and monster girl."

Later in the morning, Daelen is thrilled when his name is called to go get a present.

Two-year-old Melody Stuckless from St. John's shied away from the visitors but loved

toddling about near the stage when a traditional Newfoundland band began performing. Seeing her reach for their instruments, the musicians bent a little lower so she could take a closer look while they continued to play.

Melody is 29 months old, said dad Shawn. Born three months premature, she spent the first 26 months of her life at the hospital.

"Only for the Janeway I don't think we would have got through it. This is her third Christmas but hopefully, knock on wood, her first Christmas home," Stuckless said.

Dr. David Price said the party is good for the children as well as their siblings.

"I've been here for more than 20 years and it's the high point of the Christmas season, especially for the youngsters who are here for a long time. It brightens up their day. It's a classy show and it's very good for them."

For A/Comm. Tracy Hardy, the party was her first as commanding officer of the RCMP in Newfoundland and Labrador. Hardy joined the force in 1981 and has policed in Saskatchewan, North West Territories, British Columbia, Yukon and Prince Edward Island.

She assumed the position of Commanding Officer of L Division (Prince Edward Island) on May 3, 2010 and commanding officer of B Division two years later.

"I found as I was going through the hallways and into the different wards that there was lots of laughter, some smiling, some sadness but seeing the look on the little ones' faces when Santa arrived was thrilling," she said.

Styles said putting on the famous red suit and visiting the children year after year helps him put life in perspective.

"Someone's always got more trouble than you do. It's important to see that they are getting good care here at the Janeway. We always look forward to coming here at Christmas and we'll look forward to it again next year."

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

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by Tom Rataj

“Print” your own guns

In the wake of yet another mass-shooting at a US school, there is news of a do it yourself gun. The Defense Distributed project, led by 24-year old University of Texas law student Cody Wilson, aims to “produce and publish a file for a completely printable gun.”

Wilson claims to have already test-fired a printed replica of a Bushmaster AR-15, apparently the prime weapon used in the Newtown school massacre.

The printed replica weapon was apparently fired six times before it failed. While there are still a lot of technical challenges to overcome before a reliable firearm of this type could be produced, the test product shows that it can be done.

3D printing

What makes all this and much more possible is a technology commonly known as “3D Printing” or “Rapid Prototyping,” but more correctly as “Additive Manufacturing.”

In simple terms it begins with a three-dimensional Computer Aided Design (CAD) or modelling software model of a physical item and ends by printing an actual 3D item.



A 3D printer can precisely move a print-head on three axis; x, y and z (left, right and up and down) to print very fine layers of material one on top of another.

Most printers use one of several types of

plastic to print an item. It is typically fed in from a spool and melted into a liquid state in the print-head before being ending up on the printer’s production platform.

This technology has a number of similarities to an inkjet printer, where the print-head assembly moves back and forth across a page to output text or images.

The plastic formulation used and the thinness of the printed layers causes the plastic to harden almost immediately upon being printed.

While this is all quite complicated, the technologies involved – computer, software and even the printers – make it all quite affordable. The 3D printer is the most expensive part, since computers and software are cheap and many of the CAD files of objects can be had for free from a variety of Internet sites.

History

Although the Defense Distributed project is relatively new, 3D printing began in the early 1980s with a couple of different technologies that achieved the same basic result; the ability to print objects.

The attraction is the ability to quickly, easily and most importantly cheaply produce product prototypes. Numerous slightly different prototypes can easily be printed to fine-tune a final design.

Mass produced commercial products are often quite cheap to manufacture but their final retail price is largely set by the manufacturer at a level which recoups research and development costs. Reducing these costs helps to reduce the final retail price and shorten the product development life-cycle, which in turn allows manufacturers to produce new products or updates to existing products more cheaply and quickly.

Since its introduction the technology has progressed to the point where all the requisite components are much more precise and inexpensive, allowing manufacturers to produce very small run finished products (not just prototypes) that ordinarily might not have been economically viable using conventional methods.

Last year at this time I wrote about the Mobile Innovations and the Chatham-Kent Police Service pilot project using the BlackBerry PlayBook tablet in police vehicles. Because it was a pilot, the hardware mounting solution developed by D and R Electronics included several 3D printed parts in the tablet mount.

The prototypes were contracted out to a subcontractor and were quick and easy to design and manufacture. The final commercial versions of the parts will likely be made using

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Using conventional product development and production methods would have made the mount much more expensive and time consuming to produce.

Technical stuff

The electronic file of an item is created in a Stereo-lithography or Standard Tessellation Language (STL) file format in CAD software developed by 3D Systems Inc. It is supported by many other software products and widely used for 3D printing, rapid prototyping and manufacturing.

The STL file describes the surface geometry of an object without any other attributes such as colour and texture. The item can be created directly in the software package or imported by laser scanning an existing item.

The 3D printer typically outputs layers that are only 100 micrometers (0.1mm) thick, although some higher-end printers can produce layers only 16 micrometers (0.016mm) thick. The actual print resolution is roughly equivalent to a laser printer output in terms of dots-per-inch, commonly 1,200 x 1,200 dpi.

Depending on the size and complexity of the item being printed and the type of material it is manufactured from, it will take from several hours to several days to print. If the printer resolution cannot match the demands of the finished product, it can be printed slightly larger and then machined down to its final precise dimensions and finish.

There are a number of 3D printing technologies that use different material and techniques to arrive at the same end result.

The most common system is Fused Deposition Modeling (FDM), which uses a plastic filament or metal wire. The filament is typically ABS plastic (the same type used in black plumbing pipes) and polycarbonate (the hard clear plastic used in plastic water-bottles and car headlights).

Other systems include Granular Material Binding, which uses selective laser sintering to produce plastic and metal items, and Electron Beam Melting (EBM), used for products made of metal alloys. Photo-polymerization uses a liquid polymer (plastic) that is manipulated with a Digital Light Processing (DLP) projector.

On the novelty end of the scale there is also the CandyFab machine, which uses hot air and granulated sugar to print food grade art objects.

For advanced hobbyists there is the Replicating Rapid Prototyper (RepRap) machine – an open-source software based 3D printer that can print most of its own components. Kits to build these types of printers are down to around the \$500 level.

The Internet propels the business and hobbyist sides of this technology. Web sites such as thingiverse.com share digital designs for 3D printers.

The future

This technology can be used to design and make almost any object, allowing for

the creation of complex products without the expensive industrial infrastructure and scientific equipment normally required. It undermines economies of scale and many other established business models and practices by making it easy for anyone to produce simple items almost anywhere, including at home.

Items can also be printed by contract manufacturers, which would have much higher-end printers available than a home user. Send the STL file to them over the Internet and they produce the part and ship it back.

Biotechnology firms and academics are also studying the possibilities this technology

offers for body tissues, organs and body part production. Custom made replacement parts such as artificial hips and other joints could conceivably be quickly and cheaply produced.

While there are still many limits to what can be printed there is a lot of research into printing far more complex items such as functioning circuit boards.

The ramifications are wide reaching and, in the wrong hands, downright scary.

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

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Reasonable suspicion must precede crime opportunity



Police must have a reasonable suspicion a person is involved in crime before presenting them with an opportunity to commit an offence.

In *R. v. Gladue*, 2012 ABCA 143 a first time informant with a criminal record told police a phone number was being used to

sell crack cocaine in a dial-a-dope scheme. Without taking steps to verify the tip, an officer called the number to buy cocaine, asking an unidentified male who answered if he was “working” or “rolling.”

The man responded positively and asked “Who are you?” “Johnny,” the officer answered and the man asked what he wanted. The officer asked if he could get “four for a hundred” (meaning four half-gram pieces of crack cocaine for \$100). The man said it would cost \$110, agreed to meet at a specified location and sold the officer

about two grams of cocaine.

Gladue pled guilty to trafficking cocaine in the Alberta Court of Queen’s Bench but the judge stayed proceedings on the basis of entrapment. He found police did not have a reasonable suspicion that Gladue was already engaged in criminal activity before they called. They did not know him personally, nor was there evidence they were aware of his name. Moreover, even during the call, they did not develop a reasonable suspicion before providing him with an opportunity to commit a crime.

The words “rolling” or “working” were capable of an interpretation that did not necessarily suggest a drug interaction and there was no expert evidence on drug trafficking terminology. In the judge’s view, the knowledge gained during the phone call was “too imprecise and too vague to bolster the already insufficient suspicion of the police prior to the call.” Gladue was acquitted.

In the Alberta Court of Appeal the Crown argued that the trial judge misinterpreted the test for entrapment, applying too high a standard for reasonable suspicion and failing to find police were engaged in a bona fide investigation. The court disagreed, first describing the test for entrapment:

Entrapment may be found when “the authorities provide a person with an opportunity to commit an offence without acting on a reasonable suspicion that this person is already engaged in criminal activity or pursuant to a bona fide inquiry.” The bona fide inquiry exception permits the police to present an opportunity to commit a crime to a person associated with a location where it is reasonably suspected that criminal activity is taking place. Although a reasonable suspicion that a person is engaged in criminal activity can be developed during the course of an investigation of a tip, it must exist before the opportunity to commit an offence is provided (references omitted, para. 9).


In addition, the court noted that it wasn’t necessary that the identity of the person be pre-established. Police can acquire a reasonable suspicion of a person without knowing who they are.

The officer provided Gladue with a chance to commit a crime during the initial phone call when he asked if he could get “four for a hundred.” It was at this point – before the opportunity was provided – that a reasonable suspicion the accused was engaged in criminal activity had to exist. The “unverified tip, received from a first time informant with a criminal record, wasn’t enough to raise a reasonable suspicion,” said Justice Costigan, on behalf of the court. Nor was the conversation, with the use of the words “rolling” or “working,” enough to elevate the circumstances beyond mere suspicion.

The court also rejected the Crown’s submission that police were engaged in a bona fide investigation of a unique digital location, similar in concept to a geographic location, in calling the dial-a-doper number.

“Assuming, without deciding, that a phone can be equated to a specific physical location, the requirement for a reasonable suspicion must still be met,” said Costigan. Since it wasn’t, the Crown’s appeal was dismissed.

The Crown sought leave to appeal before the Supreme Court of Canada but its application was dismissed by a three judge panel (*R. v. Gladue*, (2012) S.C.C.A. No. 305).



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by Mike Novakowski

Interview delay justified

Detention not arbitrary

A statement is considered evidence for the exceptions to Criminal Code release provisions when it is necessary in the public interest to “secure or preserve evidence of or relating to the offence.”

In *R. v. Vizslai*, 2012 BCCA 442 a detective asked another police detachment to arrest the accused for some previous sexual offences, asking that Vizslai be held overnight so she could interview him the next morning. He was taken into custody at 7:03 pm, advised of his right to counsel, driven to the station and booked. He spoke to legal aid in private at 7:52 pm and told the arresting officer he was satisfied with the advice received.

The detective drove from Victoria to Nanaimo the next morning, then flew to Sechelt and interviewed Vizslai from 9:50 to 11:50 am. Before starting, the detective advised Vizslai of the reason for his arrest, his right to counsel and that he was not obliged to say anything. He admitted to sexually assaulting two victims, wrote out an apology to them and was released on a Promise to Appear (PTA) at 12:50 pm, about 18 hours after he was arrested.

In BC’s supreme court Vizslai argued he was arbitrarily detained because he was held overnight to be interviewed the following morning. In his view, he should have been released by police sooner or taken before a JJP for a hearing. The judge rejected this, finding Vizslai had been lawfully arrested and detained. The arrest was not planned and the delay in taking a statement from him was justified.

“In the circumstances, [the police] actions cannot be regarded as a deliberate attempt to circumvent the rights of the accused to be released as soon as practicable,” said the judge. Vizslai’s statement was admissible and he was convicted by a jury of sex offences.

Vizslai again argued in the BC Court of Appeal that he was arbitrarily detained, suggesting his continued post-arrest detention became unlawful because he should have been released as soon as practicable by either police (under ss. 497 and 498 of the Criminal Code) or appear before a JJP without unreasonable delay. After all, he claimed, police released him on a PTA at the end of the interview, showing that he was not considered a public risk. He suggested police could not detain an arrestee for the purpose of arranging an interview.

The court rejected his argument. Both ss. 497(1.1) and 498(1.1) contain a provision authorizing the continued detention of an arrestee when there are reasonable grounds to believe it is necessary in the public interest to secure

and preserve evidence of or relating to the offence. This “evidence” includes a statement.

“The police are not required to release a person who has been lawfully arrested when there are reasonable grounds to believe that the continued detention of that person is needed for the purpose of obtaining evidence,” said Justice Frankel.

“Nothing in the language of the exception differentiates one investigative technique from another, nor does it differentiate one form of evidence from another.”

Nor was it necessary for the detective to have another officer in Sechelt do a surrogate interview. She was responsible for the investigation, belonged to a specialized investigative unit and took expeditious steps to travel to Sechelt.

The 15 hour delay in taking a statement after arrest in these circumstances did not render the detention arbitrary and police acted reasonably, however Vizslai’s appeal was granted on other grounds. her grounds.

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Remand did not renew right to counsel

BC's top court has ruled that a remand in custody wasn't a new "non-routine" procedure requiring the detainee be readvised of their right to counsel.

In *R. v. Bhandar, 2012 BCCA* an accused was arrested for one count each of murder and attempted murder following a shooting. He was deliberately arrested on a Friday to be held in custody over the weekend, advised of his right to counsel and silence and taken to a police station. He spoke to counsel on the phone and also had a 40 minute face-to-face meeting with a lawyer at the station. Counsel told police he wanted to speak again with Bhandar if charges were laid.

Police asked Bhandar if he had received and understood the legal advice provided and he said he did. Police tried to conduct a short interview with him but he repeatedly invoked his right to silence and said any questions should go to his lawyer.

On the following day (Saturday), Bhandar was charged only with first degree murder. His lawyer participated in the remand hearing and

asked that Bhandar go to the Surrey Pre-trial Centre pending his court appearance on Monday. The JJP found he had no jurisdiction to direct the location of custody over the weekend but recommended that he be held at the centre. Police made no effort to comply.

Shortly after the hearing police interviewed Bhandar for 4 hours and 15 minutes. His lawyer's articling student came to the station and asked to see Bhandar to provide further legal advice. Police refused his request.

Bhandar's counsel tried to arrange a meeting with him Sunday by leaving a message with police but did not receive a call back. Bhandar also asked the jail guard if he could call his lawyer to "make sure he's at court tomorrow" but wasn't given an opportunity to do so. On Sunday evening Bhandar was interviewed again for 2 1/2 hours. He initially exercised his right to silence but, when shown some evidence, including a set of keys found at the scene, began to give an account of the shooting and admitted he had shot the deceased. Before the confession Bhandar said,

"And it's going against for what my lawyer told me to do and stuff like that, right?"

The trial judge noted that the arrest was made on Friday so police could "optimize their ability to co-ordinate resources and undertake various investigative procedures" while Bhandar was in custody but found no Charter violations and admitted the confession. A jury convicted Bhandar of second degree murder.

Bhandar challenged the ruling to the BC Court of Appeal arguing, in part, that the confession was obtained following Charter breaches, including *ss. 9 and 10(b)*, and should have been excluded under *s. 24(2)*.

s. 10(b): Change in jeopardy

Bhandar asserted that being charged with first degree murder and remanded in custody was an "objectively observable" change in jeopardy, requiring a renewed right to speak to a lawyer. The court disagreed. There was no change in circumstances that required a further opportunity to consult counsel. Bhandar had been arrested for murder and attempted murder and charged with first degree murder. This did not alter or elevate the general nature of the jeopardy he faced. "The fact of the remand order did not change (the accused's) jeopardy from that for which he was arrested," said Justice Saunders for the court.

s. 10(b): New non-routine procedure

Bhandar also submitted that he was subjected to a new "non-routine" procedure when remanded which required a renewed right to speak to a lawyer, but the remand wasn't such a new "non-routine" procedure involving a detainee, like a polygraph examination or participation in a line-up. His detention expectations may have changed but this did not support a renewed right to counsel.

s. 9: Arbitrary detention

Bhandar said he was arbitrarily detained when police continued to question him after the judicial remand and made no attempt to move him to the pre-trial centre as recommended by the JJP. The appeal court also rejected this submission. Police did not violate any terms of the remand order – it authorized further detention without specifying the location. Bhandar's position regarding the investigation was the same before as after the remand order so it did not trigger a fresh right to counsel.

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BOOK REVIEW

Policing, politics, culture and control Essays in honour of Robert Reiner

Edited by **Tim Newburn and Jill Peay**
Hart Publishing, Oxford, 2012
Reviewed by **Gilles Renaud**

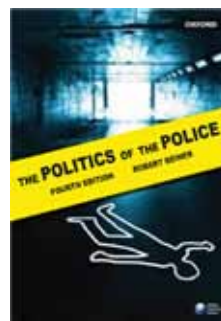
As many already are familiar with the ground-breaking work of Professor Robert Reiner, the author of a number of well received texts including *The politics of the police*, now in its fourth edition, I need not discuss his life's work further, choosing instead to draw attention directly to the major chapters of this text: 'Cop culture,' by PAS Waddington, at pages 89 to 110, 'Trial by media,' by C. Greer and E. McLaughlin at pages 135-154 and 'The shifting boundaries of policing: Globalisation and its consequences,' by P.C. Stenning and C.D. Shearing, at pages 265 to 284.

The first reference is to a well-written and well documented analysis of the often crude and simplistic views held by some in attempts to discredit policing in general. It serves in particular to re-affirm that the majority of those who serve and protect consider themselves part of a noble and heroic calling. That reform is necessary in some aspects of policing is not disputed, but the author traces a remarkable path to enlightened changes, keeping in mind the amazing increase

in demands made upon the police and the resultant changes to "cop culture."

I commend in particular the second of the chapters I have singled out because of the authors' skill in making plain the duties that police are to discharge during times of crisis, the responsible role to be played by the media and how conflicts necessarily arise when these respective functions appear to clash. Many signal insights are provided in terms of how best to re-theorise relations between the Fourth Estate and the police. In this vein, I refer interested readers to *Arresting images: Crime and policing in front of the television camera*, by Aaron Doyle (University of Toronto Press, 2003), reviewed by the writer in *Canadian Journal of Criminology and Criminal Justice*, (Vol. 48(4) (July 2006), page 623). Though I acknowledge that much of the discussion focuses on precise individuals and peculiar situations, the chapter does serve to explain how best to avoid the difficulties which bedevilled those police forces and officials.

The third and final contribution I have



pointed to as being especially valuable addresses the obvious and – no less usefully, hard to ascertain – challenges associated with policing when confronting issues such as hi-tech surveillance, transnational investigations and "non-state-sponsored, 'private' transnational policing." No less ably, the authors discuss the issues that will come to significance in the next few years as technology improves.

I am not suggesting that the other contributions are not valuable but merely that these three are quite useful. Interested readers will profit from the discussion of the need for order within society in the context of a democracy (pages 22 to 36), the controversies surrounding border policing (pages 48-53), policy-oriented policing (pages 78-80) and intelligence-led policing (pages 197-201).

In the final analysis, *Policing, politics, culture and control - Essays in honour of Robert Reiner* is a valuable addition to the bookshelves of all Canadian police forces and an invaluable tool for those officers (and others) pursuing studies in policing for academic credit.

Taming the bear

by Robert Lunney

The global financial collapse of 2008 fore-shadows major, possibly even revolutionary change, affecting the future of government in developed countries. By reason of our close economic integration with major partner countries and global events, Canada will be no exception. Most economic experts are predicting slower growth, guaranteeing that control over public spending will be a pre-occupation at every level.

Police services will be no exception and in all likelihood a primary target for cost reduction, given the considerable influence of policing costs on local, provincial and federal budgets. As a consequence, the quest for efficiency and economy of operation will challenge the imagination and skill of police managers well past the end of the current decade.

Transformative change is in our future, with implications for consolidation of agencies, modified operational strategies, potentially fixed or lower staffing levels and challenges to traditional pay and benefit structures. There will be a fresh approach to tiered policing and collaboration with private security.

Consolidation

Regionalization and consolidation for goals of efficiency and economy is a rational solution if the economic benefits are established in advance and the service standards and criteria for measuring success are included in contracts with local communities. While cost control is the objective, experience has taught that relationships with the public often suffer when a larger regional or provincial service takes over from a smaller local service.

The frequent criticism, or scare bear, is that the larger service is impersonal and insensitive to local priorities. Operational effectiveness is impaired when people feel estranged from their police. A successful transition that includes protection of local relationships places responsibility on regional and provincial police to develop policies and practices guaranteeing direct and close engagement with all elements of the community, inclusive of local councils, neighbourhood groups and individuals.

The objective is to provide boutique policing within a corporate structure, as opposed to the one-size-fits-all model bound by rigid institutional policy.

Devolved organizations

A devolved organization accentuates delegation of authority to local commanders, authorizing them to tailor decisions and practices to community needs. The devolved model encourages innovation, promotes trust and confidence, builds staff morale and contributes to a culture of performance and client

oriented outcomes. Effective management of a devolved organization requires a strong corporate philosophy with policies which inform managers without being unduly restrictive. To be effective, it must include delegated authority over specified elements of finance and human resources.

The corporate human resources policy should be adapted to ensure minimum periods of tenure for officers posted to local communities, offsetting the complaint that they do not remain on post long enough to become familiar with the locality and its residents.

There are circumstances where a financial incentive to encourage officers to live within their jurisdictions is a reasonable investment, a cost offset by predictably higher productivity. Residence in the community policed ensures that officers are seen as stake-holders and encourages their participation in local activities, building social capital for the service.

Commitment is imperative

A devolved organization model is not simple to construct and initially there is bound to be some trial and error. A determination not to be discouraged by early setbacks but to learn from each experience and persevere is imperative to success.

Too often, a service that embarks on the path to devolutionary reform loses its resolve in the early going when some local commander's decision falls short of its intended goal, or when the headquarters bureaucracy conspires to stifle local initiative on the pretext of protecting corporate interests.

Resistance to change and defense of organizational turf must be anticipated and overcome.

There are many compelling reasons to persevere. The strict command and control management system inherited from the professional model of policing has timed out. Rigid top down command and control is neither productive nor practical in the collaborative arena of the information age, when new entrants bring with them an educational experience that encourages openness, collaboration and innovation. Viewed from a strategic perspective, agency consolidation combined with a philosophy of devolved authority is a win-win proposition – scaling-up externally (consolidation) for economic savings, while scaling-down internally (devolution) for operational effectiveness.

If consolidation is a scare bear to smaller communities, then devolution is a formula for taming the bear.

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

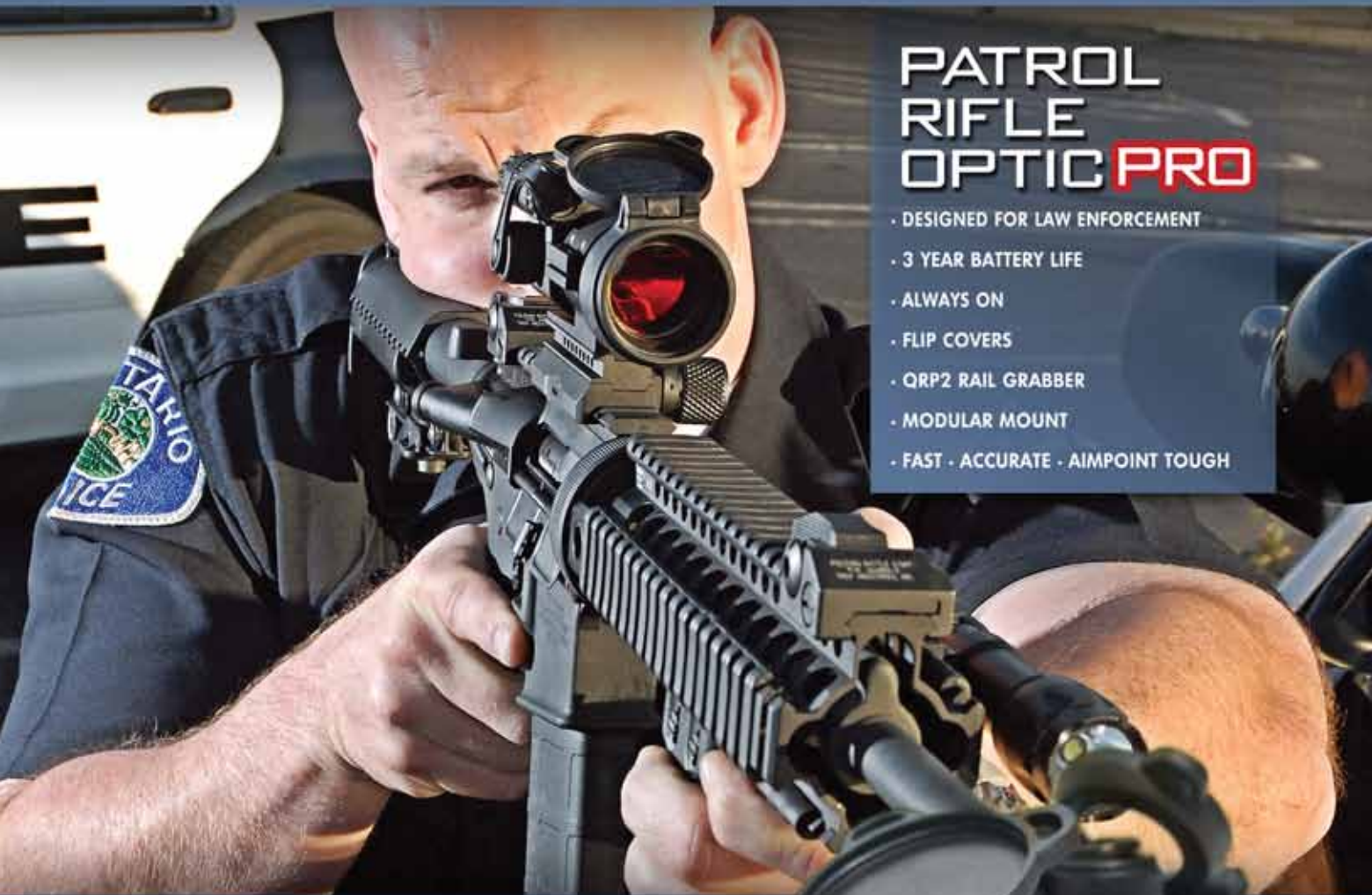
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5 Mile Corner Media	60
911 Supply	46
Accident Support Services Int'l	9
Aimpoint	63
Alberta Jiu-Jitsu Association	61
American Military University	58
Badge & Wallet	60
Bell Helicopter	4
Blue Line Awards Dinner	59
Blue Line Expo	32
Blue Line Training	45
Bosik Technologies	27
CashTech Currency Products	60
Charles Sturt University	18
Chrysler Canada	64
Commissionaires	15, 16
CPKN	13
Crossroads Promotions & Gilts	61
D & R Electronics	27
Dalhousie University	56
DAVTECH Analytical Services	9, 44
DuPont	11
Eurocopter	37
Fisher Space Pen	60
Ford	19
Freedom Lock & Security	60
Georgian College	49
HandsOn Osteopathy Clinic	61
Henrys Photo-Video-Digital	52
Hudson Supplies	26
Humber Institute of Tech	22
Integral Tactical	60
Int'l Assoc. for Property and Evidence	12
International Police Association	48
Investors Group	61
John E. Reid & Associates	57
Kain Family Law	12
M D Charlton Co	21
Panasonic	2
Peerless Handcuff Co	30
Pelican Products	25
PES Canada	50
Photography by Kat	60
Polar Pin	35
Pride in Service	60
Priority Dispatch	31
Professional Dev'l TSCM Group	13
Provix	29
RCMP Heritage Centre	44
Risk Management Solutions	14
Royal Canadian Legion	35
SEALS Action Gear	17
Sportmeds	61
Stokes International	60
Supply Sergeant	57
Tactical Innovations	60
The Patchman	60
TPS Fraud Conference	48
Triform	54
Turning Technologies	38
Underwater Kinetics Canada	29
University of Fredericton	10, 20, 28
University of Guelph	47
Vacations for Heroes	47
Whelen Engineering	55
William Scully Ltd	53
Wolverine Supplies	24
Wolverine World Wide (Bates)	23

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