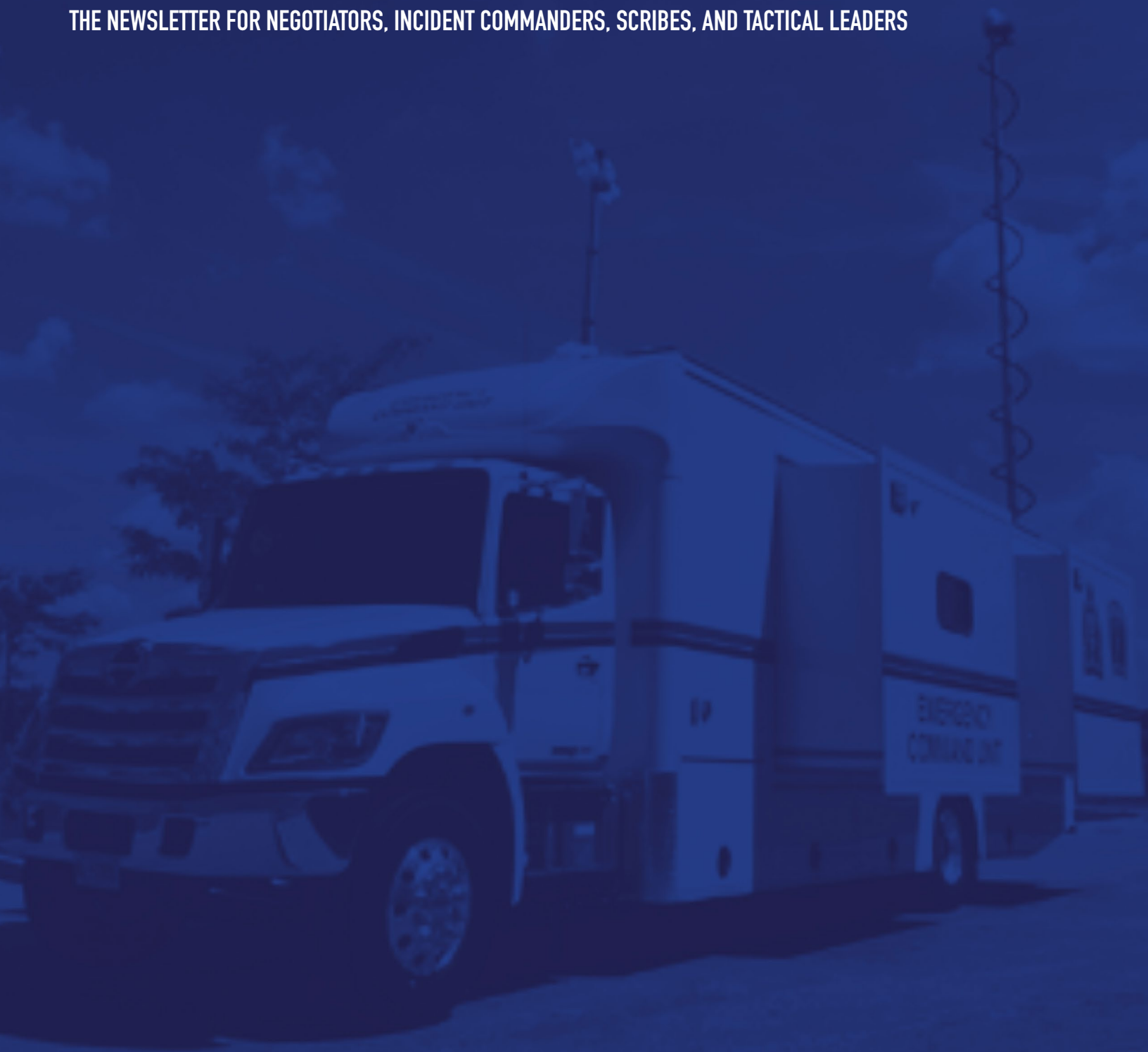


The CommandPost

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



Presented By

CCII Canadian Critical
Incident Inc.

Volume 39
Spring Edition

THE PRESIDENTS MESSAGE

Welcome to the Spring 2017 edition of the Command Post!

I trust you have all made the most out of the winter season either outdoors or travelling down south. Spring has arrived by calendar date only; the weather has been very seasonal this spring, at least in the Greater Toronto Area. It will not be too long and both my motorcycle and boat will be full operation.

I had the pleasure of presenting the Crisis Negotiators Course to the Toronto Police Emergency Task Force in February. It was somewhat humbling to be with such experienced and professional tactical officers. I did my basic tactical officers course with the ETF back in the day and it was great to be back with such an accomplished and modest group. The course went very well and they received a Ministry Accredited Certification. Highlights included Dr. Peter Collins lecturing on mental health and the challenges of helping those in crisis. Prior to his lecture, A/Supt. Tim Crone and Sgt. Mike Forestell presented Dr. Collins with his name tags for his call-out jacket. Dr. Collins has been assisting the ETF for many years and has an exceptional relationship with them, which should be considered a working model for other police services. More information to follow on Dr. Collins and his tremendous contribution to assisting police services with the demanding challenges of helping people in crisis that are suffering from a mental illness.

CCII continues to make changes to our courses to bring current case studies to review and enhance our methods of instruction. Detective Kate Harrison assisted in instructing at the ETF course. Kate is a member of the Durham Regional Police Service, with 17 current years as a Crisis Negotiator. Kate discussed some of her personal challenges as a crisis negotiator and the negotiating strategies and techniques that worked well and others that did not. As you know, Crisis Negotiation is not an applied science, but the ability and skill to demonstrate how to apply the fundamentals of crisis negotiations as well as to provide the best practices and directives to meet the operational objectives within the overall mission statement. Kate's experience, wit, and

communication style added great value to the course.

Also, during the winter I had the pleasure of providing the two-day Crisis Negotiators Introduction Course to the students at Durham College and University of Ontario Institute of Technology, for the fall, winter, and spring semesters. The course was opened to the public, which gave the chance to meet Dr. Howard Thaw a business consultant and negotiator, as well as members from smaller police services and private security. All of whom found the course to be beneficial.

Other CCII training courses in recent months were the Major Incident Commanders Course hosted by the Chatham-Kent Police Service and the Waterloo Regional Police Service. Each service received the Ministry Accreditation Certificate. And in keeping with current case studies and enhancing method of instruction, CCII changed the schedule to allow for a full day for the scenario based training exercise, with a general debrief and an individual critique. Other enhancements to the course is a written test on day three, with a 75% pass required.

I am aware of the committee for the Ontario Association of Chiefs of Police, task to review and revise the current (and dated) course training standards relating to Major Incident Command and Crisis Negotiations for the Ontario Ministry of Community Safety and Correctional Services. The committee is comprised of knowledgeable and experienced Incident Commanders representing various police services throughout the province. I support their recommendations as the Ministry moves forward in providing current training standards in order to meet the accreditation standards and certificate. CCII has been a strong advocate of consistent training standards, which includes similar terminology, tactics and procedures. With the number of critical incident calls relating to hostage, barricaded, suicidal and mental illness becoming more protracted, significant pressure has been placed on the Incident Commander to reach out to neighbouring police services to assist in the lengthy and complex calls. Furthermore, police services are sharing training exercises with their

partners to ensure terminology, tactics and procedures are consistent and can provide the best for community safety and their member's safety and wellbeing.

Canadian Critical Incident Inc. (CCII) is very excited to announce this year's Fall Seminar will be held November 13-15, 2017 at the Double Tree Fallsview Resort, Niagara Falls, Ontario. Building on the tremendous success of last year's seminar, CCII is excited to work with the Double Tree Staff in providing a great venue for the annual CCII Fall Seminar. The cost remains the same as last few years, \$400.00 (includes HST). Registration includes a full buffet lunch, snacks and beverages as well as a hospitality night on Sunday November 12, 2017. The Fall Seminar will continue to provide current and compelling case studies and lectures, relating to crisis negotiations, incident command and tactics for both police and corrections, with an emphasis on Canadian content. This year CCII will be reaching out to its good friend and neighbor, the New York Association of Hostage Negotiators, to assist in providing dynamic guest speakers in addition to quality Canadian case studies and content. Please go to the CCII website www.canadiancriticalincident.com for registration and details. I Hope to see you there!

The 2016 CCII Fall Seminar was a great success, which was directly attributed to the quality of guest speakers and case studies. I am very grateful for guest speakers that provided compelling and current case studies in a very professional and sometimes humorous way. At the end of the day it's about the case studies and guest speakers that add true meaning and value to the seminar. Additionally making the seminar a success, was partnering with Sam Farina, President of the New York Association of Hostage Negotiators (NYAHN). Sam Farina and I share the same beliefs and values relating to training and continuing education in the challenging and demanding area of crisis negotiations and critical incident command, which face both Canadian and American Law Enforcement equally.

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NYAHN 12th Annual Conference

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THE PRESIDENTS MESSAGE (CONT.)

During the CCII Fall Seminar, I was very pleased to present the "General Lewis MacKenzie Leadership Award", for outstanding leadership during a critical incident involving a barricaded, hostage or suicidal event. This prestigious award was presented to S/Sgt. Paul Crowe of the Guelph Police Service, by last year's recipient, S/Sgt. Dean Streefkerk. S/Sgt. Crowe's lengthy experience with the Guelph P.S Tactical Response Unit, Incident Command and his commitment to training at both the Guelph P.S and members of the Ontario Tactical Advisory Board made him the candidate for this prestigious award.

The seminar would not have been a tremendous success, without the great efforts from the team members Sam Farina, Wayne Genders, Dean Streefkerk, Barry Hughes and the guest speakers, vendors and Double Tree Hilton Resort staff. And most importantly those who attended the seminar. The opportunity to learn from each other's experience as crisis negotiators or incident commanders and network is important for your professional development. The 2016 CCII Fall Seminar attracted police and correctional officers throughout the province of Ontario, from Windsor to Kenora, including members of the RCMP, Saskatoon, Calgary Police Services, as well as police officers from California and New York states.

Another great training and learning opportunity for Crisis Negotiators and Incident Commanders, both police and corrections, is the annual New York Association of Hostage Negotiators (NYAHN) annual conference. This will be their 12th year in providing quality and current case studies relating the many challenges crisis negotiators and incident commanders' face. The agenda includes guest speakers and current and compelling case studies from New York P.D, Dallas P.D, Fort Wayne P.D, L.A County Sheriff's Office and the OPP. It will be held at the Downtown Rochester Holiday Inn Hotel, 70 State St., Rochester NY from May 24 to 26, 2017. To register go to http://www.nyahn.net/content/annual_conference. I hope to see you there!

As mentioned CCII continues to make changes to our courses to bring current case studies to review and enhance our methods of instruction. With that in mind CCII is pleased to announce, that Amy Meeks will be co-instructing the CCII Scribe Course, which will be hosted by the Greater Sudbury Police Service, June 5 to 7, 2017. Amy is the Communication Trainer for the Waterloo Regional Police Service and a current Scribe with 14 years' experience. She has received quality training from institutions such as the Association of Public-Safety Communications Officials (APCO) and certificates in communication

software applications to name a few. Amy brings current technology and techniques to the important and challenging duties of the Scribe, which is an important element of the Incident Command Triangle.

In closing, I want to thank Det. Jeff Thompson, Ph.D of the NYPD and Insp. Scott Green of the GPS for their contribution towards this issue of the Command Post. The summer/fall issue of the Command Post is in the works and will be issued in September. If you have any interesting training experiences or call outs, please email or call me.

Have a great summer and be safe!

Tom Hart

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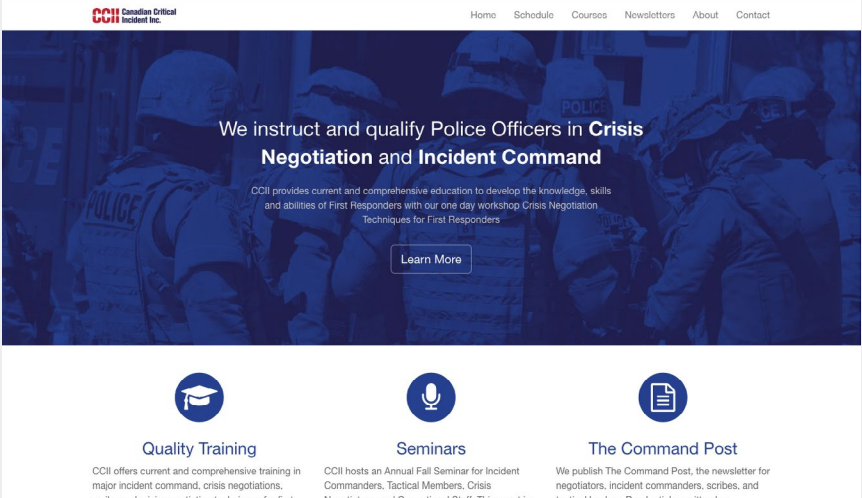
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Quality Training
CCII offers current and comprehensive training in major incident command, crisis negotiations, scribe and crisis negotiation techniques for first

Seminars
CCII hosts an Annual Fall Seminar for Incident Commanders, Tactical Members, Crisis Negotiators, and Correctional Staff. This event is

The Command Post
We publish The Command Post, the newsletter for negotiators, incident commanders, scribes, and tactical leaders. Read articles written by



TERRORISM & HOSTAGE NEGOTIATION

LAW ENFORCEMENT STRATEGIES, PREPARATION, AND TRAINING

Jeff Thompson, Ph.D., is a law enforcement detective and hostage negotiator, researcher and trainer. He is also a professor at the Institute of Conflict Management at Lipscomb University. He received his doctorate in Conflict Resolution from Griffith University. He can be contacted at jeff.thompson@lipscomb.edu and mediator.jeff@gmail.com.

This paper is the author's independent work and does not reflect the view of any organization he is employed by or a member of.

The author would like to thank Kirsten Johnson, Ph.D. candidate at Northeastern University, for her assistance with previous versions of this paper.

Law enforcement crisis hostage negotiators are called into action during situations that are tense, unpredictable, anxiety-filled, potentially volatile, and often emotionally driven. The negotiation team must enter a chaotic situation, bring calm, and work collaboratively with the subject to initiate a behavioral change for the purpose of gaining the subject's voluntary compliance.

Terrorist attacks across the world have demonstrated that these attackers are no longer

relying on the use of explosions and gunfire. Many incidents now involve kidnapping as well as hostage-taking, where the attacker will barricade himself to prolong the incident (examples of these incidents are provided below).

It is necessary for both American and Canadian crisis hostage negotiation teams (C/HNT) to ensure they are prepared to respond to these unique incidents. They should understand how to work toward a peaceful resolution, and when that is not possible, how to "buy-time" for the tactical team, and develop an effective strategy that considers the conditions of that particular incident.

This article provides techniques and strategies to consider when preparing a C/HNT for a terrorist incident involving hostages and a barricaded subject. These suggestions are not an all-inclusive list. Instead, they should serve as a starting point for negotiators who can further develop and adapt them according to the unique needs of each individual C/HNT. What is universal, however, and should be part of any terrorism-related training, is the inclusion of both lectures and interactive elements.

This dual approach is most effective in preparing

individual negotiators, as well as teams working together, to demonstrate the knowledge that was attained during the lecture portion.

A quote from Will Durant highlights an important aspect of C/HNT terrorism training:

"We are what we repeatedly do. Excellence then, is not an act, but a habit."

This quote is often shared with athletes because it conveys the importance of repeated, yet purposeful, practice that is necessary to win championships. The work of negotiators is far more important than participating in a championship. With the work negotiators are involved in, human lives are often at stake. Negotiators need to ensure they are prepared in order to increase their chances of success in these dire moments.

The following are topics that could enhance a terrorism-related training for C/HNTs and increase negotiators' knowledge regarding an incident. Again, this is not intended to be a complete list, rather, it is intended to equip a negotiator with possible ideas and strategies.

TERRORISM & HOSTAGE NEGOTIATION (CONT.)

Recent Attacks Involving the Use of Crisis Hostage Negotiation Teams

Dallas, Texas (July 7, 2016)

A 25-year-old lone attacker ambushed seven police officers, killing five of them and injuring nine others, along with two civilians, during an anti-police march in downtown Dallas. The attacker, an Army veteran who served in Afghanistan, stated his goal was to kill white police officers in support of the Black Lives Matter movement. During his standoff with police, the attacker stated to police that he trained for this event. The incident lasted for six hours and included multiple locations.

Attempted negotiations took place during the standoff portion and lasted for approximately two hours. Due to the subject's unwillingness to negotiate (they did communicate), the police decided to use a police robot to tactically explode near the subject. The robot was equipped with a C-4 explosive and it detonated, killing the subject.

Dhaka, Bangladesh (July 1, 2016)

Six armed Islamic terrorists, reported to be members of the Islamic State of Iraq and the Levant (ISIL), entered a restaurant in an upscale area in Dhaka that was known to be frequented by foreigners. More than 30 people were taken hostage. It was reported the terrorists, who separated Muslim hostages from non-Muslims, brutally tortured those who were not able to recite verses from the Koran. All of the attackers were either in their teens or early 20's and had attended prestigious universities. Some of the hostages hiding in the bathrooms frantically text messaged their family members. One hostage was strapped to a chair and explosives were affixed to him.

Military special-forces ended the 11-hour standoff by storming the restaurant. At the conclusion of the siege, the attackers had murdered 22 hostages, as well as two police officers, with more than 50 injured. The soldiers killed five attackers and one was captured alive.

Magnanville, France (June 13, 2016)

A police commander was killed in a knife attack at the entrance of his home by a 25-year-old lone attacker who pledged allegiance to ISIL. After killing the police official, the subject entered the official's home, killing his wife, who was a civilian police official, and held their 3-year-old child hostage.

According to reports, a police official stated, "Negotiations were opened but it became clear that they would not succeed, so police entered the home, where they found the body of a woman."

The incident, which started at 8:30pm, ended at midnight when the police stormed the home and killed the subject. The subject posted a video on Facebook prior to the incident, and also recorded a live Facebook video during the incident.

Orlando, Florida (June 12, 2016)

At approximately 2 a.m., a 29-year-old lone gunman armed with a semi-automatic rifle and handgun entered Pulse nightclub, an establishment for the LGBTQ+ community, shooting multiple people. The terrorist attack transitioned into a standoff with police as the subject barricaded himself in the bathroom with club goers.

During the attempted negotiations, the subject stated he had a bomb and that he was doing this on behalf of ISIL. After multiple telephone conversations, the 3-hour incident concluded when police breached the outside wall with an armored vehicle. The subject exited and was killed after engaging police in a gunfight. 49 people were killed and more than 50 were injured.

Sydney, Australia (December 15, 2014)

A 50-year-old "lone-wolf" entered a café in Sydney, Australia during a mid-week morning and took 18 people hostage. The subject had a history of mental illness and stated he was acting on behalf of ISIL. The subject forced the hostages to post his demands via social media on Facebook and he never spoke directly to negotiators.

His demands included wanting an ISIL flag and

for the media to acknowledge the incident was terrorism.

The 16-hour siege concluded when the police tactically entered the café shortly after the subject shot and executed a hostage. The subject was killed as was one hostage during the police tactical entry into the café.

Paris, France (November 13, 2015)

As part of a coordinated attack at multiple locations across Paris, three ISIL terrorists entered the Bataclan concert venue equipped with AK-47 assault rifles and suicide vests killing nearly 100 people. One terrorist was killed during an exchange of gunfire with a police officer. The remaining two terrorists barricaded themselves with approximately 16 hostages in a second floor room. During the ensuing standoff the terrorists communicated briefly with the responding tactical team through the door including stating they wanted to talk to a negotiator.

During an approximate hour span, the negotiator spoke multiple times to the terrorists via a hostage's mobile phone. The terrorists stated they committed this attack to make the concert goers to go through what the innocent people of Syria are going through and made multiple threats. Eventually the tactical team made entry killing the two terrorists and freeing the hostages.

Paris, France (January 9, 2015)

This four-hour standoff involved one of the Charlie Hebdo attackers (from two days earlier) taking hostages in a Jewish supermarket. The 33-year-old attacker, who was armed with multiple firearms, pledged allegiance to ISIL and during the siege he spoke with numerous radio and television stations and stated he targeted the Jewish grocery to defend Muslims. The terrorist murdered four Jewish hostages and held another 15 hostage. Two of the hostages were murdered in an attempt to overtake the hostage-taker. The attacker previously posted a video message on Twitter declaring his allegiance to ISIL.

The siege concluded when police forces stormed the building and the terrorist was shot and killed when he rushed out towards them.

TERRORISM & HOSTAGE NEGOTIATION (CONT.)

Use of Third Party Intermediaries

Use of third party intermediaries (TPI's) is something to consider with great caution. Utilizing a TPI into a terrorist-related incident is no different. In fact, perhaps doing so should cause more alarm, particularly if the incident involves a subject claiming to be an Islamic terrorist. If the proposed TPI is an imam and the strategy is to get the TPI to convince the subject to realize his understanding of Islam is wrong or distorted, chance of success may be very low.

Recent terrorist propaganda labeled Muslims who do not adhere to their view as being more "dangerous and murderous" than Americans.

This is not to say a TPI cannot provide assistance. Remember, a TPI's role extends beyond speaking directly to the subject. A TPI can be an excellent source of information; he or she could provide intelligence to inform the negotiation team and that can assist them with strategy development.

TPIs can be experts in religion and terrorism, community members, friends, or family. For example, a family member might be able to provide information about the subject's hooks or emotional triggers (also known as "hot buttons").

Social Media

C/HNT's should consider creating social media accounts and training on platforms such as Twitter, Facebook, and Instagram.

Social media continues to play a role in terrorist related incidents, as well as many other crisis incidents. In consideration of society's reliance on social media and mobile devices, it is foolish for a C/HNT to think they can remove distractions and limit the subject's flow of communication, as was the case years ago.

An important aspect of social media's role during an incident, is the coordination between the C/HNT and other police units. For example, what if a computer or intelligence unit notices the subject is using social media and this unit sends a message to the company requesting

the account be closed? What if the team putting in the request never spoke with the C/HNT, and did not know that communicating through social media has been the only source of communication between the negotiator and the subject? It is vital that the C/HNT and other units are properly communicating throughout the incident.

C/HNT intelligence members should ensure one of their tasks includes getting the social media accounts and mobile phone numbers of the hostages. This information can be received from TPIs as discussed above.

An understanding of social media and the ability to effectively use social media, including being able to text appropriately, is vital to any C/HNT. A C/HNT should consider the following:

- Do you have contact with social media administrators so you can request an account be shut down?
- Do you know which platforms to check and how to search them (for example, the use of hashtags and geo-tagging)?
- Has your team previously created accounts for the sole purpose of communicating with a subject and hostages?
- Are your team members comfortable with using the various social media platforms, and does your team understand the different ways to use them? For example, direct messaging on Twitter allows you to have a private conversation with the subject or hostages instead of doing it publicly via tweets.
- Are you aware of what might happen if you use social media to communicate with the subject or hostages? For example, if you are communicating with hostages, what happens if the subject finds out?
- Coordination with the public information officer (PIO) can help to counteract interference from the media. In previous incidents, the media has contacted the subject during the incident, or the subject has contacted the media. The PIO can assist the C/HNT in such situations by taking any of the following actions:

1. Deploying negotiators to the media stations that are being contacted
2. Send a message directly to media outlets requesting that communication with the subject stopped, as it is impacting a police operation and/or
3. Inform the media how to contact the police if the subject or hostages contact them.

Situation Boards, Role of the Scribe

Because it is impossible to know how long an incident will last, it is important to have a detailed log and situation board, especially if there will be a transition between C/HNT members. Having a detailed log can also help to limit distractions that arise from constantly updating supervisors not connected with the C/HNT. Consider displaying a roll-call list outside the Negotiator Operational Center (NOC) with the name, rank, C/HNT role, and mobile number of each C/HNT member.

Additionally, a situation board (in the form of a large dry-erase board or large pad) can be used to inform C/HNT and law enforcement officials, so they know what is going on without having to interrupt the team.

These suggestions demonstrate the importance of having a scribe at an incident. Initially, it is easy to overlook this role, but the scribe's value is realized as an incident continues over an extended period of time.

The conclusion of this informative article will be featured in the next issue of the CCII Command Post. CCII is grateful for Det. Jeff Thompson contribution towards sharing information and knowledge to its members.

Det. Jeff Thompson, Ph.D
Institute of Conflict Management
at Lipscomb University

GUELPH POLICE SERVICE EMERGENCY COMMAND UNIT

In the fiscal year of 2014, the Guelph Police & Fire Services received funding for the purchase of a joint Emergency Command Unit. This unit was to replace a 15 year old Command Vehicle, which was a retro fitted Winnebago motor home. Over a year of research and design of the new command vehicle went into creating the specifications for a tender document. Special thanks to the Kingston Police Service, the Waterloo Regional Police and Peter Mitchell, at PK Vans (Oshawa) for their advice and insight into its design. The vehicle was completely custom built at PK Van Bodies, in Oshawa, Ontario.

The Command Unit is mounted on a Hino cab/chassis truck, as opposed to a 'van' style vehicle. The Command Unit can be placed on to a new cab/chassis if desired. The Hino chassis was chosen, as it provided the most cab height, as compared to other manufacturers, facilitating easier movement between the cab and the power unit. The reputation, reliability, simplicity of frame rails of the Hino chassis and an excellent local Hino dealership was also a consideration.

The 'Command' section basic body is 28 feet long. The command area 14 feet long, the galley 6 feet and the negotiator cell 8 feet long. The command area has two large room extenders

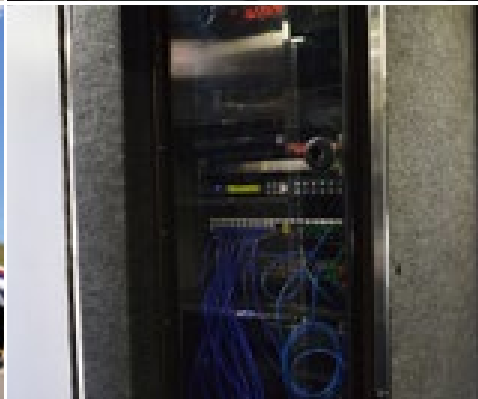
(one each side) and one room extender in the negotiator cell. The slide out mechanisms, being the most robust and highest weight capacities in the industry. They are well above RV quality and are hydraulically driven with chain and screw.

The very adequately spaced command area has 5 work stations, as well as a centre removable conference table. With the room extenders fully open provides a large room measuring approx. 14 x 15 feet. The room extenders are flat, with the interior floor and there is no step up. A large 42" 'SMART' TV is mounted on the front wall and a small tv monitor mounted on the driver's side extended room. The screens are able to project any combination of outside 360 degree perimeter cameras, mast camera, ICOR technology robot camera, throw phone or any other device connected into the unit's network. (five external inputs as well as ICOR robot)

The negotiator cell, with the room extender deployed, measures approx. 7 x 11 feet. The desk is fitted to accommodate two negotiators as well as the negotiating/recording equipment. There is a table for a third negotiator/runner and a small bench if required. The rear wall also is fitted with a large 42" screen 'SMART' TV, with all the capabilities of the other monitors. Each monitor is independent of the other and capable of displaying the desired output for it.



The galley area contains the standard small storage cupboards, refrigerator (2.5 cu/ft) and microwave (0.8 cu/ft). The washroom is equipped with an incinolet style toilet, which eliminates the need for any water or plumbing system to be on board. The unit can be left outside, for extended periods, without the concern for freezing water. There are two IT/communication racks installed on the unit. One rack is for the City of Guelph IT equipment and the other secure rack for Guelph Police equipment. The rack is secure as IT equipment on board has the capability of accessing CPIC. The racks house a wireless hub, router, bell satellite, battery charger, DVR, video control hub, with access from inside or outside the unit.



The unit is powered by an Onan 12,500 watt quiet diesel powered genset. A 60 amp shoreline 20 ft cable can be utilized for shore power if desired. A 3,000 watt inverter/charger acts as the unit's UPS (45 minutes) and battery charging station. This provides a redundant power source, as well as excellent three stage charging capabilities for both the auxiliary and chassis batteries.

On the rear of the unit is mounted a 'Willburt' 8-30 pneumatic telescoping mast (complete with Willburt compressor), equipped with a PTZ heavy duty infrared day/night DSP camera (Sidewinder SW720-ENGPTZ). Also on the roof is mounted a Willburt Nightscan 2.3 (7.5 ft height) with four 750 watt Havis Shield heads. This is an excellent pneumatic command light, with four halogen heads, providing great illumination.

The heating and cooling is provided by two 13,500 BTU roof top air conditioners and a Webasto DBW 2010 coolant heater, with multiple heat exchangers positioned in the body.

Both the Guelph Police and Guelph Fire operate with the Intergraph CAD system. A complete Intergraph CAD dispatch system was purchased for the unit, so dispatch operations can take place in a mobile arena. A "Base Camp Connect" mobile communication system (VOIP) has been installed, which has three desk style phone sets and four portable handsets. There

are four phone lines in and out of the system and the portable handsets have a range of one-half kilometer from the Command Centre. The hand sets can also act as an extension from the desk set phones. Police and Fire utilize a Bell Mobility brand radio system and have complete interoperability between all emergency services, City works and Hydro systems, University of Guelph and OPP. Hotspot wifi internet is also on board.

Outside of the vehicle there is the ability to mount a 60" monitor, next to the entry door. This monitor is very useful to detailing large groups of people, without having to enter the Command Vehicle (search incidents). The input to the monitor can be controlled from either inside or outside of the unit.

The unit was purposely not equipped with emergency response lighting. The reason being that when this unit is deployed, the situation has typically been active for a significant time and contained. This unit is outfitted with expensive equipment. The truck is not designed to respond in an emergent manner and to discourage this type of operation it was not fitted with emergency lighting. When the unit is deployed, it is typically set up in a contained area, away from pedestrian or vehicular traffic. Once again, the need for emergency lighting, was viewed as non-essential. The exterior was finished to be

as clean as possible, with minimal striping and decaling as possible.

The Guelph Police/Fire took possession of the Command Vehicle in September 2015. It has been deployed on several CIRT calls and emergency situations since that time. A recent CIRT call extended over a period of two days. The unit has proven to be very functional, robust and reliable. As of its delivery, this was viewed as the 'flagship' of Command Vehicles, from the PK Van Bodies shop. PK has provided excellent service and follow up and have shown to be leaders in the field of the manufacture of this style of vehicle. PK Van Bodies provided operator training, both at their location and on site at the City of Guelph. They have committed to further training as necessary. The number of trained operators are kept to a small of group as possible. Ongoing training takes place for the operators to maintain their expertise with the unit and its systems.

For any further information, please contact Insp. Scott Green, Guelph Police Service, 519-824-1212 x 7208.

2016 CCII / NYAHN FALL SEMINAR RECAP



S/Sgt. Paul Crowe of the Guelph Police Service was the recipient of the "General Lewis MacKenzie Leadership Award", for outstanding leadership during a critical incident involving a barricaded, hostage or suicidal event.



The Chatham Kent Police Service hosted a CCII Major Incident Commanders Course, October 2016. And received their accreditation from the Ministry of Community Safety and Correctional Services. Members from Sarnia P.S, Strathroy-Caradoc P.S and the LaSalle P.S also attended the course.



The Waterloo Regional Police Service hosted a CCII Major Incident Commanders Course, October 2016. And received their accreditation from the Ministry of Community Safety and Correctional Services. Members from the Hamilton P.S, North Bay P.S, Brantford P.S, Woodstock P.S, Stratford P.S, and Sault Ste. Marie P.S also attended the course.



Inspector Garry Male of the Guelph Police Service introduces S/Sgt. Paul Crowe as this year's recipient for the prestigious "General Lewis MacKenzie Leadership Award", for outstanding leadership during a critical incident involving a barricaded, hostage or suicidal event. This prestigious award will be presented to the deserving recipient on day two of the seminar.



CCII-NYAHN Fall Seminar Committee members.



The Waterloo Regional Police Service hosted a CCII Major Incident Command Scribe Course, June 2016. Members from the Brantford P.S, Halton Regional P.S, Guelph P.S and the Sarnia P.S also attended the course.



The Toronto Police Service, Emergency Task Force hosted a CCII Crisis Negotiators Course, February 2017. And received their accreditation from the Ministry of Community Safety and Correctional Services. Dr. Peter Collins provided the mental health lecture on day five of the course.



Guelph Police Service Senior Command and members of the Tactical Response Unit attended the 2016 Fall Seminar to show support and to congratulate S/Sgt. Paul Crowe as the recipient for the General Lewis MacKenzie Leadership Award



D/Sgt. John Braybrook of the York Regional Police co-presenting the Hopkins St. Case Study, that involved both Durham Regional Police and York Regional Police Services successful manage a lengthy negotiation with a heavily armed barricaded person.

CANADIAN CRITICAL INCIDENT INC. IS EXCITED TO ANNOUNCE

THE 2017 FALL SEMINAR

NOVEMBER 13 - 15



"Make the Call Count"

Crisis Negotiations and Incident Command continues to be transitional, demanding and somewhat unpredictable duty for police and corrections, that requires continuous training to meet the needs of public safety, officer safety and those suffering from a mental illness and in a state of crisis.

The annual CCII Fall Seminar continues to provide the education and personal development to enhance the skill and knowledge by providing current and compelling case studies and lectures, relating to crisis negotiations, incident command and tactics for both police and corrections, with an emphasis on Canadian Content. The Fall Seminar will provide attendees will have the opportunity to network and build long-lasting professional relationships with representatives from across the province, the country and the U.S.

We are very excited to announce this year's Fall Seminar will be held November 13-15, 2017 at the Double Tree Fallsview Resort, Niagara Falls, Ontario.

Building on the tremendous success of last year's seminar, CCII is excited to work with the Double Tree Staff in providing a great venue for the annual CCII Fall Seminar. The cost remains the same as last few years, \$400.00 (includes HST). Registration includes a full buffet, lunch, snacks and beverages as well as a hospitality night on Sunday November 12, 2017.

The Double Tree Fallsview Resort is offering a special blocked rate of \$148.34 per night which includes a buffet breakfast, parking and Wi-Fi. Attendees are responsible for making their own individual reservations, by calling the reservation department at (905) 358-3817. Callers must identify themselves as being with the CCII Fall Seminar.

Plan now to attend the annual CCII 2017 Fall Seminar!

CANADIAN CRITICAL INCIDENT INC. IS EXCITED TO ANNOUNCE

THE 2017 FALL SEMINAR

NOVEMBER 13 - 15

2017 Fall Seminar Registration Form

Double Tree Fallsview Resort, Niagara Falls, Ontario

Mon. November 13 to Wed. November 15, 2017

Name: _____

Rank/Title: _____

Organization: _____

Badge Number: _____

Day Telephone: _____ Email: _____

Mailing Address: _____

City: _____ Prov: _____ Postal Code: _____

Cancellations made by October 31, 2017 will receive a refund less a \$50 administration fee.
After that date we gladly accept substitutions.

Conference Registration Fee: \$400.00 (\$353.98 + \$46.02 HST - No. 86037 7886)

Register online at <http://canadiancriticalincident.com>

Register by mail; please return the completed Registration & Invoice Form with the appropriate fees payable to:

Canadian Critical Incident Inc.
149 Westmount Dr N. P.O. Box #20028
Orillia, ON
L3V 7X9

Phone Inquiries: 289-387-3250



CRISIS NEGOTIATORS COURSE & REFRESHER COURSE

OCTOBER 16 – 20, 2017



Greater Sudbury Police Service
190 Brady St.
Sudbury, ON. P3E 1C7

Training Branch Coordinator
Emilia Luczak,
Greater Sudbury Police Service
705-675-9171 x 2437
Emilia.Luczak@police.sudbury.on.ca

The Greater Sudbury Police Service will be hosting a CCII Crisis Negotiators Course, which will include a three day refresher portion.

CCII will be providing the course training material, for the hosting police service to acquire accreditation by the Ontario Ministry of Community Safety and Correctional Services via the Ontario Police College.

This five day course will provide a current and comprehensive understanding of the role and responsibilities of a Crisis Negotiator. Crisis Negotiating with a hostage / barricaded / suicidal person is among the most stressful and difficult task a police officer will encounter.

For further information contact: Emilia Luczak Training Branch Coordinator Greater Sudbury Police Service – District II 705-675-9171 x 2437 Emilia.Luczak@police.sudbury.on.ca

MAJOR INCIDENT COMMANDERS COURSE & REFRESHER COURSE

OCTOBER 2 – 6, 2017



Greater Sudbury Police Service
190 Brady St.
Sudbury, ON. P3E 1C7

Training Branch Coordinator
Emilia Luczak,
Greater Sudbury Police Service
705-675-9171 x 2437
Emilia.Luczak@police.sudbury.on.ca

The Greater Sudbury Police Service will be hosting a CCII Major Incident Commanders Course, which will include a three day refresher portion.

CCII will be providing the course training material, for the hosting police service to acquire accreditation by the Ontario Ministry of Community Safety and Correctional Services via the Ontario Police College.

This five-day course will provide a current and comprehensive review of strategic planning and tactical considerations. A Commander's plans and multiple directions can be among the most stressful when facing a Crime Scene Manager

For further information contact: Emilia Luczak Training Branch Coordinator Greater Sudbury Police Service – District II 705-675-9171 x 2437 Emilia.Luczak@police.sudbury.on.ca



MAJOR INCIDENT COMMAND SCRIBE COURSE

JUNE 5 – 7, 2017



Greater Sudbury Police Service
190 Brady St.
Sudbury, ON. P3E 1C7

Training Branch Coordinator
Emilia Luczak,
Greater Sudbury Police Service
705-675-9171 x 2437
Emilia.Luczak@police.sudbury.on.ca

The Canadian Critical Incident Inc. and the Greater Sudbury Police Service will be hosting a three day Major Incident Command Scribe Course June 5 to 7, 2017. The purpose of the course is to provide the students with the skills, knowledge and ability to maintain a concise and accurate record of major events, notations pertaining directly to the Incident Commander.

CCII welcomes Amy Meeks as a co-instructing the CCII Scribe Course. Amy is the Communication Trainer for the Waterloo Regional Police Service with 14 years' experience as a Scribe to the Major Incident Command Team on a variety of different incidents, including barricaded/hostage situations, major events and protest.

For further information contact: Emilia Luczak Training Branch Coordinator Greater Sudbury Police Service – District II 705-675-9171 x 2437 Emilia.Luczak@police.sudbury.on.ca

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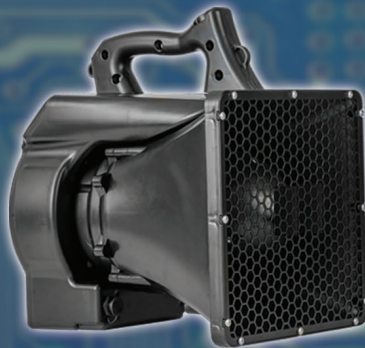
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ANNUAL HOSTAGE NEGOTIATION CONFERENCE

The New York Association Hostage Negotiators presents their Annual Hostage Negotiation Conference.

Another great training and learning opportunity for Crisis Negotiators and Incident Commanders, both police and corrections, is the annual New York Association of Hostage Negotiators (NYAHN) annual conference.

This will be their 12th year in providing quality and current case studies relating the many challenges crisis negotiators and incident commanders' face. The agenda includes guest speakers

and current and compelling case studies from New York P.D., Dallas P.D., Fort Wayne P.D., L.A County Sheriff's Office and the OPP.

It will be held at the Downtown Rochester Holiday Inn Hotel, 70 State St., Rochester NY from May 24 to 26, 2017.

To register go to
http://www.nyahn.net/content/annual_conference

I hope to see you there!

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What CCII Can Offer You

- CCII provides the course training material and knowledgeable and experienced instructors to the hosting police service, to acquire 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.
- 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

Tom Hart, President

1-289-387-3250

tom@canadiancriticalincident.com

149 Westmount Dr N
P.O. Box #20028
Orillia, ON
Canada. L3V 7X9

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