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April 2014



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PM No. 40051073



Une activité, non une fonction

Prix de leadership de la police

BLUE LINE

Police Leadership Award

An activity, not a position

Contents

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April 2014 Volume 26 Number 4



Features

- 6 Solidifying Community Partnerships**
Using leadership skills as a role model for others
- 12 Investigating Strangulation**
- 16 Identifying the Stressors**
Police communicator well-being
- 20 10 Years of Pedaling for a Cure**
- 29 Blue Line EXPO 2014 Guide**
- 41 Bringing Seniors Safely Home**
- 42 From Constable to Chief, Executing the Plan**



Departments

- 54 Back of the Book
– Taking control of your career
- 54 BlueLinks Advertisers Directory
- 26 Blue Line News Week
– Teachers taught lock-down techniques
- 40 Deep Blue
– Detecting Liars
- 25, 52 Dispatches
- 19 Holding the Line
– Let go of the outcome
- 21 Letters
- 53 MarketPlace
- 52 Product Showcase
- 5 Publisher's Commentary
– Just walk away
- 44 Technology
– Business continuity technologies & design



Case Law

- 46 Clear nexus between suspect and crime justifies detention
- 48 Reasonable suspicion standard is about possibilities
- 50 Odour and facts justify arrest



SOLIDIFYING COMMUNITY PARTNERSHIPS

*Using leadership skills
as a role model for others*



The leadership legacy of OPP Sgt. Marty Roy Singleton can be summed up in one line: the guy you want in your corner when the chips are down.

Singleton became a police officer in 1999, serving initially as a constable with the Nishnawbe-Aski Police Service in Pickle Lake. He began with the OPP in northwestern Ontario in October 2000, serving first in Ignace and later transferring to Dryden.

In his first year of service, Singleton was singled out for a commendation for outstanding service: while on patrol and working alone, he saved a life by pulling a person out of a burning home, extinguished the fire and contained the area while waiting for assistance. His special regard for people and communities, especially youth needing positive role models and leadership skills, was already being noted.

As a patrol officer, he was dedicated to traffic safety, consistently setting high enforcement standards for the detachment and motivating others to do the same.

As a first responder and investigator, his compassion in dealing with crime victims and commitment to ensuring their access to all available support earned him respect. He

formed close relationships with community members and leaders, particularly in First Nations communities served by the OPP.

As a community services officer, his pride in his job and dedication to the safety and security of members of the community was palpable.

Singleton became a crisis negotiator in 2001, a demanding role not only because of the stress of dealing with people in crisis and critical situations. Northwestern Ontario is vast, with calls often not easily accessible. Always willing to help, Singleton became known for staying calm, focused and acting appropriately under stress.

Communication skills, composure and empathy for people in crisis were, and are, his strong suits. While not every dangerous situation can be peacefully resolved through negotiation, many events have been safely resolved with his help.

Given its responsibilities, the OPP either directly polices or supports First Nations policing in many communities. As a proud police officer and member of Eagle Lake First Nation, Singleton rarely misses an opportunity to connect with communities, especially youth, which he wholeheartedly embraced.

From taking conversational night classes in Ojibwe to increasing his ability to communicate with community elders and supporting recruitment initiatives for Aboriginal youth

interested in policing careers; from investing time, energy and enthusiasm into youth programs to caring about local relationships with community members and leaders; from efforts to be a positive role model for First Nations youth to training for and completing the Winnipeg Police half-marathon in 2013; there are few better examples of leadership through actions.

Promoted in 2008 to sergeant, Singleton is the Provincial Liaison Team (PLT) regional co-ordinator, responsible for overseeing the program in OPP North West Region. The 16 members work at various detachments doing operational duties and assisting when needed. The program is a proactive component of police preparedness and response to major events and critical incidents, principally focused on communication and conflict resolution.

Singleton is a keen coach and mentor for newly appointed PLT members. Through his tutelage, part-time members effectively fulfill their roles. He continually works to build and solidify community partnerships with Aboriginal and non-Aboriginal communities, other police services, municipal leaders and community groups. He tirelessly maintains contact with First Nations leadership and learns about potential contentious issues so that he can advise, mitigate and help to resolve in the interests of public safety.

Singleton is a dedicated family man. Without complaint, he routinely turns his attention to the task at hand and carries on, even though that can mean missing family commitments. He rarely misses an opportunity to share his pride in his two children.

Leadership through service

Singleton has never been satisfied sitting idle. His commitment to several specialized units in addition to regular uniform duties is a reflection of his desire to see the most volatile incidents in policing resolved peacefully. This is an ultimate form of leadership and sacrifice for his peers and the public

– **Insp. Dave Lucas, Kenora OPP, Detachment Commander**

Singleton has been part of numerous negotiation teams, often as the primary negotiator, successfully resolving many critical incidents in a peaceful manner. Getting a distraught, often violent, intoxicated person at the lowest point in their lives to surrender is not an easy task.

Singleton was the negotiator lying with Emergency Response Team (ERT) members in the bush in close proximity to a violent young man with a loaded shotgun. Despite his best efforts during a long, uncomfortable and dangerous negotiation, lethal force ultimately had to be used to eliminate an immediate threat to the officers' lives.

In critical situations requiring specialized units, Singleton often acts as the liaison between police, community leadership and families, bringing much needed calm through skill, patience and understanding. He spends countless hours talking with people, resolving conflicts, addressing issues while emotions are at their highest, coming away well respected by the community and its leaders. No matter the outcome, he always asks for feedback after an incident, looking to improve for the next one.

Marty Singleton continuously demonstrates that leadership is an activity for him. He has always gone over and above in his efforts both professionally with his duties and colleagues, but also in his support of external stakeholders and policing partners in North West Region. His easy going, sincere nature immediately leads to trust and a desire to work with him on projects, goals or other ventures that are always undertaken with the interest of others over and above his own

– **Insp. Darrell Smiley, OPP North West Region.**

Singleton has played a role in many major and critical incidents. While always working as part of a team, his leadership, whether overt or behind the scenes, is notable both in immediate results and longer term, meaningful alliances. Some notable events include:

- In July 2006, protesters set up an illegal blockade on the Kenora bypass to protest logging. A 30-foot steel tripod was erected in the middle of the highway with a protester suspended from the top. A second person crawled under a logging truck and secured herself to the trailer axle. A cement filled barrel with a person secured to it was also used to block the highway. The protesters, most not from the area, were a disparate group of environmentalists, some Mohawk warriors,



Sgt. Jeff Simpkins and Sgt. Marty Singleton with the North of 50 Youth Program

anarchists and people from Grassy Narrows First Nation. The protest wasn't sanctioned by local band leadership.

Over the course of some 12 hours, Singleton was tasked as the lead liaison officer. His leadership and engagement with the protesters and First Nations leaders contributed significantly to a peaceful resolution and re-opening the highway. Over another four days, communication was maintained with First Nations leadership while an investigation was carried out, charges laid and protesters encouraged to leave and return to their homes. This focused, ongoing communication ensured there were no misunderstandings or issues related to the role and scope of the action that the OPP was taking to resolve the events.

- In the early 2000s, Big Trout Lake (Kitchenuhmaykoosig Inninuwig (KI) First Nation), a remote community north of Thunder Bay, and mining exploration company Platinex Inc. were in litigation over licensing a mining operation. Platinex sued KI for \$10-billion after being told to vacate First Nation traditional land in February 2006. The issue of government licensing of mining on traditional territory, various decisions and the ongoing tension highlighted the complexities of current First Nation and Crown relationships, particularly in the context of private sector interests.

Over almost three years (2006 - 2008) – a period which saw tension, protest action, the jailing of six KI community leaders for contempt of court and police involvement – Singleton served as Aboriginal relations team member. He successfully maintained ongoing, respectful relationships with the KI leadership and the company and was the face and ambassador for the OPP.

Through his work and straightforward approach, the OPP maintained peace without hostility or violence and didn't have to deploy the significant resources that could have been needed to maintain peace in such a remote area. There

have been no conflicts with police or opposition to the policing role in the matter and not one criticism of the OPP in relation to it. Singleton's relationship with the community has only grown over time, a meaningful recognition of leadership through action.

- In May 2010 First Nations protest action in relation to the Harmonized Sales Tax (HST) was widening throughout Ontario. Couchiching First Nation organized a major protests, erecting a toll booth on Highway 11 near Fort Frances. Over 10 days of highway disruption, Singleton led the liaison team through tense and sensitive issues and negotiations.

Focused on resolving the protest action, they had to navigate conflicting government and First Nations interests. Under Singleton's guidance, their efforts directly contributed to the situation remaining calm and non-violent. Their approach to de-escalation also supported an environment in which a negotiated agreement was eventually reached.

The primary incident commander noted the emotional toll the situation and environment placed on Singleton as he liaised with and navigated through the interests of each stakeholder, "but he demonstrated strong leadership for his team through his perseverance, which ensured the rest of his team held up as well."

- In June 2010, an incident involving the arrest of a Pikangikum First Nation member deteriorated into an event that led to the temporary withdrawal of OPP personnel from the remote, fly-in community once replacement officers arrived. Singleton received a Commissioner's Commendation for stepping up to defuse a tense situation during the incident and contributing to a solution.

On scene with others, he attempted to resolve the initial issue as events turned chaotic. A rock-throwing group attempted to forcibly remove OPP officers from the police station, their residence trailer and the community.

The angry crowd caused extensive damage, in the station, cutting power and telephone lines and disabling or blocking police cruisers.

The officers managed to retrieve their belongings and police equipment. The crowd followed them to their trailer. With some shouting to burn it and the officers grossly outnumbered, Singleton negotiated to get them out.

In an effort to further de-escalate the situation, the 11 OPP officers then withdrew to the airport, walking the approximately two kilometres followed by some 200 people, vehicles and a front-end loader. They remained there as further negotiations led to an agreement for new officers to be flown in.

An OPP inspector involved in the event pinpointed Singleton's intervention as just one of "many things aside from his knowledge of the community that kept our officers safe and got us out of there. Again his leadership and willingness to put his self forward and utilize the relationships he maintains in the community is what he does on a regular basis."

Over the next days, weeks and months, Singleton and others worked steadfastly to restore a working relationship with the community.

Covers huge area

In his role as PLT regional co-ordinator in northwestern Ontario, Singleton covers a vast geographical territory meeting and maintaining contact with a wide range of stakeholders.

Through 2010 and 2011, he supported Marathon Detachment through four potentially volatile First Nations issues and a number of community events. The first event, where Pic River First Nation blockaded a Marathon access road to protest the transfer of chemicals from the recently closed Tembec Paper Mill, was followed closely by the same First Nation taking over an area of Pukaskwa National Park protesting a violation of treaty rights.

A third incident involved the blockade of Highway 17 as a HST protest and the fourth involved a pending blockade of the CP Rail mainline to bring attention to Pic River First Nation land claim issues.

Singleton travelled great distances for each incident and worked extremely long hours undertaking lengthy consultations to find an operationally sound, informed and flexible approach to resolving the conflicts. He made it clear to all that his goal was to find a framework that could accommodate the positions and interests of the parties involved.

According to the incident commander:

It quickly became apparent that Singleton wasn't only the catalyst, but also the engine room for the turnaround that satisfied all concerns and requirements in an unbelievable timeline. I learned first-hand from all stakeholders that Singleton was viewed as a leader to all progress in the consultation processes.

I (heard) countless testimonials labelling Singleton as a one-stop, learned mediator... It was the successful efforts of Singleton facilitating communications working magic under short time restrictions, (that) ultimately prevented extremely costly and potentially volatile situations from exploding.

In late 2012 and early 2013, Idle No More demonstrations and protest events took place

across Canada. The original call to action was to raise awareness of the impact of federal funding and legislative changes on First Nations communities. Ontario saw well over 200 events, all placing significant demands on policing.

Through established community relationships and the work of PLT members, the OPP engaged with organizers pre-event, establishing what could be done in terms of legal protest, which helped in most cases to decrease the potential for violence and the need for extra police resources. Singleton's leadership and ongoing focus on positive relationships through effective communication contributed significantly to the successful management of activities.

Commitment to community

Singleton has always demonstrated a commitment 'beyond the job' to youth and remote northern communities.

Most recently he worked in conjunction with a southern Ontario business to gather donated hockey equipment for distribution to youth across the north, supporting healthy development and activities. He helped co-ordinate the collection and delivery of clothing and winter wear to several remote communities.

While securing donations is one thing, delivery in the remote north is another, especially when many communities are accessible only by air and, in the winter, ice roads. Treacherous conditions and very long distances are givens. Singleton, takes this in his stride; it is just what needs to be done.

Singleton is often called upon to liaise and communicate with families and community leaders during major investigations. Always professional and compassionate, he takes the time needed to help them through the ordeal, explaining and addressing concerns and listening.

North of 50

The North of 50 Cops and Kids project was a week-long summer camp experience for identified youth, with a small core of police officers acting as mentors and camp counsellors. The camp experience focused on building self-esteem through traditional activities and just having fun. Despite significant operational demands, Singleton devoted time and energy to the project for three years and saw it evolve into a broader initiative for youth in the community.

One co-organizer explained his impact:

He has so much personal investment in the work he does for youth programs. He has a special way of connecting with the kids, where they all love spending time with him, playing sports and laughing with him.

Singleton is a welcome figure in many schools, where he organizes and/or facilitates a curriculum-based, 10-week program called Walking the Path, designed to help youth appreciate and understand the history, beliefs and traditions of Aboriginal peoples.

In one community dealing with several social problems where policing was primarily response-based, Singleton not only assisted in a solution focused liaison capacity, but stepped up to make it possible to run a Path program.

Singleton leads by example, whether on duty or off. Hearing that a colleague whose husband had recently died could not face dealing with a

dead animal, he found her address and took care of the problem – only letting her know after the fact.

In another off-duty situation, Singleton saw a single car crash. He stopped, explained who he was, extricated the driver and stayed with her until help arrived.

Singleton didn't give her his name, she wrote. "I would like to see him recognized for his actions as he did not have to stop to assist and the fact that he did speak volumes as to the kind of person and officer that he is."

Leadership and commitment to peers

On July 1, 2010, a Rainy River OPP officer drowned. He was the detachment PLT member and a well-known and respected member of the neighbouring Couchiching First Nation.

The loss was significant for all. A long time friend who worked closely with the officer, Singleton assisted throughout this gut wrenching ordeal.

From the initial call through the search for and eventual recovery of the body, he dealt professionally with everyone affected: the Couchiching community, detachment members and, most importantly, family members, even though the tragedy was significant and personal for him.

"His professionalism, dedication and compassion were nothing short of exemplary throughout the ordeal and afterward," his detachment commander noted.

Extraordinary dedication

Singleton shows extraordinary dedication to advancing the PLT program and through it, effective relationships for the OPP with communities, police services, municipalities and different stakeholders with interests in northwestern Ontario. He embraces the opportunity to coach and mentor newly appointed members. Through his tutelage, its capacity has expanded and members know they are supported and well prepared to effectively fulfill their roles.

He understands what needs to be done. On a typical day, according to one incident commander, "he arrives with a beaming smile; the hand goes out for a hearty handshake and a 'good to see you'.

After some small talk I ask 'what's the plan?' and he articulates exactly what he has to do and then goes and gets it done providing regular, relevant and required updates.

In our northern First Nations communities during a critical incident, this includes meeting with chief and council, the principal of the school, elders and families and addressing all of their concerns. Not an easy task when everyone is at the height of their emotions and an atmosphere of fear and unease is present. Marty has done this perfectly numerous times – without complaint.

Insp. Dave Lucas, Kenora OPP Detachment Commander, says it best:

Marty is the person I am happy to see show up at the dirtiest, most complex and volatile of situations. He has the courage to carry out these complex and risky duties without complaint or expecting recognition, while constantly trying to improve for the next one. I have seen him mentor others in this way and have noticed a lot of his work ethic in these officers over the past years.

Marty Singleton will receive the Police Leadership award at the Blue Line EXPO Awards Gala to be held on April 29. Tickets are still available for this dinner: www.blueline.ca/expo/awards_gala or 905-640-3048.



A LEGACY OF LEADERSHIP

The Police Leadership Award was initiated and first bestowed in 1999 by the Canadian Police Leadership Forum (PLF). With continual promotion and sponsorship from *Blue Line Magazine*, the PLF presented the award annually until 2005 when the organization ceased to exist.

Blue Line has long recognized the simpatico between the precepts of the award and the magazine's founding principles. Leadership ability is not a virtue one is born with or delegated to perform but rather something that is acquired through a learning experience and nurtured through a willing spirit. Encouraging leadership as an activity encourages leadership as a position. Drawing forth those with recognized leadership abilities at levels beneath senior management encourages the availability of a talent pool for the future of policing.

The Blue Line Police Leadership Award exists to highlight the importance of recognizing those with leadership abilities and encouraging other officers to develop leadership skills. It is open to active Canadian police officers below the rank of senior officer who have demonstrated exemplary leadership and commitment to service through deeds resulting in a measurable benefit to their peers, police service and community.

In February 2011 *Blue Line Magazine* took up the challenge of a cross-Canada search for suitable candidates for recognition. Blue Line's appointed judges have so far selected three worthy recipients including this year's selection OPP Sgt. Marty Roy Singleton.

2014 Judges



Michael A. Sale Panel Co-ordinator

Michael Sale served with the (Metropolitan) Toronto Police for thirty years, retiring as an Inspector after many years in public affairs and event management.

He is a graduate of the 169th Session of the FBI National Academy.

Sale has worked as a manager of emergency planning for the Ontario Ministry of Community Safety and Correctional Services and as a justice studies program co-ordinator for Humber College.

He is currently a law enforcement education co-ordinator with American Military University and serves as the university's representative in Canada.



Armand La Barge

La Barge began his career with York Regional Police in 1973. In 2002, he was appointed as Chief of Police, a position he held until his retirement in December 2010. Chief La Barge is the

Past President of the Ontario Association of Chiefs of Police and the Board of Directors for the Canadian Association of Chiefs of Police and he is a member of the First Nations Chiefs of Police Association.

He holds a Bachelor of Arts Honours degree from York University. Armand is a graduate of the FBI National Academy, the Queen's University Executive Programme, the Schulich School of Business Masters Certificate in Municipal Management and Le Centre Linguistique at Jonquiere, Québec.

Chief La Barge was invested as an Officer of the Order of Merit by Her Excellency Governor General Michaëlle Jean on May 19, 2006, in Ottawa.



Peter German

A former Deputy Commissioner with the Royal Canadian Mounted Police, he is currently on a new challenge at Correctional Service Canada (CSC) as the Regional Deputy Commissioner

Pacific Region. Mr. German worked on uniform and plainclothes duties in every province and territory and upon retirement in 2012 was the Deputy Commissioner for Western and Northern Canada. His scope of police work includes urban and rural detachments, security services, professional standards, and commercial crime duties.

A lawyer and member of the Ontario and British Columbia bars, he previously practiced law privately, including as a Crown prosecutor and criminal defence counsel. He holds graduate degrees in law and political science, including a doctorate in law from the University of London, and is the author of a legal text, *Proceeds of Crime and Money Laundering*.

He is a frequent lecturer in Canada and abroad and has served as a Canadian delegate to various international forums. Mr. German has taught at the University of the Fraser Valley and the University of British Columbia. He is a Senior Fellow at the Centre for International Financial Crime Studies at the Levin School of Law, University of Florida.

He is the recipient of the RCMP Long

Service and Good Conduct Medal, and clasp, the Queen Elizabeth II Golden Jubilee Commemorative Medal, and is an Officer of the Order of Merit of Police (O.O.M.)



Frank Beazley

Former Chief of the Halifax Regional Police Service, Beazley has been involved in police work for over 42 years. He is a graduate of the Canadian Police College Executive Development program,

Queen's University executive program and numerous certificate studies concentrating in the area of business, law and human resources. He is a past and life member of the Nova Scotia Chiefs of Police Association and Canadian Association of Chiefs of Police (CACP). He is past Vice-President of the CACP and served on its Board of Directors. He sat on a CACP committee for four years regarding the future of policing in Canada.

Chief Beazley has received the distinction of Officer of the Order of Merit for the Police Forces (O.O.M.), and is a recipient of the Police Exemplary Service Medal and Bars, Queens Golden Jubilee Medal, Queen's Diamond Jubilee Medal and the Province of Nova Scotia Long Service Medal and Bar.



Maurice Pilon

Maurice (Moe) is a former Deputy Commissioner with the Ontario Provincial Police. He joined the OPP in 1975 after spending three years in the Canadian Armed Forces. Moe served with distinction in a variety of senior positions

with the OPP as well as during a secondment in 1988 to the Royal Canadian Mounted Police in Ottawa as Assistant Director of the Criminal Intelligence Service Canada.

He served as CISC Director between 1990 and 1993 before returning to the OPP as Commander of the Provincial Traffic and Marine Safety Bureau. Pilon was promoted to Deputy Commissioner in 1998 and retired in 2006 as the Provincial Commander for Investigations and Organized Crime.

He has served as Chair of the OACP's Traffic and Torch Run Committees. In 2003, Deputy Commissioner Pilon received the Order of Merit of the Police Forces (O.O.M.), which honours a career of exceptional merit, contributions to policing, and community development.



PREVIOUS RECIPIENTS



Supt. Bud Bechdholt
Royal Canadian
Mounted Police
1999



Di/Chief Robert Kerr
Toronto Police Service
2000



Sgt. Barry Gordon
Cape Breton
Regional Police
2001



Insp. Robert Taylor
Vancouver Police
Department
2002



C/Supt. Kate Lines
Ontario Provincial
Police
2003



Chief Edgar MacLeod
Cape Breton
Regional Police
2004



Cst. Ojo Tewogbade
Toronto Police Service
2005



Sgt. John Harris
Hamilton Police Service
2010



Di/Sgt. Duncan MacIntyre
York Regional Police
2011



Cst. Randy Wood
Halifax Regional Police
2012

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