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GAZETTE

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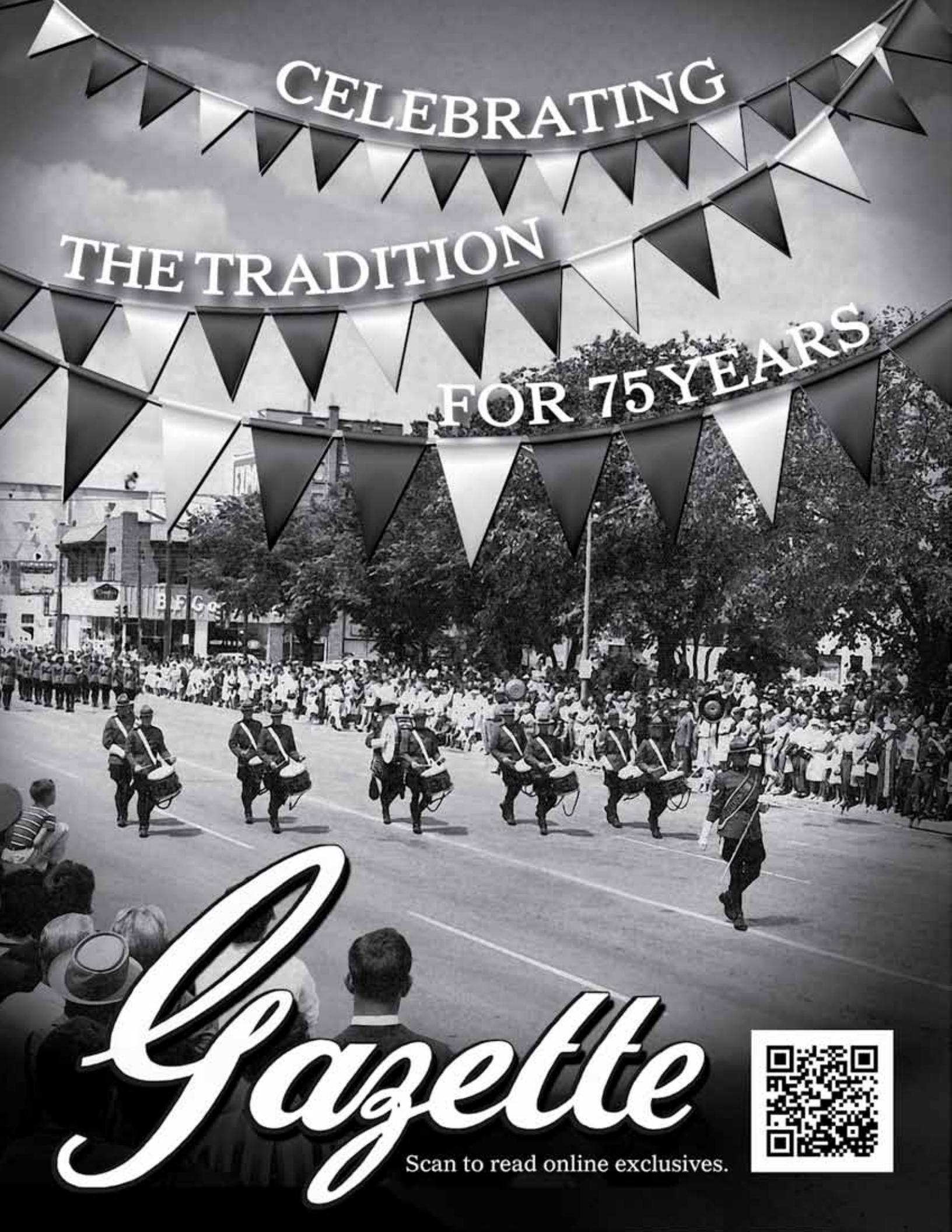
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WORKING WELL, TOGETHER

The old adage that two heads are better than one is hard to dispute in the policing world.

Whether it's responding to a natural disaster, investigating a multi-jurisdictional crime or tackling a major crime trend, joining forces with other agencies affords many advantages. But more than that, the level of co-ordination, the range of partnerships and the effectiveness of inter-agency communication continue to evolve and grow — for the better.

Sigrid Forberg writes about two investigations, one in British Columbia and one in Manitoba, that have made important dents in organized crime thanks to the collaborative efforts of the RCMP and its policing partners.

Mallory Procunier looks at a partnership in the North that pairs the police with Canada Post to make communities safer by keeping contraband items out of Nunavut. While in Ontario, the RCMP, Ontario Provincial Police and Hamilton Police Service have joined forces in an officer exchange program. Participating officers can not only share information with ease but more importantly they're learning what information the other agencies need.

Big investigations call for precise co-ordination. In our Q&A with three experienced major crime investigators in B.C., each tells us what approaches work well in a joint operation and what pitfalls should be avoided when multiple agencies are involved in a complex, long-term investigation.

We also hear from the Vancouver Police Department's Integrated Riot Investigation Team, a 70-member team comprising eight agencies that came together quickly and worked smartly to successfully identify Stanley Cup rioters from thousands of images and tips from the public.

The Ottawa Police Service decided that two heads were definitely better than one when it comes to interacting with those suffering from mental health problems. In a pilot program with the Ottawa Hospital, a police officer and physician ride together and respond to those in crisis. Both the officer and doctor can assess the person in their home and provide immediate resources. This team approach prevents long hospital waits for the client and officer, and reduces the burden on emergency rooms.

Our international partners share the challenges of co-ordinating an emergency response following the devastating earthquake in Christchurch, New Zealand, and the benefits of partnering with the private sector to combat the exploding rate of metal theft in the United Kingdom. And crime on the Australian waterfront has taken a serious hit thanks to a multi-agency task force Down Under.

The teamwork theme extends beyond our cover section as well. Read up on a new bullying bylaw in Hanna, Alta., a restorative justice initiative for university students in Halifax, N.S., and an interview with a former RCMP analyst turned crusader against child exploitation in Cambodia.

Thanks for reading and have a happy summer. ■

— Katherine Aldred

ON THE COVER: In British Columbia's bustling Lower Mainland, multi-jurisdictional investigations are a regular part of the job. Photo: RCMP

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MAPPING CRIME IN THE CITY

Residents of Halifax Regional Municipality, N.S., are now able to view the crimes happening in their neighbourhoods online.

In February, the city launched an interactive map that tracks five types of crimes. Residents can search online to see where robberies, assaults, thefts of motor vehicles, thefts from motor vehicles and break and enters are occurring in both the Halifax Regional Police (HRP) and RCMP jurisdictions within the Halifax Regional Municipality.

The initiative was created out of the public desire for more information on the crimes taking place in the city. HRP Deputy Chief Bill Moore says the initial five types of crimes selected are ones that people can possibly take action against.

"We're hoping to create awareness and from that awareness, citizens will reduce the likelihood they will become victims of these types of crimes," says Moore. "The crime types we picked were those that we thought the public would have the best potential to put in prevention measures for themselves."

Developed by HRP's Strategic Technology Unit (STIU), the map will include up to seven days of data available for citizens to search through. Throughout the development process, the STIU, with support from the municipality's technology unit, consulted with other cities and policing agencies already using similar crime mapping techniques.

"We looked at what we needed and we took the best from each site," says Gursharan Singh, manager of the STIU. "It's very simple to use. If you can use Google Maps, you can use this."

The map is currently in its pilot stage, and HRP is waiting for public feedback to determine if more crime types should be added or if the data periods need to be modified. Moore adds that in addition to helping citizens make themselves less vulnerable to becoming victims of crime, the crime map is able to proactively demonstrate the work that keeps the police busy in Halifax.

Lane Farguson

Deputy Chief Bill Moore demonstrates how the crime mapping application will work at the public launch of the system.

"It's really about making what we do more transparent," says Moore. "We're doing hundreds of calls in a day and this will provide some context as to what's going on in the city. It's not for the police department to put a filter on what's going on."

— Sigrid Forberg

APPREHENSION UNIT MAKES 1,000TH ARREST

A joint partnership between the RCMP in Winnipeg and the Winnipeg Police Service (WPS) that tracks down fugitives is celebrating its 1,000th arrest.

Since September 2011, the Warrant Apprehension Unit has been locating individuals in Winnipeg and the surrounding area who face outstanding warrants for violent offences.

The unit was created to dedicate a team solely to looking for the almost 30,000 wanted people in the province at that time.

"It's freeing up the general patrol officers on the street who were running into wanted people all the time, which was taking them out of their general patrol duties," says Sgt. John O'Donovan of WPS.

The unit comprises three members from each policing agency. Teams are split into two and operate out of WPS headquarters where they have access to a forensic identification lab, a central lock-up and both the RCMP and WPS reporting tools. This way, if a suspect is caught, he or she can be processed at WPS headquarters and the team can be back out in the field in an hour.

As a cohesive unit, each police agency is benefitting from the expertise of the other. O'Donovan says that the RCMP brings rural experience to the urban centre, and WPS gives the RCMP an extended group of contacts and information to help with these types of cases.

"If the RCMP detachments require assistance in locating a wanted subject, they can ask our unit for assistance," says Cpl. Glen Binda of the RCMP in Winnipeg. "If we didn't have access to WPS police information, it would be very difficult to locate these subjects."

And by being on the street five days a week, the unit is making it a lot harder for fugitives to hide these days.

"We find that when we arrest somebody who's breached their bail, they're usually not getting bail again and we're getting a lot of good things that are going through the courts a lot quicker," O'Donovan says. "We're even getting guilty pleas coming from some of them."

— Mallory Procunier

CANADA TO COLLECT BIOMETRICS FROM FOREIGN NATIONALS

Starting this spring, nationals from 30 countries applying for temporary resident visas to Canada will begin to submit biometrics along with their applications. Biometrics will become mandatory for all visa applicants from these countries by December 2013.

Whether coming to visit, work or study, applicants will be required to visit a visa application centre where they will have their fingerprints and a digital photograph taken. The initiative, led by Citizenship and Immigration Canada (CIC) in partnership with the Canada Border Services Agency (CBSA) and the RCMP, is intended to help combat identity fraud at the border and facilitate entry of legitimate travellers.

Chris Gregory, director of Identity Management and Information Sharing at CIC, says the use of fingerprints will help ensure that only legitimate applicants are permitted in the country, leaving out those who seek to hide that they've already unsuccessfully applied for refugee status, been deported or committed crimes in Canada.

"When it comes to stopping these criminals that repeatedly apply for entry into Canada under various guises, biometrics is a powerful tool," says Gregory. "There are over 60 countries in the world that are now using biometrics in their border management systems. Identity fraud isn't a problem that's unique to Canada."

RCMP

Biometrics — including fingerprints and digital photographs — will be mandatory for all temporary visa applicants entering Canada from 30 select countries by the end of 2013.

Leslie Toope, director of Biometrics Business Operations and Project Transition at CIC, adds that biometrics has strengthened the Canadian government's capacity to ensure only legitimate applicants gain access to the country by providing CBSA officials with the tools to ensure the person appearing at the border is the same person who applied for the visa.

"This is a tool that actually helps people establish their unique identity without being confused for others with similar biographic identities," says Toope. Fingerprints will be collected and managed by the RCMP's Canadian Criminal Real Time Identification Services as part of the visa application process. David Oldford, a business analyst working on the temporary resident biometrics project for the RCMP, says the extra information in the fingerprint repository will prove useful for the law enforcement community to support public safety.

"The RCMP is mandated to provide support to other government agencies to carry out their duties," says Oldford. "But the advantage to law enforcement in Canada is we're getting more information that we can use to support criminal investigations." ■

— Sigrid Forberg

A DAY IN THE LIFE

The RCMP in Saskatchewan is giving the public a glimpse into its day-to-day operations.

On January 17, 2013, Natalie Gray, a communication strategist for RCMP in Saskatchewan, sat with the province's Operational Communications Centre (OCC) and tweeted about how OCC operators answer calls and dispatch police officers.

"We thought it would be a good opportunity to show the behind-the-scenes work of what the dispatchers do and we also thought it would work as a bit of a recruiting tool for the OCCs," Gray says.

The event followed another very successful Twitter event in which Gray tweeted out every call the OCC received on a very busy night. Although the most recent event happened on an abnormally quiet winter evening for the OCC, the RCMP's Twitter account was lighting up with responses from the public, remarking on how busy the OCC was.

"We could only give a snippet of information about the call but it seemed to definitely give the public a better understanding of the type of work we do," says Marg Zwaal, manager of the OCC.

Zwaal says the event also served as an educational tool for the public on how to properly use the OCC service and what questions callers should expect to answer.

She also said it was a morale boost for OCC operators who got to see comments coming in through Twitter about how great of a job they were doing.

"We learned that we do make a difference and that the public does appreciate what we do," one OCC operator said. "I thought it was a great education experience for all those involved."

Gray says these types of Twitter events evolved naturally from the RCMP in Saskatchewan's implementation of social media into its operations. She says it feeds into the public's natural curiosity of police work.

"You don't get that opportunity to see what happens in those kinds of calls we get and with social media we can do that," Gray says. ■

— Mallory Procunier

RCMP

Last year, after a two-year investigation into the Hells Angels Motorcycle Club, members in Kelowna seized more than $4 million and arrested eight individuals.

COMPLEX CASES, INTELLIGENT INVESTIGATIONS

POLICE TACKLE ORGANIZED CRIME TOGETHER

By Sigrid Forberg

Knowledge is power. Especially when it comes to complex and broad investigations, police officers have to do everything they can to build the strongest case possible.

And increasingly — particularly when it comes to organized crime investigations — that means communicating and collaborating with other police organizations and partner agencies. Everyone from liaison officers across the world and Crown counsel to the local police or another unit within the same police force bring something different to the table.

As the RCMP continues to formalize interagency relationships across the country, the successes that have come out of these joint investigations and task forces stand out as proof that the future of policing involves far fewer silos.

ORGANIZED AGAINST CRIME

Last year, the RCMP in British Columbia (B.C.) wrapped up a nearly two-year investigation in Kelowna into high-ranking members of the Hells Angels Motorcycle Club (HAMC) with the seizure of more than $4 million and the arrests of eight individuals, who were charged with conspiracy to import 500 kilograms of cocaine.

They were also able to lay charges against the club as a criminal organization and once convicted, it will be the first time in B.C. that the HAMC is identified as a criminal organization.

But part of the success for those involved was the teamwork that went on behind the scenes of the investigation. The Kelowna drug team had originally received the intelligence that a group was exporting marijuana to the United States and importing cocaine into Canada. As they started working the file, which was called E-Predicate, it continued to grow in scope and reach, taking investigators as far as Central and South America.

"It was a large-scale investigation over two years," says Cpl. Ken Johnston, the primary investigator on the file. "There would be days where we would have 47 to 50 people at a briefing."

S/Sgt. Brian Gateley, the team commander for E-Predicate, says that level of manpower was necessary considering the targets of their investigation. One member of the gang in particular is considered one of the top three players in Western Canada.

And so as the scope of the investigation broadened, the resources and relationships with their partners needed to as well. They called in investigators from across the province, expanding their full-time team from 18 to 35. Relationships with liaison officers abroad and foreign policing agencies were pivotal in keeping the investigation on the right track and securing crucial information and evidence.

Gateley also worked very closely with the provincial associate chief prosecutor to ensure everything was done efficiently

but correctly and that various techniques would not affect the trial.

"They really had to buy into it in order for us to keep moving the investigation forward," says Gateley. "It couldn't have been done without that collaboration. I just look at how many strong partnerships were built during this file both internally and externally — we've got 400 police identified that we have to get notes from."

MUTUALLY BENEFICIAL

In the province of Manitoba, most organized crime activity occurs in Winnipeg. And so in 2004, the RCMP partnered with the Winnipeg Police Service (WPS) to form the Manitoba Integrated Organized Crime Task Force (MIOCTF).

Comprised of nine WPS members and nine RCMP members, the MIOCTF's mandate is to combat high-level organized crime in the province. While based in Winnipeg, their investigations sometimes take them outside of the city and even the province — often to one of their neighbouring provinces in the West. Having the two agencies working together and keeping the lines of communication constantly open have proven to be the best method for everyone.

"Instead of having two separate investigations, you combine resources and share intelligence, this allows investigations to progress more smoothly," says Insp. Len DelPino, the officer in charge of Winnipeg Drugs and Integrated Organized Crime.

The MIOCTF has led several successful investigations against the Hells Angels as well as high-level independent drug dealers in the province. Most recently was Project Deplete, a seven-month investigation that ended in February 2012 and resulted in the seizure of nearly $1 million of drugs and charges laid against 13 individuals.

While the resources and work are shared equally, S/Sgt. Marc Samson, one of the two team commanders of the MIOCTF, says that the WPS officers, who spend their entire careers in the city, have an in-depth knowledge of their municipality and connections that can be useful in the process of an investigation.

"We get very good officers that know exactly who's who in the city," says Samson. "And when we require assistance or information, we have immediate access to the front-line officers who are ready to assist on a moment's notice."

At the same time, RCMP members bring their knowledge and connections from their varied backgrounds and experiences all across the country. Samson says it's the marriage of municipal, provincial and federal backgrounds that has made their investigations so successful, with an impressive 98 per cent conviction or guilty plea rate.

OPPORTUNITIES FOR GROWTH

But not only do these kinds of partnerships bring more to the investigations, they're also ideal learning and networking opportunities for the investigators involved.

Det/Sgt. Cheryl Small has been a member of the WPS for nearly 23 years and with the MIOCTF for the last three. She says throughout her career, she's always jumped at the opportunity to participate in a joint force operation.

"You get the best of both worlds, you're sort of saturating the city with all that experience," says Small. "And you get exposed to things you never would being a city member. You always come out that much more knowledgeable than when you went in. You'll always take something away from it."

Small adds that these investigations call for police officers who enjoy working in teams and have excellent communication skills.

Cpl. Denis Leblanc was a member of the Prince Rupert drug team when E-predicate was starting up. He'd just come back from a nine-month peacekeeping mission in the Côte d'Ivoire a little more than a year before he was seconded to the Kelowna Drug Enforcement Branch to lead the covert operations for the investigation.

During his time in Kelowna, Leblanc says he learned a lot from the members he worked with, especially from Gateley, as he says he aspires to be a team commander one day. But in his interactions with the other members, what stood out most was the camaraderie amongst the group and the efforts other members made to make him feel comfortable and included.

"They just went above and beyond to make me feel like part of the team," says Leblanc. "I feel like that's not something that's required, it's not part of the job, but it's nice to have people notice you're away from home and invite you over for supper or out for a couple beers."

FIGHTING THE SAME FIGHT

Large-scale investigations like E-Predicate and the MIOCTF's projects can be time-consuming and expensive, both financially and in terms of personnel. The number of bodies that it takes to work these complex cases can be so large that teams require outside support to ensure the investigation can be completed successfully.

"We had five-man detachments sending us a body to help us out," says Gateley. "The personal sacrifice made by so many people was huge."

But members like Leblanc, who spent the better part of two years living out of rented condos in the city, see the value in that personal sacrifice. The biggest challenge he says was just co-ordinating the many voices and opinions in such a large investigation and channeling them into one set of actions. Things can change on a dime; obstacles can suddenly pop up and members need to be able to react quickly and trust in

Nearly seven kilograms of cocaine were seized as part of Project Deplete in February 2011.

Manitoba Integrated Organized Crime Task Force

the decisions being made.

"You never have a full picture, everybody sees things differently and has their own opinion on how to do things," says Leblanc. "You just have to make sure that everyone is on the same page and understands why you're doing things in a certain way."

But communicating and working together at the front end means a lot less potential confusion and overlap in the future. Small says in these organized crime cases, criminals spread themselves across various jurisdictions and criminal activities and so to effectively combat that, the police should too.

"Law enforcement should work together," says Small. "We're fighting for the same reasons, we're fighting the same fight, why not work together?"

And working together helps counteract some of the challenges and setbacks police can face throughout a large-scale high-profile investigation.

"Collaboration was absolutely crucial," says Johnston. "E-Predicate wouldn't have gotten off the ground if it hadn't been for all the people that came together and helped out — from the people at Justice to the liaison officer in South America and our members here on the ground."

STRENGTH IN NUMBERS

Whether in long-term partnerships or individual investigations, working collaboratively brings the best of each organization to the table. And from these partnerships, innovative techniques and best practices emerge.

RCMP

C/Supt. Brian Cantera speaks at a press conference, announcing the arrests of several high-ranking members of the Hells Angels Motorcycle Club.

Everyone from the investigators and team commander to the tech support that worked on E-Predicate have been receiving calls and questions about the techniques used. Gateley, who will be presenting at the team commander annual general meeting this summer, says a lot of intelligence came out of the clubhouse that they're now working on sharing with other police agencies across the country.

"The case was so complex and there were so many obstacles that we learned from," says Gateley. "The big thing now is to make sure we give that to other people."

No matter how police tackle the investigating of crime, criminals are continuing to evolve and perfect their techniques. With limited resources and pressure from the public to do less with more, organizations need to look at the best ways to get in front of crime and make a real dent in organized criminal activity.

While law enforcement will never be able to completely eradicate crime, more and more, the most effective solution seems to be sharing the burdens and responsibilities as well as the successes.

"Crime has changed in society. We're dealing with different generations and a different group of people, and I think it's gotten more violent over the last number of years," says DelPino. "But if we weren't together, would that still be the case? No doubt. We're doing our best and I think this is the best way for everyone to get the most bang for their buck." ■

INVESTIGATION ON INTERNATIONAL WATERS

While he was with the RCMP's Major Crime Unit in British Columbia (B.C.) in 2006, Cpl. Mike Pacholuk was called to a puzzling case in Miami, Florida.

A Canadian woman had disappeared off a European cruise ship, so the case was referred to RCMP in B.C. But the matter of who took the case was much more complicated.

The ship's port of call was Florida, it had most recently left an island in the Caribbean and it was heading to the Bahamas when the woman was last seen — in international waters.

After much debate, the RCMP ultimately decided that the Bahamas should have jurisdiction on the file, but the RCMP would be actively involved.

Pacholuk says, however, that police officers operating overseas are considered private citizens and must operate under the command of the police of jurisdiction.

Whenever Canadian investigators wanted to interview anyone, they had to encourage Bahamian police to ask them to carry out the task.

Investigators also borrowed the Federal Bureau of Investigation's forensic labs to examine items from the woman's room on the ship, adding another jurisdiction to the case.

"We're very careful because we don't want to step on anybody's toes," says Pacholuk, who now works for B.C.'s Integrated Homicide Investigative Team. "Instead of going in and upsetting other countries, Canada does the exact opposite where we're kind of bending over backwards to respect everybody's sensitivities and jurisdictional issues."

Ultimately, the case was ruled as a suicide, but Pacholuk says he learned a lot about the diplomacy of international crime.

"It's international waters," he says. "Warrants and all these other things come into play so it can get tricky."

— Mallory Procunier

NUNAVUT SAYS NO

POSTAL INSPECTION INTERCEPTS CONTRABAND HEADED NORTH

By Mallory Procunier

As part of its corporate social responsibility, Canada Post has partnered with the RCMP, the Sûreté du Québec (SQ) and other law enforcement agencies in Quebec to prevent contraband items from being mailed to the North.

Through the postal inspection project, Canada Post's postal inspectors team up with police officers and police dogs to examine parcels for anything that seems out of the ordinary. If they find a suspicious package, informed officers are able to determine if it's drugs or alcohol destined for a northern community.

"The law enforcement community recognized that, especially in some of those dry areas where alcohol is prohibited, we had to help retrieve those items," says Rita Estwick, senior postal inspector at Canada Post. "We recognize, collectively, the negative impact that this has on a northern community."

STRONG PARTNERSHIP

The inspection project is based in Montreal at Canada Post's second-largest sorting facility — where most of the mail headed north passes through.

When the project first began in 1999 after being proposed by the law enforcement community, it only happened once or twice a year. Since then, the partnership has strengthened and inspections now occur almost every other month, benefiting all those involved. The RCMP's Aboriginal Combined Forces Special Enforcement Unit in Quebec is taking a lead role in coordinating the project.

"It provides us with some protection for our folks who handle certain mail and helps us contribute to the communities where this particular contraband is headed," says Ted Upshaw, chief postal inspector for Canada Post.

And by being present when postal inspectors find contraband items, law enforcement agencies can get a head start on an investigation.

VISIBLE CHANGE

Ret. C/Supt. Steve McVarnock, the former commanding officer of RCMP in Nunavut, has witnessed the project grow in his territory. He says despite the fact that the public is aware of the inspection project, members still find a lot of drugs and alcohol coming through the system — more than $5 million in the last two years alone.

"When I equate that to a return on investment for what we've probably stopped from occurring in terms of violence and the money we've redirected to the community, it's probably had a significant return on investment," McVarnock says.

And at the community level, members in Nunavut are seeing a staggering effect.

"In a couple of the communities, the nurses have spoken to the members about seeing patients coming in with withdrawal symptoms because of the interdiction," says Insp. Frank Gallagher, operations support officer for RCMP in Iqaluit.

It's also helping community members focus on what's important in their life and what money should be spent on instead of drugs and alcohol.

"It has reduced incidents of crime in that people are not buying and selling illicit drugs within the community and therefore they may have more money for food," says Supt. Hilton Smee, who heads criminal operations for the territory.

McVarnock says the initiative has had great success in Nunavut, because the only way in and out is by air.

"In other provinces or territories you have road networks and there are many ways to get contraband into communities," McVarnock says.

DOING THEIR DUTY

Upshaw understands the importance of keeping drugs and alcohol out of northern communities, having served 28 years with the RCMP in northern Vancouver Island.

"There are days we wish we had more capacity to be able to keep contraband out but I also know the RCMP wishes it had more capacity to put more resources in another place," Upshaw says.

And for an organization that has 69,000 employees, 6,500 offices and a presence in every Canadian community, Canada Post recognizes the critical part it plays in helping keep communities safe.

"Anytime we can work with our partners and are able to take these things out, then we've provided an increased safety to the community and the members who serve in that area," Upshaw says. ■

Through the postal inspection project, Canada Post's postal inspectors team up with police officers and police dogs to examine parcels for anything out of the ordinary.

Canada Post

OPEN MINDS

OFFICER EXCHANGE PROGRAM SHARES RESOURCES AND INFORMATION

By Mallory Procunier

A partnership between the RCMP in Hamilton, the Ontario Provincial Police (OPP) and the Hamilton Police Service (HPS) has officers from each force learning new skills and making valuable contacts.

As part of the officer exchange program, each police service swaps a few members every three to four months. For that time, OPP officers have a chance to learn about municipal and federal policing, RCMP members get a taste of front-line work in Ontario and HPS officers are exposed to federal statute investigations and provincial highway patrol.

NEW EXPERIENCES

The exchange began three years ago as a partnership between HPS and the RCMP. Supt. Paul Morrison of HPS says at that time, there wasn't a lot of front-line communication between the two agencies. He says some HPS patrol officers didn't even know the RCMP had an office in Hamilton.

Now, police officers from each agency are not only able to share information, but are able to know what information the other agency is looking for.

"Certain crimes are common to all of us," says Morrison. "If we enlighten other agencies on what we do and they enlighten us, then we might be able to support each other a bit more in our investigations."

Insp. Alison Jevons of the OPP helped the provincial force join the partnership in early February. She saw how it was benefiting both the local RCMP and HPS and wanted the same for her officers.

"It exposes all of our members to things they would not normally be exposed to in the course of policing duties," Jevons says.

In 2011, Cst. Elie Youssef was the first RCMP member to participate in the exchange from his detachment. He spent four months with HPS in its criminal investigative branch doing general investigations of most crimes below a homicide — sudden deaths, stabbings, robberies and assaults.

And for a member who graduated from the RCMP's training academy only two years prior to the exchange and was first posted to Ontario — where RCMP members only work on federal cases — Youssef says it was quite the eye-opening experience to work on the local side of policing.

"It was very impactful doing next-of-kin notifications and dealing with the general public more on a personal level because I had never experienced that," Youssef says. "I believe, initially, the program was meant for members like me who really never got a taste for general duty work to go out there and build contacts and learn the work of municipal policing."

SHARING INTELLIGENCE

Morrison says he was surprised to see how often the HPS' and the RCMP's investigations involve the same suspect or location. He says HPS was investigating a local variety store for stolen property for some time when it realized the RCMP was monitoring the same store for counterfeit DVDs.

"We then realized that we were both looking at these places for different reasons when we could have exchanged information that would make it a lot easier to investigate," Morrison says.

Not only is the program opening the lines of communication, it's also giving officers from each agency the skills and knowledge to recognize federal crimes, such as counterfeit sales or cases of human smuggling, so the RCMP can be alerted sooner.

"Now, when they see the counterfeit videos, they know it isn't right because they've worked with the Mounties and they've seen counterfeit goods," Morrison says. "Our officers probably didn't know there was a counterfeiting problem in Hamilton until we were educated by the Mounties."

RCMP Insp. Steve Martin says that, even though it's not the mandate for the HPS or OPP to investigate federal offences, the education portion can give them the skills to be able to start one.

"Now they feel confident because as part of the exchange, they've already been able to put those cases into practice and have a degree of subject matter expertise and knowledge," Martin says.

And for members like Youssef, it puts them in a great position for only having a few years of experience on the job.

"It was such a learning opportunity for me because I went into a detective role right away," Youssef says. "Not a lot of officers get the chance to do that type of work, especially with only a few years of service." ■

Members of the Hamilton Police Service, the Ontario Provincial Police and the RCMP are part of an officer exchange program that gives them new skills.

Cst. Matt Knox

SHOULD POLICE AGENCIES DROP 10-CODES TO PROMOTE BETTER INTER-AGENCY COMMUNICATIONS?

THE PANELISTS

- **Sylvie Corriveau, officer in charge, Operational Communications Centre National Support Services, RCMP**
- **Sgt. Treena Ley, Professional Development Division, Hamilton Police Service**
- **Insp. Jeff Cove, Support Service Division, Lethbridge Regional Police Service**

SYLVIE CORRIVEAU

The first RCMP two-way mobile station-to-car radio network began transmitting messages and instructions to 11 patrol cars and 23 detachments equipped with radio receivers in the fall of 1939. In the next few years, radio systems expanded across the country. The addition of new members and the introduction of the Canadian Police Information Centre (CPIC) began to overload radio channels, which influenced the use of 10-codes to reduce chatter and safeguard CPIC information.

The usefulness of 10-codes no longer applies to modern policing, and I'm of the belief that police agencies should drop them. Agency 10-codes are easily available on the Internet and this challenges the "secrecy" justification for their use. With technological advancements, the RCMP is migrating to digital and encrypted radios adding another layer of security and reducing the need for 10-codes.

Across Canada, 10-codes have slowly morphed to reflect the local needs of police and this has resulted in a coded language that isn't standard across the force and the country. Because RCMP members are very transient, often moving from one province to another, the non-standardized 10-codes may eventually jeopardize their safety and that of the public.

The need to provide relief to members stationed in isolated posts clearly underscores the importance of adopting plain language. For example, the Operational Communications Centre (OCC) in Nunavut uses 10-codes that aren't common to other provinces and when new members arrive, messages need to be repeated in plain language or transmitted via telephone. Criminal Name Index entries are broadcast by 10-codes, which means a temporary member or a newly transferred member can be unaware of his client's record, an obvious safety risk.

The ever-increasing use of joint operations for projects and international events is another reason for adopting plain language. An OCC operator must be able to effectively communicate to all officers during a moment of crisis. This was evident during the G8/G20 summit. The two operational OCCs were responsible for disseminating information to a group of police officers from various agencies across Canada. Brevity isn't an issue: it takes the same amount of time to say "10-4" as it does "OK," or "10-21" versus "call me." Using plain language during those events was instrumental in ensuring that everyone received the same direction and messaging — without the need to repeat it — regardless of their current posting.

The RCMP and other police agencies should evaluate the pros and cons of dropping 10-codes. Agencies could maintain between five and 10 radio codes, such as "10-4," which has the same meaning worldwide. More than 10 would defeat the purpose.

Hamilton Police Service and Lethbridge Regional Police Service have both adopted this practice and both report great success. Operational members have been supplied with earpieces to prevent clients from hearing what is being broadcast and, thus far, complaints have been minimal.

With the push for interoperability and the need to work more closely and effectively with our various partners, it's time for the RCMP and other organizations to push forward this initiative to enhance consistent communication between its own members and those of other police agencies.

Editor's note: *In an effort to enhance communication between RCMP Operational Communications Centres and police officers, the RCMP is amending its national 10-code signals between 10-01 and 10-59. The changes will come into effect July 26, 2013.*

SGT. TREENA LEY

The use of 10-codes has played an important role in policing for many years. However, time and encrypted radio technology has made them somewhat unnecessary. Recently, our police service chose to drop the use of our 10-codes and adopted a plain language protocol.

Introduced in the 1930s, 10-codes enabled police to communicate in a secret coded language. Over the years, police services have customized the 10-codes resulting in different meanings from jurisdiction to jurisdiction. Today, our secret 'cop-talk' is not as secretive as we would like to think. A quick Internet search will provide a detailed list of the 10-codes for most police services.

Using different radio channels and varying 10-codes can easily compromise communication between emergency responders. Interoperability is an integral part of multi-agency operations using operational planning models such as Incident Management System (IMS) or Incident Command System (ICS). Both planning models point to the importance of interoperability and multi-agency communication to enhance a co-ordinated and organized response to any and all emergencies.

During the 9/11 attacks, emergency personnel were unable to communicate because of the different radio channels and varying 10-codes. According to the International Association of Chiefs of Police 2010 report, Use of 10-Codes vs. Use of Plain Language in Radio Communication: "Many emergency responders believe that the communication breakdown contributed to the deaths of many police officers and firefighters."

While major disasters don't occur every day, events such as fires, vehicle pursuits and missing persons don't stop at our individual borders.

The Hamilton Police Service (HPS)

borders with five police agencies and they all use different 10-codes. For example, in Hamilton 10-13 means 'lunch break' but for Halton Regional Police, Brantford Police Service and the Ontario Provincial Police it means 'advise road and weather conditions.' It means 'carrying passengers' for Niagara Regional Police while Waterloo Regional Police don't use a 10-13 code at all.

These differences could easily cause confusion for police during incidents that cross jurisdictional lines. A Hamilton officer involved in a pursuit would be confused if the Halton dispatcher was to request their 10-13, leaving the officer to wonder why the dispatcher is requesting them to take lunch.

The transition from 10-codes to plain language is not a new concept for police agencies in many parts of the Unites States and Canada. The New York State Police have been using 'plain talk' for the past four decades, the entire state of Virginia switched to plain language in 2007 and the same year the Lethbridge Regional Police Service in Alberta also made the switch.

Our police service's transition into plain language has been a smooth one. Our officers are clear and concise with their transmissions but, more importantly, we are confident in our ability to communicate with our emergency partners.

INSP. JEFF COVE

It was once thought that in order for communication between police officers to be clear, quick, efficient, secure and sound professional, we needed to use codes. These were good arguments for using the 10-code system back in the day, but many law enforcement agencies are now questioning its necessity and effectiveness. Promoting inter-agency operations and supporting integration are only two reasons why police should consider abandoning 10-codes in favour of plain language dispatch.

The Lethbridge Regional Police Service (LRPS) began using plain language dispatch in July 2007 following a proposal by our Public Safety Communications Centre Manager, Chris Kearns. At first blush, our old-school fears about citizens knowing our business came to the surface. However, on sober second thought, the advancement of secure digital trunked radio communication systems that are extremely difficult and expensive (if not impossible) to scan and the need for clear communication in a time of integrated policing models, it became apparent that this was something we should consider.

No two police services seem to agree on a consistent list of 10-codes — even if they are in neighbouring jurisdictions — and a translation of what 10-codes actually mean is the worst kept secret on the planet. The LRPS concluded that the only thing 10-codes were successful in doing was creating a greater risk for miscommunication when talking to each other during an emergency or between policing partners and other emergency partners.

Of course, there will always be a need for a few 10-codes to deal with certain situations, but we have reduced our list to four from more than 50. Operational codes, call type dispatch codes and status codes have all been replaced by plain English and a 10-code for "about to convey sensitive or confidential information," "your subject is on observation/special interest," "officer is in immediate danger," and "officer needs assistance." These are all codes to hide the conversation or information from persons standing within earshot rather than listening over the radio or to expedite a response in a given situation.

Today the LRPS continues to use plain language dispatch. It significantly reduces the amount of time we spend on radio operations in our recruit training, we never have to adjust our codes to accommodate any emerging trends or issues, our communication is clear and understood, we are ready to communicate with any other emergency agency we may find ourselves on the same radio channel with and no secrets have been intercepted by scanners.

And let's not forget we still have mobile data terminals in the cars which are used to transmit the closely guarded personal information of people we deal with as complainants or suspects. All of our fears have been allayed and none of our anticipated and harbored fears have come to fruition.

In this time and space, adopting plain language communications makes sense — just like 10-codes did when they were first implemented. ■

Vancouver Police Department

After the riot, more than 5,000 hours of video was seized from the public, surveillance cameras and the media. The integrated investigative team was able to process the large amount of information and many tips from the public.

INTEGRATION AND INNOVATION

INVESTIGATING THE STANLEY CUP RIOT

By Insp. Les Yeo, former Integrated Riot Investigation Team Commander, Vancouver Police Department

On June 15, 2011, Vancouver faced an extraordinary event catapulting the city onto the international stage. More than 150,000 people took to the streets after the final game of the Stanley Cup playoffs.

What followed resulted in the largest Canadian criminal investigation of its type. Rioters went on a crime spree and destroyed property, looted businesses, started fires and assaulted those who got in their way.

Hundreds engaged in criminal acts, while thousands more formed a sea of encouraging spectators, many recording the "action" on their handheld electronic devices. A far greater audience watched the chaos of the riot on their televisions.

It took more than three hours and 900 police officers from around the region to quell the riot and return order to the city.

In its wake, 112 businesses and 122 vehicles were damaged or destroyed, resulting in a loss of more than $3.4 million. The riot tarnished the international reputation of Vancouver and deprived its citizens of a sense of pride and security in their community.

Never before has social media played such a significant role in a police investigation. Twitter and Facebook provided the crowd with up-to-the-moment details on the riot, including where police were being deployed. Social media then became the forum for discussion, as videos from the riot were posted and re-posted. Rioters bragged about their "exploits," while others used it to research and identify persons involved.

Investigators were faced with the challenge of capturing this evidence before it was removed and disappeared off these sites. Other challenges were the incredible amount of video evidence that needed to be collected and processed, the sheer volume of rioters involved, and the immense public and media pressure for answers and action.

The 70-member Integrated Riot Investigation Team (IRIT), composed of eight police agencies, was formed in the days following. Members from the RCMP, Port Moody Police, Abbotsford Police, West Vancouver Police, Transit Police Service, Delta Police and New Westminster Police came together to assist Vancouver Police in this massive investigation. In effect, a mid-sized police department was created from the ground up, together with vehicles, office space, computers and staffing.

This integrated unit illustrates how police agencies can work together to solve investigations of this scale. From the RCMP alone, there were up to 29 different members at different points contributing to the investigation. The members had between three and 30 years service, and varied operational backgrounds, from officers with minimal investigative experience to those who were major crime investigators.

CASE OVERVIEW

On the morning of June 16, while burned cars were being towed and broken glass swept up, the IRIT felt it owed it to the victims and the outraged residents of Vancouver to do the right thing.

That meant making a commitment to pursue the rioters and use creative approaches to identify and bring them before the courts. From the beginning, the team's goal has always been to achieve the strongest sentences against those who committed crimes against the community.

Email and phone tip lines were created and during the first seven days, 4,464 tips were received. Information mounted quickly, with hundreds of criminal events requiring investigation. In one event alone, more than

300 looters were captured on video breaking into a drug store.

More than 5,000 hours of video in more than 100 different formats was seized from the public, closed-circuit television (CCTV) and the media. This is in stark contrast to the 1994 Stanley Cup Riot, which saw only 100 hours of video in one format: VHS. Investigators were looking at a timeline of almost two years to process this video in the existing VPD lab, a daunting amount of video that would overwhelm the processing capabilities of any forensic video lab.

There were critics who told us early in the investigation that results were taking too long and that our decision to be thorough was wrong. They urged us to rush the investigation, quickly make arrests and bring cases to court. But the team didn't want to cut corners.

In order to properly manage, organize and complete a thorough investigation of this enormity, we needed to deal with the following factors:

- Process the large amount of information and tips from the public
- Tag and track exhibits and video evidence seized by police
- Prepare disclosure packages for Crown to optimize successful prosecutions

Early in the investigation, a decision was made to consult and seek the help of the only lab capable of forensically processing this massive amount of video evidence. The Law Enforcement and Emergency Services Video Association (LEVA) lab in Indianapolis accepted our request, and activated the first full deployment of their Emergency Response Team. This lab was purposefully designed for large-scale criminal investigations of this type.

Video was then reviewed to "tag" events and suspects, using multiple standardized searchable criteria to provide individualization. This enabled investigators to later search for suspects in a manner similar to an Internet search engine.

- More than 30 terabytes of data were processed (equivalent to 7,500 DVDs or 45,000 CDs)
- 50 forensic analysts worked on the project from across North America and the UK, representing over 40 law enforcement agencies
- More than 4,000 analyst hours were spent in the lab, during a 14-day period
- More than 15,000 criminal acts and suspected rioters were "tagged" (some were the same individual tagged from different camera angles)

Investigators were now able to cull information from all the video, searching for a suspect in a matter of seconds.

Every step undertaken during the riot investigation — from the seizure of videos to the writing of judicial orders, IRIT investigator evidence and charge recommendations — has been managed through the use of Major Case Management (MCM) task assignments.

Almost 1,600 individual tasks were assigned to investigators, most requiring a full investigation of individual rioters and the completion of Crown counsel reports.

Electronic disclosure packages were created to ensure all relevant information on the investigation was compiled and disclosed to both Crown and subsequently Defence. The Crown counsel reports on every rioter were more than 500 pages in length.

INNOVATIONS

The Integrated Riot Investigation Information System (IRIIS), an internally developed Windows database, was used to amalgamate and link the different investigative information such as tasks, tips, videos, photographs, target details, file status and criminal charges.

The main function of IRIIS was to provide a research tool and database for investigators. However, it was also able to automatically generate statistical reports for media releases, management decisions and workload allocation.

An interactive and secured riot website was created to identify rioters and update the public on the status of the investigation. The website became an important investigative tool in posting photos of rioters for identification. The strategy was to drive the public to the website and help identify suspects, through a carefully managed communication plan.

- Strategic news releases used to rekindle public interest.
- Public outreach campaign using QR codes to direct the public to the website.
- "Tweet the Chief" – a first for North American police departments. VPD Chief Constable Jim Chu hosted a live-streamed video webcast answering questions about the riot both from the public via Twitter and from a live studio audience.
- Use of social media strategies such as Facebook ads, where we were able to appear on the Facebook profiles of up to 160,000 15- to 25-year-olds in the region per day.

Another unique approach was taken by the team to reach out to the community on a scale that has never been done before. Similar to the old western wanted posters, Riot Roundup posters were produced featuring 200 pictures of unidentified rioters.

With the help of 400 volunteers, 100,000 posters were handed out over two days in 19 cities and more than 75 locations across the region. The poster was a tremendous success; tips flooded into the office resulting in leads on more than 50 per cent of the featured rioters.

As a result of creative initiatives and managing media opportunities, the website generated 2.2 million visits and more than 7,500 tips. Those tips from the public greatly assisted in the investigation and resulted in the identification and arrest of many of the rioters.

WORTH THE WAIT

So far, 1,045 criminal charges have been recommended against 315 rioters. There have been more than 100 guilty pleas from rioters, with sentences ranging from conditional sentence orders to 20 months in jail. The riot investigation will be the largest criminal investigation of its type in Canadian history. The massive amount of forensic video collected, processed and managed was unparalleled.

The IRIT investigative approach has revolutionized how police deal with modern day investigations of this size. With the investigative excellence, innovative and creative steps taken, this extraordinary investigation will result in hundreds of rioters charged and held accountable for their actions on June 15, 2011. ■

PATCHLESS INVESTIGATIONS

THE BENEFITS AND CHALLENGES OF JOINT OPERATIONS

When a serial killer commits crimes in different cities or an organized crime group runs its operations across town lines, it requires a joint effort from police agencies across many jurisdictions. Gazette *writer Mallory Procunier spoke to Insp. Gary Shinkaruk, S/Sgt. Wayne Clary and Supt. John Robin from the RCMP's Major Crime Unit in British Columbia (B.C.) about what it takes to investigate these types of crimes.*

RCMP

Joint management teams can be helpful to lead any multi-jurisdictional investigation, whether it involves a longstanding integrated unit or many resources coming together quickly.

IN YOUR EXPERIENCE WITH MULTI-JURISDICTIONAL INVESTIGATIONS, WHAT'S THE BEST PROCESS?

JR: Because we work in the Lower Mainland District (LMD), we have multiple jurisdictions, detachments and police agencies. It's inevitable that we're going to be, in most of the larger investigations, co-operating with other agencies in some capacity. Working together over the years has certainly provided us with good experience of what works and what doesn't work.

I was at the beginning of the B.C. Integrated Gang Task Force when it was first formed back in 2005. That unit brought together members from the 13 RCMP detachments and the six police departments that work in the LMD to target gang violence.

What worked well was having a joint management team (JMT) overseeing that unit so we had ownership or buy-in from all the different agencies that contributed people. Continually communicating with the JMT was vitally important because the police chiefs and the detachment commanders all have mayors and councils that they report back to about what we are doing with their resources. They've just given their best and brightest to us and they need to be assured that we are using them effectively on our common problem.

In my view, having a JMT for a multi-jurisdictional investigation is very important. Having some sort of written agreement or memorandum of understanding (MOU) with them so that everybody is on the same page is crucial.

GS: In my experience, if there's an urgency and you need bodies right away, senior management is very good to send the bodies and say that the MOU will catch up, but you need to get it in place eventually. Let's say you have a municipal member driving an RCMP car and he or she gets in an accident with a civilian. You need to know who is responsible to pay for the damages.

WHAT ABOUT WHEN THERE'S NO PRE-EXISTING JOINT MANAGEMENT TEAM?

GS: The best business practices are the same whether it's a long-standing joint forces operation (JFO) or you just have to throw the resources together quickly.

WC: To me, when you look at a big JFO, there are those you can plan out, take your time and set up the scope but then there are the shorts-on-fire JFOs that just sort of come up. I was on Project Evenhanded* when that sort of thing happened. What I saw, which brought everything together very quickly and nicely, was the relationship between all the people in the right places across different police forces in the LMD. Essentially overnight we had bodies from all these different police forces. Those relationships that were already established were very important in order to have a quick response to an investigation that needed help instantly.

WHAT APPROACH WORKS WELL IN THESE TYPES OF INVESTIGATIONS?

JR: What works well is understanding the dynamics of why the different chiefs or detachment commanders are putting people in and what their pressures are. Because what you're doing is borrowing resources from them. You need to have a good understanding of what their pressures are because you'll need to keep those people for a good period of time.

WC: You also need to ensure you have the people to put in the roles that are important for the success of the investigation. You need team leaders — people who can drive the investigation forward. You have to think about the scope of the investigation and what will be required. In my opinion, you have to think big and ensure you'll have all you need to go in the right direction.

JR: I agree with Wayne, but make sure that you are putting the best person in the job regardless of their badge. So if the best person for the job is not an RCMP member, you put that person in the job. The bottom line is that what you're looking for is success, and that's why everyone puts their badge in the drawer and you put the right person in the job.

GS: That doesn't mean that you can't take on people with less experience or some with little experience, but you have to understand the makeup of the team and the role. If you're going to have a 50-person investigation, it's not necessary that all 50 be the most experienced or skilled investigators. You need some of those people, but it's also good to bring on some young people that can get exposed to it if they come in with the right attitude.

WHAT ARE SOME PITFALLS TO AVOID?

JR: One of the keys is that these joint investigations take a long time. What's really important is that you're realistic with everybody about how long this is going to take and you ensure there's ongoing commitment because there's nothing worse than having someone come back and say they need their people back halfway through an active project. Make sure you give them a realistic estimate. If you think it's going to take a year then you tell them a year. If they say you only have three months, then you adjust your plan.

WC: To me, the crucial time is after the arrest. Resources need to stay committed to properly manage the disclosure and support the prosecution. I know that in the not too recent past, investigations have fallen through because that aspect wasn't effectively addressed.

JR: That comes back to absolutely clear communication about your mandate, objectives, plan and where you're going, and communicating that to all the partners. Making sure everybody is on the same page. Not only when you start the project, but all the way through it because you need to continually re-establish yourself as you're moving forward. If you don't do that and aren't continually communicating with everybody involved, then it'll fail. You won't get that buy-in. It gets pretty tough when all the arrests have been done and you're into the grind of the disclosure. That's when it gets tough to keep everybody motivated — not only the people on your team but also the people who are contributing to the team.

WHAT CHALLENGES LIE IN LEADING A MULTI-JURISDICTIONAL INVESTIGATION?

GS: While you're running the investigation, the viewpoint is that all those members answer to the investigation leaders. You also need to make sure and establish that the team reports to you and you report to senior management. Let's say you take somebody from a smaller detachment. It's up to you to update their detachment commander. You need to make sure that the lines of communication are very well established and adhered to. It's necessary to make that team function as a team and not in patches, but really patchless. Team briefings are the heart and soul of any investigation, and it's vital to ensure they are done frequently. Multi-jurisdictional investigations are like any other investigation — they require leadership and communication and a dogged pursuit of the evidence that follows the principles of major case management.

IN HIGH-PROFILE CASES, HOW DO YOU DEAL WITH THE MEDIA?

GS: You provide equal billing and representation to all partners regardless of the size of their contribution. Let's say two large detachments give 15 people each and two small detachments give five. When you're going to do a media release or press conference, you have to make sure that there's equal representation from all partners. The public, elected officials and different police departments should all see who is in the partnership. It also sends a strong message to criminals that crossing boundaries does not make them immune to arrest and prosecution.

WHAT ARE THE BENEFITS OF BEING INVOLVED IN A MULTI-JURISDICTIONAL INVESTIGATION?

JR: We're not the only house with best practices. There are other places that have some really good ideas and some good ways of doing things. And when you bring all that together you get all that thinking under one roof. To me, that's the advantage that everyone brings to the table. You're continually learning as a police officer all through your career. You look at what everyone else is doing, take the best ideas and adopt them as your own. That's the advantage of these joint forces operations because you really get that variety of thought under one roof.

** Project Evenhanded is the investigation of 68 missing and/or murdered women from the Downtown Eastside of Vancouver and the surrounding areas.* ■

Multi-jurisdictional investigations can be challenging, but also present learning opportunities for those involved.

Cst. Matt Knox

Bryan McNally / Ottawa Police Service

Dr. Peter Boyles, left, and Cst. Stéphane Quesnel of the Ottawa Police Service ride and work together when responding to calls involving a mental health crisis.

SIDE BY SIDE

POLICE AND HOSPITAL TEAM UP TO HELP THOSE IN DISTRESS

By Sgt. Debbi Palmer and Cst. Stéphane Quesnel, Ottawa Police Service, Mental Health Unit and Dr. Peter Boyles, Ottawa Hospital, Mobile Crisis Team

Could Sir Arthur Conan Doyle have ever predicted that his fictional characters Sherlock Holmes and Dr. Watson might one day come to life? A similar partnership is being piloted by the Ottawa Hospital and the Ottawa Police Service in which a police officer and a psychiatric doctor are paired up to help those in need.

The Ottawa Police Service Mental Health Unit (MHU) and the Ottawa Hospital Mobile Crisis Team (MCT) have been collaborating since 2004. The four MHU officers work with a team of social workers and nurses, while the MCT has two consulting psychiatrists who are also available to do mobile assessments in the community.

A pilot introduced in Ottawa in July 2012 was initially proposed by one of the psychiatrists, Dr. Peter Boyles, and is an extension of this current model. Boyles and/or a resident doctor go out in an unmarked cruiser with a plainclothes officer from the MHU and respond to live calls, three afternoons a week.

NUMEROUS BENEFITS

The benefits to the client, the family, the patrol officers, the area hospitals and the attending doctor are many.

For the client and family, a mental health assessment is conducted in the home. Once the assessment by the MHU and the physician is complete, the client may be brought to the hospital for further evaluation, a follow-up appointment may be provided to the client (with or without a prescription for medication) or the client can stay in the home and be provided with relevant resources.

This house-call approach prevents long waits in emergency departments or frustration in navigating a complex health care system to find appropriate resources. If the person does require hospitalization, the admission process is streamlined and expedited.

Front-line patrol officers also win. They're released earlier at the scene to attend other calls.

For the doctor and hospital, it provides a complete first-hand picture of the home environment and ensures a more complete assessment. Collateral sources such as family members can be interviewed on scene. It also reduces the burden on emergency departments by providing these urgent assessments without the waiting.

For example, when a family obtains an order of psychiatric examination issued by a justice of the peace, that order — a Form 2 under the *Ontario Mental Health Act* — is executed by police, who must transport the person to the nearest psychiatric examination facility such as a hospital.

TIMELY ASSESSMENT

As part of the pilot project, the officer and doctor can assess the client at the person's home rather than in a hospital, and immediately determine if the person needs to be admitted. Without this pilot, patrol officers would need to apprehend the client and take them to the hospital where both would typically wait for several hours until a psychiatric doctor is available.

One example of how the pilot was helpful to everyone involved was a case in which an elderly man called 911 from a food court in a large Ottawa mall. The man, who did not reside in Ottawa, told the dispatcher that he had purchased a knife and was going to stab people but he didn't know why. Patrol officers located him and apprehended him under the *Ontario Mental Health Act*.

The MHU officer and the physician conducted an assessment on scene. During the assessment, they determined that the man suffered from a brain injury and his symptoms mimicked those of a mental health illness. The Mobile Crisis Team was notified and the man was transported to one of their crisis beds.

MCT then worked with the man to return him to his hometown in Alberta. Had he been taken to hospital in the usual practice, he and the two officers would likely have been there for about four hours before being seen, and the man probably referred to a shelter.

COMPLEMENTARY APPROACH

"While this approach has been used across Canada with other mental health professionals such as nurses, social workers and crisis counsellors, pairing police with physicians is unique," says OPS S/Sgt. Dana Reynolds of MHU.

"Physicians broaden the scope of intervention by being able to certify individuals, admit them to a hospital, cancel involuntary committals and prescribe medication," adds Dr. Peter Boyles.

The pilot also uses the latest in technology. Police officers naturally have access to records on their computer systems, while the physician has immediate access to a client's medical records on an iPad. Information-sharing via a memorandum of understanding between the Ottawa Police and the Ottawa Hospital helps ensure that a more complete picture is known at the scene again benefiting police officers, health professionals and the people themselves who are in distress.

While at present this is only a pilot project, feedback has been positive. Two recent examples demonstrate the successful outcomes of this partnership.

SEEING IS BELIEVING

In one case, a man contacted police because he was concerned for his wife, who had been behaving strangely for the past three to four months. She was acting paranoid: she didn't believe that her husband was actually her husband and she thought that government agencies were watching and listening to her at all times.

Initially, with the information provided, there wasn't enough for police to apprehend this woman under the *Ontario Mental Health Act*. She was well dressed, well spoken and didn't exhibit any signs that she intended to hurt herself or others, and seemed able to take care of herself.

Police advised her husband to get a Mental Health Form 2, an order by the Justice of the Peace for assessment. The form directs anyone, including a police officer, to take the person directly into custody to an appropriate place for examination by a physician.

The following day, the man obtained a Form 2 and called police for assistance. The MHU officer and the psychiatrist, who were working that day, heard the call and advised that they could assist.

Once on scene, the man disclosed more information to the team, including that his wife often talks about the devil and has put crosses all over their home. When the team spoke to the woman inside the home, she appeared well kept and denied any allegations described by her husband.

The team was able to speak to other family members and neighbours who corroborated what the husband was saying. They also saw the crosses inside the home. After receiving all this information, the psychiatrist spoke to the woman and put her on a Mental Health Form 1, which is an application by a physician for psychiatric assessment.

The team advised the hospital that they were bringing someone in on a Form 1 and when they arrived at the hospital, she was placed in a room in less than 30 minutes. Normally, this would have required two officers to accompany the woman in the hospital waiting room for at least two and a half hours. The woman was eventually diagnosed with schizophrenia and received treatment and follow-up resources when she was discharged.

ON THE EDGE

In another example, the MHU officer and psychiatrist responded to a call from a man who had received a text from his girlfriend that she was going to kill herself. The team met with the woman, who told them that she wanted to jump from her 18th floor balcony.

She was visibly upset and wanted to talk, but not with police present. Patrol officers were advised to stay outside the door, while MHU officers, wearing plainclothes, stayed with the psychiatrist and the woman.

She finally disclosed that she and her boyfriend were breaking up and she was quite upset but had no actual intention of killing herself. She explained her plans to continue her education and her part-time job.

The team referred her to the MCT for resources to help her cope with the break up and to help her find housing if needed. After speaking to her at length, she was in good spirits and left the apartment to see friends.

MCT followed up with her the next day and she said she was feeling better and staying with her mother until she found a place to live. She had also set up a counselling session. MCT provided its number to her and invited her to call if she needed to speak to someone.

Ordinarily, a patrol officer would have apprehended her under the *Ontario Mental Health Act* and brought her to hospital for an assessment. She most likely would have been released after speaking to the psychiatrist and referred to MCT. The team saved the police and hospital resources but, more importantly, it was able to assist the woman at home and provide resources to her without having to go to the hospital.

As Sherlock Holmes would say, "it's elementary" that such collaborations can support a new wave of care delivery and co-operation that benefit a city on many levels. ■

NZ Police Forensic Photographer

New Zealand Police, NZ Fire Service and Australian USAR team members from Queensland are assisted by civilian construction workers during the recovery effort at the Canterbury Television building one day after the earthquake.

IN THE THICK OF THE RESCUE

NEW ZEALAND POLICE LOOK BACK AT EARTHQUAKE RESPONSE

By Assistant Commissioner Dave Cliff, Police National Headquarters, New Zealand

On February 14, 2013, the damaged Christchurch Central Police Station was opened almost two years after the devastating earthquake. It marked a new start for employees who worked through the chaos of the 2011 earthquake and provided continuity of policing as the city struggled toward recovery. The site had been cleared and the station rebuilt and populated within 10 months.

At the opening, Canterbury District Commander Superintendent Gary Knowles paid tribute to all involved: "The background of the earthquakes, the displacement of staff and the tight timeframes make today's ceremony all the more remarkable."

He wasn't kidding. At 12:51 p.m. on Feb. 22, 2011, the 6.3-magnitude earthquake brought buildings down on their occupants and sent masonry cascading into crowded streets. Television images showed bloodied survivors and a shattered cityscape: the cathedral ruined and smouldering, pancaked rubble that was later identified as the Canterbury Television (CTV) building.

Canterbury Police District employees were immediately in the thick of rescue efforts, comforting the injured, dying and grieving, and retrieving the dead. More than 200 police officers were deployed from around the country, swelling the number of officers in the city to 1,200. They staffed security cordons, organized evacuations, and dealt with search and rescue, missing persons and family liaison.

Military personnel were quickly on the scene in what became the New Zealand Defence Force's largest domestic operation, involving more than 1,400 army, navy and air force personnel plus reserves. The army provided logistics, equipment, transport, evacuations and survey of the port and harbor. The air force provided an air bridge between Christchurch and Wellington while the crew of the warship Canterbury cooked meals for displaced locals.

Canterbury Police and their partners — health care, ambulance, fire and defence personnel — had rehearsed such a response. In the previous two years there had been five training sessions to test systems, usually in counterterrorism scenarios, but all focused on the co-ordinated management of mass-casualty events. This proved invaluable during the real thing: all agencies had confidence in their counterparts, the strength of their relationships and the personalities involved.

Every agency worked seamlessly and helped each other in a spirit of complete co-operation. The key reason was the friendships and trust developed through such positive contact in the years before the earthquake.

HEAVY TOLL

The earthquake killed 185 people, 115 of them — including Canterbury Police District employee Pam Brien — in the CTV building. The disaster was broadcast around the world, with interest intensified by the large number of overseas victims, including dozens of language students killed in the CTV building collapse. The world responded.

At the peak of the rescue effort, Christchurch hosted 900 rescue workers from New Zealand, Australia, Japan, China, Singapore, Taiwan, the United States and Britain. International experts joined the Disaster Victim Identification (DVI) process, where police worked closely with pathologists, forensic dentists, scientists and the coroner at an emergency mortuary at Burnham Military Camp. New Zealand's use of the UN-accredited DVI process made this possible.

The victims' home nations included the Philippines, the United States, Ireland, Thailand, China, Israel, Japan and Turkey. From early on, police worked with diplomats from the Ministry of Foreign Affairs and Trade (MFAT), who ensured a seamless flow of information to embassies from all the affected countries.

Police met ministers and government officials from numerous countries to provide personal reassurance that everything possible was being done to identify victims and return them to their families as soon as possible. Of central importance was explaining the DVI process so relatives understood that police cared, and couldn't risk potentially misidentifying a single victim.

Foremost among the nations offering help was Australia. Two days after the earthquake, 300 Australian police officers arrived, to spontaneous applause at the airport. Representatives of each of the seven state police services and the Australian Federal Police served in Christchurch.

These Australian police officers were sworn as New Zealand constables and fully employed, patrolling Kiwi streets for the first time since the 19th century.

Australian commanders were embedded in the command group and fully involved in decision-making, along with representatives of MFAT, the fire service, ambulance, defence and the media team.

South Australia Police Supt. Anthony Fioravanti, who had been in Canterbury for three months on an exchange program, was appointed second-in-command of Operation Earthquake, the police response to the quake.

Problems of equipment compatibility were minimal. Australian police radios, for example, were easily programmable to local frequencies. Australian officers did, however, have to give up their firearms as New Zealand Police are not routinely armed.

Media from home and abroad descended on Christchurch and police communications experts were drafted from around the country. Daily briefings fronted by, among others, Mayor Bob Parker and the Canterbury Police District Commander (the author), became a familiar routine.

There was a crucial need to win the hearts and minds of those in the traumatized city, elsewhere in New Zealand and commentators overseas. It was essential that police were responsive, empathetic and people-centred.

With grieving relatives of 20 nationalities arriving, Canterbury police's Mäori, Pacific and Ethnic Services group assembled a Cultural Response Team to meet their needs. Ngai Tahu, the pre-eminent Mäori tribe in the district, welcomed the visitors onto their Marae. Mäori spirituality became a source of solace for people from diverse spiritual backgrounds.

When bodies or body parts were moved as part of the DVI process, a Christian and a Muslim chaplain from defence said prayers. It was important that people knew their loved ones were being treated with dignity, particularly when the process of establishing identification was a lengthy one.

Each family was assigned a liaison officer, which was one of the learnings from experience with the families of 29 miners killed at the Pike River coalmine in November 2010.

Bus trips were organized so people could see where their loved ones died. When it was too dangerous to let Japanese families off the bus, Constable Nao Yoshimizu, New Zealand Police's sole Japanese-speaking officer, laid flowers on their behalf.

Throughout the city, police mounted reassurance patrols, knocking on doors and asking the occupiers if they were OK. In one house they found an elderly lady suffering in silence with a broken hip because she hadn't wanted to be a burden when everyone was so busy.

These patrols provided vital street-level intelligence. The National Intelligence Centre at Police National Headquarters in Wellington was operating around the clock, combining its output with information from officers in the field to give the command group's briefings a real-time picture of what was happening in the city.

A planning team, including defence representatives, looked at the structure of post-quake policing and it was decided about a week following the quake that Operation Earthquake should be separated from business-as-usual policing. A superintendent was called in to run the operation, which included reassurance patrols, cordons, searches and DVI. As the months passed, the scale of Operation Earthquake was reduced.

LESSONS LEARNED

The importance of separating the disaster response from normal business was one of the primary lessons learned. Normal policing demands don't go away, and to operate for a prolonged period on a crisis footing is to prolong the time of uncertainty.

Another lesson was the need for reassurance patrols, which helped prevent people from feeling isolated in damaged suburbs. There are still more highly visible patrols in the city than before the earthquake, particularly in areas where there may be only one or two residents left in deserted streets.

On Mar. 18, 2011, a memorial service was held in the sunshine in Hagley Park, Christchurch. The grief was still raw but people were starting to pick up the threads. By now headlines were dominated by the tsunami catastrophe in Japan. "Grief is the price we pay for love," Prince William memorably told the crowd. "Here today we love and we grieve."

Christchurch Central Police Station, a landmark building and the centre of the policing effort, was declared structurally sound but it was realized that another disaster would render it unable to function adequately. Plans were developed for a replacement in the wider central city rebuild, but with that still years away, a temporary base was needed.

In December 2012, the last employee left the old station. Commissioner Peter Marshall told guests at the opening of the new station, built to standard for a post-disaster facility: "We are symbolically turning our faces to the future of policing as part of the fabric of this regenerating city, while never forgetting those who served in the old station." ■

Assistant Commissioner Dave Cliff was Canterbury Police District Commander at the time of the emergency.

DEMONSTRATIONS OF MODERATION

HANDLING PROTESTS WITH FAIRNESS

By Sigrid Forberg

Finding a perfect balance between allowing citizens their right to demonstrate and ensuring protestors don't infringe on the rights of others can be challenging. And when the whole country is watching, like it was with the recent Idle No More protests, things can unravel quickly.

Idle No More, a grassroots First Nations movement aimed at raising awareness of indigenous rights in Canada, started gaining national and international attention last fall as protestors held marches, blockaded highways and threatened to shut down industries.

Across the country, the RCMP took a measured and collaborative approach in their response. And the result was that the protests stayed safe and peaceful for everyone.

CRUCIAL COMMUNICATION

In New Brunswick, where there's a large population of First Nations people, there were several events planned. Supt. Ross White, the officer in charge of Operation Support Services, says their strategy — much like those of the rest of the provinces — was to work with both the protestors and those potentially affected by the demonstrations to ensure collective safety.

"It all hinges on communications and establishing relationships and those lines of trust," says White. "If you don't have good communications, you're probably going to have a breakdown and you're going to have issues to deal with."

But with the attention of the country turned to the demonstrations and their outcomes, White says police were aware that every situation needed to be handled sensitively. And it was also important that the force's approach suited the region's needs but was cohesive and complementary across the board.

"We want people to exercise their right under the charter, but we're also very cognizant of the fact that what may happen in one part of Canada could affect the outcome somewhere else," says White.

RELAYING REASON

In Alberta, the Wood Buffalo detachment serves the city of Fort McMurray along with nine other smaller communities in the area. And the two main highways, the 63 and 881, are critical to the infrastructure of the region and access in cases of public emergency.

With the petrochemical industry nearby, both highways can become quite busy between commuters and community members. When there was talk of demonstrators intending to shut them down, Supt. Bob Couture, the officer in charge of the detachment, along with the local First Nations chief and the fire chief composed an open letter to remind everyone of the highway's important role in maintaining public safety.

"Understanding spread throughout the Aboriginal community that we, the RCMP, are not putting any one party ahead of the other, and that people had the opportunity to express their rights but ensuring that things were done in safety," says Couture.

Couture adds that the letter didn't specifically refer to Idle No More and that the reminder is meant to apply to any group wanting to demonstrate.

"What we've done is set the tone into the future," says Couture. "Whatever protest or group that disagrees has that same right, whether it's First Nations or whoever, to protest as long as it's done in a safe manner and that public safety is continued to be provided for by our highways."

CONVEYING COMPASSION

In Ottawa, Idle No More protestors designated January 28 the national day of action. People travelled from across the province to join in the activities on Parliament Hill.

One of these groups came from Windsor, Ont., on a chartered bus. At the end of the day, the large group with several young children was left stranded when their bus didn't arrive on time. Cpl. Tim Tong, with the demonstration unit, and his partner Cst. Barclay MacLeod, spotted the group huddled against the cold and offered the children and mothers their van to warm up, eventually taking them to a nearby office building and helping co-ordinate their pick up with the bus driver.

"It was another day of work in my books and I would do that anytime, anywhere," says Tong. "I truly believe that's just part of what the RCMP stands for — compassion regardless of anything else."

One of the women wrote Tong's supervisor and contacted the local media about his and MacLeod's actions, which she described as exemplary. But Tong insists that any member would have done the same.

"I think at the end of the day, it's just a little bit of goodwill, a little bit of compassion and for this particular group it made a difference," says Tong. "It's not big breaking news but it did change a few individuals' idea of who we are." ■

Idle No More protestors in Fort McMurray, Alta., demonstrate on the community's main thoroughfare, Highway 63.

Wood Buffalo RCMP

TORNADO ROUTS BRITAIN'S METAL THIEVES

TARGETED APPROACH GETS RESULTS

By T/Chief Insp. Robin Edwards, Operation Tornado, British Transport Police

In the mid-2000s, Britain, together with the rest of Europe, began to notice an upsurge in metal crime, particularly targeting cable on the rail and communications networks.

By 2006, the soaring price of copper on world markets could be mapped directly against rising crime levels in Britain, with almost no time lag between the two. Metal prices were being driven higher by a seemingly unending demand from booming economies in the east.

Added to this is the frequent link between levels of acquisitive crime and economic downturn, which we now know Europe was to experience just a few months later.

The traditional police response to increasing levels of crime is to attack it head-on by targeting the perpetrators. British Transport Police (BTP), the specialist police service for Britain's railways, did just that, devoting increasing resources to proactive operations.

Hundreds of people were arrested and brought before the courts, which is satisfying from a police point of view, but in reality wasn't solving the problem. The thieves were either being set free to commit more crime or there were plenty of others ready and willing to take their place.

By this point, cable theft was the principle factor affecting rail disruption and costing the industry in excess of £16 million ($24 million) a year. It was causing misery for thousands of people as criminals were diversifying and targeting metal from many industries, including telecommunications cabling, residential properties and businesses.

In addition, 10 people died in one year stealing or attempting to steal cable.

With the rail system the worst hit, BTP set about raising the issue up the police agenda, making it a priority for local forces, and showing the courts the real impact of this type of crime.

Through the Association of Chief Police Officers (ACPO), and its equivalent in Scotland, Metal Theft Working Groups were set up, involving police, utilities and industry for a more strategic problem-solving approach.

Police did not give up their enforcement tactics. In fact, these were enhanced by cross-border co-operation and national days of action. BTP alone arrested more than 1,000 metal theft suspects in 2011.

British Transport Police

T/Chief Insp. Robin Edwards, left, and Ian Hetherington, director general of the British Metals Recycling Association, worked closely together during Operation Tornado to curb metal theft in the United Kingdom.

However, the focus of activity shifted from targeting low-level criminals who might otherwise have been out stealing vehicles, to the metal recyclers, who were providing the market for stolen metal.

The metal recycling industry itself was a victim in this situation, not only with metal being stolen from scrap yards and sold on, but through unscrupulous dealers prepared to take in metal without enquiring too closely into its provenance, taking trade away from legitimate businesses.

Working with the industry body, the British Metals Recycling Association (BMRA), Operation Tornado was set up in January 2012 as a pilot in northeast England, the country's hot spot for this type of crime.

These new measures involved a voluntary proof of identity aimed at making it easier to trace thieves and to deter potential thieves by making it almost impossible to sell stolen metal.

The overriding principle of the operation was to introduce a set of measures that were simple but effective in disrupting the criminal activities. The simplicity of the operation helped to overcome opposition from some dealers, who were opposed to any form of regulation and had previously resisted voluntary operations to reduce theft.

The anonymous, cash nature of many scrap metal transactions was one of the prime reasons thieves became involved in the trade in the first place. But from January 2012, anyone selling scrap metal to participating dealers in the north east had to provide proof of identity, either a photo card driving licence, including an address, or a passport or national ID card supported by a utility bill that was less than three months old.

Police also refined their approach grading local dealers red, amber or green, and concentrating their enforcement efforts on the highest risk businesses.

The results of the trial were almost instantaneous: crime fell by between 40 and 70 per cent during the initial six-month period.

A national roll out of Tornado began in February 2012 and was complete by the end of September with more than 90 per cent of the U.K.'s 3,000-plus recyclers supporting the scheme.

Parallel to Operation Tornado, the police-led working group lobbied MPs and government to reform the licensing and laws regulating, or failing to regulate, the scrap metal industry.

Following the roll out of Operation Tornado across Britain, metal crime declined by 45 per cent nationally. It became a nationally recognized brand, quite an achievement, with more than 50 separate police agencies involved. ■

MULTI-AGENCY TASK FORCE TARGETS ORGANIZED CRIME

By Louise Douglas-Major, intelligence manager, New South Wales Crime Commission

Like many island nations, Australia is dependent on shipping for the movement of goods into and out of the country. By far and away the majority of goods are imported and exported using the maritime industry. The importance of this industry was highlighted in the 1990s when a dispute between container terminal operator Patricks Corporation and the Maritime Union of Australia almost brought the country to a standstill.

While the shipping industry is an essential part of legitimate business, it also plays a crucial role in illegal trade as criminal groups attempt to hide their goods among the millions of tonnes of legal importations. Unlike Europe, Australia hasn't seen the use of shipping containers to facilitate illegal immigration. However, there have been innumerable examples of drugs and weapons being imported through the waterfronts with the assistance of corrupt staff.

The degree of corruption on the waterfronts was such that it prompted a Royal Commission into the issue in the 1980s. Although controversial, the Royal Commission on the Activities of the Federated Ship Painters and Dockers Union found evidence of the large-scale involvement of persons working on the docks in various forms of organized crime including fraud, theft, violence and importation of drugs and weaponry.

Investigations conducted by various Australian law enforcement agencies in the 1990s and 2000s confirmed and expanded on the findings of the royal commission. These investigations suggested that there was an endemic culture of corruption on the waterfronts and that those not directly involved in criminal activity indirectly supported it by turning a blind eye.

It was against this background that then-Commissioner of the New South Wales (NSW) Crime Commission, Phillip Bradley, recommended establishing a multi-agency task force to identify vulnerabilities at the NSW waterfronts and make recommendations to address these vulnerabilities.

As a result of this recommendation and the subsequent negotiations between various law enforcement agencies with an interest in the NSW waterfronts, Operation Polaris was established in July 2010 and reached full capacity in the following year.

Operation Polaris is staffed by the Australian Customs and Border Protection Service (ACBPS), the Australian Crime Commission (ACC), the Australian Federal Police (AFP), the NSW Crime Commission and the NSW Police Force. These agencies represent the five primary agencies that have responsibility for investigating the various aspects of organized crime in NSW.

Assistant Commissioner Peter Singleton of the NSW Crime Commission has argued that multi-agency task forces, combining several law enforcement agencies and sometimes regulatory agencies as well, have proved to be one of the most effective approaches to investigating and disrupting organized crime, especially in a federal jurisdiction.

"There is no single valid approach to investigating and disrupting crime and it's often best to try several approaches in combination," says Singleton. "Different agencies not only bring different legal powers to bear on a problem, they also bring different organizational cultures, different sets of staff and skills, and different tools, including equipment and databases.

Furthermore, large and small agencies can have quite different strengths simply because of their different sizes: multi-agency task forces allow both types of agencies to contribute effectively to dealing with crime."

Commander Sharpe of the AFP

CRIME ON THE WATERFRONT

If one investigation demonstrates just how confident criminals are in exploiting the waterfront then that's Operation Polaris Tuskers. The operation began when an Australian Government official was approached at a hotel in Indonesia and offered a bribe.

The official was in-country on work-related duties and was offered a large amount of money for each successfully imported container to assist in the importation of illicit tobacco products to Australia.

While it's no surprise that criminals will flout the law for their own benefit – it was the brazen nature of the crime that astounded authorities. AFP Manager Serious and Organized Crime Commander David Sharpe says it shows just how vulnerable the waterfront is to criminal exploitation when a criminal walks off the street and attempts to bribe an official.

Considerable evidence against the Australian syndicate and other persons was obtained during this investigation. The investigation also identified specific methods the criminals used to evade law enforcement detection when importing containers of tobacco products.

On 1 September, 2011, Operation Polaris Tuskers investigators executed 15 search warrants on eight properties and seven vehicles. Evidentiary material including computers, documents and $420,000 in cash was seized.

Two Australians were arrested for alleged bribery and importation offences following the seizure of more than 60 tonnes of illegal tobacco and almost 25 million counterfeit cigarettes.

Six containers attributed to the arrested persons were seized by the task force and Australian Customs. The seized imports had the potential to divert more than $36 million from Australian revenue.

— Reprinted courtesy of Australian Federal Police* Platypus *magazine.

AFP Media Unit

Members of Joint Task Force Polaris make an arrest in Sydney, Australia, as part of Operation Tuskers.

agrees, recently stating: "We cannot target high-level international organized crime syndicates unless we do it together. Sharing our intelligence, experience, resources and technological governance is a key to future success" in regard to Operation Polaris.

When the operation began, it faced a significant problem: While there was information available indicating that people on the waterfronts and in the associated industries were involved in organized crime, this information had been gathered in an ad hoc way and there was no centralized repository of holdings from which the scope of the problem could be analyzed.

As a result, the first task of Operation Polaris was to undertake a number of environmental assessments. These assessments aimed to collate the information held by member agencies, and to identify and fill gaps left by a hodgepodge of investigations in which corrupt waterfront employees were alleged to have facilitated drug importation. The assessments also aimed to identify known and potential vulnerabilities at the waterfronts and in associated industries based on Australian and international experience, and observation of the port environment and its regulatory framework.

Each of the agencies brought a different approach to assessing the port environment.

The ACBPS was able to contribute its experience in policing the waterfronts and regulating the importation of goods.

The ACC was able to contribute its experience in strategic analysis and analyzing vulnerabilities associated with regulated industries.

The AFP, NSW Crime Commission, and the NSW Police were able contribute their knowledge of what had occurred in previous investigations and assist in the identification of persons who might currently be involved in criminal activity. They were also able to contribute their experience in detecting, identifying, and disrupting organized criminal networks and apply this experience to the waterfronts and associated industries.

Without the different approaches of each agency, it's unlikely that Operation Polaris would have achieved the results that it has.

The achievements of Operation Polaris over the last three years have been significant. In addition to 35 arrests resulting in 157 charges, the task force has seized more than 60 kilograms of cocaine, 10 kilograms of performance and image-enhancing drugs, 120 kilograms of precursor chemicals, 114.8 tonnes of tobacco and 92.7 million cigarettes, and more than $1 million in cash.

The operation has also made a significant contribution on the legislative and strategic front based on the findings of its investigations.

In 2012, for example, the Commonwealth government amended the *Customs Act 1901* to make smuggling tobacco an offence punishable by up to 10 years' imprisonment.

In 2011, the Commonwealth government indicated it intended to review the process for issuing Maritime Security Identification Cards (MSIC) to persons working on the docks. While these cards were initially issued to try and limit the opportunities for terrorism on the waterfronts, they have become a de facto security clearance for waterfront workers.

The MSIC has been identified as a significant vulnerability because the issuing body doesn't consider a wide range of criminal convictions or criminal intelligence in determining whether a person should receive an MSIC. As a result, members of outlaw motorcycle gangs and other identified criminal groups are employed on the waterfronts in positions which could be exploited for nefarious purposes.

OPERATION POLARIS TUSKERS

'Deliberate, targeted, and aggressive' was how one of the Operation Tuskers case officers described an approach to two Australian Customs officers in Indonesia in 2011.

The customs officers had been in Semarang training with their Indonesian counterparts when they were approached and offered a bribe if they agreed to assist in the importation of tobacco. One of the customs officers agreed to participate in a controlled operation and, over a period of two months, received bribe money in return for clearing two containers of tobacco.

Operation Tuskers was successful because it used the varying resources of the partner agencies.

The ACBPS identified the containers imported by the group and ensured that while two containers were released in accordance with the controlled operation, the other containers they identified were seized.

The NSW Police and AFP provided investigative and surveillance staff who ensured the safety of the participant in the controlled operation and gathered evidence against the persons of interest.

The NSW Crime Commission provided financial and criminal analytical expertise to support the investigation and identify vulnerabilities highlighted by the investigation.

The ACC then examined the findings of the investigation for the purposes of drawing out the wider strategic issues and making recommendations to parliament to address these issues. ■

just THE FACTS

ANIMAL CRUELTY

Encompassing behaviours that range from neglect and reckless indifference to physical abuse and poaching, animal cruelty often provokes emotional responses. As the following statistics show, while the crimes may differ worldwide, the concern for animal welfare is universal.

Cruelty to animals is understood as the infliction of physical pain, suffering or death upon an animal, when not necessary for the purposes of training or discipline or (in the case of death) to procure food or to release the animal from incurable suffering, but done wantonly, for mere sport, for the indulgence of a cruel and vindictive temper, or with reckless indifference to its pain.

The *Criminal Code of Canada* has four sections directly pertaining to animal cruelty in relation to dealing with causing unnecessary suffering, causing damage or injury, keeping a cockpit and disobeying orders of prohibition or restitution.

In 2008 and 2009, the British Columbia Society for the Prevention of Cruelty to Animals saw an unprecedented rise in the number of cases involving horse neglect and abuse. During that period, they cared for 48 horses at one time — a record number for the organization.

Across the United States, six to eight million stray and abandoned animals enter animal shelters every year, and about half must be euthanized.

Dog-fighting and cock-fighting are illegal in all 50 American states. And 47 of those states also have felony provisions for animal cruelty.

In the European Union (EU), the *European Convention for the Protection of Pet Animals* (ECPPA) governs the treatment of companion animals. The basic principles for animal welfare presented in this treaty are that nobody shall cause a pet unnecessary pain, suffering or distress, or abandon a pet animal.

The ECPPA also lays out guidelines for who can own a pet and contains an entire section on trading, commercial breeding, and boarding and animal sanctuaries.

For transporting animals, EU law lays out species-specific guidelines for the amount or room, type of compartment provided for animals and the length of journeys. Switzerland has additional guidelines requiring that compartments are large enough to allow animals to stand normally.

People for the Ethical Treatment of Animals (PETA) is the largest animal rights group in the world with more than three million members and supporters. It's known for its controversial and sometimes illegal tactics such as public protests in the nude and raids on agricultural facilities.

Australia's state and territorial governments have primary responsibility for animal welfare and laws to prevent cruelty. The Australian Commonwealth Government is responsible for trade and international agreements pertaining to animal welfare. It works with exporters to maintain its international export standards.

In the Australian state of Western Australia, the maximum jail time offenders can face is five years and a $50,000 fine for natural persons and $200,000 for corporations.

The Society for the Prevention of Cruelty to Animals (SPCA) in New Zealand compiled a list of 30 "grievously inhumane" acts of violence against animals, including a court case involving a couple that kept 161 cats and 87 dogs in squalor on their property.

The SPCA in New Zealand conducted a study that linked domestic violence and cases of animal abuse. The Humane Society of the United States also reported that 71 per cent of victims of domestic violence had reported their abuser also targeted their animal.

In 1989, CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora) banned international trade in ivory.

Valued at more than $2,000 a kilogram there, China is the primary destination of black market ivory, where it is used for both art and utilitarian purposes. Between 1989 and 2011, 90,600 pounds of smuggled ivory were seized in China.

National Geographic Magazine reports that elephant deaths related to ivory poaching hit the highest level in a decade in 2011, with the greatest impact on the central African region. Experts estimate as many as 25,000 elephants were killed for their ivory that year.

A FINE RESPONSE TO BULLIES

ANTI-BULLYING BYLAW EMPOWERS RCMP IN ALBERTA TOWN

By Mallory Procunier

RCMP members in Hanna, Alta., now have a way to protect victims of bullying and penalize their aggressors without giving them a criminal record.

Through the power of an anti-bullying bylaw that was enacted in November 2012, the RCMP in Hanna can now issue a ticket, ranging from $250 for the first offence to $1,000 for the second, to someone who is bullying someone else.

Even a bystander or someone who is encouraging the emotional, verbal or physical harassment can be fined $100.

BORROWING BEST PRACTICES

Cst. Jennifer Brewer worked hard to help the town council pass the bylaw after receiving a number of bullying complaints not long after she was transferred to Hanna.

"I was getting stopped in the street by people asking what I was going to do about the bullying in the school or at the playground or the pool," Brewer says.

Brewer says children as young as 10 years old were reporting instances of bullying, but she couldn't do much because her powers as a police officer were limited.

"Unfortunately, in some of these cases, I couldn't do anything more than sit down with the aggressor and the victim and do a mediation session and of course they don't always work," Brewer says.

She then researched solutions and found out that two other Alberta towns — Oyen and Consort — had enacted anti-bullying bylaws that gave police more power against bullies.

Brewer proposed the idea to Hanna's town council and two months later, it was law.

"I'm glad the RCMP took the initiative to bring the problem and the solution, more than anything, to our attention and I really applaud that," says Hanna's mayor, Mark Nikota, who helped pass the bylaw.

Now, Brewer can issue a ticket to an aggressor, whether he or she is 13 or 93 — because it's not only youth bullying that's on the RCMP's radar.

"The reasons we don't get adult complaints often is that, a lot of times, they'll be at the bar where they'll end up seeing their aggressor and get into a bar fight and deal with everything," Brewer says. "I have had some adults say this bylaw could have saved them a broken hand."

SPREADING THE WORD

Kelly Lewis, Vice Principal at J.C. Charyk Hanna School, says that since the bylaw has been in effect, he hasn't seen a big impact at the school. But he says he has noticed a different attitude among the youth in terms of what bullying is.

He credits Brewer's in-school awareness presentations on bullying and cyberbullying that are teaching the students what bullying is, what its effects can be and what the consequences are.

"I think they were shocked by how comments on Facebook could get you in trouble," Lewis says. "They think it's all in fun because they didn't touch anybody but once it's on the World Wide Web, it could be found and things could happen."

Since November, Brewer says she hasn't had to issue a single ticket, which she says is a sign that the education sessions are working.

"By having these little sessions, they clue in to what can be hurtful," Brewer says. "In my opinion, if we can go without issuing a ticket or without having to even make mention of it, it's going to be successful."

FEAR NO MORE

Brewer says that the youth in Hanna now feel comforted to know that the police have a way of protecting them — even if he or she is the aggressor.

"Aggressors no longer have that fear of a criminal charge right off the bat," Brewer says. "We're able to keep those people that may otherwise not have a criminal record from getting one."

And although she feels a bit overwhelmed from the attention the town's received because of the bylaw, she's happy to know she's made a difference.

"It makes me feel good to know I've done something that can help the community so that when I go, there is something here that can help the kids and adults that are being harassed," Brewer says. ■

ORGANIZATIONAL STRESS HAPPENS

TIPS ON DEALING WITH IT AND GUIDING OTHERS

By Alexis Artwohl, PhD

Working life can be tough in all organizations, public and private. Public safety personnel in particular have two major sources of stress: the traumatic events that can happen out in the field, and all the fun and games inside the organization.

If you ask cops which of the two sources of work stress causes them the most emotional distress, the vast majority will immediately say "organizational!"

The sources of organizational stress are many: annoying co-workers, bad bosses, perceptions about being treated unfairly, downsizing, reorganizations, unsupportive leaders and boredom, just to name a few.

Some people think these things are unique to their organization but they aren't. They happen everywhere and none of the ranks, from the newest recruit up to the top ranking leaders, are immune. Sooner or later, everyone will get caught up in the downside of organizational life.

The good news is that most employees cope well with the ups and downs of organizational life. Cynicism, anger and bitterness are far from inevitable. Research shows that most officers accept organizational stressors in stride and manage to enjoy most of their career.

However, every organization has a small number of employees who succumb to the dark side. I call them members of the Chronic Complainers Club (CCC).

Although their numbers are few, their impact can be large. They annoy their co-workers who dread working with them. Most supervisors will tell you that 10 per cent of those under their command, usually members of the CCC, will demand 90 per cent of their supervision time and energy. Even union officials wish they didn't have to deal with their constant complaints, frequent accusations of unfairness, and demands that something be done.

And last but not least, members of the CCC make themselves miserable and deprive themselves of enjoying a job that is more entertaining and fulfilling than most.

I provided counselling to many members of the law enforcement CCC. A small percentage of them had some mental health problems that needed addressing but most didn't. However, they all had attitude problems that they could fix if they chose to.

Many were lacking in social skills and were oblivious to the impact their negative behaviours were having on coworkers and the public. My work with them focused on giving them some attitude adjustment skills, and social skills training as well. It's worth the effort. Here's a message I recently received from a student in one of my trainings:

"The last part of your class was about the Complainers Club. At my agency they are called 'the malcontents.' I was once their

undisputed king. I was at a point where whenever the phone rang in my supervisor's office, I was convinced that the bosses were calling about me. I stopped sleeping, became very unhealthy and started to not like coming to work. One day I decided that I love being a cop and no "they" was going to stop that so I just came in and did my job. Now, I have been promoted, given a lot more responsibility, and am frequently asked for input from the dreaded bosses."

Kudos to this officer for figuring it out on his own and salvaging his career and his sanity. Here are some suggestions for those who find themselves drifting over to the dark side, or are coping with those who already have.

SAVING YOURSELF FROM THE CCC

Face reality. Organizations do not exist to provide employees with jobs or to make them happy. The organizational mission of public agencies is to provide services to the taxpayer in an efficient and effective manner. For private organizations the mission is to turn a profit. Public and private organizations can accomplish their goals better with happy and motivated employees so it behooves them to treat them well. Given that humans are involved, some abuses will occur and for that there are labour laws.

It's inevitable that during the complex work of achieving the mission, things will happen that some, maybe even most, employees will be unhappy about but taking it personally and becoming enraged accomplishes nothing positive. Life in general has never been fair and everyone has to take their lumps from time to time. Thinking that you should always be treated fairly and always be happy is simply not realistic.

Accept responsibility. It's easy to blame others for our unhappiness. However, even when you are indeed the victim of bad things that you didn't cause, it's still up to you to figure out how to cope with it. You can either throw gasoline on the fire with your own poor choices, or skillfully negotiate your way through it looking for opportunities.

You have only limited control over external situations and other people, but you can always control your own behaviour and attitudes. Research shows that proactive people who take charge of their own destiny fare better than those who see themselves as helpless victims.

Nurture a positive social support system and keep negativity in check. Research shows that humans need a positive social support system to function effectively. This is never more true than when things are not going well. Misery loves company and there's nothing wrong with a little recreational complaining to get some sympathy and support. However, things will not go well if it starts to become a lifestyle.

Chronic complaining is a poor substitute for actual help in moving forward. Don't hang around with people who are always negative and just want to complain. Nurture relationships with people in and out of work who have a positive attitude and can give you a boost when you need it instead of dragging you further down.

Seek out positive mentors. They are out there: the successful employees who do great work, enjoy their careers, seem happy most of the time, rarely complain, are liked by most and treat others with respect. They can be coworkers, bosses, or even friends from another profession. They didn't get there by luck alone. Watch them, emulate them, ask them questions, learn from them.

Work on self improvement. Social skills are particularly important for cops, who are in a people-intensive work environment. Your job is all about managing relationships with others, out in the field and inside the organization. There are books, training (such as "verbal judo"), and other opportunities to learn better social skills, including seeking counselling.

If you find yourself often blaming others, this might be a skill you need to look at. If you feel uneasy with other situations, seek ways to improve your skills. Not only will you perform better, the increased sense of mastery and confidence over the challenges you face will make the tasks more enjoyable. All the skills that you learn become your personal possessions that you can take with you everywhere and can use in a wide variety of professional and personal situations to help yourself and help others.

HELPING THE CHRONIC COMPLAINER'S CLUB

Members of the CCC can be annoying to deal with so it's important to resist the urge to respond to their negativity with more of your own. Here are some tips to help you not throw gasoline on their fire:

Don't enable them. If they start a whining session and won't respond to positive redirection change the subject entirely or politely excuse yourself. But don't snub them. That will only make things worse.

Treat them with respect. This can be hard to do with negative, annoying people but always treating everyone with respect will reap huge benefits.

Be a positive role model. You are always on stage at work. The more you emulate positive, mature behaviours the better things will go for you and the more others can learn from you.

Look for opportunities to be a mentor. If you see someone struggling, find a respectful way to offer some positive empathy, guidance, and wisdom. Every drowning person that no one tried to help is now ripe for recruitment into the CCC. Even if they don't appear receptive at the time perhaps you planted a seed that will help them later.

Take the initiative to set limits on toxic and/or unethical behaviour. It's not easy, but it's necessary. This can often be achieved merely by talking respectfully to the problem employee and giving them clear behavioural expectations. If it has to rise to the level of discipline, get guidance from the human resources department to make sure all disciplinary efforts are done legally, respectfully and professionally.

Respect the complexity and individuality of every problem employee's behaviour. There are many reasons why people become bad bosses, members of the CCC, etc., so their solutions will be as individual as they are. ■

Formerly a police psychologist, Dr. Alexis Artwohl is a behavioural science consultant to law enforcement working as a trainer, researcher and author. She has done extensive training in the United States, Canada, Mexico, the United Kingdom and Jordan.

FORCED INTO THE TRADE

VIDEO SHEDS LIGHT ON TRAFFICKED VICTIMS

By Insp. Gerry Kerr, District Operations, Nunavut, RCMP

She was about six years old. There were loud noises. Banging on the door. The door opens and she sees the 'aliens' coming. Her daddy fought them. He lost and the aliens dragged her daddy and the other girls away. Then they were gone.

A lady approaches her and asks the young girl to explain what happened. She says the aliens were very big men, men in uniforms, with helmets and guns. They were very mean. She was then taken by this woman only to return home several months later to her mother, father and grandmother. A beating awaited her — a beating because she had told the truth.

It took a while before RCMP interviewers understood that the "aliens" this now-grown woman was describing were police officers in full riot gear raiding her father's brothel. The "lady" was the social services worker who took her into care for several months. Her father was a known gang member, pimp and drug dealer who kept a common bawdy house.

This is one story shared by a victim who was interviewed during the production of the RCMP Training video Prostitution/ Sexual Exploitation, Victims Perspective. It demonstrates the horrendous beginning that some children endure and offers advice to police about recognizing the signs of exploitation and understanding how intimidating our approaches may appear to victims.

The young girl in the story above had been "put out" at the age of five by her father. She relayed her memory of the first time she was "used." She recalls her father later picking her up on a street corner where she had been dumped, bleeding. There was no talk about going to the police or the hospital. There was just her grandmother's words before she was sent out: "Remember dear, always charge for it."

In 2009, Member of Parliament Joy Smith in Kildonan–St. Paul, Manitoba, offered police investigations trainers the opportunity to speak to two human trafficking victims during a training demonstration at the Manitoba

Legislative Building. The objective was to discuss strategies and educational tips for police officers investigating human trafficking complaints, based on the advice of these two women. It was an eye-opening experience.

As the non-commissioned officer in charge of training in Manitoba, I proposed developing a training video in which victims could be interviewed about their experience and asked how police and other professionals could provide better responses to victims in human trafficking and child abuse investigations. The targeted audience would be police officers, social workers, prosecutors and medical professionals.

The project became a reality thanks to the expertise of René Huot at Alberta's Video Unit, Cpl. Ed Riglin in Manitoba and Cpl. Joe Verhaege of Project KARE in Alberta, who assisted with interviewing six victims and several subject matter experts on human trafficking for the video.

The victims had varied backgrounds: one was trafficked as a young child, one was trafficked internationally into Canada, another was trafficked over the Internet, one is the daughter of a Vice Unit police officer, and two were initiated as teens.

These victims were exploited and targeted for sexual and financial purposes, some from a very young age. This type of exploitation isn't limited to sexual exploitation but extends to slave labour as well.

These children and women were affected very deeply. Some were branded with permanent symbols and tattoos. They bear the constant reminders of their captors with scars, broken bones and knife wounds. Not all scars are visible to the casual observer — the emotional scars are often completely debilitating.

The victims were asked three questions:

- How did you get involved in the trade?
- What indicators should police be aware of in potential exploitation situations?
- How can police better respond?

The wisdom the victims provided in the video is powerful, and their recommendations invaluable:

If you suspect that someone is being exploited, separate that person from others before questioning.

Ask simple, revealing questions: where do you sleep, where is the grocery store, who is your doctor, how do you get medication

(victims are often given antibiotics to circumvent sexually transmitted diseases), who buys your clothes. A trafficking victim would never be allowed to do any of these activities on their own without supervision. They likely wouldn't be able to answer such simple questions.

Have an easy-to-remember contact number or email address. A victim who's discovered with a police officer's business card will be at risk of violence by her captor.

Each of the women interviewed remembered occasions when they were treated poorly by enforcement agencies, the courts and social services. This trust can never be regained.

Victims say they always remember when they were treated with compassion and respect. It could be something as simple as offering them a cup of coffee.

All of the victims interviewed for this video succeeded in leaving the trade, and all of them have become advocates for those trapped in this dark slavery. However, transitioning from the "street" to a "traditional" lifestyle is a difficult one — one that's made even more challenging by society's judgment of prostitution.

Many people don't see these victims as being exploited, threatened, beaten or held hostage. Some people, including police officers, believe that these young people have entered the trafficking trade voluntarily when, in fact, not one of the women interviewed chose this lifestyle.

Subject matter experts such as police officers, social workers and criminal analysts who have worked closely with this vulnerable population were also interviewed in this video. They explained that these victims are fragile, frightened and very reluctant to come forward and testify.

They have been beaten, starved and threatened. Addicted to drugs, they remain dependent on their pimps and dealers. Body language from their pimps implies subtle threats, and the victims know what this means — a beating or violence — once they leave the police station. Police can further traumatize them by asking personal and intrusive questions that most adults would never answer.

Foreign victims face even more barriers. It's extremely difficult for them to come forward as many come from countries where police are corrupt. Their passports are usually taken by the pimps, they don't speak the language or understand Canadian laws, and they fear being sent back to their home country — immigration is precarious for them.

There was one theme that surfaced throughout the interviews: Treat victims with respect.

The fear and terror that have been instilled in these victims by their captors is extremely difficult to overcome. Many of them, at a time of desperation, reached out to police officers and social workers for help and were met with rude, belligerent, overbearing, demeaning or apathetic behaviour.

We all fear the unknown. To these victims, this may be all they've ever known. Being removed from what they know by social workers and police officers is frightening at best. It's hoped that this video reminds the police officer and social worker in all of us to treat everyone with respect and compassion.

After all, they're people — sisters, brothers, mothers, daughters and friends. They don't deserve any less than our own families. Our job is to serve and to protect, and compassion is a big part of that. ■

Insp. Gerry Kerr has been involved in teaching child abuse investigations techniques since 1997. Kerr also spent three years in the Persons/Sex Crimes unit in Fort McMurray, Alta. This video is available only to police and social service audiences for teaching purposes by contacting the RCMP NWR Video Unit in Alberta.

ENCOUNTERING VICTIMS OF HUMAN TRAFFICKING

Human trafficking occurs in Canada, and the victims are not always foreign nationals. Many are Canadian citizens.

Victims of human trafficking may:
Originate from foreign countries

- Have tattooing or branding to show ownership
- Show evidence of control, intimidation or abnormal psychological fear
- Be unaware of the local surroundings even though they have been in the area for an extended period of time
- Be unaware of the location of documents (passport, identification, etc.)
- Not see police in a positive way
- Not self-identify as victims of human trafficking

Child or adolescent victims may:

- Give rehearsed or far too mature or unnatural answers to questions
- Look to accompanying adult for permission to answer questions
- Travel with an adult who is not his or her biological or legal guardian

Four steps to take at the scene:

- Secure victim to ensure safety
- Secure scene to ensure there are no other victims
- Ask original victim(s) and neighbours if there are other victims
- Ensure there are no traffickers mixed in with the victims

To protect a victim's identity:

- Be proactive, as victims will rarely approach law enforcement on their own initiative
- Be aware that human trafficking can exist in any type of police investigation (domestics, traffic stops, etc.)
- When evaluating risk to a potential victim, consider harm to his or her family as well
- Conduct continual risk assessments
- Take steps to ensure safety of possible victims

— Mallory Procunier

Source: The RCMP's Human Trafficking National Co-ordination Centre (HTNCC) "Operational Police Officer's Handbook on Human Trafficking."

BEYOND OUR BORDERS

FORMER RCMP ANALYST HELPS VICTIMS OF EXPLOITATION

Years ago on a vacation to Thailand, RCMP forensic analyst Brian McConaghy found himself caught in the crossfire at the Cambodian border. The experience opened his eyes and inspired the founding of Ratanak International, a non-profit organization dedicated to helping the people of Cambodia. Gazette *writer Sigrid Forberg spoke with McConaghy, now retired from the RCMP, about his focus on young victims of exploitation.*

Ratanak International

Brian McConaghy and one of the staff members from his rehabilitation centre chat with children in the brothel district during a recent trip to Cambodia.

HOW DID YOU GET INVOLVED IN CASES OF CHILD SEXUAL EXPLOITATION?

I was approached by Vancouver city police members because I'd spent a lot of time in Asia to look at some videos and tell them what country the children would be in. After many years of working homicides and seeing more blood and gore than you could care to shake a stick at, I thought I'd seen it all. I had no clue until I saw those videos what humans can do to other humans.

That led to me being seconded over to them. As I was watching the videos, not only could I identify what country they were in, I could give probable locations for neighbourhoods and actually within 72 hours, I had the GPS locations of the rooms of the assaults, which basically was gold. Once you're into it, you realize, 'oh my goodness, I can do this.' Even though my skill set was for identifying bullets to guns and knives to bones, etc., the actual forensic principles by which you compare a room in a video to an actual room you're standing in, they're identical. That file eventually was to end my RCMP career because I realized I can do this and that I need to be serving these kids full-time.

HOW DOES YOUR BACKGROUND HELP YOUR CHARITABLE WORK?

I actually view 22 and a half years in the RCMP as the training that was required to cope with this stuff. I learned gradually over two decades how to compartmentalize my life. Anybody in the policing community has to learn those skills if they're involved in a gory field. And you absolutely need to learn to separate your emotions and just keep going, particularly when you get to know these children.

I think administratively, too, learning to be very clinical and analytical and not let emotions get in the way when you have a job to do. In addition to that, just an understanding of how legislation works and the protocol police have to adhere to is vital. There's no point in sitting down with a politician and waxing eloquent about the morality of a situation if you don't have a good understanding of how laws are actually going to be implemented and be practically applicable.

WHAT DO YOU SEE AS THE BIGGEST IMPEDIMENT TO PROSECUTING THESE OFFENDERS IN CANADA?

You simply cannot, in my opinion, do credible international investigations in co-operation with foreign governments unless you have a very active presence there. We do have liaison officers, and they work very hard. But you may have an LO that's very experienced in one national context but you fly him in to a neighbouring country and all bets are off. Particularly in a country like Cambodia where you have a post-communist, post-genocide regime, that's a totally different world from Thailand. Knowing how to manage that is a very difficult thing to do and they're not going to grant you a whole lot of favours if you fly in once every two months or so. And those limitations obviously go right back to budgets. With international investigations, while drugs have been prioritized, I firmly believe that the issue of human trafficking, given the profit margins we're seeing, will quickly eclipse the drug market in the next decade.

WHAT ELSE DO YOU WANT POLICE ORGANIZATIONS TO KNOW ABOUT TRAVELLING SEX OFFENCES?

We're naïve if we think that it's just happening overseas. It is very much a domestic problem even though the offences are not occurring here.

And also, while it's the ugliest stuff I've ever dealt with in my career, going right back to that original file, girls who were seven, eight, nine when they were rescued are now adults. They're beautiful young women that I know and love like daughters and I guess the encouragement for everybody is that no matter how grotesque the destruction of these lives are, they're absolutely recoverable. There's hope or I wouldn't be doing it. ■

ON THE ROAD

DRIVERS ASKED TO CONTRIBUTE TO SAFER STREETS

By Sigrid Forberg

An impaired driver can be as dangerous as a loaded gun. And so a few Canadian cities are encouraging their citizens to get involved in making their roads safer.

In the province of Saskatchewan, the Saskatchewan Government Insurance (SGI) has partnered with the Saskatchewan Gaming and Liquor Association and the various municipal and provincial police agencies, with support from Mothers Against Drunk Driving and Students Against Drunk Driving to encourage the public to call 911 and report suspected impaired drivers.

COMMUNITY INVOLVEMENT CRUCIAL

The Report Impaired Driving (RID) program, which started out as a pilot in Saskatoon in 2010 and was expanded province-wide in 2011, works to complement the existing efforts of police traffic units.

"RID allows us to give a focus to impaired driving 365 days of the year," says Sgt. Andrew Puglia, with the Regina Police Service (RPS) traffic unit. "This is another tool in our toolbox that lets people on the road know that all eyes are watching."

When drivers spot someone on the road who appears to be driving under the influence of alcohol or drugs, they're asked to pull over and report the licence plate and other identifying factors to a 911 operator. The information is then passed on to patrol members who will try to intercept the vehicle.

"It's well advertised in the city," says Puglia. "We rely on community involvement and community members making those calls to make us aware of these situations so we can respond to them right away."

SUCCESS IN REGINA

But if the police can't find the vehicle or are tied up with other responsibilities at the time and they have enough details, they will send a letter to the registered owner of the vehicle. The letters, which are for information purposes, list the details that were reported to police that support the suspicions of the caller.

For every letter they send out, the police keep a record and are sometimes able to notice trends in impaired driving reports. And they've seen some impressive results so far.

"Approaching our third year, we've taken more than 500 impaired drivers off the road directly through RID and that can be statistically translated into fewer fatalities and collisions, which has saved millions of dollars," says Vic Pankratz, manager of the RID program for SGI.

The biggest success of the program is that it doesn't increase the burden for police officers. The community involvement plays a huge part in the success of the initiative and the number of reports they've received thus far indicates that the community is very supportive of RID.

"The beauty of this program is that it really doesn't require any additional resources by the police agencies," says Pankratz. "They can fit the program in their current structure normally and the feedback we're getting is that they've been receiving great appreciation and thanks."

EMBRACED IN EDMONTON

Programs like RID have already proved successful in other Canadian cities. The Edmonton Police Service (EPS) introduced the Curb the Danger project in 2006 as a pilot that was made permanent in 2007. Like RID, the follow-up component plays an important role in awareness.

Barney Stevens, a retired EPS inspector and now the co-ordinator for the Curb the Danger program, says he's been personally thanked by parents who have received the letters about their children being spotted driving erratically.

"It's successful because of the teamwork," says Stevens. "From the citizens who take the time to report these drivers, the staff who record the events as they unfold and the front-line members who attempt to intercept the reported vehicles, everyone has really embraced it."

And that enthusiasm has resulted in some impressive statistics. Since October 2006, EPS has received more than 54,000 calls to the program and of that number, more than 5,000 impaired drivers have been taken off the road. Nearly 40 per cent of the vehicles intercepted result in an impaired driving charge or some type of police action like a stolen auto, driving while suspended or disqualified, provincial traffic offence or a medical incident.

"We all want to get impaired drivers off the road," says Stevens. "And maybe some of those who have come to police attention and have received a letter will say, 'Holy mackerel, I had better not do that again.' " ■

Several Canadian cities have implemented programs to encourage drivers to report other motorists they suspect of impaired driving.

LATEST RESEARCH IN LAW ENFORCEMENT

The following are excerpts from recent research related to justice and law enforcement and reflect the views and opinions of the authors and not necessarily those of the organizations for which they work. To access the full reports, please visit the website links at the bottom of each summary.

WHY WOMEN STAY: A THEORETICAL EXAMINATION OF RATIONAL CHOICE AND MORAL REASONING IN THE CONTEXT OF INTIMATE PARTNER VIOLENCE

By Silke Meyer

This paper identifies the rationale behind victims' decisions to stay in a relationship that involves intimate partner violence (IPV). It argues that understanding why women stay is the first step to supporting these women into a violence-free life.

Over the years, attitudes towards IPV have shifted from a tolerable, private matter to a public concern that is dealt with in the courts. However, Meyer argues that there seems to be little understanding as to why these women stay in abusive relationships.

Previous studies have found that few women end a relationship once it becomes abusive. But modern research has portrayed them as active actors rather than passive victims who are able to make their own decisions. These women believe that, unless they are guaranteed permanent relief from IPV, it's not worth the risk of trying to leave. They fear retaliation from their partner against either them or their children and feel they must conduct a cost-benefit analysis.

The study found that all victims reported seeking help in their abusive relationships, but the majority (72.4 per cent) stayed with the abusive partner. Forty-five per cent tried to leave their partner but returned on one or more occasions.

All women were fearful of the risks associated with leaving their abusive partner: the safety of their dependents, financial hardships and retaliatory violence. This, to them, outweighed the benefits of terminating the relationship.

The presence of children in an abusive relationship was one of the most commonly stated reasons that a woman stayed with her abusive partner. These women are afraid for their own safety as well as the safety of their children. Some women reported that their abusive partner had threatened to harm the child. Some women also wanted to keep the family together to give the children a normal environment to grow up in. These women would return to highly violent households to give their children the security and protection they needed.

Women also stayed in violent relationships because they were financially dependent on their partner. Forty-one per cent identified this as a key factor, and 90 per cent realized they would have to be supported by the government if they were on their own. Some women also spent months strategizing their escape to make sure they would be ready to start a life on their own. Some women reported that it was difficult to give up everything they had worked so hard for.

KEY FINDINGS

Victims' decisions to stay with their abusive partner were future-oriented, rationally informed choices to minimize harm for themselves and their children.

The presence of children usually led to the decision for the woman to stay in the relationship.

Victims will make strategic attempts to minimize financial hardships and are willing to accept ongoing violence to achieve financial independence.

Victims' decisions to stay were informed by a variety of factors, which is important for the law enforcement community to understand so it doesn't disregard this decision as irrational or irresponsible.

Meyer argues that it's important to understand the reasons why women stay in abusive relationships in order to provide adequate social support. Supportive and understanding informal attitudes towards victims' experience with IVF have been linked with shortened experiences of abuse. Meyer says that unless victims feel supported and understood while they contemplate the risks of leaving, they will stay with the abusive partner.

TO ACCESS THE FULL REPORT, PLEASE VISIT:
WWW.ANJ.SAGEPUB.COM

POLICE INTERVIEWS WITH VULNERABLE ADULT SUSPECTS

By Dr. Lorana Bartels

In this paper, Bartels outlines some of the key issues that police are likely to encounter when interviewing vulnerable adult suspects.

As there is no internationally agreed definition of vulnerable persons, Bartels categorizes these adults as those who have a physical disability, mental or intellectual disability, indigenous status or non-English speaking background.

Bartels says that interviewers' questions need to be matched to the suspects' communication abilities and leading questions should be avoided.

She also says that many best practices from interviewing vulnerable witnesses can also apply while interviewing vulnerable suspects, such as: establishing good rapport and ground rules for the interview, using open-ended questions and establishing a free narrative, asking questions in the most logical order, having meaningful closure at the end of the interview and giving the interviewee a chance to correct errors, and evaluating the interview in terms of information gathered and the interviewee's performance.

A suspect with a mental or intellectual disability is generally passive, placid and highly suggestible. He or she will have difficulties remembering information, focusing attention and regulating behaviour. He or she may also not understand proper social cues or what law has been broken and won't always indicate a pre-existing condition. Police officers must therefore ask suspects about their condition to know how to ask the proper questions.

A suspect could also have a physical disability, such as hearing loss. These suspects generally won't understand the questions asked and will become fearful, which may be interpreted as guilt. It's therefore vital to have a translator who can communicate with the person.

For suspects whose first language is not English, an interpreter is vital to the integrity of the interview. Even if they may be competent in everyday English, some people may not be able to deal with complex or unusual words that come up in a police interview.

This study suggests that further research should be done to consider the effects of vulnerable victim suspects on police training, the management of police interviews and the impact on criminal investigations.

TO ACCESS THE FULL REPORT, PLEASE VISIT:
WWW.AIC.GOV.AU

R U DIFFERENT EVALUATION REPORT

By Gary Lovatt

This report summarizes results from a project led by Social Sense — a United Kingdom-based community organization — that addressed the pressures young people face to undertake risk-taking behaviours as a result of peer pressure. It aimed to reduce misconceptions among youth about how often their peers participate in risk-taking behaviours. It was also an approach to reducing sexual violence among youth in the United Kingdom.

Previous research from both the United States and Australia concluded that if these pressures can be addressed by accurately reporting what the social norm is for these youth, or how often youth participate in such activities, then behaviours can be improved and societal pressures can be relieved.

The study found that pressures are often caused by exaggerated media reporting of alcohol and sexual activities of youth, which portrays them in a negative light; poorly directed government messaging around drugs and sexual health, which usually states that youth participation in these activities is far greater than the reality; and exaggerated claims from peers and older students about their participation in risk-taking behaviours.

Social Sense surveyed over 700,000 youth from a range of backgrounds to determine their attitudes, perceptions and behaviours in daily life. The organization then worked with its strategic partners to run intervention programs to spread positive messaging to these youth. These interventions included posters, digital signage, interactive classroom activities and mobile apps. The youth also reported back on how these intervention programs were having an effect.

KEY FINDINGS

At the start of the program, the youth reported they thought that 30 per cent of their peers were drunk last week, when actual rate was only seven per cent.

The program has brought this number down to 19 per cent and aims to lower the perception to meet actual reported behaviours.

Similar results have been reached for cannabis, smoking and sexual activity.

Additional support is sometimes necessary — signs that were posted to refer troubled youth to local support services served were very effective. ■

TO ACCESS THE FULL REPORT, PLEASE VISIT:
WWW.HOMEOFFICE.GOV.UK

NO MORE TOWN VERSUS GOWN

UNIVERSITY HELPS STUDENTS RIGHT THEIR WRONGS

By Sigrid Forberg

Going away to university is a rite of passage for many young Canadians. The excitement of living on your own — often for the first time — can be overwhelming for some young adults, who can quickly find themselves in hot water.

At Dalhousie University in Halifax, N.S., like many post-secondary institutions, the typical offences in the first few weeks of the fall semester are alcohol-related.

Operation Fall Back, a Halifax Regional Police (HRP) initiative held every September and October, amps up the police presence on campus and involves handing out a good number of tickets for underage drinking, public intoxication and open alcohol. But Cst. Illya Nielsen, the HRP's school liaison officer at Dalhousie, says enforcement isn't enough.

"We've had good success with Fall Back," says Nielsen. "But increased enforcement has a critical mass, you hit a plateau. You have to try to change that culture and attitude too to have even more of a reduction."

MAKING IT RIGHT

The province of Nova Scotia has a well-developed youth restorative justice program. When teens aged 12 to 17 find themselves in trouble with the law, a variety of alternatives are explored before punitive measures are taken.

But post-secondary students, mostly around the ages of 18 to 24, fall outside the youth age bracket. So when they received tickets for their actions and behaviours both on and off campus, they faced a mark on their records for the rest of their lives.

"We said, 'well, what's the difference between a 17-year-old and an 18-year-old?'," says Jake MacIsaac, the community safety officer with Dalhousie Security Services. "Especially an 18-year-old away from home for the first time, how should we expect they're going to behave?"

With that principle in mind, Jennifer Llewellyn, an associate professor of law at Dalhousie, brought together the various interested parties such as the provincial justice, local police and the university administration to discuss how a restorative justice program might affect more positive growth in students.

"There's a myriad of benefits," says Llewellyn. "They actually get to understand the significance of these rules and why they matter. That they're not just there to kill their fun but that these rules are to structure their relationships and that their actions have effects on others."

Students have 24 hours after receiving a ticket to register themselves for the restorative justice program. If they successfully complete the program, the ticket or charge will never appear on their records.

"Hopefully a lot of them are taking from this more than just not having to pay the fines," says Nielsen. "The idea is that we can affect those people and correct the culture on the front end over the four years."

A NEW PERSPECTIVE

The administration takes an educational and empathetic approach to the program. Students are placed in groups of 15 to 20 and are asked to think about their actions and explain their thought processes — or lack thereof.

But before the group sessions, each student has a one-on-one interview. MacIsaac says he presents them with a scenario of a mother who, before sending out her young children to play on Saturday morning, must first go out and hose down the driveway and collect bottles, drug paraphernalia and condoms every weekend between September and May. For most students, they had never thought of the community members affected by their actions.

"There are very few mistakes that can't be turned into teachable moments with the right attitude," says MacIsaac. "It takes a fair amount of courage to say, 'I messed up, I want to make this right.' And it takes your community creating safe places for them to be able to do that."

Since September, 150 students have participated in the program. While some in the community have criticized that the students are only doing it to get out of their tickets, MacIsaac counters that when they go to pay the fine, there's no conversation or attempts at reparation. And with the restorative justice program, there's the hope that they will take more responsibility for their behaviour in the future. ■

Dalhousie University's restorative justice program helps students facing charges or tickets — often related to alcohol use or misuse — make amends and keep their records clean.