



MANITOBA ASSOCIATION OF CHIEFS OF POLICE
POLICING MANITOBA

SPRING 2023



Superintendent Bonnie Emerson, blessing ground for new North District Station

Member Organizations



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President's Message



*Rob Hill
Commanding Officer, Manitoba RCMP*

2022 was a good year. The COVID restrictions have mostly been left behind, and we continue to come together to support one another - driving positive change in how we police Manitoba. We developed and introduced interesting and exciting programs, made leadership education breakthroughs, and identified new areas of opportunity to further accelerate the growth and success of the MACP.

The MACP came into existence almost 23 years ago to encourage professional development and assist members in identifying and promoting the highest standards of ethics and professional policing practice in Manitoba. We remain committed to that ideal.

As we move forward in 2023, we have seen the first Senior Police Leadership and Management Program successfully rolled out, along with an effective social media campaign to provide public awareness of gang and illegal gun activity in Manitoba. We are excited to host the 2023 National Police Leadership Conference and continue thinking outside the box by exploring an international exchange program for front-line officers and senior leaders.

These are motivating times, and we will march forward with even more interesting initiatives as the year unfolds.

I wholeheartedly thank our members and sponsors for providing never-ending and enthusiastic support. That support drives our current and future success as an organization. We couldn't do it without you.



Past President's Message



Chief Danny Smythe
Winnipeg Police Service

Photo credit Tracey Goncalves

Words. Action. Change.

The voice of police leaders can be influential. It has been gratifying to see our words being translated into action, and to see these actions influence and lead to important change. During my time as MACP President the focus on police leadership has been time well spent. A partnership with the CACP has led to a joint National Police Leadership conference to be held here in Manitoba in April.

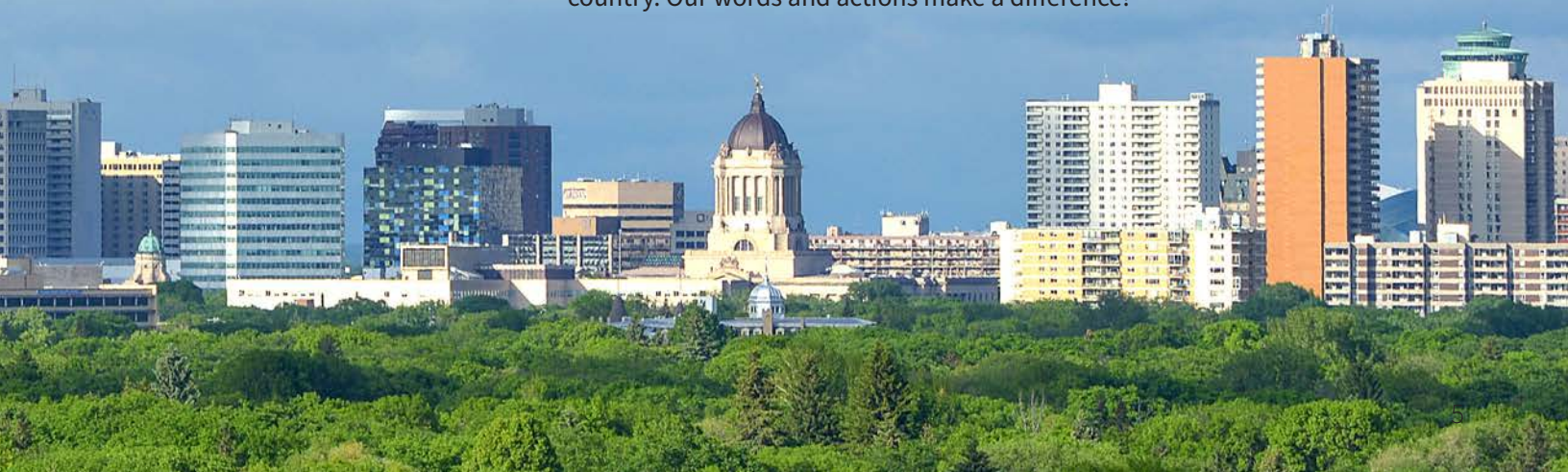
I was also pleased to see the first Senior Police Leadership Management Program take place this past January. This program has been made possible through collaboration and partnership with the University of Manitoba's Asper School of Business.

The development of future police leaders is critical. It calls for principled and ethical leaders who are innovative and can quickly adapt to a rapidly changing environment. As I write this message, news of the death of Tyre Nichols after an altercation with Memphis Police is stirring up civil unrest across the United States and Canada. Community trust and confidence with the police is never too far from the surface. A tragedy involving police anywhere in the world can be detrimental to the reputation of police organizations everywhere. Strong and competent leaders are essential to navigate troubled times.

As always, I am pleased with the variety of content within this publication: historical stories, innovative technology and services, along with profiles of best practices continue to be a content staple.

As I take on a prevalent role at the CACP, I am pleased to pass the leadership of the MACP into the capable hands of RCMP Assistant Commissioner Rob Hill. Rob will also be the CACP Board representative for Manitoba, so our joint efforts for the CACP and the MACP will also continue.

The police are an essential partner in Canada's public safety system. As police leaders, we not only feel the need, but have the obligation, to ensure that the law enforcement perspective is considered in social policy decisions made across the country. Our words and actions make a difference!



The impacts of leadership and morale, employee professionalism and productivity

By Chris D. Lewis

“Morale is the state of mind. It is steadfastness and courage and hope. It is confidence and zeal and loyalty. It is elan, esprit de corps and determination.”

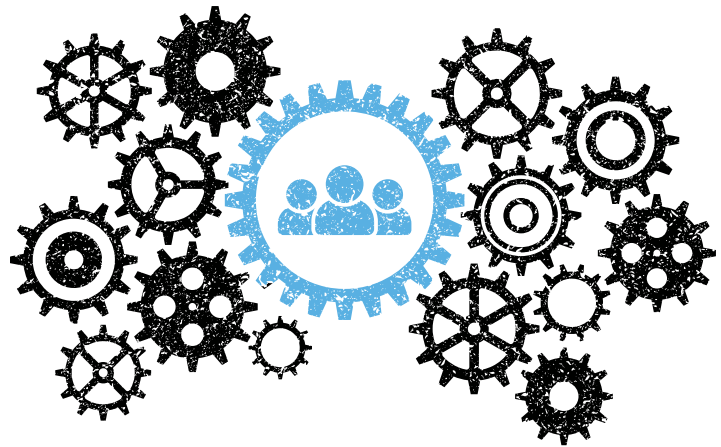
– General George Catlett Marshall

Morale is difficult to define, but it’s quickly apparent when it falters. It’s a positive confident feeling, an energy, an enthusiasm, a spirit or a committed and united will to succeed.

When all of us look back at our careers, we remember those times when our morale wasn’t as high as it should have been. For the lucky ones, it was only a week or month here and there. But sadly, for many others, it was constant and the bad days far outnumbered the good.

When we were in that work life “valley,” did our supervisors inspire us? Did they give us the confidence and support to be the best that we could be? Did they care what motivated us as individuals, or what our strengths and weaknesses were and say and do things to provide us with the right mentoring and encouragement to be successful? Likely not.

It’s more probable that they provided little or none of that and in some cases were guilty of deliberately trying to



make the lives of employees a living hell. They may well have been the sole cause of your distress.

When leaders aren’t keeping employees engaged, low morale can alter their day-to-day performance and professionalism, i.e. attitude, motivation and client or colleague interactions. Did you work your hardest and most professionally when your supervisor treated you poorly?

We have all done things in our careers that may not have been at the high professional standard at which we usually functioned. It may have been being rude to a member of the public, bad-mouthing a co-worker or not being totally honest with a superior. Most often it was an isolated instance, or perhaps a handful of similar situations over a long career. But most commonly when those behaviours occurred, it related to our mood or attitude of the day and I would suggest was often influenced by some organizational leadership failing.

If you surveyed all employees and guaranteed anonymity, asking them to detail something completely inappropriate and unprofessional they did on-duty in their career – then asked them to describe the supervisor they had at the time, I am confident that ineffective leadership would be a common denominator.

The authors of the CACP study, *Professionalism in Policing Research Project (2013)* stated:

“Generally, management practices had the most significant impact on integrity and commitment, followed by work environment variables and finally agency programs. Across all three – management practices, work environment variables and agency programs – the variables that had the largest impact on integrity were supportive supervision and perceived organizational support.”

I believe that the public's trust in its police force can be significantly swayed by the conduct (professionalism) of its members. Similarly, public confidence can be shattered in an ineffective police service. How does that impact public assistance in investigations? What about recruitment?

If you accept the premise that the quality of leadership directly influences employee morale, professionalism and productivity, does it not stand to reason that "leadership" can contribute greatly to either the success or failure of a police service?

In her 2014 article, *The Leading Edge*, author Nicole Fink describes the potential impacts morale can have on workers as follows:

"The Gallup Organization estimates that there are 22 million actively disengaged employees, costing the American economy as much as \$350 billion dollars per year in lost productivity, including absenteeism, illness, and other problems that result when employees are unhappy at work."

Police leaders must do all they can to keep employee morale high for their service to succeed. It is paramount that they consistently lead effectively. They must constantly *communicate, connect and inspire*, because the people they lead and the people they serve deserve nothing but their very best.

**With excerpts from both "Never Stop on a Hill" (2016) and "Leadership and morale impacts professionalism and productivity", Blue Line Magazine (February 2015) by Chris D. Lewis.*

Former Ontario Provincial Police Commissioner Chris Lewis is the President of Lighthouse Leadership Services and may be contacted by email at cdlewis@live.ca He will be presenting on: "Putting Leadership First" at the Manitoba and Canadian Association Chiefs of Police National Leadership Conference in Winnipeg, Manitoba on April 25th, 2023. Hope to see you there!

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TURNING

EVASIVENESS

Understanding

How Communication Intermediaries Support Effective Interviewing

By Caitlin Buchel

You know the importance of open-ended questioning in successful interviewing, from reading work by the International Association Chiefs of Police (IACP). You regularly allow for a first free account in your interviews, just like the PEACE model and the Phased Approach to interviewing suggest. However, you probably still have interviews that sound a lot like the exchanges above. Maybe, you've asked a witness four times to tell you where they went, and it seems like they're just avoiding your question.

What you might be perceiving as evasiveness or an unwillingness to cooperate, may actually be the result of a communication disability. Trouble providing an account after an open-ended question and struggling to understand questions including "where", "when", and "why" are common among victims, witnesses, and suspects with communication disabilities. But what exactly is a communication disability, and how can you address it during your work?

Communication disabilities cause people to have difficulty expressing themselves and can make it difficult for them to understand others. Communication disabilities can often be invisible and can result from a variety of causes that police officers see daily. For example, traumatic brain injury (TBI), intellectual Disability (ID), developmental disabilities, Fetal Alcohol Spectrum Disorder (FASD), and stroke.

Findings across disciplines show that individuals with disabilities are at higher risk of being victimized than the general population. However, individuals with

communication disabilities are at an even higher risk still. This is because they can be seen as the "perfect victim", since their disability can make it difficult if not impossible for them to report to police without assistance.

As an officer attempting to protect the public, it can feel challenging to conduct a reliable interview of an individual with a communication disability. An officer may think "How can I speak directly with this individual if they do not seem to understand me?" Or "Even if they do understand me, how can I interview them if they cannot respond in a way that I can understand?"

That is where Communication Intermediaries (CIs) come in! CIs are neutral officers of the court, trained to facilitate two-way communication between an individual with a communication disability, and police and/or justice officials. Using CIs, police across Canada can reliably interview witnesses with these disabilities, even in cases where their statements would have otherwise been assumed to be unreliable.

A recent sexual assault case in Canada illustrates both the effectiveness of CIs and the risks of not using them when dealing with individuals with communication disabilities. In his landmark ruling (*R. v. Doncel*), Justice Peter Fraser noted (while referencing the complainant R.W.) that the use of a CI in the courtroom was "necessary to facilitate a full and candid account of the acts complained of, and to allow R.W. a fair opportunity to...receive equal protection under the law".

Yet at the same time, Justice Fraser noted that a CI was not used during R.W.'s interviews with police. This resulted in discrepancies between her recorded statement to police and her testimony at trial. When these discrepancies were viewed with the benefit of observing R.W. interviewed with the use of a CI, it was clear that there were many miscommunications during R.W.'s police interview. This was not due to a lack of effort or skill on the part of the interviewing officer, but reflected the need for the specialized communication supports provided by a CI.

CIs are already in use across Canada. RCMP, Police Services, as well as Crown and Defence Counsel have all used the services of a CI to facilitate interviews with individuals with communication disabilities. This has resulted in charges and convictions that, according to law enforcement and justice officials, would not have been possible without the use of a CI. However, awareness of CIs and their role is still limited.

To hear about CIs and the way their work, as well as the policing and victims' perspective on CIs, please watch these three short videos.

Part 1 - <https://youtu.be/zK54BjVZdc0>

Part 2 - <https://youtu.be/9WxLb0AMmek>

Part 3 - <https://youtu.be/1TJ0z5GdQRY>

Though communication disability may not always be obvious, here are some signs that might suggest engaging a CI could be beneficial.

- Witness has a history of TBI, ID, FASD, stroke, or other disorder that affect the brain
- Witness does not answer questions
- Witness responds with only yes/no
- Witness provides off topic responses (e.g. "when did you go?" "he had a hammer")
- Witness uses vague or empty language (e.g. "that stuff" "that place" "the thing was there")
- Witness has difficulty with the temporal organization of events

A list of active CIs working in Manitoba and the rest of Canada can be found on the Communication Access to Justice (CAJust) website at: <https://www.cajust.ca/>



“Would you tell me what you can remember about what happened?”

“I don’t really know.”

“That’s okay. Just tell me what you can remember.”

“I... I’m not sure. I was just... I don’t know...”

“Where did you go after TJ’s house that night?”

“Saturday.”

“No, on Friday. Where did you go next on Friday night?”

“At midnight.”

“Sure. Friday at midnight. Where did you go?”

“With Ray.”

“Where did you go with Ray?”

“I don’t know...”

MACP HealthIM Mental Health Service 2022 AWARD WINNERS



Sgt. Lisa Wowchuk

The MACP HealthIM Mental Health Service Award honours distinguished service from a member who has made significant contributions to individuals suffering from mental health challenges in the community. The annual award celebrates advocacy for mental health related issues, dedication to elevating the profile of mental health awareness and working to destigmatize the challenges of coping with mental illness.

In 2022, two members received the award for demonstrating excellence in mental health service. The first was Sgt. Lisa Wowchuk of “D” Division RCMP. In December 2005, following the suicide of a youth subject and ensuing investigation, Lisa sought emotional supports for those



Chief Lon Schwartz

affected by the incident. These experiences served as a catalyst towards Lisa volunteering with the RCMP Peer-to-Peer volunteer advisor program, a network of peer support individuals within the RCMP that have received focused training to support co-workers.

Since joining the program in 2017 Lisa has given her time to be available to members at all hours, without caveat. She explains her commitment to this availability as feeling: “that it is important for people in difficulty to feel they can speak to someone. Someone who will listen and understand what they may be going through, and who will give them the resources they need to assist them during whatever trying time they are going through.”

In 2021, Lisa became engaged with an emotional event that found her assisting and supporting an employee for several months. The employee was so appreciative of Lisa's efforts they wrote to Manitoba North District management, stating "I feel she genuinely cares about my wellbeing and offers sincere support. She is an incredible asset to the Force".

As Detachment Commander for two detachments, Lisa has fostered open and proactive communication amongst all employees, creating a healthy working environment.

The second award recipient for 2022 was Chief Lon Schwartz of the Rivers Police Service. Chief Schwartz is an advocate and champion for individuals suffering from mental health issues in both his community as well as surrounding municipalities.

Increased mental health calls during the pandemic led Chief Schwartz to form partnerships with Manitoba Public Health and Brandon University (BU). Discovering that more client-centric outreach was needed by police, emergency services, and the health region, public gatherings were arranged for citizens to meet socially with police, nurses, mental health workers, wellness coordinators, and peers in an informal setting. The efforts of Chief Schwartz and his partnerships have since led to a steep reduction in mental health calls and enhanced coping skills for the individuals and their families.

Chief Schwartz has also ensured that Rivers Police Service members are trained with HealthIM and continually advocates for many other Mental Health resilience initiatives.

Sgt. Wowchuk and Chief Schwartz have demonstrated excellence and advocated for those suffering from mental illness in their communities. Their tireless efforts have improved the lives of many.

Nominations for the 2023 MACP HealthIM Mental Health Service Award open this summer with a deadline of September 30th, 2023. Consider nominating a member making a difference in your community.

CALL FOR NOMINATIONS

Mental Health Service Award



The Manitoba Association of Chiefs of Police / HealthIM Mental Health Service Award honours an individual law enforcement member serving in the province of Manitoba who has made a difference in their community for those suffering from mental health challenges.

Nomination Criteria

1. Reducing stigma experienced by people with mental illness.
2. Providing support or care to people with mental illnesses, their families and/or caregivers
3. Advocacy for issues related to mental health (including individual needs, family needs, service delivery and systemic issues.)
4. Dedication to elevating the profile of mental health awareness.
5. Advancing local knowledge in the area of mental illness/health
6. Through their tireless commitment and work has shown excellence in their service and support around mental health and addictions.
7. Member is a Constable or NCO.

For nominations email:
gschumacherMACP@winnipeg.ca

Deadline: End of Day - September 30th



IF YOU BUILD IT *they will come*

In May 2019, Manitoba Justice launched their *Policing and Public Safety Strategy* that focused on creating a collaborative policing environment in which Manitoba Justice and all law enforcement agencies work together to keep Manitobans safe. A priority initiative within the strategy was to design and build a collaborative “provincial intelligence model”. Planning subsequently moved forward for the creation of a “made in Manitoba” criminal intelligence centre to address the intelligence needs for law enforcement within the province. Step one was to hire an executive director to work closely with law enforcement to create a centre of excellence where intelligence services would be located in one central location to provide strategic, operational and tactical intelligence services and products.

Fast forward to July 20, 2020, Paul Saganski’s first day as the Executive Director of the Manitoba Criminal Intelligence Centre (MCIC), a newly formed branch within Public Safety Division of Manitoba Justice. Paul had recently retired from the RCMP after over 32 years of service mostly in Manitoba, completing his career in Regina as the “F” Division, Federal Criminal Operations Officer. “I’ll never forget my first day” reminisced Paul as he toured the new MCIC office space, “there was a long hallway full of empty offices, minimal furniture and no personnel. I remember thinking to myself the memorable line from *Field of Dreams*, “if you build it, they will come”. It’s hard to believe how far we’ve come since that first day”.

Phase one of MCIC implementation was the transition of Criminal Intelligence Service Manitoba (CISM) resources to the new office at 155 Carlton Street in Winnipeg. CISM included seconded personnel from the RCMP, Winnipeg Police Service (WPS), Brandon Police Service (BPS), Canada Border Services Agency (CBSA), Correctional Service Canada (CSC) and Manitoba Justice. CISM’s primary responsibilities and deliverables have continued under

the MCIC umbrella which includes preparing annually the *Manitoba Integrated Provincial Threat Assessment (PTA)*. The PTA provides strategic considerations to assist decision making for municipal, provincial and national police and law enforcement agencies while supporting Criminal Intelligence Service Canada’s *Integrated National Threat Assessment* process.

The next step in implementation was to build a strong management team by creating two director level positions, leveraging expertise from the WPS and the RCMP. Today, these two critical positions are filled by RCMP intelligence analyst supervisor Darren Skomoroh, Director of Strategic Intelligence and WPS S/Sgt Maria Koniuck, Director of Operational Intelligence. Darren is responsible for leading a team of criminal analysts who produce strategic, operational and tactical intelligence products. Maria leads intelligence and liaison officers who have a number of responsibilities that include promoting the practice of intelligence collection, sharing and dissemination among law enforcement partners.

An important aspect of MCIC’s unique model is the legislative foundation under which MCIC is built. In June of 2022, MCIC was established under Part 8.1 of the Police Services Act (PSA). Under the PSA, MCIC’s mandate is defined as improving the criminal intelligence capacities of police services and other law enforcement-related organizations in Manitoba by working collaboratively with those organizations to:

- Develop their criminal intelligence capacity.
- Improve the classification, storage and analysis of criminal intelligence in their possession.
- Promote and coordinate the sharing of criminal intelligence between police services and other law enforcement-related organizations in Manitoba.



Project Banish (from BPS media release)



Included in the legislation is the authority for the criminal intelligence director to establish standards respecting the collection, storage, analysis, use and sharing of criminal intelligence by a police service. The criminal intelligence director may also enter into agreements with police and law enforcement-related organizations respecting that organization's participation at MCIC.



RCMP SERT (from RCMP media release)

There are a number of initiatives that have been developed under MCIC's mandate which includes:

- Establishing an annual process to set enforcement and intelligence priorities for police and law enforcement agencies. 2022 priorities are:
 - o Enforcement priorities: violent street gangs, firearms and methamphetamine
 - o Intelligence priorities: human trafficking, money laundering and fentanyl/illicit opioids
- Stewarding Manitoba Justice joint force operation funding for integrated investigations that target serious and organized crime. This past year Manitoba Justice provided over \$500,000 in funding to support integrated projects that resulted in a number of highly successful investigations.
- Developing a public safety risk assessment tool that evaluates the risk to public safety for organized crime groups operating in the province. This tool assists police by identifying those organized crime groups who pose the greatest risk to public safety.

MCIC are currently focusing on a number of initiatives for this coming year which includes:

- Piloting a provincial integrated tactical enforcement priority targeting process that will assess and identify the highest level violent threats to Manitoba. This new initiative will ensure a defensible and predictive process for police to target the

provinces highest level violent threats in a coordinated and integrated manner.

- Development of criminal intelligence standards and guidelines for Manitoba police and law enforcement. These criminal intelligence standards will be the foundation on which Manitoba's criminal intelligence program is built.
- Continuing to expand capacity and scope of operations by integrating additional police and law enforcement resources under the MCIC umbrella.

Executive Director Paul Saganski has another priority initiative for the upcoming year and that is to secure additional MCIC office space. "We have a very good problem in that all of our empty offices are now full and the search is on for additional office space. We are very encouraged with how police and law enforcement leaders have fully embraced the MCIC concept and are working together to build a strong intelligence program in Manitoba".

"If you build it, they will come" may very well be the best way to describe the Manitoba Criminal Intelligence Centre.



Maintaining ethical leadership under media and community pressure

THE GILLAM MANHUNT

For three weeks in the summer of 2019, worldwide attention was centred on northern Manitoba and the RCMP's search efforts for two suspects wanted in connection to three random homicides in British Columbia.

The spotlight on Manitoba began on the evening of July 22, 2019, when Gillam RCMP received a report of a vehicle fire on a remote gravel road over 1000km northeast of Winnipeg. When the vehicle was confirmed to be associated to the two suspects, RCMP resources were immediately deployed to the area.

As there were many potential scenarios as to where the suspects fled, including changing vehicles or hiding in the dense bush, the RCMP began an extensive search of the vast geographic region, using various search methods and resources.

Over 11,000 square kilometers was searched as officers scoured rail lines, trains, hydro cut lines, winter roads, waterways, coastlines, and vast amounts of forest, muskeg, and trails. More than 4500 investigative hours were dedicated on-site in Gillam, and over 95 RCMP resources

were engaged in the investigation. There were dozens of support employees directly assisting operations from regional offices and national headquarters.

The public interest and media scrutiny throughout the search was extraordinary, unlike anything Manitoba had ever seen. The residents of Gillam and Fox Lake Cree Nation saw police, military planes, and media descend upon their otherwise quiet and remote communities. Every major news outlet across the world contacted the Manitoba RCMP Media Relations office for information. Nearly 800 media calls were received during the search. Reporters called for interviews and correspondents from the US, Australia and across Canada travelled to Gillam and Winnipeg.

“We knew the eyes of the world were on us and that our every move was being scrutinized. However, we also knew that our members would carry-out their tasks with ethical decision making at the forefront and that this was going to result in a successful investigation” said S/Sgt. Chris Rouire of Manitoba RCMP Major Crime Services (MCS), who was the Team Commander for MCS for this incident.

For S/Sgt. Chris Rouire, ethical leadership means ensuring that the RCMP's core values of honesty, integrity, professionalism, compassion, accountability and respect are applied to every investigation. He believes the success of the investigation and the positive public perception of the RCMP during the search was due to every officer closely adhering to the core values.

“We had journalists following our officers as they conducted their searches in the communities; they filmed us at every chance and continually questioned our decisions. Through it all, we always went back to our core values. If our decisions were ethical, if our leadership acted ethically, if our officers adhered to organizational principles, we didn't have any concern with the scrutiny.”

Another important aspect was showcasing how the RCMP was applying its core values and ethics during the investigation to the affected communities, the general public and the media.

“Honesty and accountability; those two RCMP core values resonated with me throughout the search. We spoke to investigators multiples times a day and always brought up that we must be honest and open with the public and that we are ultimately accountable to the people we serve,” said Robert Cyrenne, Director of Communications and Media Relations for the Manitoba RCMP. “Core values doesn't solely apply to the investigation, it applies to every facet of the RCMP response, this includes how and what we were communicating to the public.”

This adherence to core values by the Manitoba RCMP's communications unit ensured that every single piece of

information that could be shared publicly was immediately sent to the community first, then to the media.

“The residents of these communities were very concerned about their safety; ultimately we were accountable to them and informing the communities first about new developments was the right and ethical thing to do,” said Robert Cyrenne. “As soon as we could confirm information that wouldn't jeopardize the investigation, we shared it with the public via social media first, then a news release to the media second. At times, we were sharing details within minutes of our office receiving the information.”

The Manitoba RCMP utilized a mix of traditional and social media to communicate with the public.

“We did a ton of social media and issued news releases daily. Even if there weren't major updates, we shared what was done that day – how many houses were searched, how many interviewers were done, how many tips we received – because it was important that the public knew our officers were working around the clock to bring this situation to a safe conclusion,” said Cyrenne.

On August 7, 2019, nearly three weeks after the discovery of the suspect vehicle near Gilliam, two male bodies were located, in dense brush, along the banks of the Nelson River, approximately eight kilometers from where the



burnt-out vehicle was located. Autopsies later confirmed these bodies were those of the suspects. The search was finally over.

For S/Sgt. Chris Rouire, the community support was critical. “The support we received from the communities of Gillam and Fox Lake Cree Nation was remarkable,” said S/Sgt. Rouire. “They were involved in developing our search plans, helped us identify cabins, winter roads, hydro lines, and trap lines. We relied on their expertise and knowledge of the area, especially when it came to navigating the rivers and waterways and establishing whether something was out of place or had been disturbed. Without community engagement, we wouldn’t have been successful.”

With the search concluded, there was minimal criticism of the efforts of the RCMP. For S/Sgt. Chris Rouire, he believes this was due to the affected communities recognizing that every officer was there for the common good, were acting fairly, honestly, compassionately, with integrity and that the RCMP was being transparent.

“As the Team Commander, I knew that ethical leadership meant doing the right thing regardless of whether or not someone was watching. I also trusted my team, if a task was assigned, I was confident it would be done right. The cameras of journalists and the eyes of community members should never change how we do our work. We must always stick our core organizational values and demonstrate strong ethics, it’s truly the key to investigational success and to maintaining strong community partnerships.”



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Airbus has been a proud member of Canada’s aerospace industry since 1984. Headquartered in Fort Erie, Ontario, Airbus Helicopters Canada is the leading supplier of helicopters used throughout Canada in various roles.

In the last 15 years, 100 per cent of aircraft deliveries to law enforcement in Canada have been Airbus Helicopters. Currently, 85 per cent of helicopters used by airborne law enforcement are Airbus Helicopters.

Key Metrics

- 100%** OF DELIVERIES TO LAW ENFORCEMENT IN THE PAST 15 YEARS
- 85%** AIRBORNE LAW ENFORCEMENT MARKET SHARE
- 760+** IN SERVICE AIRCRAFT
- 220+** OPERATORS ACROSS CANADA
- ~250** EMPLOYEES

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E.K. Police Chief Chris Einfeld, 1972



Einfeld with Queen's Own Cameron Highlanders, Non-Permanent Active Militia

Christian Einfeld

Chief of Police
East Kildonan (1951-1974)
CACP President, Order of Canada

By John Burchill, MACP Ex. Support

Born in Haarlem, The Netherlands, on June 15, 1908, Chris Einfeld came to Canada with his family at the age of three. He spent most of his life in East Kildonan, attending Salisbury, Kitchener and Lord Selkirk schools. As a young man, he worked with his father in the family's bakery "Einfeld and Sons."

On May 22, 1935, Chris joined the Queen's Own Cameron Highlanders, Non-Permanent Active Militia. At the outbreak of World War II, Chris enlisted for active service, but he was later discharged on account of a defect in one eye.

After his discharge, Chris joined the Winnipeg Police as a war replacement officer on January 6, 1942. He remained with the Winnipeg Police until June 21, 1943.

When Chris left the Winnipeg Police in 1943, he joined the Wartime Prices and Trade Board and remained there until 1947. He worked as an investigator for the Board until 1945, after which he was appointed Assistant Chief Investigation Officer, working alongside the RCMP doing black market investigations.

The Wartime Prices and Trade Board was initially established under the War Measures Act by Prime Minister Mackenzie King with the outbreak of World War II. The Board was created to stop prices and wages from spiralling out of control as they had during the First World War.

The Board was composed of 13 regional offices and 100 local offices. Initially, the Board placed partial limits on

rent, coal, sugar, timber, steel, milk and other goods. However, by 1941 the cost of living rose by almost 18%, and the government announced a freeze on prices and also fixed wages and salaries. While the controls were not popular, the Board was very successful in curbing inflation, keeping it below 3% between 1941 and 1945.



Einfeld and Sons Quality Bakers, East Kildonan

With Chris' background in the retail sales and distribution of produce, he made a suitable candidate for the Wartime Prices and Trade Board, whose mandate was very broad and included the:

- Investigation of costs, prices and profits,
- Licensing of persons who dealt in any way with the necessities of life,
- fixing maximum prices and markups,
- regulating the sale and distribution of the necessities of life,
- buying and selling goods, and taking into possession any stocks that were being withheld,
- recommending embargos on exports, and later on including import and export controls, and
- regulating rentals and housing, and wage controls.

Upon leaving the Wartime Prices and Trade Board, Chris joined the United States Senate Special Committee to Investigate Crime in Interstate Commerce in California to investigate inter-state organized crime in the United States. The committee became popularly known as the Kefauver Committee because of its chairman, Senator Estes Kefauver.

The Kefauver Committee held hearings in 14 major cities across the United States. More than 600 witnesses testified. Many of the committee's hearings were televised live on national television to large audiences, providing many Americans with their first glimpse of organized crime's influence in the U.S. The entire Kefauver report and hearings are available on the [U.S. Senate website](#).

Many of the Kefauver Committee's hearings were aimed at proving that a Sicilian-Italian organization based on strong family ties centrally controlled a vast, organized

crime conspiracy in the United States. While the committee never came close to justifying such a claim, it uncovered extensive evidence that people of all nationalities, ethnicities, and religions operated locally controlled, loosely organized crime syndicates at the local level. The committee's final report, issued on April 17, 1951, included 22 recommendations for the

federal government and seven recommendations for state and local authorities.

After returning to Canada, Chris moved back to East Kildonan and applied for a position with the East Kildonan Police Force. On December 26, 1951, Chris was appointed as the fourth Chief Constable police force, replacing Gilbert Russell, who took a position with the fire department.

At the time, the East Kildonan Police consisted of six officers plus the Chief working out of the newly opened municipal hall at 755 Henderson Hwy. The police shifts were:

- Day Shift – 8:00 AM – 6:00 PM, two constables and the Chief.
- Night Shift – 6:00 PM – 4:00 AM, one constable
- 8:00 PM – 6:00 AM, one constable
- 10:00 PM – 8:00 AM, two constables

Two constables were assigned to work in a cruiser car during the night shift while the other two were on foot patrol. A desk constable was required to be on duty at all times on top of the constables on patrol.

In January 1952, North Kildonan asked East Kildonan to take over all policing duties for North Kildonan. An agreement was signed in February 1952, and East Kildonan handled all the administrative duties, and the North Kildonan police officers became part of the East Kildonan police department. The force increased in size to eight officers plus the Chief. This arrangement lasted for just over one year, until July 1953, when North Kildonan reformed its own police department rather than pay East Kildonan \$5000 for this service.



Combined Police and Fire Departments at 545 Watt Street, 1959. Photo shows the East Kildonan Council Members, Administrative Staff and Police Officers in front of the building. Einfeld centre, seated.

Although the East Kildonan municipal council told Chris to reduce staffing now that he was not patrolling North Kildonan, he did not reduce his staffing. Instead, he hired three new clerks to keep up with the growing population, which increased from 12,542 in 1951 to 14,746 in 1953. In addition, a second police car was purchased at the cost of \$2093.08.

In 1955 a new combined police and fire station was built at 545 Watt Street. At the time, there were 14 police officers and eight firefighters. In April 1955, the municipal Council passed a motion to disband the fire department as of June 30, and termination notices were sent to all firefighters. The police department took over all fire protection duties as of July 1, 1955, and all police officers were trained in fire fighting procedures.

In 1957 East Kildonan passed 20,000 people and was incorporated as the City of East Kildonan, making it the fourth city in the metro area – following Winnipeg, St. Boniface and St. James – and the sixth largest city in Manitoba. At the time, there were 32 men of all ranks in the police department, operating two radio-equipped police cars, one ambulance and two fire trucks.

The East Kildonan police department remained responsible for providing fire protection until 1963 when the two departments were separated, and Deputy Police Chief Henry G. Williamson was appointed Chief of the new fire department. Ambulance service, which had also been provided by the police, was tendered out by Council and the department's 1953 Cadillac Ambulance was sold for \$600.00.

By 1963 the population of East Kildonan had reached 28,092 people. With the creation of the fire department, the police department was allocated a budget of \$179,950 and reduced to 32 men. However, Council authorized 35 men plus Chief Constable Einfeld.

The most significant accomplishment for Chris and his police department was its traffic safety program. Year after year, the department was recognized for having no fatalities. In fact, for 8½ years, from the beginning of 1961 until July 1969, there were no traffic fatalities. A feat not matched by any department of a similar size in North America.



POLICE CHIEF HONORED: East Kildonan's chief of police, Chris Einfeld, was honored Saturday afternoon when he was presented with a plaque by J. H. Delaney, president of the Prince Edward Branch, R.C.L., on behalf of the members. The plaque commended the chief and members of his department for their efforts in attaining seven years without a traffic fatality. Looking are Constable Norman Rimmer (left) and Sgt. R. S. M. Mackay (right). —Photo by Napoleon Photo Studio Ltd

From 1961 until July 1969 there were no traffic fatalities in East Kildonan



(Above) Einfeld's CACP Presidential Star, 1969. (Right) Einfeld speaks at Kiwanis Club.



In 1969 Chris was elected President of the Canadian Association of Chiefs of Police (CACAP), becoming the fourth Chief of Police from the Winnipeg metro area to head the organization.¹

In his inaugural address to the CACP, Chris stressed that the protection of life and property and the preservation of law and order was the proper role of the police. Some citizens, he said, tend to forget that the men in blue are their representatives and act on their behalf. It is little wonder that police departments find it challenging to recruit and retain personnel when some elements of the population are influenced by agitators to take an unsympathetic, or even hostile, attitude towards police – similar [comments that are echoed today](#) by Danny Smyth, Winnipeg's current police chief and CACP president.

Chris continued that it was necessary to aim for a higher educational standard for peace officers. *“For the fearful, change is frightening; for the confident, change*

is exciting – a chance to make things better.” We need to be willing to re-examine our role, he said, and change it when advisable. We must be confident – and energetic in opposing proposals which would weaken the hand of law enforcement.

While Chris became embroiled in controversy when he was critical of “liberal” legislation which, he believed, made it harder for the police to do their work, including his opposition to the legalization of homosexuality, reduced penalties for the possession of drugs, and criminal rehabilitation programs when more attention should be paid to the victims of crime, they were also views held more broadly by the CACP membership of the time.

In August 1971, Bill 36, creating a unified City of Winnipeg, received Royal Assent. Effective January 1, 1972, East Kildonan, along with the old City of Winnipeg and eleven other municipalities in the Greater Winnipeg Area, amalgamated to form the City of Winnipeg.

¹ The others were Chief Chris Newton (1923-24); Chief George Smith (1940-41); and Chief Charles MacIvor (1950-51), all with the Winnipeg Police. Since Chief Einfeld, there have been four other Chief's from Winnipeg – Chief Norman Stewart (1977-78); Chief Herb Stephen (1989-90); Chief Jack Ewatski (2005-07); and Chief Danny Smyth (2022-24).

However, unlike most other civic departments, the police remained as separate community police departments until October 1974 – although East Kildonan and North Kildonan police departments pre-amalgamated into a single East Kildonan Police Department with a combined total of 49 officers under Chief Einfeld until 1974.

In October 1974, the East Kildonan police station at 545 Watt Street was closed and amalgamated with Transcona, relocating to 730 Pandora Ave., West, as Winnipeg Police District #4.

Former Transcona Chief of Police Joe Teres became the Superintendent of Winnipeg Police District #4. As Chris had already reached the mandatory retirement age of 65, he was given the rank of Inspector under Teres, and he officially retired to pension on September 30, 1975. Chris died in Winnipeg on August 13, 1977, and was buried in the Elmwood Cemetery.

Throughout his life, Chris was active in the Masons. He was President of the East Kildonan YMCA for three years. Chris was also the President of the East Kildonan Kiwanis Club, serving on the Board for five years, during which time he chaired the Boys & Girls, Public Affairs, and Underprivileged Child & Welfare committees. He was also responsible for creating the Elmwood, Transcona and Selkirk Kiwanis Clubs.

In recognition of his civic and humanitarian services, Chris received a Queen Elizabeth II Silver Jubilee Medal in 1977. Shortly before he died in 1977, Chris was inducted into the Order of Canada.

I am grateful to Chris' daughter Alison Mendres for all the pictures in this article.



(Above) Einfeld's Order of Canada parchment 1977
(Right) Order of Canada Medal





Manitoba Minister Of Justice and Attorney General

EXCELLENCE IN LAW ENFORCEMENT MEDAL

Call for nominations coming soon.

Tackling Long-Standing Challenges of RECRUITING AND RETAINING OFFICERS IN MANITOBA'S NORTH

Historically, staffing positions in northern Manitoba has been difficult. The COVID-19 pandemic and the competitive job market has made the situation even more challenging.

“It’s certainly been a struggle to entice people to work in Manitoba’s north. Police services across Canada are actively hiring right now and all are fighting for potential candidates from the same pool,” says Superintendent Ryan Mitchell, Officer in Charge of RCMP Manitoba’s North District. “Often, these candidates come from major city centres and want to stay close to family, friends and amenities. To get people excited to work in northern Manitoba, we need to be creative and understand their needs while concurrently making sure officers know what a great opportunity it is to serve Indigenous communities.”

With some of these detachments in isolated and remote areas, sometimes only accessible by ice roads or by air, the Manitoba RCMP began looking at options apart from the traditional policing model to address recruitment and retention issues, and to improve the work-life balance for RCMP officers and their relationship with community residents.

The fly-in police model is one of these solutions. Members fly in from their homes in the Winnipeg area, work for two weeks, and fly back for two weeks off. This concept of operation allows unfettered time off outside of the community where members have time with their families and allows spouses to maintain their jobs in city centers. The project was first piloted in 2017 in Shamattawa and was met with positive reviews from both community members and officers. Since then, the RCMP in Manitoba has created two more fly-in detachments (Oxford House and Puktawagan) and created a similar drive-in model for other northern Manitoba locations which has police officers based out of Thompson.

“There’s no doubt that the fly-in and drive-in models have helped make postings in northern Manitoba an interesting and viable option for members,” says Supt. Mitchell. “But, we still have to find other ways to encourage officers to *want* to come to northern Manitoba; to embrace the incredible and unique policing experience they will get. We also have to focus on recruiting people from northern communities who love an adventure that includes hunting, fishing, snow shoeing and embracing cultural opportunities.”



Manitoba North District is now concentrating their focus on recruiting applicants from northern Manitoba who have hopes to return to their home communities after completing their training.

Recruitment posters with images entirely from detachments across North District are displayed in many community post offices, community centres, and grocery stores.

Officers from northern Manitoba are also playing an active role in recruitment. Special Constable Robert Cleveland is actively involved in Thompson schools and is a respected member of the community. “Being a Mountie in my hometown is pretty special,” he says. “A lot of people assume that people from the north are just jumping at the opportunity to move down south at the first chance they get, but it’s a false assumption. There’s a lot of people who want to return home. With jobs often limited in the north, a career with the RCMP really is ideal for those who want to make a difference in their hometowns and I promote this every chance I get.”

Supt. Mitchell acknowledges that a career policing in northern Manitoba isn’t for everyone. “But, we know there are people out there that would thrive in this kind of environment. Our job now is to try and find these people and encourage them to not only apply for the RCMP, but to seek a posting in northern Manitoba after they finish their training at Depot. It’s truly a career like no other.”



Forrest Green / PoliceSolutions.ca welcomes:

On September 7th 2021, The Brandon Police Service became the first police agency in Manitoba to launch our online Police Record Checks solution.

“We are very happy to be able to offer online police record checks to our community. This will not only offer convenience and flexibility, but enhanced safety for both our citizens and police staff. We have also enjoyed our working relationship with Forrest Green. Their staff have been responsive and helpful.”

– Deputy Chief Randy Lewis

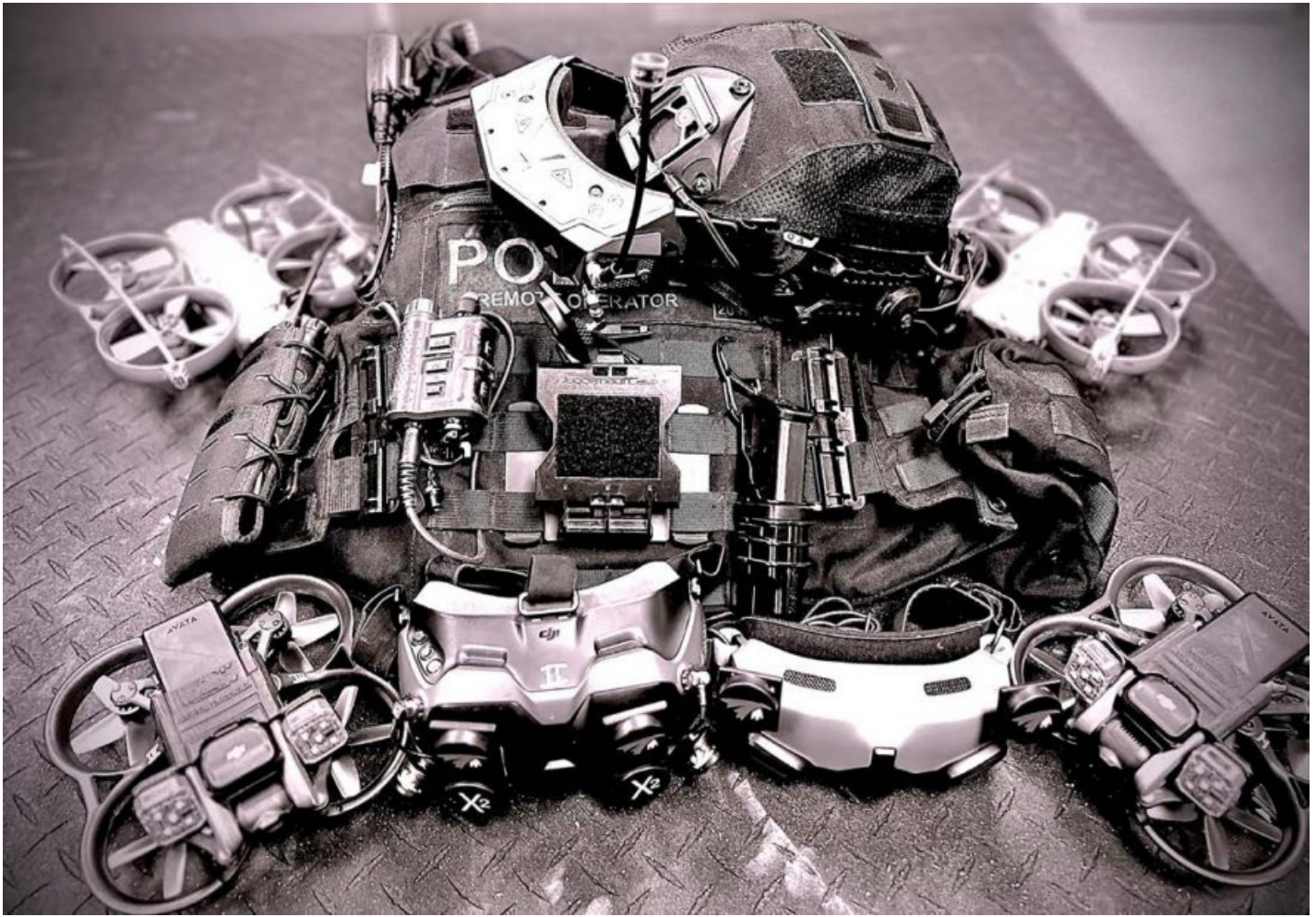
MACP CONFERENCE AND MB JUSTICE

Excellence IN LAW ENFORCEMENT *Awards*



The awards were presented to Manitoba Law Enforcement officers who made an “Exceptional and Important contribution for the betterment of their Community, their Police Service or to Manitoba Law Enforcement.”





WINNIPEG POLICE SERVICE

Remotely Piloted Aircraft System

By Jason English, Patrol Sergeant, Winnipeg Police Service

The use of Remotely Piloted Aircraft Systems (RPAS) in public safety began to see sporadic use by early adopters such as the OPP and Halton Regional Police about 2014. The Winnipeg Police Service's RPAS Unit went online June 1, 2019 and shortly after established its own RPAS "flight school" sanctioned by Transport Canada in 2020 (the first basic operators' course was held in 2021 and the first Tac Drone course was held in 2022).

Similar to computers and cell phones, RPAS have seen continual incremental advancements that have enabled present-day operators to provide incredible capabilities for situational awareness through advanced camera systems and supporting payloads to decision makers and investigators.

This article will focus on a relatively new adaptation for use of small RPAS in the tactical space, and highlight the enhanced benefit of First Person View (FPV). It is intentionally limited to focus on features and capabilities and is nonspecific to manufacturers. Specific TTP (Tactics, Techniques and Procedures) will not be discussed in order to protect operations.

Capabilities

With a very small portal of entry, these small RPAS can be used to enter structures to provide critical real-time situational awareness to tactical team leaders, incident command, EDU, Clandestine lab teams etc. They provide a unique perspective and can change position in mere seconds, to provide an alternate view. Searching structures



and confined spaces, illuminating unlit areas, thermally scanning an area of interest and keeping an eye on uncleared areas are all use cases for these small aircraft.

Robotic / Tactical Teaming

These RPAS can be deployed as single capabilities for the above use cases or paired with another tactical asset. Deploying RPAS with traditional ground robots, the new quadruped (like Boston Dynamics Spot), K9 or moving with tactical teams enhances their vantage points or provides an omniscient view of the working environment.

Cautions

These aircraft have real world limitations. Tactical positioning needs to be considered due to signal strength degradation once inside a structure. In addition, each subsequent turn of a corner or change in a level has exponential impact on reception. Structure composition is a significant consideration. A small house search versus a concrete building or parking garage will yield very different signal receptions. Antenna selection is very important.

Livestream / Remote View

RPAS imagery can be fed to a livestream or remote monitor, and shared with a team leader, command post or operations centre based on each system's video output capabilities. On scene, handheld monitors, body armour-worn or wrist-mount monitors can be used by tactical team members to provide real-time awareness.

First Person View (FPV)

Each tactical scenario will dictate if you have the officer safety ability to fly with FPV goggles. If you are able, it is one of those "game changing" experiences. Managing human factors, or minimizing human error, is a priority in all types of aviation. The increase in focus, and subsequent decrease in external distractions, by viewing through a goggle, provides for an immersive pilot experience enhancing attention, detail and precision. There are many things to consider when acquiring goggles; Antenna selection to receive video (patch vs omni or both), LED versus OLED lenses, Field of View (industry range of 33-51 degrees), HDMI, onboard DVR (Digital Video Recording), analog versus digital, or both in one. Newer versions of

goggles (both analog and digital) have adjustments for IPD (Inter pupillary distance) as well as focal (diopter) adjustment for those who would wear corrective lenses. This method of flying requires using a visual observer outdoors. Officer safety is achieved by flying from a phase line with tactical officers providing security or flying from an armoured vehicle.

Aircraft Considerations

Analog vs Digital Camera

Camera optics need to be considered based on the mission. Until recently, cameras on these small craft were all analog fixed lens/aperture with varying degrees of colour accuracy and light sensitivity. When flying analog via FPV one often needs to handle image breakup due to range/penetration loss of signal issues.

In recent times, digital video transmitters have made their way into small RPAS and FPV. This is true of both "home built" as well as COTS (Commercial Off the Shelf) that can be bought ready to fly from a manufacturer. Once you fly digital, it is hard to ever want to consider anything other than high-definition video, however analog does have its attributes as well.

Every piece of equipment used in tactical operations usually has an advantage and a limitation. Hence the reason for so many tools in the tactical tool box. Tactical RPAS are no different: thermal cameras for detecting heat, analog cameras for extremely low/no light without white light augmentation and / or Infra-Red capabilities and digital cameras for high resolution imagery.

Size

There are a variety of factors to consider with size. RPAS sizes are based on their prop diameter. 2.5" through 4" can be a small enough RPAS to be useful in tight spaces. 3-3.5" is a common size. 5" starts to get cumbersome and with batteries starts to get heavy. Small RPAS are useful for maneuverability and access to confined spaces. Larger ones are beneficial for open interior spaces. These come with longer flight times and increased payload options. In any of the size ranges, an ability to self-right by flipping



over is highly desirable. Some systems limit the flip to only one way which can be restrictive if up against a wall. Other systems allow the pilot to choose the flip direction.

Noise

Smaller is louder! Compressing frames and miniaturizing props make for higher RPM motors and puts rapidly moving air very close to the frame and components. Prop guards increase protection from obstacles, and ducted versions allow for increased thrust. All of this increases noise. Larger props, lower RPM (rotations per minute), and more frame spacing equal a quieter RPAS. Even the prop pitch can affect noise, but not enough to matter operationally. There is no stealth approach when using tactical RPAS. Everyone will know it is there. A low pitch prop offers more stable flight and slight increase to battery life.

Sensors

Aircraft with many additional sensors (Ultrasonic or Infrared, Optical Flow, GPS, etc.) allow for ease of flight but reduced manual control. Aircraft with fewer sensors allow for increased manual control for confined spaces etc.

Gimbal /no gimbal

A fixed lens increases one's interior collision operational survivability significantly but impacts the ability to see up or down by using only altitude adjustment. A gimbal camera allows the capability to look up and down. Some offer the ability to pan as well.

Costs

Despite all the above considerations, a basic single tactical RPAS can be cost in the range of \$2,000.00 to tens of thousands of dollars. The unseen costs involve training. For now, while Artificial Intelligence to recognize doors and windows etc. is available on very expensive systems and will only become more accessible, the current systems are only as capable as the pilot. Given the environments these RPAS are deployed in, agencies need to commit to training their pilots.

Program

All public safety programs are built on pillars. The five pillars for any successful tactical RPAS program are as follows;

1. Operational acceptance – support from the tactical unit, and incident command team, is required to have a successful program.
2. Establish relationships - with RPAS governance partners (Transport Canada and Nav Canada), as well as operational partners.
3. Commitment to excellence - personally and departmentally. High-risk, high-pressure environments require a high level of skill.
4. Education - RPAS are still “new”; your use case customers need to be shown what enhanced capabilities / efficiencies RPAS can bring to their operations
5. Experience - Tactical RPAS Pilots work in an incredibly unique space that is inaccessible to almost all pilots. Take every opportunity to fly in every circumstance you can consider. After an operation, don't pack up and go home - build relationships with investigative teams. Exercise lessons learned in real time. Fly the same operation again, or differently, while still on scene.

*Jason English, Patrol Sergeant, Winnipeg Police Service
Coordinator, Remotely Piloted Aircraft Systems Unit
Transport Canada Flight Reviewer
Director and founding member of the Canadian Emergency Response
Robotics Association (CERRA).*



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FINANCIAL WELLNESS

why should you care?

By Arian Beyzaei

Financial wellness is essential for overall well-being, and this is especially true in today's economic climate, where the increase in inflation and mortgage rates can make it difficult for individuals to maintain financial stability. This is particularly relevant for police officers, who may face unique financial challenges due to the nature of their work. A study by the Government of Canada found that financial stress is the leading cause of stress for Canadians, and this stress can have a significant impact on mental health. In this article, we will examine how police services can support the financial wellness of their officers and the benefits of such programs. By understanding the importance of financial wellness for police officers, we can take steps to ensure they have the resources they need to thrive both personally and professionally.

Police services and associations should care about the financial wellness of their staff because it can improve employee health and well-being, increase job satisfaction, and reduce costs associated with financial stress such as absenteeism, turnover, and disengagement. It also demonstrates that the organization cares about the well-being of its employees and can have a positive impact on the community's perception of the organization. Here are some shocking statistics about the financial situation of Canadians:

- 5 out of 10 Canadians live paycheque to paycheque.
- 47% of divorces are caused by money.
- The 2022 Financial Stress Index reveals that 38% of Canadians say money is their biggest concern, outranking personal health (21%), work (19%), and relationships (18%).
- The Challenges Police Staff and Canadians Are Facing

Police officers may face a number of financial challenges that can impact their mental health and overall family well-being. These challenges can include:

High levels of job-related stress: Police work can be a highly stressful profession, and research has shown that job-related stress can have a negative impact on financial well-being. A study published in the Journal of Occupational Health Psychology found that individuals with high levels of job-related stress were more likely to report financial problems, such as difficulty paying bills and saving for the future.

High levels of debt: On the list of G20, Canada ranks #4 for the highest levels of consumer debt at \$1.84. In other words, for every dollar a Canadian earns, they owe \$1.84. High levels of debt can lead to a host of mental health issues including depression, anxiety, panic attacks, and hopelessness. Research also shows a correlation between debt and suicide, depression, and anxiety.

Access to unbiased financial resources: Canadians may struggle to find unbiased financial advice due to conflicts of interest within the financial industry. These conflicts occur when financial institutions or advisors have a financial stake in the products or services they recommend to clients. As a result, they may be motivated to recommend products or services that may not be in the best interest of the client, but will benefit the institution or advisor financially. This can make it difficult for Canadians to determine if the advice they are receiving is truly in their best interest and can impact their ability to make informed financial decisions.

Full Coaching, First 6-Months:



Increase in net worth:
\$69,340*



Increase in credit score:
26 points*



Increase in TFSA:
\$4,583*



Increase in RRSP:
\$5,234*



Interest charge savings:
\$2,079*



Decrease in advisor fees:
1.57%*



Decrease in monthly spend:
\$1,117*



Decrease in credit card debt:
\$2,956*

*Based on Enriched Academy Coaching Averages as of June 2022. Results cannot be guaranteed, your results may vary.

Impact on families: According to a study published in the Journal of Family Psychology, couples with high levels of financial stress are more likely to experience relationship problems, such as communication breakdowns, conflict, and dissatisfaction with the relationship. 47% of divorces are caused by money. Financial stress can also have negative impacts on children, as it can lead to increased parental stress and conflict, which can affect children's emotional and behavioral well-being. Additionally, financial stress can lead to decreased parental involvement in children's education and socialization, which can have long-term negative effects.

How Police Services Can Promote Financial Wellness

1. At Enriched Academy, we have learned that the best practices for promoting financial wellness within a police service include:
2. Offering education, resources and coaching that are tailored to the individual's life and financial situation. This allows staff members to receive personalized guidance and advice that is relevant to their unique circumstances.
3. Making the financial wellness program available to the families of staff members. This can help to improve the overall financial well-being of the household, which can have a positive impact on the individual's mental and physical health.

4. Offering the program through different delivery methods to meet the different ways people learn. This can include in-person workshops, online resources, and one-on-one counseling sessions.
5. Providing financial tools, such as budgeting worksheets and calculators, which can help staff members to manage their finances more effectively.
6. Making the program simple, engaging, and entertaining. This can help to increase participation and engagement among staff members.
7. Integrating financial education into existing processes such as orientation, training programs, cadet training, and retirement planning. This can help to ensure that financial wellness is an ongoing focus for the organization, rather than a one-time event.

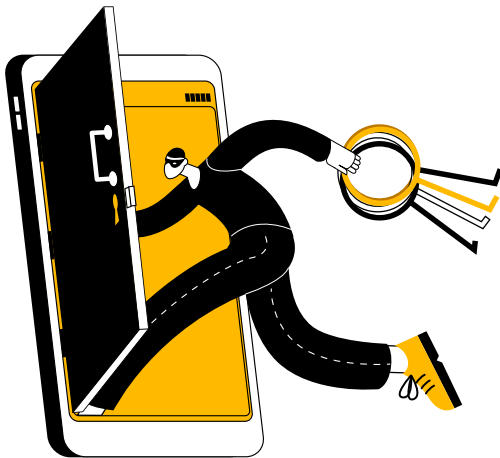
It is important to remember that financial wellness is an ongoing process and requires commitment from both employees and the organization. To truly make a difference, organizations should make financial wellness a priority and encourage participation from all employees.

So, if you want to ensure that your employees are financially stable and secure, don't wait, take action today. Invest in your employees' financial wellness and see the positive impact it can have on your organization.

*Arian Beyzaei, Vice President, Enriched Academy
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Lessons Learned on the International Stage **THE REAL IMPACT OF CYBERCRIME & CYBERSECURITY**

Dr. Marcus K. Rogers (Purdue University)



The current state of cyber security worldwide is not good. There has been a substantial increase in ransomware attacks, with an estimated 25% increase in the last five years (Verizon, 2022). Some reports estimate that worldwide there were 236 million reported attacks in 2022 (Olney, 2022). Post COVID-19, we have also seen a substantial increase in the attacks targeted at the supply chain (Verizon, 2022). No industry sector is immune from these attacks. Hospitals, educational institutions, local governments, and even law enforcement agencies have been targeted for attack.

Furthermore, we have seen state-sponsored actors and nation-states actively involved in cyber security attacks. The current war in Ukraine is a prime example of how cyber attacks are now part of the military strategy and are seen as a legitimate weapon of war.

With all the attention that cyber-attacks get, we tend to think that unless the target of the attack is some large institution or organization, there is no need for concern, as attacks are just part of the cost of doing business. Often more minor incidents go unreported or, if reported, are marginalized, and treated as numbers gathering exercises with no real follow-up.

We forget that cyber criminals, and even nation states, often look for a toehold to eventually go after larger targets by attacking and compromising systems and networks of smaller organizations or companies. Attackers look for the weakest link in the chain, not the strongest. Local law enforcement agencies, therefore, play a very important role in protecting against criminal cyber-attacks and cyber warfare in some cases, such as in the Ukraine war.

Projects/Partnerships

Several years ago, the Ukraine government and the US Department of State (U.S., 2022) began working together for Federal, Military, and local law enforcement agencies to build the capacity and skills to respond to and investigate cyber attacks and cybercriminal activity. This occurred a few years prior to the first Russian invasion of Ukraine in 2014. Since then, the project has expanded to include higher education institutions in Ukraine, joining in the training, education, and skills development of graduate students that would either join the military or police or provide support via a partnership between the government and the university or private company employing the students. This was modeled after a successful project piloted in the US at Purdue University.

The project was based on the understanding that Law Enforcement (even local/municipal) is often the first line of “government” defense against cyber attacks, but due to a lack of training and resources, these agencies are either too slow to react or dismiss the incidents as “not real police work.” The administration of these agencies often operates under the notion that if it were something serious, then a bigger federal or state agency would handle it. They fail to grasp that if it is reported to them and ignored, it is unlikely that the “bigger” agencies will be made aware of it unless or until it becomes a much larger and more severe problem.

With the war in Ukraine, the fact that efforts to improve the detection, prevention, and response to cyber attacks were already being improved before the invasion plays largely into Ukraine’s ability to withstand heavy attacks on their technology infrastructure by Russia and Russian back hacking groups.

High Tech Crime Units

The project in the US has added a component where faculty and students work alongside law enforcement in a High Tech Crime Unit. The shared physical space at Purdue is separated into a secure side for actual investigations and a research side used by faculty and grad students to conduct research in support of the investigators. Students who have taken the requisite digital forensics and cyber security classes can also participate in an internship for one semester, for which they receive three credit hrs. (the equivalent of 1 class). These students must pass a background check and be screened by the faculty who are part of the HTCUC. This model was adopted about eight years ago and is now the standard for nine additional HTCUCs in Indiana (all located at higher education institutions, both private and public/state).

Due to the war in Ukraine, the creation of these HTCUCs that combines academia and law enforcement has yet to be implemented. However, several US Universities are working with US AID to create and teach (online) graduate-level cyber security and digital forensics courses. These classes are geared toward teaching faculty at Ukrainian universities how to teach these types of classes so they can start meeting the military and law enforcement’s demand for skilled cybersecurity and digital forensics professionals.

Lessons Learned

The lessons learned from these ongoing projects thus far are many. The main takeaways are:

1. These partnerships must be started long before a cybersecurity crisis occurs.
2. Law enforcement needs to understand that they are, in fact, on the front lines of cybersecurity and cybercrime detection, as well as prevention.
3. Higher Education needs to emphasize skills (application of concepts) as well as knowledge when creating and teaching cybersecurity and digital forensics courses.
4. To have effective protection from cyber-attacks requires cooperation and open lines of communication between all levels of government, law enforcement agencies, the private sector, and higher education.

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Why Madeira?

By Doug Bailey



Doug and Monique Bailey and the view of Funchal from their terrace.

We have started what we call our “Second Half of Life,” (a.k.a. “post-retirement”) at age 50, here on the beautiful island of Madeira, Portugal. I was a police officer for nearly 27 years, starting at age 23 with the OPP for two years before coming back to my home town of Winnipeg and proudly serving with the Winnipeg Police Service for the next 25 years. My wife, Monique, started teaching at age 21 and moved up to Admin by the time she “retired” with me, twenty-nine years later.

Before I entered policing in 1995, I had traveled as one does in their early years, backpacking around Australia for a year, before getting down to the business of a career and family—“real life,” as I was told. But did it have to be that way? As we raised our two boys, we pushed back on that narrative. When we were 35 years old, we took a year off - Monique on a deferred-salary leave plan through her Provincial teaching contract, and myself with support from the WPS Executive, and saved holiday time. I put together 11 months off, three of them with pay. We took our two boys, then aged 7 and 10, around the world, crossing several continents and 29 different countries. We backpacked, we had 3 months and 17,000 kms in a motorhome in Europe, and we rode the rails of India, the minivans and buses of Africa, S.E. Asia, and Australia. It was truly a once-in-lifetime experience as a family, and we knew then that we wanted to do it again some day - just the two of us.

At the risk of sounding cliché, ‘life is short,’ and we wanted to make the most of it. We felt that through our careers

and raising our beautiful family, that we had contributed to society and that it was okay to set off on another grand adventure. And that is what this move has turned out to be. In less than 2 years leading up to October of 2021 when we left Canada, and through Covid, we went on a financial literacy learning curve, learning about wants, needs, minimalism - in addition to a better place to live - for weather, safety, and way of life. We found it in Portugal. We literally sold everything - house, car, and all belongings. With the majority invested for long-term, we moved to Madeira, Portugal, with just 2 small suitcases and a backpack each, an electric guitar, and our dog. That’s it. Making the most of a chance to start fresh in life, we became residents of Portugal.

Madeira Island sits just over 500 kms off the coast of Africa, parallel to Morocco, yet it is almost 1000 kms from Lisbon. It is an island of Portugal, just like the Azores, but it is semi-autonomous. Christopher Columbus spent time on Madeira, as did Captain James Cook. It was Winston Churchill’s favourite respite. Today, in addition to being the birthplace and childhood home of Cristiano Ronaldo, it is best known for having it all when it comes to culture, raw beauty, and weather. Known as the ‘Pearl of the Atlantic’ or Europe’s Hawaii for its subtropical climate, flower-filled landscapes, lush valleys, and plenty of waterfalls, Madeira has year-round warm ocean water, and soaring mountain hikes. It is home to the largest known Laurel tree forest in the world, which is recognized as a World Heritage site. Madeira is also often called the land of eternal spring and summer,

with “winter” daytime temperatures hovering around 19C - 22 C, and summer typically up to about 27C. It never seems to get too hot, or too cold. Although, up in the mountains, it can get down to from 5C to 13C with the elevation.

Madeira has over 2500 kms of so-called “Levadas,” small, open concrete channels to move water around the island—many built before there were any roads. Along most of these Levadas, there are walkable nature trails. Some of them are at dizzying heights, while others are laid-back and relaxing through the eucalyptus trees.

After joining the European Union, millions and millions of Euros were poured into Madeira to update and modernize the roads and infrastructure. There are now over 100 modern road tunnels through the mountains here on the island. Driving on Madeira is simply breathtaking, but we’ve had to learn to adapt, both to the steep and windy roads, and their size. No more Chevy Avalanche or Toyota Forerunner. Instead, we started with a small Fiat and have moved “up” to a 4-door Mini Cooper. Driving here is so much fun.

In November of 2022, Madeira Island was named the “Best Island Destination in the World” for the 8th consecutive year. Madeira won the “World Travel Awards” prize as “World’s Leading Island Destination” out of 23 other worldwide island destinations, and we totally understand why.

Prior to moving, we had only heard of “Madeira” by the wine that goes by the same name and is native to the island. Madeira has been one of the best-kept secrets for decades, but it appears the secret is getting out. While it is a regular cruise ship stopover (often times up to 5 massive cruise ships a day in port), more and more people are now flying in to Funchal’s CR7 airport (named after their favourite son) and staying longer - like us!

Due to considerations such as weather, politics, and crime, more and more people are looking to leave the U.S., Canada, the U.K., and indeed myriad other countries around the world, in search of a better “second half of life.” The ongoing influx of expats to Madeira is readily apparent, both in the rising real estate prices and in the ever-increasing number of new immigrants from all over the world, arriving on more and more direct flights. In fact,



it is so easy to get to Madeira. As a sought-after holiday destination, there are direct flights from all over Europe, the U.K., the Azores, the Canaries, and beyond. There are now also direct flights from NYC and Boston. With that comes the ease of travel off the island, both in time and cost. There are currently at least 48 direct flights between European

and North American destinations and Madeira, many via low cost airlines such as Wizz, EasyJet, and RyanAir. Return flights to Milan can hover around 40€, and in November of 2022 one could fly return to or from London for just 27€!

We have also found the cost of living in Madeira, and Portugal to be so much lower than North America. For example, in Canada we were paying close to \$400 per month for internet, TV, and data for two cell phones. Here, for all of that including unlimited data for 2 cell phones throughout all of Europe, over 200 TV and movie channels, plus 5G fibre high speed internet - we pay 62€ total. Together with low residential taxes and wonderfully low, fresh, grocery costs (everything can be grown on Madeira) - the savings are significant, especially on a fixed income.

The people of Madeira possess a refined sense of style, with both men and women paying attention to their appearance. The community values traditional customs and manners, such as savouring long meals out with loved ones and embracing the cafe culture. The locals are also known for their friendliness and politeness. As a former police officer, I appreciate the island’s extremely low crime rate, which is a refreshing change compared to other regions, particularly North America. Other than the police, it doesn’t appear that there are any handguns on the island, and gun violence itself is virtually nonexistent. In fact, crime of any kind is extremely rare. Portugal is considered one of the safest countries in the world, and together with free resident healthcare, retirement tax-incentives, low cost of living, and weather - all add to the lure of Portugal.

Overall, we are loving our new life on Madeira. It is truly a beautiful and special place, and we feel very fortunate to have found it. We encourage anyone who is considering a change of pace or a new adventure to consider Madeira as a destination. It may just be the perfect place for your own “second half of life.”

Nau mai ki Aotearoa

By Gene Bowers, Deputy Chief



Winnipeg Contingent left to right, Brandy Blind (Ma Mawi), Diane Wright (Ma Maw), Darryl Ramkissoon (WPS) Mary Mahler (Dakota Ojibway CFS), Tammy Christensen (Director Ma Mawi), Margaret Mackinnon (Ma Mawi), Gene Bowers (WPS), Natalie Daniels (Dakota Ojibway CFS), Angela Lavallee (Dakota Ojibway CFS)

In June 2022 Chief Smyth met Diane Redsky, Executive Director of the Ma Mawi Wi Chi Itata Centre. During their meeting Diane extended an invitation to the Winnipeg Police Service to join Ma Mawi to be part of a contingent traveling to New Zealand. The purpose of this trip was to help build our collective capacity to strengthen Indigenous families and to learn from the Maori people on Indigenous family and community-based care models and restorative justice practices.

Having worked closely with Ma Mawi, myself and Inspector Darryl Ramkissoon were asked if we would be interested in joining the group traveling to New Zealand. We would be living and travelling with eight other people, five from Ma Mawi, two from Dakota Ojibway CFS and one researcher from the University of Calgary. We would be tasked with examining two specific programs, Family Group Conferencing (FGC) and Youth Restorative Justice (RJ).

Darryl and I both accepted the invitation seeing it as an opportunity to partner with Ma Mawi and other organizations in Winnipeg while learning new ways to help indigenous children and youth.

Ma Mawi has been operating a Family Group Conferencing (FGC) program for approximately 20 years, the program was gifted to Ma Mawi from Waitomo Papakainga which is a Māori Indigenous-led non-government social service agency that operates out of Kaitia, on the North Island of New Zealand.

The Family Group Conferencing (FGC) program was developed in New Zealand by the Maori peoples, it was designed to bring together family or extended family members to formulate a plan to keep children and youth out of the justice/child welfare system. FGC is legislated in New Zealand and must be utilized as an option to keep youth out of the justice system and children out of care. In New Zealand FGC is also used to help adults either stay out of the justice system or assist them in preparing for their release back into the community.

We departed for New Zealand on the morning of October 30, 2022, prior to heading to the airport all the participants meet at Ma Mawi's offices for a traditional pipe ceremony to ensure our safe travels. Those of us who were travelling had their family members present for the farewell ceremony. The Executive Director of Ma Mawi, Diane Redsky and Winnipeg Police Chief Smyth were also in attendance.

After the ceremony concluded we headed to the airport where we would embark on a marathon 18.5-hour flight to Wellington, New Zealand.

We arrived at the Wellington airport on November 1st where we were met with a royal's welcome. Our hosts from Waitomo welcomed us with a traditional Maori war dance the Haka. After the dance we officially met our hosts from the Waitomo organization; Kattie Murary, Executive Director of Waitomo, Eva (Nan) Trebilcock, Mathew Trebilcock, and Merv Rawiri. Before going further, I want to take the opportunity to thank our Waitomo hosts, the trip was extremely well organized. Our hosts went above and beyond ensuring we took away as much as possible from our experience in New Zealand. They were incredibly friendly, patient, hospitable, and very knowledgeable about their culture and history.

Our hosts did, however, keep us on a very tight timeline. It didn't take long to realize that this was not going to be a laid-back trip in some tropical paradise. We also quickly discovered that Kattie Murray was a force to be reckoned with, she has operated Waitomo for 30 years and has been responsible for numerous social justice advancements for the Maori community. Kattie Murray is not one to hold any punches – you always knew where you stood with her. She is the recipient of the Queen's Service Medal for services to the community (2003) and is also a Member of the NZ Order of Merit recognized for her services to the Maori community. As a result of Murray's strong leadership, Waitomo is the premium non-government run community organization in New Zealand and has influenced other social organizations programming around the world.

Initially we would attend a three-day Justice conference in Wellington before ultimately crisscrossing the North Island for the next two and half weeks. Approximately three hundred Maori community service workers from various Community organizations attended this conference, coming from all parts of New Zealand. These organizations although much smaller were similar to Winnipeg's Ma Mawi and New Zealand's Waitomo.

The conference was hosted by three Maori lawyers who taught the community workers on how best to navigate the courts by utilizing FGC programming and the current child welfare laws. The goal being in keeping Maori children and youth out of the state-run child welfare and legal systems.



Six of the current sitting Maori Judges (right) sitting with the three lawyers that hosted the conference

This conference was unlike any justice conference I had seen in Canada, all the attendees including the organizers were Maori. The purpose of the conference was to teach the community service workers on how to leverage the current laws and utilize FGC programs to keep their Maori children out of the legal system or state care.

In New Zealand statistics show that previous involvement in either the child welfare system or youth justice system resulted in extremely high incarceration rates of Maori people who later became involved in the justice system as adults. The state-run programs are seen as the "Pipeline to Prison", by the Maori community.

The conferences opening remarks were provided by a Sir Joe Williams who is one of six of New Zealand's Supreme Court Judges, who by the way is Maori. In fact, six Maori judges attended and spoke at this conference all of whom



City of Wellington, New Zealand Photo taken first day after our arrival.

are strong advocates of the FGC work being done by the Community Service organizations. It was truly amazing to witness everyone from grass roots organizations to the Supreme court Judge advocating the FGC work being done.

During the next two and a half weeks our group would travel and lived together on the road going from town to town. We travel in two small rental vans, luggage and all! Even though New Zealand is made up of two islands its overall land mass is quite large. The North Island itself being approximately 43,000 square miles, it was a lot larger than we all had expected. During that time strong bonds were forged both with members of our Winnipeg contingent and our New Zealand hosts. As the trip progressed our hosts started introducing us as their Canadian family.

As you can imagine there was a lot to see while we were in New Zealand, it must be one of the most beautiful countries in the world. The scenery is non-stop. It seemed like at every turn there was another photo opportunity.

As the group traveled the North Island we visited a number of communities along the way, many having their own Marae, pronounced "MR AY".

Marae are the focal point of Maori communities, they are very intricate carved buildings each belonging to an iwi (tribe), and (sub-tribe) or whanau (family). Maori see their Marae as their place to stand and belong. Traditional Maori believe that the spirit continues to exist after death and that the deceased will always be a part of the Marae. It was explained to us that when you are welcomed into the Marae your ancestors are welcomed in with you. Any entrance into the Marae involves a ceremony welcoming not only you but all of your ancestors that came before you.

The photo above was taken of our group and hosts after we were welcomed into Orakei Marae in traditional ceremony, the Orakei Marae is an extremely important Marae to all the Maori people as it has connections to all the Maori iwi (tribes) throughout New Zealand.

It was an honor to have been lucky enough to be welcomed into the Orakei Marae which has such cultural significance to the Maori people of New Zealand. As it turned out was not the only significant Marae that we were welcomed into. We also had the extraordinary opportunity to visit a Marae located inside the grounds of the Ngawha Regional Correction Facility.



Winnipeg Group with NZ hosts, at the Orakei Marae, located in Auckland New Zealand.

The warden of this facility led the tour. He explained that they ran a program that reconnected Maori inmates with their traditional Maori culture. The program was very successful in instilling a sense of purpose and pride for the men who participated in the program. The program is designed to provide the inmates with the skills and confidence to successfully reintegrate back into the community.

As the warden escorted us through the security screening process he explained that the Maori inmates had been waiting for our arrival with great anticipation and would be performing a Taki welcoming ceremony in our honor. The Taki Ceremony is a welcoming ceremony for significantly important occasions, it is performed by Maori warriors to test the intentions of any visitors. This ceremony is very intense and after having experienced it up close and personal I would characterize it as terrifying. The warden directed me to the head of the procession as I was selected to lead our group through the initial ceremony.

The warden subsequently led us to the center of the facility grounds here we found a beautiful tropical garden surrounding the facility's Marae. Our procession was greeted at the front of the Marae by Maori warriors (inmates), The lead Maori warrior was armed with a wooden spear and approached me in an extremely aggressive manner with wild screams, facial expressions and threatening gestures. The warrior came within inches of me unexpectedly laying a large leaf at my feet.

I was instructed to maintain eye contact with the warrior and to slowly pick the leaf up. While I managed to bend

down locking my eyes on the intimidating figure in front me, I must admit I had to fight my police instincts not to react tactically. As soon as I retrieved the leaf from the ground the warrior's demeanor, facial expressions softened becoming friendly and inviting. At this time other warriors calmed down and proceeded to back up towards the opening of the Marae signaling us to go inside. I was advised that picking up the leaf signaled to the warriors that we had come there with peaceful intentions. Once inside, the Marae there were a number of leaders from the surrounding tribes and other guests waiting, there must have been 150 people waiting for our arrival.

Once inside we were seated across the room from our hosts – most of whom were inmates, guards, social workers and other staff. A Powhiri ceremony was conducted where each group gave formal speeches, sang songs and honored each other with gifts.

During our visit we learned that Maori teachings were central to the inmate's rehabilitation. But what made this program special was the inclusion of the inmate's family on the outside. The counselors at the facility found that the inmates were more successful returning to the community

when their love ones had a better understanding of what they had learned and how they had changed while in programming. Through Waitomo, the inmate's loved ones were also able to receive counseling or other supports at the same time that the inmate was being supported. The result is a more stable environment for the inmate upon his release ultimately leading to a successful transition back into the community.

This tour of the correctional facility was one of the highlights of our New Zealand experience.

Near the end of our trip we had the opportunity to visit the New Zealand Police Northland District offices located in the town of Kaitiāia. Inspector Ramkissoon and I were able to learn more about how their Youth Restorative Justice programming was implemented. We ultimately met with Senior Constable Andrew Telea who is the police districts lead Youth Aid worker. Constable Telea advised that their Youth Restorative Justice program is designed to keep Maori youth out of the criminal justice system. Constable Telea who is also Maori advised that a youth record remains with a person for life and are used in adult sentencing. As a result, a large majority of Maori people end up being



Senior Constable Andrew Telea (Centre) with New Zealand Police members, members of Winnipeg Police, and Dakota Ojibway and Waitomo members.

incarcerated as adults due to their youth record being used at their adult sentencing hearing.

In New Zealand Youth Restorative Justice can be activated pre-charge and post charge, Police have the ability to issue informal or formal warnings. An officer only needs to believe that a youth is guilty of an offence to issue a formal or informal warning. Therefore, no admission of guilt is required. The Restorative Justice program also provides police the authority to refer young offenders for an FGC. However, in these instances the young offender is required to admit guilt. The courts also can refer the young offender to an FGC and are obligated in most cases involving a Maori young offender.

The Youth Restorative program attempts to deal with young offenders at the community level, even where more serious charges are involved. FGC is also designed to repair the damage caused to the victim, victims are given the opportunity to sit in the FGC and explain the harm caused by the offender. The victim is given a voice and it provides the opportunity for the offender see that their actions actually caused harm to someone. Often the offender has the opportunity to express an apology.

At this point the FGC moves to formulating a plan to support the young offender, it is during this process the FGC looks at what else in the young offender's life might be causing them issues. For example, is there addiction issues involving the parents, is the youth simply not getting to school as the parents have no mode of transportation. The plan will look for what is influencing the youth negatively. FGC will then determine what supports can be implemented for the youth or his/her family to help the youth stay out of further trouble. In this case the FGC may plan to have addictions counseling implemented for the parents or get another family member who has a car to drive the youth to school.

The FGC will also find a solution on how to right the harm caused to the victim. This could include financial reimbursement but often involves other resolutions such as helping others in the community, and/or repairing damage. Often these solutions require commitments for long periods of time and actually are more arduous than a penalty that would have been handed out by the courts.

In cases where an FGC has been established the youth with his counsel, community service worker (waitomo) and

family members will to appear before the courts. Here the judge will determine the merits of the FGC plan. What is remarkably different here is that the judge will interact with entire FGC team to satisfy himself/herself if the plan meets the needs of the parties involved as well as the court.

This brings me to the last tour that we took which was to the District/Family Court House in Kaitia. Here we met with Chief District Court Judge Heemi Taumaunu.

Judge Taumaunu shared the Te Ao Marama approach in his court. This approach is meant to improve the experience for all people who participate in the court system, including defendants, witnesses, victims and family. This approach also uses plain language and it incorporates community, family and cultural input. This model comes after decades of transformational change in the New Zealand justice system and is backed by a wealth of reports finding systemic failures.

The model focuses on offenders where issues such as addiction, homelessness, cultural disconnection and poor mental health are contributing to their offending. The courts also look at the offender's family history and the family's ability to support the offender, acknowledging that the charge doesn't define the person.

Our group also sat in on a case and witnessed firsthand how Judge Taumaunu interacted with the offender and his family. We saw meaningful engagement that enabled the offender and the family to better understand the court process and their obligation to the court's decision.

This model is slowly being implemented in every courthouse throughout New Zealand and it is hopeful that it will build confidence in the justice system so those who encounter it will feel that they have been heard and understood.

There were many more amazing experiences and learning opportunities during our visit to New Zealand that I couldn't touch on in this article. If you are interested getting more information on New Zealand's Family Group Conferencing and Restorative Justice Programs mentioned in this article your welcome to send me or Inspector Darryl Ramkissoo an email at gowers@winnipeg.ca or DRamkissoo@winnipeg.ca

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2002 Review and 2023 Outlook

Investors experienced a turbulent ride in 2022. Inflation, central bank rate hikes, oil prices, supply chain disruptions and the Russia-Ukraine conflict cast a long shadow on markets, causing extreme volatility and dominating financial headlines 24/7. As stressful as this has been, the worst is now likely behind us.

Equities and bonds

U.S., Canadian and global equities swung back and forth in 2022, one moment bullish and the next bearish. For example, in Q3 the three leading U.S. indexes - the S&P500 Index, Dow Jones and Nasdaq - notched their biggest monthly gains since 2020. Equity markets also posted back-to-back monthly gains in October and November with North American stocks up over 10%. Unfortunately none of the rallies were sustained and Canadian, U.S. and global equities faded. The TSX Composite Index, the S&P500 Index and the MSCI EAFE finished the year down approximately 9%, 19% and 17% respectively.

The big tech names sold-off after disappointing earnings results while cryptos fell dramatically as speculative investors exited the sector. U.S. and Canadian banks had mixed results. Overall though, corporate earnings across a wide range of sectors remained resilient with consumer demand holding up.

Despite the common focus on equities, bonds were the bigger story of the 2022. The May issue of Wall Street Journal dubbed 2022 as the worst year for bonds since 1842. U.S. and Canadian yields which move in the opposite direction to bond prices, rose during the first nine months of the year, before dipping slightly in Q4. Yields increased on expectations of more rate hikes by the Fed and Bank of Canada, the inflationary outlook and forecasts for

slower growth. Yields then dipped on better inflation news in the second half of 2022 as well as on indications the market pullback now captures most of the re-pricing and downside. The yield curve, which is the difference between 10 year and 2 year U.S. yields, also flattened through 2022 as short and long yields converged. This highlighted Fed rate hiking at the short end and forecasts for slower growth at the longer end.

Economic indicators, currencies and oil

Despite the market swings and uncertainty, there were a number of positive North American economic indicators reflecting the U.S. and Canadian economies continue to be in relatively good shape. The unemployment rate in the U.S. and Canada remained low and job vacancies grew. Retail sales and consumer spending chugged along nicely while house prices on both sides of the border cooled. As we headed into the second half of 2022, the CEOs of two major grocery chains said food prices had started stabilizing and a CEO of a large shipping company said supply chains are back to normal.

In foreign exchange markets, the Canadian loonie, dubbed a “petro-dollar” due to its close ties with the oil sector strengthened or weakened in tandem with oil prices. For the year, the loonie weakened against the US dollar but not as much as other major currencies. The Canadian dollar remains the best performing G10 currency relative to the US dollar, which has been seen as a buffer against rising interest rates. The U.S. greenback marked its best year since 2015.

The price of oil seesawed through 2022. It surged in the first half of the year, peaking at US\$122 a barrel by early June. Contributing factors were supply chain disruptions, Russia’s invasion of Ukraine, an OPEC production cut,

strong U.S. GDP growth and signs China's economy was recovering from the pandemic. From Q3, oil prices declined and ended 2022 hovering near US\$80 a barrel and up about 7% compared to 2021. The decline was driven by anticipation the Fed's rate hiking plans, a strengthening US dollar and slowing global economic growth will eventually tame inflation and as a result dampen oil demand.

Inflation, interest rates and central banks

U.S. inflation peaked at 9.1% during the summer, a 40-year high. Supply chain disruptions and rising energy, food and housing costs were the main contributors. Inflation then started to ease in the second half of 2022, cooling to 7.1% by year-end. This was driven by falling housing, healthcare and used car prices as well as less expensive gasoline, electricity and air travel. The Fed raised rates from near zero to 0.25%, in March, its first increase in three years and then went on to make seven large hikes, including four straight 0.75% increases, its biggest since 1994. At its annual Jackson Hole summit in Wyoming, Fed chair Powell said the Fed would continue hiking until inflation is back within its 2% target range.

In Canada, inflation headed north as well, hitting 7.7%, in Q2, its highest level since 1983, before cooling in the second half of 2022 and ending the year at 6.4%. The Bank of Canada also raised rates seven times, including a jumbo full percentage point hike in the summer. Bank governor Macklem noted it will take time for higher rates to bring inflation under control, but monetary policy is starting to have an effect.

Many other central banks around the world coordinated with the Fed, including the Bank of England and European

Central Bank. Most notably, the Bank of Japan ended its long-term near-zero interest rate policy. China's central bank was an outlier, introducing a 10 basis point rate cut to stimulate growth.

What can we expect next?

As difficult as 2022 has been with rate hikes, high inflation and market swings, the worst is now probably behind us and the conditions created for a much more compelling investing environment going forward. Central bank policy, which operates with a lag, is likely to weigh on the economy into 2023, but equity valuations have normalized and the potential returns of several asset classes offer attractive opportunities. Corporate earnings in general have remained resilient and supply chains are finally moving again.

Regardless of where we are in the market cycle, it's important to take a disciplined approach to investing and stay focused on your long-term goals. This strategy helps you keep your emotions out of investing, typically buying high and selling low like many investors do. Ongoing monitoring and reviewing of your portfolio also ensures it remains on track. Diversifying investments reduces risk as well.

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Police Exchange Programs

By Brandon Battle

The IACP is the world's largest and most influential professional association for police leaders. With more than 32,000 members in over 170 countries, the IACP is a recognized leader in global policing, committed to advancing safer communities through thoughtful, progressive police leadership. Since 1893, the association has been serving communities by speaking out on behalf of law enforcement and advancing leadership and professionalism in policing worldwide.

The IACP has three offices with our central headquarters in Alexandria, Virginia, and auxiliary offices in Seoul, South Korea and Abu Dhabi, United Arab Emirates. Through our office locations, we engage our members and members of the global policing community, through training, advocacy, research, and education. The IACP also partners with global and regional police agencies and organizations to share information and resources and to develop and facilitate meetings, conferences, trainings, and exchange programs around the world. Through these partnerships the IACP has established Memorandums of Understanding (MOUs) with several police organizations such as INTERPOL, the Canadian Association of Chiefs of Police (CACAP), the Pacific Islands Chiefs of Police (PICP), the Association of Caribbean Commissioners of Police (ACCP), and the United Arab Emirates Ministry of Interior (UAE-MOI).

Through the IACP's MOU with the UAE-MOI, we have conducted several police exchange programs. The first of these programs, the IACP-UAE Academy Exchange program, enrolled six Emirati police officials in a 24-week, 855-hour basic police officer training program at the Collin College Law Enforcement Academy (CCLEA) McKinney, TX. During the program, the UAE delegates were fully embedded in the academy and were able to experience a full North American police academy program alongside their U.S. counterparts. The Emirati officers engaged in all aspects of the academy required for Texas Commission on Law Enforcement (TCOLE) certification. Training included classroom-based instruction on topics such as multiculturalism, stress management,

arrest and control, HAZMAT awareness, and the Texas penal code. The delegates also participated in hands-on training on topics such as physical training (PT), firearms training, less-lethal weapons training, defensive tactics, defensive driving and vehicular pursuit, and scenario-based training exercises among other topic areas. Following completion of the academy curriculum, the Emirati delegates completed TCOLE certification exams before graduating from the program and returning to the UAE.

Following the success of the first IACP-UAE Academy Exchange program, the IACP organized and facilitated a two-week study tour for eleven Emirati police officials in the U.S.. Conducted in partnership with the IACP, the UAE-MOI, and the Orange County Sheriff's Office (FL), the IACP facilitated the IACP-UAE Police Leadership Exchange program in the Washington D.C. metropolitan area and Orlando, FL. The first week of the study tour was held at IACP headquarters in Alexandria, VA and two federal sites in the Washington D.C. metropolitan area. While at IACP headquarters, the delegates learned about local and federal policing in the U.S. through presentations and discussions with IACP staff, consultants, and fellows, and local policing partners from the Alexandria Sheriff's Office.

Later in the week, site visits were conducted to FBI headquarters in Washington D.C. and the FBI Training Academy in Quantico, VA, where the delegates were able to learn more about policing at the federal level and the FBI's partnerships with local, federal, and international police agencies and organizations. The delegates also participated in a condensed version of IACP's First-Line Leadership (FLL) training program. FLL is a three-day training for first-line supervisors and rising police leaders on leadership concepts with a focus on three core elements of leadership; the leader, the follower, and the situation.

After the first week of the program, the delegates traveled to Orlando, FL. While in Orlando, the delegates learned about the various units and functions of the Orange County



Graduates of CCLEA's 111th Basic Peace Officer training in McKinney, TX pictured with CCLEA academy leadership and trainers, IACP staff, and representatives of the UAE MOI, UAE Police College, and the UAE Embassy in Washington D.C.



U.S. and Canadian participants of the IACP-UAE Academy Exchange program on a site visit to the Abu Dhabi Police Crime Scene Village Institute.



Signing Ceremony for IACP's Memorandum of Understanding with the UAE Ministry of Interior.

Sheriff's Office through presentations, tours, and ride-alongs throughout the local community. Over the duration of the study tour, the delegates were accompanied by an IACP staff member and an IACP Fellow who addressed delegate inquiries and provided links between the policing concepts learned each week. The study tour concluded with a graduation ceremony attended by staff and leadership from the Orange County Sheriff's Office, the UAE MOI, and the Embassy of the United Arab Emirates in the U.S..

Following completion of the study tour program, the IACP conducted an exchange program for U.S. and Canadian police officials to experience police training in the UAE. Through the program, the five officers representing the Toronto Police Service, Chandler PD (AZ), Buffalo Grove PD (IL), and the Orange County Sheriff's Office (FL) were enrolled in a three-month basic academy training program at the Abu Dhabi Police College. From October 2021-February 2023, the officers experienced classroom-based training and examinations, firearms training, specialized training, and PT alongside Emirati police cadets. The North American police officials experienced



Signing ceremony for IACP's Memorandum of Understanding with Interpol at Interpol Headquarters in Lyon, France.



Participants of the IACP-UAE Police Leadership Exchange program pictured in front of IACP headquarters with IACP staff and representatives of the UAE Embassy in Washington D.C.

a condensed version of the academy as the full academy program takes four years to complete. Upon completion of the program, Emirati cadets graduate as commissioned police officials and receive four-year college degrees. Following completion of the program, the North American officers were recognized in a formal graduation ceremony attended by staff and leadership of the UAE MOI and IACP, and executive level Emirati governmental officials.

The IACP is committed to enhancing the policing profession through the continued exchange of training, information, and ideas, and we plan to conduct future iterations of the IACP-UAE Academy Exchange program for entry level, mid-level, and executive level police officials. More information regarding the application process and program requirements will be released later this year. If you or your agency are interested in serving as a host agency, participant, or subject-matter expert for future police exchange programs or study tours, please contact IACP staff at GlobalPolicing@theiacp.org.

Brandon Battle, Project Manager, Global Policing, International Association of Chiefs of Police (IACP)



Graduates of the IACP-UAE Police Leadership Exchange program pictured with staff and leadership of the Orange County Sheriff's Office and the UAE Embassy in Washington, D.C.



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