



The CommandPost

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

Presented By

CCII Canadian Critical
Incident Inc.

Volume 38
Winter/Spring Edition

THE PRESIDENTS MESSAGE

I had the pleasure of instructing the Crisis Negotiators course to a number of hosting police services, namely Brantford, Stratford and Niagara Regional. Other police services that attended the courses were Woodstock, Hamilton, Halton, Barrie, Toronto ETF, Chatham-Kent, Waterloo Regional, St. Thomas, La Salle and Durham Regional. Those police services recognize the need to have qualified crisis negotiation training that is accredited by the Ministry.

The CCII Crisis Negotiators course continues to adjust the course content to go beyond the Ministry accreditation standards and include emerging trends and challenges facing the demanding job of today's crisis negotiator. I have the privilege of meeting many police officers during the courses and I truly enjoy the opportunity to discuss these challenges and emerging trends.

Earlier this year I instructed the crisis negotiators course hosted by the Niagara Regional Police Service, which included two members of the Niagara Parks Police Service. I was most impressed with the number of calls that they respond to annually, relating to attempted suicides, suicides and high level rescue. They also work closely with the Niagara Regional Police Service and have an excellent working relationship.

A couple of weeks following the crisis negotiators course hosted by Niagara Regional Police, I received an email from one of the NRPS Emergency Task Unit (ETU) members, who took the course. I was told that he and other members of the ETU attended a call involving an armed barricaded suspect. The ETU member was able to apply some of the crisis negotiating techniques, such as subject assessment, rapport building, establishing hooks and triggers. This led to a successful and smooth hand-off to the crisis negotiating team, which resulted in a peaceful surrender. This example re-enforces the need for the tactical officers to be cross trained as crisis negotiators.

The Hamilton Police Service hosted the CCII Critical Incident Command course. Greg Lamport and I had the pleasure of instructing

not only Hamilton Police officers, but also members from Niagara Regional, Stratford and Toronto ETF. Again, the feedback was positive and the course content went beyond the course training standards as prescribed by the ministry for accreditation, to include current challenges facing today's critical incident commanders. One of the topics of discussion was "time / tolerance" issue. How long does the incident commander maintain containment, road closures, cycling tactical, crisis negotiation teams and uniform personnel in order to meet the objective and adhere to the mission statement.

It's my humble opinion, that the Incident Commanders of today have a higher level of tolerance, than years past. This stems from a greater understanding of the complexities of critical incident command and negotiation and the ways to resolve crisis. The Ontario model (CCII) is more tolerant and accommodating of time issues relating to the call and is at the leading edge when it comes to providing the best and most up to date practices in the field.

The theme for the 2015 Fall Seminar was "extremism". The threat posed by those with extremist views present new and complex problems to Canadian law enforcement agencies. Last year's theme "extremism" has brought in subject matter experts to provide you a deeper understanding of extremism in various forms and the risk to public safety it presents, with an emphasis on Canadian content.

Building on the theme "extremism" and the great success of the CCII / Stratford Police 2015 Fall Seminar, it was agreed to move forward with the theme of "Homegrown Terrorism and Radicalization". Guest speakers included subject matter experts from New York Police Department, Insp. Mike Maloney of Ottawa Police Service and Phil Gurski. They shared their expertise and experiences in dealing with this real and very serious threat to public safety.

The seminar response was overwhelming with 180 members from corrections and police services from Ontario and New York State in attendance.

Crisis negotiation, critical incident command and related tactics are a dynamic, challenging and demanding aspect of policing, which requires constant training. Learning from each other's experience has proven to be an excellent way to improve and maintain a high level of standards. The Command Post and seminars allow this opportunity. Let us also not forget that crisis negotiation and critical incident command training is an important aspect of policing. To ensure the members receive the best training methods alongside the fundamental skills and abilities to do their job safely, and the best serve the public at time of crisis, is paramount. Notwithstanding the Ontario Regulation 3/99 of the Police Services Act, emphasizing adequacy and effectiveness of police service provides a legal obligation to ensure proper training methods and time lines are followed.

Just a reminder, CCII's upcoming courses include, the CCII Scribe course hosted by Waterloo Regional Police Service, June 6 to 8, 2016 and the Critical Incident Commanders refresher course hosted by South Simcoe Police Service September 26 to 28, 2016.

Take care and be safe.

Tom Hart

President

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CCII Canadian Critical Incident Inc.

"Make the Call Count"

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Insp. Monique Rollin, Sault Ste. Marie Police Service
Crisis Negotiator Unit Team Leader and
Training Coordinator, CCII Northern Representative

Professor Frank Trovato
Centennial College
Community and Justice Services Program

A photograph of Niagara Falls with a person standing on the rocky edge of the falls. The water is turbulent and white with foam. The person is wearing a yellow jacket and dark pants. The background shows some trees and a concrete structure.

CRISIS NEGOTIATION IN NIAGARA PARKS

NPPS AND TWO COMPELLING CRISIS NEGOTIATION CASE STUDIES



The Niagara Parks Police Service was founded in 1887 to protect the lands and visitors of the Niagara Parks Commission, an agency of the Government of Ontario. Officers patrol a 56 kilometer area that stretches along the Niagara River Corridor from Niagara-on-the-Lake to Fort Erie.

Sworn members of the Niagara Parks Police are appointed as Special Constables by the Niagara Regional Police Services Board and are authorized to carry firearms and other use of force equipment for duty purposes by the Niagara Regional Police Services Board and by the Ministry of Community Safety and Correctional Services. Like municipal and provincial police officers in Ontario, all sworn members of the Niagara Parks Police receive recruit training at the Ontario Police College. Annual certification training is maintained in the same manner as police officers in other jurisdictions. In addition to training at the Ontario Police College,

officers from the Niagara Parks Police receive specialized training in a wide variety of areas from the Canadian Police College, the Ontario Provincial Police, the Niagara Regional Police and the FBI Academy in Quantico, Virginia.

The Niagara Parks Police is a uniform first response agency and through a working agreement with the Niagara Regional Police Service Board, provides front line policing to the 12 million tourists and locals that visit the Parks. The Niagara Regional Police maintain responsibility as the police service of jurisdiction over Niagara Parks Commission lands. During a crisis negotiation, the Niagara Parks Police integrate seamlessly into the incident command structure controlled by the Niagara Regional Police Service. Members of the Niagara Parks Police can provide expertise and knowledge of the beautiful but dangerous terrain along the Niagara River Corridor.

Members of the Niagara Parks Police are often involved in face to face crisis negotiations. These negotiations routinely involve the many dangers that surround the Canadian Horseshoe Falls, the Niagara Gorge, and the Niagara River. The dangers and related challenges include but are not limited to, falls from great height, rugged terrain, swift water, mist/freezing rain, noise, and the distractions that come from large crowds. To help manage the challenges, the Niagara Parks

Police Service has developed a High Angle River Team (H.A.R.T.), a team that is specifically trained to respond to all calls that occur within the high angle and swift water environment along the Niagara River Corridor. H.A.R.T. is a dedicated 10 member team that holds Instructor, Technical and Operator level qualifications in skill sets of High Angle, Swift water, and Helicopter Short Haul Operations.

Recently Niagara Parks Police H.A.R.T. added two qualified crisis negotiators to the team in the recognition that the Niagara Parks Police first responders often encounter persons in crisis. Included in H.A.R.T. mobile equipment is a go bag specifically designed to support negotiators, which includes helmets, harnesses, gloves, eye protection and rope leashes.

Niagara Parks Police Service statistics for face to face crisis negotiations for 2014 and 2015 totaled 18, 11 and 7 respectfully. These negotiations normally ranged between several minutes and 45 minutes. 3 of the 18 were ultimately negotiated by Niagara Regional Police negotiators, which lasted 1 hour, 6 hours and 14 hours. There are other persons in crisis calls whereby immediate intervention/apprehension occurs or a rescue is required.

CRISIS NEGOTIATION IN NIAGARA PARKS – CASE STUDY ONE

On a cool November night in 2006, a 911 call for service was received for a male in crisis who had come to Niagara Falls to end his life by jumping into the Canadian Horseshoe Falls. Police would attend the brink of the Falls in attempts to locate the male who had called 911 and who had told the operator to tell his wife that he loved her and to tell the guys at the Fire station that they were the best he ever worked with.

Upon arrival at the Brink, Police located a male approximately 50 meters up river from the Falls, he was on the river side of the retaining wall and he was wearing firefighting bunker gear. When the cruiser alley light collided with the high visibility bunker gear the male immediately stood up and launched himself down the steep river bank.

It was initially feared that the rushing water had taken him over the Falls. Police subsequently found a cell phone on the river side of the retaining wall. Upon picking up the cell phone sobs could be heard from the river below. The male, who had been wearing ankle weights, was in knee deep rushing water. A crisis negotiation immediately ensued between the male and the first response officer.



The male was not clearly visible from above, and the rushing water made it difficult to speak to the distraught male. Crisis negotiators from the Niagara Regional Police, Fire and Ems had been called in to assist. While in the river, the male indicated that he must have dropped his cell phone and wanted to call his wife one last time. As the first responding officer negotiated, several plans were being formulated as to how to safely get the male out of the river. The noise of the rushing water was utilized as an effective

tactic to have the male come out of the water and come closer to better communicate. Ultimately the phone call to his wife was the hook that brought the male out of the water and back to safety. The negotiation lasted 36 minutes. The first responding officer was able to convince the gentleman to exit the water where he was then transported to a medical facility for treatment and assessment.



CRISIS NEGOTIATION IN NIAGARA PARKS – CASE STUDY TWO

On a warm sunny morning in August 2009, Niagara Parks Police were notified that a male was observed standing along the Niagara River shoreline, some 500 meters upriver from the mighty Canadian Cataracts of Niagara Falls.

At 6:22am, Police attended and observed a lone male standing near the exit of the Canadian Power Tailrace, he was 30 meters from shore and next to the Niagara River. He was standing on an exposed rock ledge (the Niagara River water level is substantially lower in the morning due to Hydro's draw to produce power), clothed only in a pair of black pants.

The male appeared to be very mission orientated and was focused on the moving water. After climbing down to the male, Police attempted to negotiate with him. The male only responded to a few of the questions or statements that were asked or made by Police. He would come to tell Police who he was, where he was from, and to tell his family that he loved them.

After approximately 25 minutes, the male stated that it was his time to die, he then calmly walked out into the water and immediately started the front crawl towards the main flow of the River. The male was subsequently swept over the Falls to his death. Police obtained photographs of the occurrence through a tourist who had taken the photos from high above in a Hotel that overlooks the falls. Negotiators had been called, but had not arrived prior to the male entering the river.

Sgt. Lance Dobbin
Niagara Parks Police Service





HOMEGROWN ISLAMIST EXTREMISM IN CANADA

The post 9/11 period in Canada has been robust in homegrown Al Qaeda (or, increasingly Islamic State) -inspired terrorism. There have been six significant attacks planned and/or executed in that timeframe: four foiled (the Toronto 18 in 2006, Project SAMOSSA in 2010, and the Via Rail plot and the BC Legislature plots of 2013) and two successful ones (the lone actor attacks in St-Jean-sur-Richelieu and Ottawa in October 2014). Two other related phenomena are Canadians who have carried out terrorist attacks abroad with Islamist extremist groups (among others the In Amenas gas plant attack of January 2013 and a suicide bombing in Iraq in June 2014) and the many who have left to become “foreign fighters” with groups such as Al Shabaab and Islamic State.

This is an increasingly rich data set which can be used to try to determine what is happening in Canada when it comes to radicalisation to violence and whether or not there is a definable subset of Canadians who succumb to the extremist ideologies used by groups like AQ and IS. Added to that publicly available information is data that is not available in open source but to which I had access while working as a senior strategic analyst at CSIS from 2001 to 2015. It is this combination of open and classified

information that enabled me to write *The Threat from Within: recognizing Al Qaeda-inspired radicalization and terrorism in the West* (Rowman and Littlefield 2015). This article is a summary of the findings of the research I carried out in the writing of that book.

As you analyse the individuals who radicalise to violence in Canada, whether or not they move on to commit acts of terrorism, you quickly realise that they are cut from the general Canadian cloth. Aside from being Muslim (by definition), and a weaker correlation with males and youth, attempts to draw profiles fail rapidly. There is no consistency in family background or status, education level, employment, mental disposition (such as can be measured) or previous involvement with violence. In other words, these extremists are representative of the entire Canadian Muslim experience (findings in other Western countries would likewise reflect those countries’ Muslim experiences). The obvious practical implication of this finding is the absence of a profile or checklist that can assist security intelligence and law enforcement agencies in narrowing the field of potential violent extremists. Given the right conditions, anyone is susceptible to violent radicalisation.

All is not lost, however. Violent extremists in the AQ/IS paradigm tend in large part to exhibit certain behaviours and attitudes that betray their journey along the radicalisation pathway. These indicators, as I have called them, are, perhaps surprisingly to some, overt and obvious. I believe that this openness stems from the fervour with which these individuals hold to their violent ideologies and their conviction that what they belong to is valid.

These indicators range from religious views, to social milieus, on-line habits and attitudes to Canadian society. It is important to stress that individuals exhibiting these behaviours and ideas will not necessarily move on to commit acts of serious ideologically-motivated violence. Nevertheless, the indicators are reliable signs of violent radicalisation.

In the end I settled on twelve indicators. There are undoubtedly more but a longer list would not have as useful or practical for security intelligence agencies, law enforcement and anyone else in a position to observe these individuals. The following paragraphs summarise these indicators (note that an entire chapter in the book was required to provide a comprehensive discussion).

- 1 An intolerant, hateful and arrogant interpretation of Islam – extremists reject mainstream Islam and Muslims and see themselves as the only “true” Muslims
- 2 Hatred for the members of certain Islamic sects – usually Shiites, Sufis and Ahmadis – and the belief that these individuals are not Muslim
- 3 Rejection of non-Muslim beliefs and the view that non-Muslims are inferior
- 4 Rejection of Canadian society and its tenets – democracy, rule of law, gender equality, etc. – and the belief that Islam also rejects these tenets
- 5 Belief that Canada must be punished, through acts of terrorism, for its policies and acts against Muslims (the deployment of Canadian forces to Muslim majority lands is a common grievance and one that underlay all the attacks mentioned in the first paragraph)
- 6 Sudden change in social milieu and migration to smaller circles of likeminded people
- 7 Obsessive viewing of violent extremist Web sites and frequent sharing of material found on those sites
- 8 A belief in the Single Narrative: the West hates Islam, the West is at war with Islam and “true” Muslims have a divine obligation to fight
- 9 Obsession with foreign conflicts and a desire to join terrorist groups fighting in those conflicts
- 10 Obsession with violent jihad and the belief that jihad is an individual obligation on all Muslims
- 11 Obsession with martyrdom and the conviction that martyrdom will lead to Paradise and allow one to intercede on behalf of one’s family to gain Paradise
- 12 Obsession with apocalyptic scenarios and a desire to fight in the cosmic, end-of-time battle between good and evil

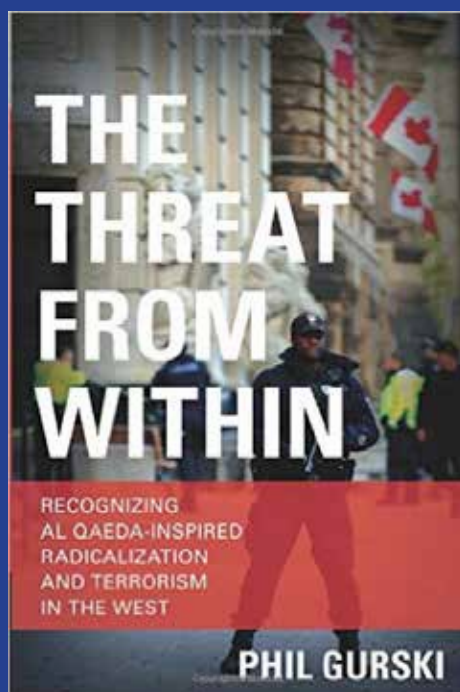
None of these indicators is necessarily illustrative on its own and context is critical. At the same time, however, these can help people identify individuals who are heading down a violent pathway and determine which action needs to be taken.

Decisions on what to do with individuals exhibiting signs of violent radicalisation depend crucially on the specifics of each individual case. Just as there is no single profile of violent extremists nor is there a “cookie cutter” model for intervention. Responses to violent radicalisation range from early intervention and deflection (where the process is in its initial stages) to investigation, arrest, charges, trials and incarceration. There is a subset of measures to deal with foreign fighters that includes passport revocation. At the extreme end of response there remains the deradicalisation option: this approach remains contested and has not been adopted to any large degree in Canada.

Based on available knowledge, the extent of AQ- or IS-inspired violent radicalisation in this country appears to be relatively limited. CSIS and the RCMP will acknowledge publicly that they are engaged in several hundred investigations at

any one time. This number is obviously low as demonstrated by those who successfully evade detection to leave Canada to join terrorist groups abroad. There is nevertheless nothing to suggest that the problem is an order of magnitude larger and it is very difficult to imagine future conditions that would lead to significant increases in the numbers of Canadians adopting, and acting on, these violent ideologies.

Despite this good news it has to be recognised that the phenomenon of violent radicalisation will not disappear any time soon. There will be more plots and more Canadians departing for jihad abroad. Our security intelligence and law enforcement agencies will be seized with this scourge for years to come and it will remain the single greatest threat to national security. At the same time, it is incumbent on ordinary Canadians to cooperate in identifying potential risks as authorities cannot be everywhere. In the end, however, it is important that all of us, from politicians to average citizens, respond in a measured, proportionate manner.



The Threat from Within: Recognising Al Qaeda-inspired radicalisation and violence in the West is a look at terrorism in Canada through the eyes of a former CSIS terrorism expert. The book provides an in-depth analysis of why Canadians adopt violent ideologies and how to recognise when this process is occurring. It is the only book that combines insider knowledge with a practical guide to first responders and communities on how to deal with homegrown terrorism.

CRITICAL INCIDENT COMMAND SCRIBE COURSE JUNE 6 - 8, 2016



Waterloo Regional Police
200 Maple Grove Road
Cambridge, ON. N3H 5M1

Course Coordinator

Marlene McConnell,
Training Branch
Administrative Assistant
Marlene.McConnell@wrps.on.ca

The Critical Incident Command Scribe Course hosted by CCII and the Waterloo Regional Police Service will offer:

- Critical Incident Command Mission Statement
- Chain of Command and Transfer of Command
- The Critical Incident Command Triangle
- Roles and responsibilities of the Crisis Negotiation Team
- Tactical Team, Media Relation Officer, Intelligence, CIB
- Social Media
- Scene Management and S.M.E.A.C.
- Tactical Terminology
- Best practice for Note taking/What to record
- The use of logs
- Responsibilities of the Scribe
- Debrief procedures
- Review Listening, Communication and Organizational skills

Instructed by:

Wendy Thompson Senior Communicator
Tom Hart, President of the Canadian Critical Incident Inc.

Location:

Waterloo Regional Police Service
Organizational Performance Division
1001 Erb's Road, Waterloo, ON

Cost:

\$300.00 Cdn + HST for the 3-day course.
TOTAL - \$339.00

CRITICAL INCIDENT COMMANDER REFRESHER WORKSHOP **SEPTEMBER 26 – 28, 2016**



South Simcoe Police
2137 Innisfil Beach Rd
Innisfil, ON L9S1A2

Course Coordinator
S/Sgt. Steve Wilson,
South Simcoe Police
905-775-3311 x2016

The Critical Incident Command Refresher Workshop hosted by CCII and the South Simcoe Police will offer:

- Incident Command Triangle
- Assessing Subjects Behaviour
- Negotiating/Communicating Techniques and Strategies
- Compromise Authority, Deliberate and Alternative Action Plans
- Incident Command Guidelines and Checklists
- How to Deal With Demands and Deadlines
- Traumatic Bonding, Stockholm Syndrome
- Use of Mental Health Professionals at Scene
- Proper use of Third Parties (TPIs)
- The use of Social Media
- Media Relations
- Case Studies
- Scenario based course evaluation

Instructed by: Tom Hart, President of the Canadian Critical Incident Inc.
Dr. P. Collins, Psychiatrist

Location: South Simcoe Police
2137 Innisfil Beach Road
Innisfil, ON

Cost: \$390.00 Cdn + HST for the 3-day course.
TOTAL - \$440.70

MHP'S CONSULTING CNTs WORKSHOP **JUNE 16 - 17, 2016**



Vancouver Police Department

Cinda Michael

Crisis Negotiator Coordinator
Emergency Response Section
Vancouver Police Department
604.717.3240
cinda.michael@vpd.ca

The Vancouver Police Department's workshop for psychologists/psychiatrists who currently consult to either police or corrections CNT's, or at least are on a team's list, even if they have not yet had a call. There is no current training available of which I am aware that teaches the consulting MHP's what their role is within the team. In order to be an asset to a CNT or an IC, they must have an understanding of where they fit in, how a CI is managed, how to communicate with the team, and the impact of certain mental or personality disorders may have upon a Subject's behaviour. The course will be applied, with focus upon listening to audio of negotiations, articulating the likely risk of violence and corresponding negotiation strategies.

The workshop will focus on:

- Critical Incident Command Mission Statement
- The dynamics of a critical incident
- The role of the consulting psychologist/psychiatrist within the CNT, pre, during and post incident
- CNT roles and responsibilities
- The critical incident management triangle
- Assessing the risk of violence and/or suicide within the critical incident framework
- Understanding the role of specific mental and personality disorders and their implications for Subject behaviour and crisis negotiation strategies
- Personal liability issues
- Managing arousal and maximizing performance

Cost: Approximately \$500 per person, to be finalized shortly.

Instructed by: Dr. Randy Mackoff & Cinda Michael

Location: Vancouver Police Department
2120 Cambie Street, Vancouver, BC.

NOTE: Participants will have to confirm their qualifying professional associations, as this program is appropriate only for MHP's who currently consult to CNTs, or are on their list to do so. MHP's will likely be able to claim this under their mandated professional development.

CRISIS NEGOTIATION AND THE CELLULAR PHONE



The development of computer software and smartphone applications has been extremely helpful for critical incident commanders and crisis negotiators. The use of social media for locating and gathering intelligence on suspects or subjects continues to grow along with the technology.

The use of cell phones has a profound impact on how the police communicate with the public.

According to the Canadian Wireless Telecommunications Association, most major urban centres report that more than half of the 9-1-1 calls come from a cell phone. More than one in five households in Canada has a cell phone as their only form of telephone service.

There are 28.8 million wireless subscribers in Canada and 99 % of Canadians have access to a wireless service.

These interesting facts support your observation and recent experiences you have while communicating with the public.

Negotiating by cell phone with a person in crisis and contemplating suicide or an armed and barricaded suspect is becoming more common place.

With this in mind it is important to top up on a few crisis negotiating techniques and considerations when using wireless communications.

The major challenge with cellphones and new forms of media is that it is often one way communication. This is problematic when the crisis negotiator is attempting to establish a rapport, assess, strategize, influence and change the person's behaviour.

Texting is one way communication, which does not offer any emotional clues, background noise and can be misinterpreted.

The suspect or subject may be receiving assistance, influence or encouragement from other sources unknown to the crisis negotiator. Other sources could include facebook, skype, youtube, twitter and instant messenger, just to name only a few.

Abbreviations and text jargon not familiar to the crisis negotiation team can be misleading and difficult to interpret or understand.

Texting can allow the crisis negotiation team to review the text and prepare a collective response.

Keeping in mind, if there is a delay in response from the subject or suspect, it should not be interpreted that it is being ignored.

When texting use full sentences and avoid abbreviations where possible. Always consider your goal is to move from texting and transition to voice communication. And do not be reluctant, but use caution and understanding in your text messages.

According to Webopedia Quick Reference, there are over 1,400 text message and online chat abbreviations. Listed are only a few of the common text jargon to consider;

ABTA-Meaning Good-bye (signoff), AFK-Away from keyboard, BBL-Be back later, EOL-I'm tired of the shit or End of Lecture, or End of Life, F2F- Face to face, IFYP-I feel your pain, RT-Retweet/Roger that, YT- You there, YIU-Yes I understand, UOK-(Are) You ok?, EOL-End of lecture, end of life, 182-I hate you, 10X-Thanks, 121-My two cents worth

CCII COURSE PHOTOS



Niagara Regional Police. CCII Crisis Negotiators Course, November 2015.



NYAHN-CCII Seminar. Insp. Mike Maloney Ottawa P.S. and Sam Farina NYAHN President.



CCII Crisis Negotiators Course hosted by the Stratford Police Service, October 2015.



NYAHN-CCII Seminar, NYPD Det. James Shanahan.



CCII Critical Incident Commanders Course Hosted by the Hamilton Police Service, October 2015.



Lewis MacKenzie Award 2015.



NYAHN-CCII Seminar, NYPD Det. Jeff Thompson Ph.D.



NYAHN-CCII Seminar. CCII Outstanding Achievement to Lt. Jack Cambria NYPD (Ret.) for his commitment and outstanding accomplishments in crisis hostage/negotiation.

SPECIAL THANKS

I want to thank Chief Mike Bellai, Insp. Gerry Foster, S/Sgt. Paul Pitblado and Sgt. Jamie Taylor of the Stratford Police Service for co-hosting the CCII Fall Seminar. It was a tremendous success, which was clearly indicated in the feedback forms and many positive comments.

The presenters did an outstanding job providing current insight relating to the theme. And I thank the following; Dr. Belanger, Dr. Jean-Guy Gagnon, Phil Gurski and Ashley Sametz who provided the academic piece to the theme. Insp. Bob Walli for the OPP overview, Jon Beninger, for the MCSCS Crisis Negotiation Program overviews. And OPP Insp. Dave Springer, Cst. Merisol Primeau, London Police Service S/Sgt. Dean Streefkerk and Saskatoon Police Service Cst. Ryan Beerling and Sgt. Ken Kane for compelling case studies.

I want to congratulate S/Sgt. Dean Streefkerk of the London Police Service, Emergency Support Section for receiving the 2015 CCII "General Lewis MacKenzie Leadership Award". Dean served as member of the London P.S. Emergency Response Unit as a Constable, Sargent and currently the Staff Sargent of the Emergency Support Section.

Dean has demonstrated excellence in leadership under the most challenging and demanding of circumstances, during a critical incident involving a barricaded, hostage or suicidal event. I cannot think of a more deserving person for this prestigious leadership award. Well done Dean!

I am grateful for Det. Barry Hughes of Halton Regional Police Service for introducing me

to Sam Farina, President of the New York Association of Hostage Negotiators. Sam is a former Commander with the Rochester Police Department and currently the Chief of Police with the Fairport Police Department in New York State.

Both Sam and I recognize the need for continuing training the area of crisis negotiation and critical incident command. A barricaded suspect, person suffering from a mental illness and in a state of crisis or worst case, a terrorist attack is not limited either country, but has no borders. The opportunity to share our respective knowledge, experiences and techniques is mutually beneficial. Consequently Sam and I, along with Det. Barry Hughes and D/Sgt. Wayne Genders of Niagara Regional Police Service created the one day seminar.

I want to express a sincere thanks to Sam, Barry, Wayne and the dynamic guest speakers in providing a meaningful and valued learning experience. I am looking forward to other joint training opportunities with Sam and the New York Association of Hostage Negotiators. Sharing knowledge and experiences between the US and Canada law enforcements agencies and corrections is an important partnership and an effective means of enhancing tactics, techniques relating to crisis negotiations and critical incident command.

I want to express my congratulations to Saskatoon Police Service, Cst. Ryan Beerling National Tactical Officer Association's first ever Crisis Negotiations Award at the NTOA, Crisis Negotiations Teams Conference in Scottsdale Arizona, November 2015. Well done Ryan and well deserved. It's great to see Canadian

case studies being recognized by the National Tactical Officers Association.

I would like to express a special thanks to OPP A/Sgt. Kris Size for his time served as a valued member of the CCII Advisory Board. His experience as a Crisis Negotiator and the Provincial Coordinator for the O.P.P. Crisis Negotiation Program was a tremendous asset to the CCII membership and complimented the Advisory Board.

Kris was always quick to respond to my calls for advice and assistance and willing to share his knowledge and experience.

Lastly, I want to thank Sgt. Lance Dobbin of the Niagara Parks Police Service for sharing the articles and pictures.



Tom Hart
President, CCII

DIRECT-LINK

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Bluetooth® Interface for
Cell Phone Negotiations



Throw Phone Equipped with (5)
Covert Color Day/Night IR
Sensitive Cameras &
Hidden Microphone



Command Console Features
Line-In Audio Jack to Broadcast
Pre-Recorded Message from a
3rd Party Intermediary (TPI) to the
Subject



Multiplex Capability:
Watch and/or Record
Multiple Throw Phone
Camera Views on a
Single Device



Access System Audio/Video Data
& Independently Control Throw
Phone Camera Views @ up to (4)
Separate Locations Simultaneously



High Quality Throw
Phone Audio/Video
to Distances of
2,100 ft. (640m)



New Forward Tactical
Position (FTP) Junction Module
Provides Audio/Video Data Access
Point for Tactical Entry Team



Multiple System Packages &
Modular Design For Future
Expansion to Help Work w/
Limited Agency Budgets

What CCII Can Offer You

- We are the only private institution in Ontario that has been given accreditation by the Ontario Ministry of Community Safety and Correctional Services, via the Ontario Police College.
- CCII has recently instructed and qualified critical incident commanders and crisis negotiators within the Canadian Armed Forces – Military Police CFB Trenton, Toronto Police – ETF, Hamilton Police, Windsor Police, Niagara Regional Police, York Regional Police, and the Sudbury Police.
- Delivering accredited courses, qualifying crisis negotiators and critical incident commanders at the hosting police service is cost effective and expands the training opportunity to other members.
- CCII courses can enhance community safety, police accountability, and reduce civil liability.
- All courses and workshops are taught by knowledgeable and experienced experts in critical incident command, crisis negotiations and tactical.
- The Crisis Negotiations for First Responders Workshop is excellent for by-law/security personnel, communicators, and college/university students.
- Our courses are co-instructed with forensic psychologists and psychiatrists who have years of on-call experience and unique knowledge assisting police during critical incidents relating to barricaded and/or suicidal subjects experiencing mental health issues.

Accredited Education & Learning Solutions

Canadian Critical Incident Incorporated (CCII) is a Canadian government-accredited training organization offering courses in critical incident command, crisis negotiating, scribing, first responder techniques, and certification refreshers for police services throughout the province of Ontario. The Ontario Ministry of Community Safety and Correctional Services, via the Ontario Police College, has accredited our courses to qualify crisis negotiators and critical incident commanders. Having met and exceeded the high standards required for accreditation purposes CCII is able to serve as a vital resource for the police services.

CCII is unique; it brings the accredited course and instructors to municipal police and military facilities, thereby reducing cost and qualifying more members. Police personnel/services are better able to support community safety and use peaceful resolution in high-risk incidents when they have received quality training and accreditation in crisis negotiations/incident command, particularly in situations while attending to those experiencing mental health issues and in a state of crisis.

The Command Post

The Command Post newsletter offers members a unique opportunity to access quality articles, case studies, training methods, and mental health issues relating to crisis negotiations and critical incident command. (Visit our website to become a member today).

Annual Fall Seminar

CCII hosts an Annual Fall Seminar for Incident Commanders, Tactical Members, Crisis Negotiators, and Correctional Staff. This event is co-hosted by a local police service. This seminar provides a superb training venue by bringing together subject matter experts and case studies for an informative and enjoyable learning experience. It also provides an excellent opportunity for vendors to connect with a targeted group. (The 2015 Seminar is being hosted by the Stratford Police services between October 26th – 28th in Stratford, Ontario. To find out more information or register for this event please visit our website).

Company Roots

Incorporated in 2002 by Past President Barney McNeilly, CCII is founded on his dedication and experience as a Crisis/Hostage Negotiator for the Toronto Police Service, and Lead Instructor at the Canadian Police College.

In March 2012 immediately following retirement with the rank of Detective, Tom Hart became President of CCII. He previously served 32 years with the Durham Regional Police Service, on the Tactical Support Unit, Criminal Intelligence Branch, and Major Crimes Branch. Tom is a seasoned Crisis Negotiator with twenty years of experience and seven years as a Tactical Officer in the field, allowing him to bring a depth of knowledge and expertise to his leadership and vision of CCII.

Our expert Executive and Advisory Board consists of experienced critical incident commanders, crisis negotiators, tactical members, academics, mental health professionals, in addition to forensic psychologists and psychiatrists with unique on-call experience attending those experiencing an episode of mental illness during critical incidents. This team offers advice and guidance in managing the dynamics and challenges relating to critical incident command, crisis negotiations and mental health.



Contact CCII for competitive course pricing and promotional opportunities

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tom@canadiancriticalincident.com

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P.O. Box 47679
Don Mills, Ontario
CANADA M3C 3S7



2016 ONTARIO TACTICAL ADVISORY BOARD TACTICAL CONFERENCE

The Ontario Tactical Advisory Body (OTAB) in partnership with National Tactical Officers Association (NTOA) will be hosting a two day conference and Trade Expo at Blue Mountain Conference Centre in Collingwood, Ontario. The conference is open to tactical officers, K9 officers, frontline officers, law enforcement trainers and military personnel. The conference will feature police/tactical debriefs provided by OTAB & NTOA as well as a number of OTAB sanctioned training tracks and certification training sessions.

Venue

The Blue Mountain Conference Centre, Collingwood Ontario

Dates

May 18 to 19, 2016

Register at

<http://otab.ca/2014/09/13/canadiantacticalconference>

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Service/District/Divisional Membership Application
\$169.50 HST incl. (no exceptions applicable)
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Signature of Commanding Officer:		

Please complete and mail this membership form for review. All data must be mailed, as we require a signature for approval. A photocopy of the applicant's I.D. card or Agency I.D. must accompany completed applications. Applications received without I.D. will be returned. Any parties whose membership is denied will have their full funds returned.

**Please mail completed application form with payment to: Canadian Critical Incident Inc.,
P. O. Box 47679, 946 Lawrence Ave. E., Toronto ON M3C 3S7**

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