



ALBERTA POLICE BEAT

ALBERTA FEDERATION
OF POLICE ASSOCIATIONS

The Official Voice of the Municipal Police Associations in Alberta

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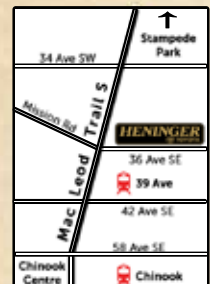


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From the President

Michael Elliott

In May 2017 I will have completed and fulfilled my two-year term as president of the Alberta Federation of Police Associations (AFPA) for 2015-2017. It has been a privilege and honour to represent the police officers of our great province of Alberta. The past year has been an eventful one.

AFPA has been working with the Provincial Minister of Justice, Ms. Ganley, requesting the government re open the Police Act & Regulations to make the act fair and to update confusing and outdated laws/regulations. Currently these laws are very open to interpretation by Associations, Chiefs of Police, Hearing Officers and the Law Enforcement Review Board (LERB).

AFPA has also been in discussions with the Provincial government in regard to an eastern issue in Ontario ("carding") which has moved west to our province. Discussion has been ongoing for the past year-and-a-half in regard to how police agencies in Alberta will be collecting information in a fair and non-discriminatory manner.

From a Federal perspective, members from the AFPA board and local police association members from across Alberta travelled to Ottawa in March 2017 and spoke to various members of Parliament. Two topics of concern were "Wynn's Law" and "Parole Reform."

Our first concern was a bill we referred to as Wynn's law. This bill, also known as Bill S-217, was created out of the horrible and preventable death of RCMP officer Cst. David Wynn in St. Albert in 2015. The accused was out on bail and shot and killed our officer. The issue? While in custody, the Justice of the Peace (JP) only heard information on the accused's convictions. The JP did

not hear all of the multiple charges he was facing, which, if disclosed, would have all but guaranteed bail would not have been granted.

Bill S-217 was introduced as a private member's bill by MP Michael Cooper representing the riding of St. Albert,



Ms. Shelly MacInnis-Wynn with AFPA President Elliott in Ottawa

AB. The bill would change the current federal law to ensure all convictions and pending charges against an accused would be provided to the JP, so that he/she could obtain all relevant information to make an educated and well informed decision.

The second issue we lobbied for was to create a bill for Parole Reform. Why? Breaching parole is not a criminal offence, even though it is a criminal

charge to breach other orders such as a Recognizance or Undertaking. No one is charged criminally for a parole breach. When someone is caught breaching their conditions while on parole, a police officer has to report the breach to a Parole officer. He/she then decides whether to submit the information to the parole board; that decides if parole should be revoked.

This is significant because in 1990, career criminal Albert Foulston killed Edmonton Police member Cst. Ezio Faraone during a bank robbery. Foulston had over 50 convictions and was out on parole seven times when he murdered our fellow police officer.

In 2011-2012 AFPA consulted with former Alberta crown prosecutor Mr. Scott Newark to study parole and seek potential changes. In 2012 Mr. Newark created an excellent document and ideas to update the Criminal Code. The document was pushed by AFPA and the Canadian Police Association (CPA) in Ottawa. We were successful and a private member's bill for Parole Reform was tabled in Parliament in 2015.

The bill made it to a second reading, but unfortunately it did not go any further as the sitting government was prorogued. This year it returned to prominence and we were determined to push it forward.

Early in March, AFPA was contacted by MP Cooper. The widow of Cst. David Wynn was in Ottawa to show support for the bill. It was also determined the second reading of the bill would be before Parliament on March 08, 2017, thus it was a great opportunity to show solidarity. The timing could not have been better as approximately 200 police officers from across the country were in Ottawa that specific week for meetings! Mr. Cooper, Ms. Wynn and

I conducted a press conference to help educate and illustrate the importance and significance of the bill.

It was determined that support was needed from the other political parties to pass the bill. Association members from across the country met their members of Parliament to help persuade each MP to vote freely. Wynn's law was about 'doing the right thing for the right reasons.' The bill wasn't about being hard on crime. It was about being honest and fair about crime.

I am proud of our Police Association representatives and they were dedicated, professional and steadfast to influence their local MP's. While we were in Ottawa, the leader of the opposition, the Honourable Rona Ambrose, invited Ms. Wynn and I to her office. She also provided gallery passes for us to sit and watch the motion being read on the floor of the House. It was much appreciated and a kind gesture. The anxiety and apprehension was evident with Ms. Wynn but she was strong, brave and courageous. I was humbled and honoured to be at her side.

As the votes were counted it was evident that the work of Mr. Cooper, Ms. Wynn and the Police Associations

had paid off. A small number of Liberal MP's broke rank with the party and supported the bill!!! Thank you! I applaud the caucuses of the Conservatives and NDP as they stood and acknowledged Ms. Wynn as we sat in the gallery. It was an emotional moment for all. At the time of this writing, the bill is before the judicial committee to study before returning for a third reading. AFPA and the CPA will remain steadfast and support the bill until it is passed and becomes law.

As for Parole Reform, meetings were held with the policy advisors for the Minister of Justice and the Minister of Public Safety, along with various other MP's. The policy advisor for the Minister of Justice was very intrigued and interested in the Bill and the potential it could have on the judicial system. Follow up meetings and correspondence will be ongoing. Although no specific MP took up our Bill to introduce Parole Reform, AFPA/CPA will continue to push this important agenda again and again as it affects every police officer and the potential safety of our citizens across the country.

Before I conclude, I wish to welcome our previous Vice President, John Orr as the new president of the APFA. John

is an extremely talented, strong-willed and great police officer. He will continue to carry AFPA for 2017 and beyond with dedication and professionalism. For our police members across the province, I thank you for your dedication to our profession. For the families of our members, I thank you for your support in regard to our mental and physical health as we battle shift work and stressful scenes and files. For our citizens, thank you for your support and trust in your local police agencies. It is very much appreciated and it does not go unnoticed.

If you feel there is a topic of concern that AFPA may assist, please do not hesitate to contact either one of our board members or your local police officer. AFPA contact information is also available on our website. Thank you and enjoy your summer and the rest of 2017! ■

Sincerely,

Michael Elliott

Email: Michael.elliott@edmontonpolice.ca

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From the Secretary/Treasurer

Shane Kisinger

Greetings from the windy south. As I am writing this, I am sitting in a busy cafe in Cuba. The weather is dreary outside, and I could think of no better time to sit down and write this article for our ever-demanding editor Darryl Hubich. I again would like to thank Darryl for his continued work running this magazine as part of his AFPA responsibilities. It can be a thankless job and his constant reminders to have our articles done or photos for the cover are often met with defiant passive-aggressive comments from the board. This abuse seems to roll off Darryl's back and he constantly endeavors to fulfill his editor role. Thanks again, Darryl.

Another individual I would like to thank for his tireless devotion to labour during his career is past Lethbridge Association President and past AFPA President Tom Kramer. I had the pleasure of being part of Tom's board and learned a great deal about labour relations from this man. Tom has retired and gone on to pursuing his favorite pastimes of fishing, camping and quading. He has, however, remained part of our negotiations team during this round of negotiations, pro bono. Again, thank you Tom and best of luck in your retirement.

In my previous article, I spoke about the generosity and praise that members of the Lethbridge Police Service receive from the general public. Again, I am constantly grateful for this continued support we as police officers in Lethbridge receive. To reiterate, not a week goes by that I am not thanked by someone for

the job I do. Last week I was between calls and decided to grab a wrap and coffee from McDonald's and parked down the road to eat. As I was sitting there, a lady knocked on my window

gave me a gift card from Tim Hortons and said it "thanks for all that you guys do." I thanked her and informed her there was no need to thank me as what I do was paid for by her taxes. She laughed and again said thank you. I felt a little overwhelmed at her generosity as I noticed written on the card was a "thank you for your service." I realized she had seen me, then drove down the street to Tim Hortons, purchased a card, wrote on it, and returned to present it to me. I decided to pay it forward and gave it to our Victim Service unit along with her name so they could send her a thank you card.

Even during a particularly intense hockey game we were playing a couple weeks ago someone thanked me. It was during an evening game you know one of those games where it becomes a back and forth battle where in the heat of the moment tempers flare and words are exchanged on the ice. It was one of those games that turns a little rough and chippy at times in true Canadian fashion. It was at the end of this game, after shaking hands, that one member of the opposing team skated over to me as I was grabbing my water bottle and said "I just wanted to say thanks for all that you guys do." Here I thought the other team was mad at us and this guy was coming over to give me a piece of his mind. But no he was thanking me. Even after this rough game where tempers flared, someone took the time to thank me for what I do.

Again I don't know if this level of support is the norm in other cities but it sure makes doing a difficult job easier in a community that supports its police service. Thank you Lethbridge! I have been in Cuba now for three days and I notice everywhere have been in Cuba for three days now,

and everywhere I go I notice that when something breaks, they just Band-Aid fix it with some jerry-rigged solution that looks like it will last a short time but takes care of the problem. I totally could be a repairman here as most of my home repairs are along this line of "fix it" ideology. The urinals have water lines rigged up that look like they came from a garden hose, a railing was broken and it appears they just cemented a new base right on top of a stairwell over the old existing base. In my room, when I close the closet the corner tile falls out, or the shower door which used to have three panels only has one remaining now, so it is a constant trick on where to place that panel to minimize water spray. However, this to date is one of the nicest Cuban resorts I have stayed at. If this was Canada, it would be a one-star hotel but here it is a four-star. It made me start to think about frame of reference and how a positive attitude or experience makes the little things not a big deal. I have friends who have not traveled to Cuba before but want to. They have high standards and I know they would be mortified at what they perceived the decrepit state of their hotel was in. When we speak about Cuba they want to go but I know they would not have fun, as they have a different frame of reference. The food down here is not what would be expected if you have traveled to a Mexican or similar resort. However, if you change your frame of reference and look for the positive as I told my kids you can find wonderful food you have never tried and the seafood is to die for. Again frame of reference and staying positive. The Cuban people embrace this as it seems they are always happy, whistling and singing while they work and generally more pleasant than workers in resorts


of other countries I have visited. So what made me think about the topic of frame of reference is this: we should try to take that idea, that concept of remaining positive and bring it into our workplaces, especially in policing. Quite often we can go to the negative of any work issue and complain about lack of funding, equipment, uniforms, cars, etc. There could be a plethora of examples, however if we retained that positive attitude and learn to appreciate what we have in comparison to other agencies, we see how well we have it. An example of this was when I was on a training course one time and

was speaking to an officer from Winnipeg as we were both purchasing some books between lectures. The difference between us was this: I was there on company time with all my expenses paid purchasing some books for our training unit that I was going to be reimbursed for. He, on the other hand was there on his annual leave, paying for all his own accommodations and he was also purchasing books for his training unit out of his own pocket. Even after finding out that my entire trip was provided for by my employer, he was just happy to be there and happy he could take the time off to experi-

ence this seminar. We could all use this level of enthusiasm in our workplace. While I am just as guilty at times of seeing the negative, I am going to strive to be a little Cuban at work. I will change my frame of reference and look for the positive. Please stop me though if I start to hum or sing during working hours.

Stay safe, stay well. ■


Shane Kisinger
Secretary Lethbridge Police Association
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From the Vice President

Johnny Orr

Hello and welcome to the newest edition of APB magazine!

It has been a very busy few months at AFPA. Your President, Mike Elliott and the rest of the board have been extremely busy, leading the way and advocating for our membership with various government officials and other police agencies.

Some of my members in Calgary will ask what the value is when it comes to belonging to AFPA. This is not always an easy question to answer. Unlike most organizations, AFPA doesn't administer benefits, we don't directly provide legal representation if a member is charged or investigated. The best way I can describe our role is that we are YOUR voice in areas where law enforcement is an issue. This includes various levels of government, community leaders and other policing agencies. We are also a resource to smaller police associations in the province and provide assistance to them when needed.

Quite often, the government will leave those affected by their legislative changes out of the consultation process. AFPA, under President Elliott's leadership, is working vigorously to ensure that we have a "seat at the table" in discussions surrounding decisions that will change the way we do business. More importantly, we bring a very real presence to discussions surrounding public safety issues. Some of these issues include marihuana legalization, changes to the Police Act and Regulations and potential "carding" legislation.

In March of 2017, President Elliott and I were fortunate enough to travel to Ottawa and take part in several meetings with the Canadian Police Association and various Members of Parliament and Cabinet Ministers.

Our primary focus was advocating

for the passage of a private member's bill, known as "Wynn's Law". Michael Cooper, a Conservative MP for St. Albert, brought this bill forward. We were able to speak with members of government about the importance of this bill. I know President Elliott will speak of this in his article, however, the bill passed the second reading, I believe in large part due to the work of President Elliott, MP Cooper and Cst. Wynn's widow, Shelly (one of the strongest individuals I have ever had the privilege to meet). This was a huge win for public safety in Canada, and these folks should be commended.

We also pushed hard for long overdue parole reform. This is an initiative started in the Edmonton Police Association in response to the cowardly murder of Cst. Ezio Faraone in 1990. A career criminal, Albert Foulston, who had been "rehabilitated" several times and released, murdered Cst. Faraone. In fact, this offender was free on judicial release when he recently died of a drug overdose.

While we were in Ottawa, a Liberal Cabinet minister told me that you couldn't simply lock up people to get out of this problem. I agree with him; simply incarcerating every criminal is not feasible, nor will it address the root causes of crime; nor is it a fair and just way to operate the criminal justice system. Where I strenuously disagree is in the case of violent and repeat offenders. There is no reason that these people should be free to commit crimes and create more victims. The government has a responsibility to pass legislation that keeps our citizens safe, and until they reform a broken parole system, they are not doing so.

I have to be honest, walking into the

offices of our elected officials, I always feel somewhat nervous. It can be rather intimidating meeting these important people regarding very complex issues. I have come to realize two things about this:

- Our elected officials are no different than you or I. We are all citizens of this wonderful nation and need to work together to make it even better.
- We have a lot to offer our government officials in the way of knowledge, expertise and advice in the areas of policing and public safety. These officials have little or no knowledge about how policing ACTUALLY works in this country. I see it as the duty of AFPA to educate them about the realities of these issues so they can make the correct decisions.

For example, a "safe injection site" looks great on paper (especially for Liberal minded folks!). But until you understand the impacts these facilities can have on crime and public safety from those who walk the beats in those areas, you do not have a true appreciation for their true impact.

I am not saying that the government would (or should) always agree with our perspective, however, if they don't know it, we have failed.

Two days a year in Ottawa is not enough. I encourage all of our members to get to know your local government officials and question them on their stances on issues important to you. If you don't like their answer, tell them so. As we are hired to protect and serve the members of our communities, politicians are elected to do the same. If we make bad decisions, we are held accountable, as they should be. ■



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From the Director

Ray Wong

The following article was written by one of my co-workers in the Calgary Police Service Training Unit. It speaks to the importance of training in our line of work. Having been a trainer for my service for over a decade, I thought it would be fitting to submit this as my last contribution to this magazine. I've enjoyed my term on the AFPA board immensely, and will miss it greatly. Stay Safe.

- Ray Wong

What is your percentage?

If you were asked today to be in the fight for your life with a 100% motivated attacker, what percent of your ability would you bring to that fight? Remember that a 100% motivated attacker has no rules and nothing to lose.

Now I know all of you reading this would say 100%!

However, what if I said you could bring 700% to the fight but very few of you could bring that percentage? Coach Tony Blauer of Blauer Tactical Systems trains this ideology.

Break all of your use of force skill sets down into percentages. For example, let's look at Baton.

Out of 100% efficiency in the use of it where are you? Do you train to draw the baton from your back? Do you train striking with the baton? Or does your training consist of the training you received during recruit classes? Your 100% efficiency with the baton is probably around 20-40% in reality.

Use the blank boxes below to record your true percentage potential based on your current abilities. This is an excellent way to self-assess and improve your optimal combat performance.

Proficiency in all areas of your toolboxes will make you a much improved and safer officer, and your ability to make decisions under stress will improve due to unconscious competence.

Too many officers around the world are being investigated for inappropriate use of force decisions due to lack of training or understanding of their own competency. I hate to tell you all, but training is your responsibility! If you think that leaving recruit classes, you are completely prepared for a 25 year career and you need not train any more, then you are gravely mistaken.

Recruit classes teach the very basic fundamentals of perishable skill sets.

In order to remain at that basic level you still need to train the techniques and tactics that you learned on a regular basis. To improve your percentage, you need to push yourself in all areas of your skills and that might involve you seeking out new training methods or courses.

How many of you go to the range outside of qualifying days? Do you struggle to qualify? If so then your percentage of efficiency in gun fighting is very low.

What about Fitness? Who continues to train outside of classes? We need to be training combat fitness in accompaniment to lifestyle fitness; you can run all the triathlons you want but when you are in the fight for your life for three minutes with your heart rate pushing 200 bpm you need combat fitness not lifestyle fitness.

We also need to be mentally prepared to be able to do the job. Ask yourself this question: "Do I give myself permission to use violence if needed?"

This is fight 1, you versus you. If you doubt yourself then you are outnumbered.

So now break down all the other force options and tactics you possess and evaluate yourselves.

Strat Comms	Control Tactics	Baton	OC	Handcuffing	CEW	Firearm
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You could also add 2 more boxes to this chart, Fitness and PocMan. This would raise your overall percentage ability to 900%.

Strat Comms	Control Tactics	Baton	OC	Handcuffing	CEW	Firearm	Fitness	PocMan
100%	100%	100%	100%	100%	100%	100%	100%	100%

Fight 2 is the physical fight that you enter with the subject, so knowing this would you rather continue into that fight at 700-900% of your potential or 200-400%.

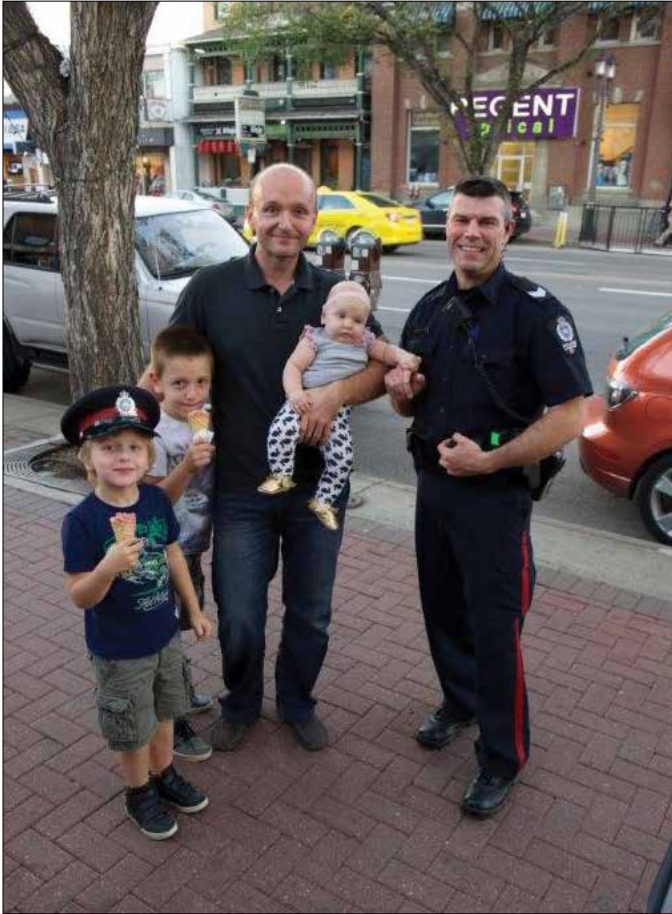
Capacity versus Potential; think

about this, what does it mean to you?

Hopefully this article will give you some personal reflection in areas that you can improve in. I will finish with this quote again by Coach Tony Blauer: "It is your responsibility to train, how-

ever responsibility should be viewed as Response-ability; your ability to respond" ■

Cst Ben Hollins
Skills and Procedures Unit



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From the Director/Editor

Darryl Hubich

Greetings all, from Alberta's sun city, Medicine Hat! I came across a quote recently that read "If we had no winter, the spring would not be so pleasant: if we did not sometimes taste of adversity, prosperity would not be so welcome." (early American poet Anne Bradstreet).

On that note, I felt as though this "spring edition" of the A.P.B. may be a good forum for us to hear from someone from our building who is currently in a similar transition, our outgoing Police Chaplain, Bob McGougan. Bob has been with MHPS for just under 10 years and has helped many members, past and present, through many difficult circumstances over that time. As of April 2017, Bob's time with MHPS will have ended, but through the adversity that he has helped our members to navigate, we have all flourished. He will be missed, however we must continue to look to one another for support and when we need more than what we can offer each other, we must pursue other options offered by our respective Services. That help could be in the form of a Chaplain, Peer Support member, or Mental Health-related counsellor and in some cases, all of the above. Bob was instrumental in developing all of these programs for our members.

It has been a pleasure to get to know Bob over these years and I wish him all the best in his future endeavours. He has been gracious enough to put together a brief article about his experience and I encourage everyone to have a read. Thanks again Bob for all that you have done!

It all began for me on the first day of August 2007. On a warm summer morning, I found myself at 6:45 am sitting in a room full of police officers

participating in their pre-shift briefing. Have you ever experienced a pounding heart accompanied with minor hand tremors when you looked in your rear-view mirror and saw the flashing lights of a patrol car? Well, that's how I felt that morning, somewhat intimidated by all the blue uniforms in the room. Over the past nine-and-a-half years, that initial intimidation has been replaced by a bond of mutual appreciation and respect between those officers and myself.

What an amazing adventure it has been! I have experienced some of my most satisfying moments of my life and some of the deepest moments of despair. To say the least, it has been quite the emotional roller coaster ride. I began my chaplaincy with the desire to walk, as much as possible, in the boots of a police officer. I have certainly had numerous opportunities to do just that. I have been tasered and pepper sprayed while participating in auxiliary police training. I have been interviewed by ASIRT and have given testimony in a trial. I have seen an officer spat on and I have watched the TACT team deploy tear gas into a house to extract a suspected murder. I have joyfully performed weddings and sadly conducted funerals. I have listened in my office to many who shared their fears and frustrations.

It may sound trite but it has truly been an honour and privilege to have served and supported the men and women of the Medicine Hat Police Service. In no other time in my life have I found as much satisfaction and fulfillment as I have as the Chaplain for the MHPS. Let me conclude with this story as it so aptly expresses what every Police Chaplain desires to experience. Ev-

ery Police Chaplain wants to become embedded, to be trusted and accepted by those they serve.

It was a Friday evening. I was on a ride-along with an officer I had only occasionally and briefly interacted with. I was hoping to make a deeper connection with him. We had just cleared a call (possible break and enter in progress) and the attending officers were debriefing the situation. As usual, they continued their interaction with some additional non-related conversation. During that conversation the topic of ride-alongs came up. The officer I was with said to his partner he avoided ride-alongs because they were so awkward as he felt obligated to keep a conversation going with someone he hardly knew. After we pulled away from the call, I turned to him and said, "So what about me, I'm a ride-along?" I heard the most heart-warming words a Police Chaplain could hear, "Bob, you're not a ride-along, you're one of us."

Thanks for allowing me to be one of you. ■

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From the Director

Bob Walsh

A lesson in leadership: “The creek knows where it’s going”

Have you ever had a moment in life when you learned a lesson so valuable it became like a gift hidden in the attic and forgotten, only to be rediscovered years later to be enjoyed more than ever?

I would like to share just such a lesson from Corporal Bob Dwyer, USMC, a member of the storied “Carlson’s Raiders.”

Bob Dwyer was the father of one of my best friends as a child, and one of our Boy Scout leaders.

As a boy, you couldn’t spend 10 minutes with Bob without him making you laugh once and think twice about something. Out in the woods he was great, not only because he was fun, but because Bob knew stuff.

We didn’t know it at the time, but came to understand later that Bob knew stuff because during the War in the Pacific he was a Marine Raider who had survived Malaria during “The Long Patrol” on Guadalcanal, and helped blunt Banzai attacks on Bougainville.

I was 12 years old and our Scout Troop was deep in the Great North Woods on a camp-out. We were excited, because Bob was teaching us how to build lean-tos. Our troop would sleep in them instead of tents and we were pumped about it.

After our shelters were built, Bob gave us a talk about what to do if you ever get lost in the woods. As Bob talked, my attention drifted away to a woodpecker tapping out a beat on a dead tree.

My attention returned as Bob barked, “Marcou, this is important! Are you listening?”

“Yes sir,” I fibbed.

Bob continued, “When you forget everything I have just told you, and you find yourself wandering in the woods

hopelessly lost, you will sooner or later come to a creek. Follow the creek. Creek knows where it’s going.”

Lost in the Wilderness

The very next morning, another Scout Leader sent me after another group of scouts that had been sent back to the trailer to get food for lunch. I ran after them, caught them at the trailer and delivered the message I was directed to give them.

“Bring back peas,” I said, and sprinted back toward camp alone — so sure of the way back was I.

After a while though, I slowed to a jog, and still later, I found myself walking. Finally I stopped. I looked around at the forest through the trees, realizing that I was as lost as lost could be.

I just started walking deeper and deeper into the woods. Being alone in the woods started out a little bit awesome. I kicked up deer and watched a hawk capture and carry off a small wriggling creature.

Along the way, I surprised a fox that, for a moment, looked at me in wonderment before he bolted off.

Occasionally I shouted, “Hellooooo!”

The only reply was my own echo.

Unknown to me at the time, I spent the day walking in big circles. I had not come across a road, a wire, a barn or even a clearing.

Ten in the morning became seven at night, and fear set in as I realized I would probably be spending the night alone in the woods.

The sun was setting as I heard the sound of water. Following the sound, I came up over a rise and saw the creek. I ran to it, knelt down and took my first drink of the day from the clear cool water.

As I drank, Bob’s words came back to me like an echo, “Creek knows where it’s going.”

With quenched thirst and a viable plan, I sprung up, made a right face and started to run. I followed that creek as it danced, twisted and turned through the woods. I was trying to outrun the darkness settling over the forest.

Just before sunset, the creek babbled its way under a little roadway bridge. I climbed up an embankment to the road. It seemed like only a few moments later that a truck pulled over and came to a stop.

The door opened, and it was Bob Dwyer and another leader, Lloyd Weigand.

I expected to be ridiculed and chastised for becoming stupidly lost.

Instead Bob smiled and said, “Hop in, Marcou. We’ve been expecting you. Are you hungry?”

“Yes sir,” I replied as I climbed in.

Lifelong Lesson in Leadership

Bob took me to a roadside restaurant, bought me a burger smothered in ketchup, mustard, pickles, and fried onions. It was the best burger I have ever eaten before or since.

As I chowed down, Bob said, “You know, Marcou, being lost in the woods is a lot like life.”

“How’s that Mr. Dwyer?” I asked, taking another bite.

“In life, you start out wandering in circles kind of lost, not knowing where you’re going. Then you find a creek. That’s someone who obviously knows where they’re going and you follow them. Before you know it, you become the creek.”

“How do you become a creek?” I wondered out loud.

“One day you know where you’re going and what you’re doing. That will become obvious to others who are lost. Without saying a word, they’re following, because to them you are the creek, and the creek knows where it’s going. Marcou, it’s good to be the creek.”

A Leader Does Not Need a Promotion

Bob effortlessly taught me a lesson in leadership that day that I have thought about often since.

He did it without a PowerPoint presentation, video clips, graphs, or studies.

He never once uttered the word “paradigm.”

It was simple. Just know what you are doing and do it well. Eventually people will notice and look to you for direction.

People will follow you not because of your rank or position — they will follow you because you will have become the creek, and the creek knows where it is going.

About the author: Lt. Dan Marcou retired as a highly decorated police Lieutenant and SWAT Commander with 33 years of full-time law enforcement experience. He is a nationally recognized police trainer in many police disciplines and is a Master Trainer in the State of Wisconsin. He has authored three novels: "The Calling: The making of a Vetern Cop"; "S.W.A.T. Blue Knights in Black Armour" and "Nobody's Heroes". Visit his website and contact Dan Marcou. ■



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From the Director

Rayan Najjar

Support For Our Support

Another year down, and positive things are taking place in our neck of the woods. We currently just hired a new Chief of Police and we are looking forward to working with him going forward. Not much more happening around here.

Knowing I had to write an article for this issue, I was racking my brain on which topic to cover. It was stressing me out, so I figured it was only appropriate to write about something related to that.

We as police officers attend complaints and scenes that sometimes make the toughest among us cringe and look away. Our front line members are consistently being exposed to horrific scenes and listening to victims of crime (or their families) on what is, potentially, the worst day of their lives. The stories and pictures we see and hear firsthand, or that are shared among the policing community, are sometimes earth shattering.

The challenge, being a dated one, is PTSD among our colleagues. The subject does not get the attention it truly deserves and we are just now scratching the surface on how to help our members. There is recent talk about taking preventative measures to limit the exposure of PTSD experiences on our members, whatever that means.

I've been fortunate to have met many members with varying years of service.

Many of whom have shared their experiences with me. In the good ol' days, the boys would 'debrief' at the local pub after a traumatic incident. Currently, some agencies have their members debrief with the agency psychiatrist. Depending on which agency you work for and their available resources, you may have been able to partake in one, or both of these sessions.

Another way we debrief from a situation, regardless of your years of service, is for members to take the load outside of the office. For example, you just finished a long, complex, taxing, draining and sometimes traumatic file, where do you go? Home. You get home, and for many of us, we have someone waiting there to ask "How was your day?"

As police officers, we know it's part of the job to walk through that door which leads to the worst part of humanity. The door that most people shy away from. The community expects each member to handle these situations in the up most professional manner. Members are then expected to simply 'flip-a-switch' and leave all work-related stresses at the office before returning home.

It occurred to me, many of us get home and may not share the details of the investigation with our spouses/partners, but we tend to unload (debrief) on them. Being married to or

dating a police officer, are our partners expected to carry that burden?

We forget that our partners have a life of their own, and carry their own stresses. Is it fair that we go home and unload all our stress on them? Why, because we had such a hard day? Do our Type 'A' personalities make us believe that their stresses cannot even compare to the events we were just exposed to? Where is their support system? Where is their debriefing?

I have been guilty of just that. I realize that with everything that is going on in my work life, there is one constant, my spouse. Regardless of what happens during a file or when we are dealing with the drama in the bullpen, none of it will last forever. It's time that we concentrate on what matters the most, family. In the end, long after you retire from the career that you love (or hate), they will be the ones waiting for you at home.

In closing, on behalf of members currently serving and those retired, I would like to take this opportunity to thank our spouses/partners and our families who have stood by us and continue to support us throughout our careers.

Take care of yourselves, and take care of your families. Stay safe out there. ■

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By Scott Newark, Oct. 1, 2016

(Original published by the Macdonald-Laurier Institute)

The evidence is in, and there is simply no doubt that Canada's criminal justice system has serious productivity and efficiency problems that can no longer be ignored.

Senate committee hearings, academic reports, provincial reviews and, last week, the Macdonald-Laurier Institute's Report Card on the Criminal Justice System have all made the case.

No less an authority than the Supreme Court of Canada has confirmed it, in its recent R. v. Jordan decision, which referred to a "culture of complacency towards delay" in our courts. The case in question saw drug charges thrown out because it took 49 months from the laying of charges to the conclusion of the trial.

Canada's criminal justice system has serious productivity and efficiency problems that can no longer be ignored.

However, it struck me while reading the decision that while the court bemoaned systemic delay, for a major source of the problem it only needs to look in the mirror.

Our criminal justice system was designed long before the Charter of Rights came into being and, as a result, multiple Supreme Court rulings have been made which are imposed on the existing system without specific consideration of the procedural impact.

Mandatory evidence disclosure, increased requirements of justification for police evidence acquisition, required case resolution "hearings," pre-trial

custody "credits," and more, are all examples of charter-based rulings which can have a major impact on criminal case processing. Some defence lawyers are insisting on strict procedural compliance to delay proceedings in an effort to get charges dismissed. What was intended as a shield against abuse has now become a sword to avoid responsibility, and systemic delay is but one of the results.

Fortunately there are a few relatively minor changes that could have a significant impact on case-processing efficiency. Examples of this are offered in my own paper released this week by the Macdonald-Laurier Institute. For instance, despite recent reforms, the practice of rewarding repeat offenders, who are justifiably denied bail, credit for jail time pre-trial creates little incentive for the defence to move expeditiously. A Criminal Code amendment that expressly precludes pre-trial credit where bail has been denied because of past criminal conduct could significantly reduce such delays.

Consider also that preliminary inquiries are required for serious crimes, necessitating disclosure beforehand as mandated in the Supreme Court's ruling in the 1991 Stinchcombe case, although many in the system consider them to be largely a waste of time. They also apply to a wide range of less serious offences which have long maximum sentences that are never imposed, including residential break and entry, which actually

has a maximum sentence of life imprisonment.

The Criminal Code should be amended to create select hybrid offences with an option for a sentence of five years less one day to reduce significantly the number of cases requiring preliminary inquiry. These are just two examples, there is plenty of room for reform.

We don't need to be "tough" or "soft" on crime, but we do need to be honest about crime, so we can be smart about crime.

Going forward we must ensure that new justice policies include an assessment of the expected impact on case processing. Legalizing marijuana, repealing mandatory minimum sentences, deliberately reducing remand populations, implementing pre-charge screening, ensuring judicial and prosecutor staffing levels, targeting repeat offenders, collecting unpaid fines and bail forfeiture ... all will have systemic consequences, positive and negative, which should be considered beforehand.

One thing is certain: as Manitoba Justice Minister Heather Stefanson noted in her response to the MLI Report Card, simply throwing more money at the system is not the answer. "I think we can create efficiencies within the system that we've got," she said, and she is certainly right.

We don't need to be "tough" or "soft" on crime, but we do need to be honest about crime, so we can be smart about crime. ■

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