

THE COMMAND POST

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THE NEWSLETTER FOR NEGOTIATORS, INCIDENT COMMANDERS, SCRIBES AND TACTICAL LEADERS

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PROJECT LIFESAVER “BRINGING LOVED ONES HOME”

The call came in at 18:30 one August night in 2008 – a missing person, an elderly woman with Alzheimer’s disease, already gone for over two hours before the call was made. It was a situation that could go either way – she might be easily located wandering a few blocks from home...or not. In this case, an exhaustive search ensued, involving multiple police agencies, several canine units, a helicopter, as well as a large crowd of volunteers, friends and family, all united in the task of finding her before it was too late. Twenty-six hours into the call she was located in a forested area adjacent to a sports field - cold and dehydrated, but alive.

Although the search was successful, the cost financially to our service, and physically and emotionally to everyone involved, was high.

When that search ended, we began another. We were searching for that extra “tool” to have at our disposal, in case an incident like this ever took place again. In 2009, we found it in the form of Project Lifesaver.

Project Lifesaver originated in Virginia in 1999 as a response to an increase in missing persons who had wandered due to Alzheimer’s or other cognitive impairments. There are now over 1,200 participating agencies across the U.S., Canada, and Australia. These agencies have performed 2,520 searches in the last 13 years with no serious injuries or fatalities ever reported.

Participants of the program wear a bracelet that is a battery operated transmitter. Each

person in the program has their own unique radio frequency and the transmitter emits a signal once every second, twenty-four hours a day. Batteries do require replacement every 30 to 45 days.

When a caregiver notifies our police service that a client has gone missing, specially trained police officers use portable directional antennae to search for and locate the missing person.

Some people ask, why radio and not G.P.S. or cellular tracking?

G.P.S. requires an unobstructed view of the sky to operate properly. In fact, anything capable of blocking sunlight can potentially block a G.P.S. signal, so G.P.S. is primarily used only outdoors and they often do not perform well within forested areas or near tall buildings.

Cellular tracking still has many drawbacks. Remember, these systems operate over the cellular networks. You can have problems with system failure, dropped calls or the system is just too busy.

The rugged FM radio transmitter has the proven ability to transmit through obstacles, including concrete, buildings and heavy forest. Think about anytime you have pulled into a parking garage, your G.P.S. loses its signal, but your FM radio continues to work.

To become certified as “Electronic Search Specialists”, our members underwent two days of training, including classroom lectures and hands-on field instruction.

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President's Message

I hope everyone had a safe and fun summer. The weather has been great and you can't beat Ontario in the summer.

I have experienced my first summer as a retired person. For me retirement is somewhat misleading. I left Durham Regional Police Service on March 31, 2012 and immediately started my transition into the role of President of the Canadian Critical Incident Inc. It has been a learning experience for me, but with Barney's unconditional support as Past President he has made himself available for numerous emails and phone calls, along with the occasional breakfast or late lunch. The sharing of his time and wisdom is greatly appreciated. Barney will be remaining as the Past President as he still holds a keen interest in the business.



I want to thank the Executive Members and the Advisory Board. I want to personally thank the Advisory Board members who continue to support CCII over the years. I am excited to announce the two recent additions to the CCII team; they are Greg Lampert Waterloo Regional Police Inspector, Strategic and Tactical Services Division and Dean Streefkerk S/Sgt. London Police Service Emergency Support Section. They have an incredible amount of knowledge, experience and leadership in tactical operations. You can read more about them in this newsletter.

The CCII Executive and Advisory Board are comprised of experts in tactical operations, leadership, forensic psychologist and forensic psychiatrist. This dynamic, experienced and diverse group of professionals brings an extraordinary wealth of knowledge to CCII and its members. The Executive and Advisory Board members are a true reflection of the commitment CCII has to holding the highest standards in education and training it delivers. CCII recognizes the need to deliver current, accredited and court defensible courses in Crisis Negotiation, Incident Command and Incident Command Scribe. This is why there are ongoing enhancements to the course material to continue to deliver the highest standards by experts in the area of tactical command and crisis negotiations.

This year the CCII Fall Conference will be held on October 29, 30 and 31, 2012 at the Arden Park Hotel in Stratford. There will be a Registration and a hospitality suit held on Sunday October 28, 2012 from 6:00 PM to 9:00 PM. It will be co-hosted by the Stratford Police Service. They did an amazing job last year and I am excited about building on last year's success. The theme this year will be Post Traumatic Stress Disorder (PTSD). It will be discussed at different levels, as it relates to crisis negotiations and the unique tactical and command challenges it presents. Tactical members, crisis negotiators, incident commanders and first responders are at a higher risk to PTSD. Understanding PTSD, earlier detection, coping and treating can reduce PTSD and enhance the member's health. Sgt. Gerry Foster of the Stratford Police Service and I are working on the agenda and we are excited with the list of dynamic guest speakers so far. We are happy to announce that the registration cost will remain the same as last year!

One of my priorities was to personally introduce myself to the dedicated members, by either in person or by email. I have had the opportunity to meet many and I am looking forward to personally meeting everyone soon.

Canadian Critical Incident Inc. has a new logo with the very resourceful and talented help of our Media Design Manager. The digital lines represent a call and the caption "make the call count" reflects the company's mission, vision and values. It relates to the need for ongoing current and accredited education in the area of Incident Command, Crisis Negotiation, Tactical Scribe courses and equipment to make the call count.

I welcome Ryan Kent as our Media Designer Manager. He is the president of Interpased and has been updating the web site as needed. He is working on enhancements to the site to allow a simple and cleaner way of getting the necessary information and exchanging information in a safe and reliable way. Please email me any feedback or comments you may have about the website.

Thank you, take care and be safe.

Tom Hart
President

Mission Statement

Dedicated to the promotion of Officer and public safety by bringing together services and agencies to form effective relationships, identify trends, address issues, share information, experiences and knowledge, and provide educational opportunities for participants, thereby inherently building the public's confidence in our ability to provide a service.

Objectives

- To provide meaningful, educational, relevant opportunities for participating members to meet together and address issues of mutual concern, seeking opportunities for continual improvement.
- To promote public safety by ensuring that all Services are following the best practices and procedures and that relevant information goes to individual Services in a

timely manner.

- To provide effective working relationships and information sharing by providing opportunities for meetings on a regular basis with a Canada-wide structure broken into Provincial Chapters.
- To ensure that major trends and issues regarding safety and knowledge are identified, discussed and acted in a coordinated manner including a tri-annual news publication.



THE LURE OF NIAGARA FALLS

People come from all over the world to see the beauty of Niagara Falls, some 14 million visitors a year. Others come for a different reason – to commit suicide. Statistics show that in the past 166 years, 3100 people have committed suicide at Niagara Falls. This translates to approximately 20-25 a year. Niagara Falls is thought to be the number one location in the world for the total number of suicides and a leader each year in North America for its location.

I am a Crisis Negotiator with the Niagara Regional Service, one of a six member team and a 28 year veteran to policing as a Detective Sergeant. Recently, I have had to deal with more face to face style of negotiations with Emotionally Disturbed Persons (EDP), which is a twist from my training some years ago at the Canadian Police College. During that training, it was stressed that face to face negotiation was not a preferred method when dealing with a subject. I believe that I am seeing a trend in Niagara, as four of my last eight callouts have been of face to face type of negotiation.

On Monday May 14, 2012 I was at home on my day off, when I was paged at 11:10 pm to attend to a suicidal male that was threatening to jump at Niagara Falls. As I live in the city, I was at the scene within 30 minutes. I was met there by fellow negotiator D/ Sgt. Scott Kraushar. Onscene were Uniform Officers with The Niagara Regional Police Service, including the Patrol Sergeant and Duty Inspector. Also onscene were the Niagara Parks Police, with their High Rescue Team and Paramedics.

Negotiations had begun with a 40 year old male who had climbed over the retaining wall at Niagara Falls. The wall is a barrier to protect people from falling into the Niagara



Gorge, which is 188 feet deep. The male was standing on a small patch of grass, which was 15 feet wide and he was standing 12 feet from the railing.

Negotiators were briefed by A/ Sgt. Giannico, who had begun negotiations with the male along with another uniform officer. Information was received that the male was upset and emotional, stating that he wanted to end his life. Threatening to jump, the male subject had placed his wallet on the railing, for police to retrieve in the event he jumped to his death.

I was designated as the Primary Negotiator, with D/ Sgt. Kraushar being my Secondary. We moved slowly into the "Police Taped" area and were introduced to the subject by A/ Sgt. Giannico. I struck up a conversation with the male, who wanted to end his life due to the amount of stress he was under. I learned that the male had recently separated from his common-law wife, with whom he had two young children. The male had difficulty in accepting the separation and missed his children. He was unemployed and was having financial issues. He had also been suffering from chronic pain as a result of a workplace injury, (being on pain medications

for a long time). He had no pain medication and had no place to live.

It was evident from my training and experience that the male was exhibiting "Expressive Characteristics". My tactics included buying time, projecting understanding, be non-judgmental and non-threatening to the male. I talked to him to lower his emotions and to encourage him return to rational thinking. Through a continued dialogue, I was able to build his trust and rapport, in a non-violent problem solving model. I did this by breaking down each of his problems one at a time. It was evident that he was overwhelmed which drove him to believe suicide was his only option.

I spoke to him regarding housing and stated that the police and social agencies could assist him. I explained that police could take him to the hospital to have him assessed and acquire pain medications. I reminded him that his two young boys would miss their dad. I stressed he should fight for his rights in family court and be there to take his boys fishing and watch them grow in life. My secondary kept me on track, reminding me of critical hooks I should use and triggers, (such as

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PROJECT LIFESAVER “BRINGING LOVED ONES HOME”... (Cont.)

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Initially, the Tactical Response Unit was trained, with several members being certified as Instructors. They then trained additional members from the Uniform branch.

All searches begin with the Officers attending at the point where the missing person was last seen. They use a handheld directional antenna attached to the receiver and slowly turn in a 360 degree circle in an attempt to pick up a signal. If a signal is located, officers proceed in that direction, always scanning and adjusting the range switch on the receiver until the missing person is located. If, at the point last seen, a signal is not detected, then the officer will attach the receiver to an omni-directional antenna that is mounted on the roof of a police vehicle, and begin driving an ever expanding grid search pattern until a signal is acquired, at which time, they will exit the vehicle with the handheld directional antenna, and locate the person.

Being able to search for and locate a missing person is only one small part of what Project Lifesaver is all about. We were very fortunate to be joined in this endeavour by the members of Victim Services Wellington and the Wellington Detachment of the O.P.P. Together we have become Project Lifesaver Guelph Wellington.

With a Board in place and volunteers to help, Victim Services took the lead and are responsible for the administration and coordination of the program. They act as a liaison for families, perform the essential battery changes, manage the documentation and administer funds for Project Lifesaver Guelph Wellington.

Fast-forward from that August night in 2008 to a cold day in November 2011. An elderly male suffering from Alzheimer's had been missing for four hours before his family

notified the police. Shifts that were to be going off duty were held over, officers were called out, the media was notified and all our resources were put into play to locate this male. Three and a half hours later, he is found. He required medical treatment, but was alright.

This scenario had the potential to end very differently and realizing this, his family enrolled him in Project Lifesaver Guelph Wellington and a Personal Locator Unit (PLU) was placed on his wrist.

On an even colder night in January 2012, the same gentleman went missing again. This time, we had the advantage. He had only been gone for two hours and, he was wearing his PLU.

From the time Officers arrived at the point where he was last seen, until the time he was safely located, was 15 minutes.

The difference in the financial costs to our service for officer's salaries between the November and January incidents is significant. In November, the approximate cost was over \$4,000.00, in January, under \$400.00. The difference both physically and emotionally, can never be measured.

Is Project Lifesaver a worthwhile program to be involved with? In our opinion, yes. It has proven itself to save time, resources and most importantly, lives.

The motto of Project Lifesaver International is “Bringing Loved Ones Home”.

At the end of the day, is there anything better than knowing that you have done just that?

For more information on Project Lifesaver International: www.projectlifesaver.org
For more information. on Project

Lifesaver Guelph Wellington: vswguelph.on.ca and click on “Our Services”

Written by Cst. Gord Woods and Tammy Smits

Biographies

Cst Gord Woods started with the Owen Sound Police Service in 1983. He moved to the Guelph Police Service in 1999, and has served in the Uniform, Traffic and Detective branches. He is currently the Guelph Police Service's Project Lifesaver Co-ordinator, and is responsible for liaising with Victim Services Wellington regarding program administrative matters; ensuring all participant data is complete and accurate for both police administrative and search purposes; servicing equipment and training Search Specialists as required, and liaising with participants and their families.

Tammy Smits has a BA in Honours Psychology and Applied Studies, and is a Certified Administrative Professional. She has been with the Guelph Police Service since 1999 in a variety of civilian support roles including CPIC, Transcription and most recently the Administrative Assistant supporting the Inspectors of both Neighbourhood and Neighbourhood Support Services. Tammy has been involved with Project Lifesaver Guelph-Wellington since its inception and played a large role in bringing the various agencies together that eventually formed this chapter.



OPP GRASSY NARROW CALL OUT

February 2012 - Cst. Adam Nash

When my Staff Sergeant asked me to write an article outlining the differences between being a municipal and provincial negotiator and my experiences during my first Ontario Provincial Police (OPP) negotiator call out, I was a little apprehensive. I have never written an article for any kind of publication before, so bear with me.

I started my career as a police constable with the London Police Service and was selected as a negotiator in 2004. London, Ontario is a city that is large enough to keep a negotiator team experienced and current, and as a result I was able to take part in many calls over the years. To this day, I find being a crisis negotiator both challenging and rewarding.

In May 2011, I was hired by the OPP and posted to the Elgin County Detachment. During my direct hire training in Orillia, Ontario, I approached the Staff Sgt of the Provincial Negotiator Team and provided her with my C. V. I was hopeful that I could continue as a negotiator with the OPP, so you can imagine my excitement when I was advised in November of that same year that there was an opening on the West region team and that they were looking at me to fill the position. I attended the West region training days and shortly thereafter became a member of the team. I was provided a cell phone and patiently (well, eagerly) waited for my first call out.



During the training and scenarios with the OPP, I found a number of differences—both major and minor—as compared to my experiences with the municipal negotiator team. For one thing, the OPP negotiator equipment has to be extremely mobile so that it can be transported anywhere in West region (or Ontario, for that matter), as I was quickly to find out. Our negotiator cell could be the police cruiser, command centre, Tactics and Rescue Unit (TRU) van, or the TRU armoured car, depending on what the situation called for. Our communications are non-encrypted and sometimes we are relegated to using cell phones and/or text messages to communicate with our team members. In London, we had a Sprinter Van with all of our equipment set up inside. It was ready to be deployed anywhere in the city. We had quick connect features on the side of the van where we easily linked up with any of the Emergency Response Section (ERS) London equipment. There was ample cover in the city, therefore our van worked for us. It was always a separate negotiator cell that would be set up in close proximity to the command centre, and communication back and forth was by encrypted radio. This was the benefit of being in a smaller, more contained area, such as a city.

Potential conflict locations for the OPP also dictate a difference in the type of gear needed. The OPP provided me with some equipment that I never had to wear in the city—green and white camouflage gear. Due to the vast areas of bush and forest, it was likely that we would be called upon to “go to ground” with TRU/ERT and negotiate in a forest, the bush, a cornfield, and so on. This reaffirmed to me that our communication equipment had to be portable. In London, I only had

one situation where it was believed the subject had run into the forest with a firearm. (It turned out that the male was still in his farmhouse and he peacefully surrendered without Negotiator intervention.) All other incidents in which I participated occurred in the city.

On February 17, 2012, at 0300 hrs, I was contacted by our team leader. I was instructed to be at the London airport for 0500 hrs, as we were flying to Grassy Narrow for a barricaded male armed with a knife. Groggy, still half asleep, I did not ask any further questions; I simply got up and went to my laptop. I keyed “Grassy Narrow” into a Google search and was surprised to find that the reserve was located about an hour and a half north of Kenora, Ontario. I also briefly scanned over some of the top news stories of the past few decades relating to the area and found that an OPP Sgt was shot and killed on the reserve in 1991. I also learned that the reserve has been devastated by the river being contaminated by mercury from the nearby paper mill. This has strained relations in terms of the community’s interaction with the police and government. I wished I had more time to research, but I had to go.

I met up with one of my teammates around 0400 hrs at the Elgin Detachment and we set off for the London airport, grabbing some much needed coffee on the way. My teammate advised he had never been flown anywhere in the 12 or so years that he has been on the team. We were both excited about the opportunity. We arrived at the London airport and met up with a third negotiator. Shortly after, a large contingent of TRU members rolled in. There were two small twin engine planes waiting for us on the tarmac. The TRU team started to load their gear

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THE LURE OF NIAGARA FALLS... (Cont.)

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staying away from the subject of his wife). I continued on these same points over and over again, breaking down each of his problems until he agreed with me. I asked him to take himself back to past difficulties and use the same strategies that worked then, to solve them now. It was evident that I was making an impact on the male and getting him back to a rational state.

After 26 minutes of negotiations, the male agreed with me that the decision to end his life was not a reasonable one and he climbed back over the railing to police. He was taken into custody, while I walked and talked to him. He was transported to the Niagara Falls hospital where he was admitted for treatment. He was also referred to social agencies for follow-

up to his relevant issues.

This negotiation was challenging due to the noise from Niagara Falls in the background making conversing with the male difficult. Due to good training and a team approach, this incident ended successfully for all involved.

*Submitted by D/ Sgt. Wayne Genders
Central Region Criminal
Investigation Branch
Niagara Regional Police Service*

Biography

Wayne Genders is a 28-year veteran of the Niagara Regional Police Service. He has a varied background with assignments in Uniform Patrol, Criminal Investigations and the

Tactical Team.

In 2008, he became a member to the six-person negotiator team with the Niagara Regional Police Service. He has been involved in a number of high-risk situations and has attended a number of negotiator conferences in Canada and the United States.

He is presently assigned to the Central Region Detective Office as a Detective Sergeant.



WATERLOO REGIONAL POLICE SERVICE, INSPECTOR GREG LAMPORT JOINS CANADIAN CRITICAL INCIDENT INC.



Canadian Critical Incident Inc. is delighted to have Inspector Greg Lamport join the team. He has kindly accepted the position of Executive Manager.

Greg brings a great deal of knowledge, leadership and experience in the area of Crisis Negotiations and Incident Command.

He has an outstanding reputation throughout the policing community and is a proven leader. The Canadian

Critical Incident Inc. and the membership will benefit greatly having this exciting addition to the team.

Biography

Inspector Greg Lamport has been a police officer with the Waterloo Regional Police Service for 24 years. His career has spanned many facets of policing including; Patrol, Detectives, Human Resources, Special Response, Planning and Research and Media Relations. He is presently assigned as the second in command of the Strategic and Tactical Services Division. This Division encompasses the Drug Branch, Intelligence Branch and Special Response Branch.

Greg has 14 years of experience in specialized policing areas such as canine, explosive disposal, public order, tactical operations and incident command. This experience

has led to his expertise being requested for instructional purposes at the Canadian Police College and Ontario Police College. In 2011 he travelled to Indonesia where he taught Incident Command to members of the Indonesian National Police Service.

Greg spent 15 years volunteering with Waterloo Minor Hockey coaching competitive boy's hockey teams. He stepped down from coaching in September of 2010 to focus on obtaining his Bachelor of Arts Degree in Justice Studies from the University of Guelph Humber. Greg is presently on the Board of Directors for Women's Crisis Services of Waterloo Region.

Greg has had a longstanding interest in the CCII program since first meeting Barney McNeilly many years ago and is looking forward to working with the many excellent partners of the agency.



OPP GRASSY NARROW CALL OUT... (Cont.)

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(weighing thousands of pounds) onto the planes. They had also brought our equipment, and we were advised that another smaller third plane was on its way to transport us (the negotiators) and our equipment. The TRU team took off en route for Thunder Bay to refuel before continuing on to Kenora. Shortly after this, our single engine plane arrived. The three of us loaded our equipment on and boarded the plane. My teammate asked, "Did you ever do this in London?" My answer was obviously no. I tried to get some sleep on the three hour plane ride to Kenora, but I was too excited.

At approximately 1200 hrs, we arrived in Kenora where a school bus was waiting to take us to Grassy Narrow. We arrived ahead of the TRU team and waited until they arrived, then we loaded our equipment onto the bus and departed for Grassy Narrow. There is only one road to Grassy Narrow, and it is indeed narrow and full of curves. An hour later, we arrived at the Treaty Three Detachment that serves the Grassy Narrow reserve. Treaty Three is an old OPP detachment, looking very similar to all the other detachments in the province. Kenora OPP and Treaty Three officers then transported us to the command post that was set up just outside the village of Grassy Narrow. We were briefed that the actual occurrence had started around 16 hours prior to our arrival. A team of negotiators had been attempting to communicate with the barricaded man all night. We found out there was no phone line into the residence.

Another negotiator and I were tasked with relieving the team already at the scene. We were escorted by Emergency Response Team (ERT) members, and once on scene I met the primary negotiator from Treaty

Three Police. Cold and tired, he was operating on pure adrenalin. He advised that the subject was not going to take kindly to Caucasian negotiators. He believed that he could continue on and, given his assessment of the subject, we thought this was the sensible option. The other two negotiators left and went home for some well deserved sleep. It was decided that if the remaining (primary) negotiator needed to switch off to another negotiator we would then step in. The negotiator equipment was sitting on the passenger seat of a fully marked Treaty Three police Chevy 1500 pickup truck. It was cold out, but the primary negotiator did not want to get into the warm truck. He continued to loudly hail the subject. It was believed the subject was sleeping. A throw phone was placed onto the stairs leading into his trailer/mobile home.

The subject eventually awoke and after hearing the calls from the negotiator to grab the phone from the stairs, he agreed to do so. The primary spoke to him on and off the phone. At times during the conversation we thought we were getting somewhere, only to be let down when the subject would go into a rage and hang up the phone. It became clear that he was not going anywhere as long as he was comfortable in his home and had enough to eat; and so, at approximately 1500 hrs, TRU made the decision to enter the trailer. The subject made no attempt to resist and was taken peacefully into custody.

At this time I had a chance to have a look around the small reserve. I observed a large number of dilapidated buildings, trailers, and shacks; there was refuse everywhere. Stray dogs numbering in the hundreds roamed about looking for food. However, the area itself was quite beautiful. The village is on a river

surrounded by trees with wilderness stretching for miles and miles. The area is a picture you would see in a magazine.



Having reached a satisfying outcome, we helped pack up the equipment and were transported back to Treaty Three Detachment where we awaited news of whether a plane was available to fly us home that night or in the morning. At 1800 hrs, we received word that there was a plane available to fly us home that evening. We made the trek back to Kenora on the school bus and by 2100 hrs we were on a plane back to London. I returned to my detachment at 0200 hrs—23 hours later.

Thinking back to being on the London negotiator team, the biggest difference between municipal and OPP negotiating teams is the sheer scope of the geography of Ontario, the vast areas that OPP cover, including First Nations reserves. A municipal team can be on scene within minutes of an incident. OPP teams can take hours to get to an incident. Also, there are different situations to consider. To effectively negotiate with certain cultures, you really need to know about their history and beliefs. Shortly after this event, I was sent to OPP Native awareness training. We were able to participate in First Nations ceremonies and learn about native beliefs and history, including residential schools. It is one of the best courses I have been on, creating in me a deeper understanding and

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CCII FALL ANNUAL CONFERENCE

Arden Park Hotel
Stratford, Ontario
October 29, 30, 31, 2012

**co-hosted by the
Stratford Police Service**

**Registration and hospitality suite held
on Sunday October 28, 2012
6:00 PM to 9:00 PM.**



Registration Fee:
Members \$310.75 (incl. HST)
Non-Members \$367.25 (incl. HST)

Please register on-line at:
www.commandpost.tv/conferences

Upcoming Courses

Thunder Bay Police Services are considering hosting an Incident Commanders refresher course. The date is tentatively set for October 22 '12.

Durham Regional Police Service is considering hosting a Crisis Negotiators refresher course this fall.

Niagara Regional Police Service in considering hosting an Incident Commanders Scribe course this fall.

Department of National Defence, Military Police Unit at Base Borden have expressed an interest in the Incident Commanders Course. They recently went through a change of command and more details will follow.



WATERLOO REGIONAL POLICE SERVICE MAJOR INCIDENT COMMANDER WORKSHOP

I had the pleasure of attending the Major Incident Commander Workshop, on the 9th of May 2012, hosted by the Waterloo Regional Police Service (WRPS), Emergency Response Unit. The workshop was their annual Incident Commander Refresher Training Workshop, which was held at the Waterloo Region Emergency Services Training and Research Complex (WRESTRC). This modern complex is an excellent training facility for both academic and practical training for all police, fire and paramedic services.

This year the WRPS opened it up and invited Incident Commanders from their neighbouring police agencies that they have shared service agreements with. Those police services included; Brantford Police Service, Stratford Police Service, Woodstock Police Service and Guelph Police Service. Inspector Greg Lamport and S/Sgt. Dave Obermeyer provided an Incident Command review. Members of the Emergency Response Unit provided updates and reviews relating to Comprehensive Ground Searches, Canine Unit, Explosive Disposal Unit and the Parrot AR Drone.

S/Sgt. Stu Bets of the York Regional Police Services Air Support Unit attended with their helicopter "Air 2". This provided a great opportunity for the attendees to check out the helicopter's airborne surveillance and advanced thermal imaging system.

I want to thank Greg and Dave for inviting me to attend their Incident Commander Workshop. It was a great opportunity for me to meet the members of their Emergency Response Unit and the Tactical Commanders from the surrounding area.

The Canadian Critical Incident Inc. recognizes the need and the value of ongoing training. Workshops like this are a meaningful and first-rate example of sharing knowledge, experience and recourses.

The photograph is members of the WRPS Emergency Response Unit, from left; Cst. Brent Gerber, S/Sgt. Dave Obermeyer, Sgt. Rob Sauve and Cst. Chris Ebel

The WRPS Emergency Response Unit has 17 members and all are qualified crisis negotiators. Last year the Emergency Response Unit responded to 129 calls. The majority of their calls consisted of high-risk warrant entries, barricaded persons and searches for lost persons or evidence.

Det. Tom Hart
Durham Police Service (retired)
President CCII



OPP GRASSY NARROW CALL OUT... (Cont.)

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appreciation for our First Nation Peoples, and different cultures in general. I recommend this course to any frontline police officer, whether you are policing the reserves or working with large First Nations populations living in cities. Regardless of whether you are a provincial or municipal negotiator, the rewards of the job are the same—rich and endless. It is a challenging position, and will develop you in ways you simply can't anticipate. I hope that the experiences that I have obtained from both postings ensure

that I am able to respond effectively to the needs of any community I'm fortunate enough to serve.

Provincial Constable Adam Nash



Biography

Constable Adam Nash started his policing career in 1998 with the London Police Service. In 2004 Constable Adam Nash was selected for the Crisis Negotiator Unit and spent the next 7 years as a negotiator for the LPS. During his career with LPS he spent time in the Robbery, and Auto theft/Arson Units as a Detective Constable. In 2011 Constable Nash left the LPS and started his career with the Ontario Provincial Police and the Provincial Negotiator Unit. Constable Nash is currently working as a patrol Constable with Elgin County OPP.

SECURING CANADA'S LARGEST NUCLEAR POWER FACILITY

Sitting on the shores of beautiful Lake Huron in South Western Ontario Bruce Power with its six operating nuclear reactors is the largest nuclear power generation facility in Canada. With the eminent completion of one of Canada's most ambitious and technically complicated infrastructure rehabilitation programs it is poised to become the largest facility of its kind in the world providing more than 25% of Ontario's energy requirements. With such notoriety and importance comes the heavy responsibility of protecting the generating units, and the thousands of people charged with operating them safely as well as preventing unauthorized access to radioactive material. That duty falls primarily on the very capable shoulders of the young men and women of the Emergency and Protective Services Security Division Nuclear Response Team.

Everything in the nuclear security world changed on September 11, 2001. That morning started out the same as any other for Bruce Power's small, unarmed security force. The three site entry points were wide open and the single unarmed officer staffing each location as usual tried to get the employees to slow down as they breezed past the guard post. In those days, all that was required to gain admittance to the site was a windshield decal and it was relatively common to find vehicles for sale on local used car lots with the decals still in place. The mandate for security at that time was to "Observe, record, report" and wait for response from the local detachment of the OPP, which was considered effective if it arrived at the front gate within 17 minutes. Although we cannot discuss the actual "Design Basis Threat", it is safe to say that

in a single day, it went from a relatively benign group of unarmed protesters to a number of armed and committed individual's intent on doing us harm or acquiring nuclear material. The events of that day prompted a total rethink of our security requirements and the initiation of a period of rapid and continuous expansion and improvement of our facilities, equipment and personnel.

In the immediate aftermath of the 9/11, attacks the Canadian Nuclear Safety Commission ordered us to initiate a number of interim security enhancements while they completed a comprehensive review of Canada's Nuclear Security

classified material, procedures for entry into sensitive areas now included an alarm free passage of a series of explosive detectors, metal detectors, x ray machines, and biometric identification devices. Other changes included enhanced screening and vetting procedures involving background, police, and security checks, for all employees and contractors working on site.

Upgrades to the physical protection of sensitive areas included the installation of new state of the art delay, detection, and assessment, equipment. New vehicle barriers provided protection against forced vehicle penetration. However the most notable and obvious change



Regulations. These interim measures entailed severely restricting access to the facility, identity checks, and vehicle searches for anyone entering the site. Gone also were the days of daily public tours of the powerhouse. The next five years was a time of hectic activity resulting in a fundamental change in our security capabilities and posture designed specifically to deal with the new security realities post 9/11. Without getting into

was the establishment of a large heavily armed Nuclear Response Team.

The Nuclear Response Team resulted from the new regulatory requirement for nuclear utilities to deploy an "Armed force capable of immediate and effective response" to an armed adversary. At the time of 9/11, Bruce Power was just 4 months old but already had

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SECURING CANADA'S LARGEST NUCLEAR POWER FACILITY ... (Cont.)

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a reputation for dynamism and innovation. It quickly became apparent that if we were to meet this regulatory requirement we could not rely on an external response force. It was also clear that conventional private security even if armed under the existing laws was not capable of meeting the new requirements. Consultations with senior representatives of the Ontario Provincial Police, the force of jurisdiction, soon established that the new force was not a good fit for either the standard or tactical police operations models. At the end of the day, it was recognized that the Nuclear Response Team officers were a new form of heavily armed highly trained corporate security officers combining many of the skills and abilities associated with police tactical teams or the military while not fitting well into either category. However creating such a force as this in a non-governmental private corporation was and still is a unique situation within Canada and was not at all easy to accomplish. The eventual solution was to make our officers "Public Agents" of the Canadian Nuclear Safety Commission under the Federal Firearms Act. This process in turn involved the officers meeting or in some cases exceeding the physical, psychological, and training requirements for a standard police service.

Once the basic requirements for the force were established, it became clear that that success in this mission would require a leader with a skill set not readily found in the civilian market. Once again, Bruce power approached the OPP for assistance. Bruce Power management was aware of Inspector Wade Lacroix through his position as the OPP Emergency Response Coordinator for South Western Ontario as he and his



team had recently conducted a threat and risk assessment on Bruce Power. This in conjunction with his background as the commander of the TRU team assigned as primary response to the site, gave him a current and intimate knowledge of our site as well as the issues involved in securing a site such as ours against armed intruders,. In addition, his role in the development of Course Training Standards and training manual for the TRU team as well as instructing on all phases of TRU training gave him a sound understanding into and the requirements to recruit, test, train, and deploy a highly skilled and professional armed response team. He also had the respect in the police tactical community and professional contacts so necessary to succeed in the role. Wade hit the ground running, his first task was to recruit, train, and deploy the armed response force and by April of 2003, we deployed our first armed officers.

As noted earlier the establishment of a heavily armed highly trained Nuclear Response Team at Bruce Power was at the time unprecedented in Canada and all involved were very cognisant of the need to do it right the first time. Program recognition and credibility within the Police community and particularly with our offsite response force the OPP TRU was very important. Recruiting, selection, and training of NRT officers is a very serious function and typically, we process many hundred applications over a 4-6 month period in order to staff a 12-week basic training course with 15-20 candidates. Selection standards for NRT are the same and in some instances higher than for police officers in Ontario. NRT basic training is both comprehensive and rigorous. In the initial 12 weeks, each officer receives extensive training on their legal authorities and limits, the use of force continuum, firearms handling, tactics, and public order unit drills. In addition, each officer receives an additional 5 weeks of individual and team maintenance training per year and must re-qualify on their firearms and fitness standards twice a year. We also routinely send officers on advanced

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SECURING CANADA'S LARGEST NUCLEAR POWER FACILITY ... (Cont.)

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training with the Canadian Nuclear Safety Commission, the United States Department of Energy, and the OPP, including TRU. Initially Wade reached out to his contacts in the OPP and Ontario Police College to establish a highly professional and respected training cadre to develop and deliver the initial curriculum. In addition, they mentored our internal training staff preparing for the day when we would be self-sufficient. Today we not only train our own staff but officers from other Canadian facilities as well.

Over the past 10 years, Bruce Power Security Division and the Nuclear Response Team have gained a solid reputation for professional competency and innovative excellence throughout the nuclear industry worldwide. Bruce Power was one of the early members of the World Institute of Nuclear Security (WINS) which currently consists of more than 1100 members from 62 countries in addition our CEO Duncan Hawthorn sits on its Board

of Directors. To date the Bruce Power security management team have prepared and delivered four "Best Practice" guidelines to WINS on the following subjects: Effective Management and Deployment of Armed Guard Forces, Nuclear Security Guard Recruitment and Selection, Working Effectively with External Response Forces, Nuclear Security Guard Force Training and Motivation. We are also participating members in a number of Canadian professional organizations such as the Canadian Critical Incident Inc. (CCII), Ontario Tactical Advisory Body (OTAB), and both the Ontario and Canadian Association of Chiefs of Police. Recognizing early on that training without validation cannot be effective Bruce Power actively seeks opportunities to test its NRT in national and international competitions to very good effect. Placing fifth out of 17 teams in its initial appearance on the world stage at the 2005 Original SWAT World Challenge Bruce Power was noted prophetically as "A team to

be reckoned with in the future" steady improvement over the next several years has resulted in our team winning the competition for the last four years in a row. In 2006, we looked for a competition more in line with our role of protecting nuclear material and facilities and entered the United States Department of Energy (DOE) Security Protection Officer Team Competition (SPOTC).

This competition consists of two categories; the DOE teams compete together as one of their competitions involves knowledge of sensitive material, and the non-DOE competition open to other Police SWAT and Military teams. Since 2006, Bruce Power has won its category every year defeating teams from the US Department of Energy Office of Strategic Transport, The US Marine corps Close Quarters Battle Team, Germany's GSG 9, Dallas, and LAPD SWAT. What is important to note is that our force compliment is much smaller than most of our competitors and the competition team is not a full time entity. The team members are all volunteers and form as required for the various competitions and when finished, the members return to normal duties.

Given the operational experience of the past ten years the Bruce Power Emergency and Protective Services and the Nuclear Response Team look forward with confidence to meeting the challenges in the post 9/11 era.



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STAFF SERGEANT DEAN STREEFKERK M.B. LONDON POLICE SERVICE

Canadian Critical Incident Inc. is very pleased to have Staff Sergeant Dean Streefkerk of the London Police Service join our team. He has generously accepted a position on the Advisory Board.

Dean brings an incredible amount of operational experience, knowledge and leadership in the area of Crisis Negotiations and Incident Command.

His extraordinary operational tactical experience has earned him a remarkable reputation throughout the policing community as a trainer and leader. The Canadian Critical Incident Inc. and the membership will benefit greatly having this exciting addition to the team.



Biography

Staff Sergeant Streefkerk is in his 24th year of sworn service with the London Police. He is presently assigned to the Emergency Support Section which includes the Emergency Response Unit, Canine Unit and Light Armored Vehicles Unit. He is also active in ongoing in-house training with respect to; Incident Command, Operational Planning and Crisis Negotiating.

The London Police Emergency Response Unit is an accredited full time Hostage Rescue Tactical Team, which along with over 600 sworn LPS officers, serves approximately

400,000 residents within a 165 square mile area in London, Ontario.

During his career S/Sgt. Streefkerk has spent a combined 12 years within the Emergency Response Unit, during which he has carried out duties as a Tactical - Officer, Sergeant, and Section Commander. He has also served within the Criminal Investigation Division as the Commander of the Guns and Drug Section.

S/Sgt. Streefkerk received his Basic Tactical Orientation training through the Toronto Police Service (ETF - 1999) and Incident Command training from the Canadian Police College-1999, and the Canadian Critical Incident Inc. (CCII)- 2004, 2010, 2011. He has also taken various Incident Command training courses from; National Tactical Officers Association (NTOA)-2002, 2006, Tactical Energetic Entry Systems (TEES) -2005, and the Justice Institute of British Columbia (JIBC) 2010- ICS 100, 200, 300. He has lectured at annual conferences and quarterly meetings hosted by the Canadian Critical Incident

Inc. (CCII)-2010, Ontario Tactical Advisory Board (OTAB)-2001, 2002, 2003, 2004, 2005, NTOA-2002. He has contributed several operational debrief articles to the CCII "Command Post" and is a long time member of the CCII, OTAB and the NTOA.

During his career S/Sgt. Streefkerk has been involved in hundreds of operational tactical deployments, during which he has served as the Tactical Commander, either on ground and or in the Command Post.

These calls have involved;

*Prolonged operational deployments,
The use of Crisis Negotiators and
Psychiatrists,
The delivery of chemical munitions,*

*The deployment of armored vehicles,
The exchange of gunfire with
barricaded subjects during officer
rescue situations,
The suppression of random sniper
activity in a residential area,
The response to an active killer
incident,
The authorized and directed use of
lethal force in order to resolve an
ongoing incident,
Multiple "In-Custody" (self inflicted)
death investigations,
The aftermath and long term effects of
PTSD within a Tactical Team*

During his time as a tactical officer, he has had numerous dealings with the S.I.U. as both a witness and subject officer and has been involved with multiple Coroner's Inquests including the first TASER related Inquest held in Canada.

S/Sgt. Streefkerk is a strong advocate for the development of professional partnerships within the policing community to facilitate the sharing of resources, case studies, tactics, and information within these fraternal organizations, with a goal of achieving greater levels of awareness, consistency, safety, and operational success.

S/Sgt. Streefkerk is the recipient of:

*Canadian Medal of Bravery,
Ontario Medal for Police Bravery,
London Police Service Citation for
Valor
N.T.O.A. Unit Citation for Valor,*

He can be reached at:

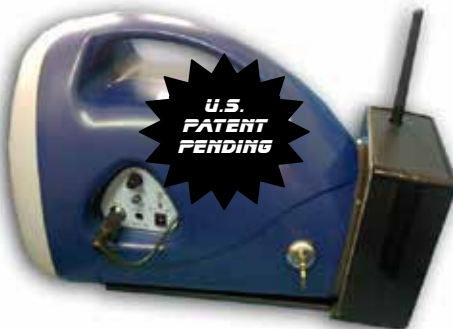
**Dean Streefkerk M.B.
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Canadian Critical Incident Inc.

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