

# **MASS CASSUALTY COMMISSION**

## **Submission of the Atlantic Police Association**

### Introduction

1. This submission is made on behalf of the Atlantic Police Association (“APA”).
2. The APA represents unionized police officers and civilians from 9 police forces established as follows:
  - a. Truro Police Service- 1875
  - b. Amherst police Service- 1890
  - c. New Glasgow Regional Police Service- 1876
  - d. Charlottetown Police Service- 1855
  - e. Bridgewater Police Service- 1899
  - f. Kentville Police Service- 1887
  - g. Stellarton Police Service- 1889
  - h. Westville Police Service- 1894
  - i. Annapolis Royal Police Service- 1825

Our youngest police force has served their community for approximately 123 years and our oldest police force has served their community for almost 200 years since 1825; complete with Canada’s first female police officer in 1825.

3. The following definitions will be used:
  - a. “MCC” means the “Mass Casualty Commission”
  - b. “MC” means the “Mass Casualty” events of 18, 19 April 2020, as investigated by the Commission (MCC)
  - c. “ERT” means Emergency Response Team”

### Intent

4. It is our intention to be forward looking with recommendations to assist the MCC. Events both before and after the MC provide critical information for necessary change to move policing forward in Nova Scotia and across Canada.
5. Except as necessary, it is not our intention to be critical of front-line police officers, most of whom gave their best in very difficult circumstances, operating within institutional and resource constraints.
6. It is our intention to recognize Heidi Stephenson. Throughout our organization, our affiliated organizations, among both retired and serving officers, she is acknowledged as the officer who stood her ground to protect the public. Her actions in wounding the perpetrator enabled other officers to bring these tragic events to conclusion. Her

suggestion that the public be notified of the threat combined with her actions to stop the perpetrator, define her as the hero of these events.

7. We remember, with sadness and condolences, the families who suffered such horrible losses during the events of April 18-19, 2020.
8. We are committed to assist with implementation of policing improvements to ensure better protection and service for the public.
9. We will be direct and to the point in stating our position. Everything is not all right in policing. Everything will NOT be OK - Nor has it been OK for some time – many lives have been lost. Many families have been devastated. Difficult change is required.
10. We are fully aware of two other Mass Casualty incidents in Atlantic Canada that preceded the events that commenced in Portapique:
  - Moncton in 2014-06-04
  - Fredericton in 2018-08-10

These incidents set the stage for the MC we deal with today. Unfortunately, similar events will occur again – the precise details cannot be known. However, we must be better prepared.

#### Background to the MC

11. Prior to the MC, the RCMP's rural policing strategy of Colchester County was described as "an ongoing disaster and a danger to the public". These descriptions were provided by two municipal county councillors with law enforcement backgrounds. The articles and interviews identify the problems which were common knowledge:

Reference: <https://www.halifaxexaminer.ca/featured/rcmps-rural-policing-is-an-ongoing-disaster-say-colchester-county-councillors/> para:1

- "There is no longer a relationship with the community here with the police, they are just a car that drives down the road" ...

Reference: <https://globalnews.ca/news/7027836/colchester-portapique-rcmp-service-review/> para 6, video

- "...they call it showing the buffalo"

Reference: <https://globalnews.ca/news/7027836/colchester-portapique-rcmp-service-review/> video

- "... the community policing model has become transient in Colchester County and other rural areas, where police detachments see a high level of staff turnover."

Reference: <https://globalnews.ca/news/7027836/colchester-portapique-rcmp-service-review/> para 7

- “Gregory says the RCMP used to have a policy that officers live in the community they worked but it has since changed, and now the police service has lost that “community connection” which he said was integral to rural policing.”

Reference: <https://globalnews.ca/news/7027836/colchester-portapique-rcmp-service-review/> para 10

- “Taggart calls this “musical badges,” where the RCMP move Mounties around to backfill vacancies in detachments, robbing Peter to pay Paul. “When the whistle blows, what badge is in what chair?” Insiders have long complained that the force will list names on detachment rosters of officers who are off on medical leave, serving on peacekeeping missions overseas or backfilling in other detachments. The result: on paper the force is at full strength, but in reality, rural detachments are chronically understaffed, which means the officers on the ground are overworked. Darryl Davies, a criminologist at Carleton University, says when he used to work in the law-enforcement directorate of the federal Public Safety department, they called it “Mountie math.”

Reference: <https://www.macleans.ca/news/canada/the-rcmp-is-broken/>

12. The RCMP’s rural policing strategy in Nova Scotia and elsewhere has NOT been an effective policing strategy for many years. The RCMP is the National police force with a long and proud history. It suffers from many flaws that were on full display during the MC. Those flaws include:

- a. An unwillingness to learn from previous mistakes,
- b. An inability to seek assistance from other police forces,
- c. A failure to communicate effectively at almost every level of the organization,
- d. A police force that tries to be all things to all people in policing - an impossible and unrealistic goal that can never be achieved,
- e. A police force that puts its image above all else and resists acknowledging its mistakes,
- f. A bureaucratic force so wrapped up in its process that it struggles to achieve simple goals,
- g. Tunnel vision on events that left the force without critical information,
- h. A culture that prevents effective change.

These and many other failures led to the many missed opportunities that could have cut the perpetrator’s rampage short earlier and potentially lessened some of the negative impact experienced by those affected by these events.

### Missed Opportunities

13. The investigation of the MC uncovered many missed opportunities and shortcomings in RCMP’s performance.

14. The MC has been described as an extraordinary and unprecedented event. In some contexts, this is correct. However, extraordinary, and difficult events are exactly what

police training and preparation is about. The police are not called because everything is wonderful – they are called when difficult and challenging issues arise.

15. Two extraordinary events preceded the MC in Atlantic Canada:

- Moncton Shootings in 2014-06-04
- Fredericton Shootings in 2018-08-10

These events should have caught the attention of every police organization in Atlantic Canada and been a warning for all police forces that worse could happen in Atlantic Canada.

16. The RCMP's failure to implement key recommendations from the "Independent Review Moncton Shooting June 4, 2014" which was prepared by Alphonse MacNeil, a retired Assistant RCMP Commissioner, shows a force unable to adjust and adapt. Even when the recommendations came from one of their own, the RCMP had difficulty implementing those recommendations.

17. The RCMP missed opportunities to develop a Full-Time, fully equipped and resourced RCMP ERT team for Nova Scotia, especially after the shootings in Moncton. Concerns were outlined in testimony before the Commission (MCC) by Cpl Mills and others. At p.115 of the testimony transcript Cpl Mills referred to the Ottawa ERT team – "they've got the Cadillac and we've got the Datsun". This speaks volumes with respect to the lack of RCMP standards, which have been demonstrated to be ineffective and inconsistently applied.

18. RCMP's missed opportunities to acquire ERT team equipment, full-time personnel, and training are detailed within testimony before the Commission (MCC).

19. Prior to the MC, the RCMP missed multiple opportunities to consider the potential risks of the perpetrator within the community. His activities came to the attention of the RCMP through a series of reported concerns. Included in these missed opportunities was a CISNS bulletin from Truro Police Service that identified the perpetrator as a risk in RCMP jurisdiction. The RCMP response to these issues was too little too late.

20. On 2 occasions during the MC, the RCMP had the perpetrator within sight of their officers. A potential opportunity to end the mass casualty event was lost on each occasion:

- a. First was highway 4 when the perpetrator passed an RCMP officer in his vehicle.
- b. The second was at the Onslow Fire Hall when the perpetrator drove by, unnoticed by an RCMP member guarding the Fire Hall.

21. The failure to engage the Truro Police Service and other Municipal police services resulted in multiple missed opportunities including:

- a. The opportunity to block or conduct surveillance along critical highways and potential escape routes to Halifax, New Brunswick and/ or Cape Breton.

- b. The opportunity to protect the Town of Truro and surrounding areas from the perpetrator who was moving freely within the community.
- c. The opportunity to provide additional officers to assist the RCMP in protecting and securing crime scenes and other locations such as the Onslow Fire Hall.
- d. Municipal police vehicles bear different markings than RCMP vehicles and would not have been confused for the perpetrator as he was moving through the communities.
- e. RCMP security at the Onslow Fire Hall, was limited to one RCMP member. This was insufficient security under the circumstances. A Truro police presence at this location could have bolstered protection for the citizens taking refuge inside, and potentially avoided the firearms discharge situation that was attributed to mistaken identity.
- f. The opportunity for another police agency to interview key witnesses who could describe the vehicle being driven by the perpetrator. Those interviews could have been conducted by Truro Police providing critical detail sooner. Prior to the RCMP interview Sunday morning, the RCMP was just guessing at what the perpetrator's vehicle actually looked like. It didn't seem to occur to anyone - they could have just asked someone who actually saw the vehicle.
- g. The opportunity to allow Truro Police to "monitor" RCMP channels keeping that agency informed on what was taking place within their jurisdiction so they could respond if necessary. This would have been preferable to asking the Truro Police Service to shut down the Town after the perpetrator drove through the Town.

#### Structure of Policing in Nova Scotia, New Brunswick, PEI and across Canada

**22. Recommendation [1]: That the RCMP discontinue contract policing (municipal and provincial policing) and focus on federal policing duties where their expertise is desperately needed.**

23. The Future of the RCMP in contract policing is very uncertain. There are multiple recommendations that the RCMP get out of contract policing and fulfill Federal responsibilities. The following are examples:

- 2021-06-14: The report of MP's made 42 recommendations — among them that "the government of Canada explore the possibility of ending contract policing within the Royal Canadian Mounted Police and that the Government work with the provinces, territories and municipalities to help those interested establish their own provincial and territorial police services.",; <https://www.cbc.ca/news/politics/rcmp-racism-report-committee-1.6068970>

Report of the Standing Committee on Public Safety and National Security, June 2021

- 2020-03-12: RCMP issues dire warning about its ability to police terrorism, foreign interference and cybercrime:

**“The RCMP is sounding an alarm** over what it calls "significant resourcing challenges" as demands on its terrorism-fighting and cybercrime investigators grow — and is warning that if it doesn't get help soon, it might not be able to properly police those files.”

Reference: <https://www.cbc.ca/news/politics/rcmp-significant-resourcing-challenges-security-1.5492424>

- 2022-05-05: B.C. MLAs recommend moving to new provincial police force: B.C.’s patchwork of RCMP and municipal police forces should “transition to a new B.C. provincial police service,” **amalgamating police services on a regional basis**, an all-party committee of MLAs recommends.

Reference: <https://www.interior-news.com/news/b-c-mlas-recommend-moving-to-new-provincial-police-force-2/>

- 2022-08-10 Surrey Police Replaces the RCMP: Surrey, B.C.'s new municipal police force is in the midst of transitioning from RCMP to the Surrey Police Service — a change that began in 2018, when city council approved a motion to replace the RCMP.

Reference: <https://www.cbc.ca/news/canada/british-columbia/surrey-police-service-q-a-1.6546644>

- 2021-10-29 Alberta is considering its own Provincial Police Force:

Reference: <https://www.alberta.ca/alberta-police-service-transition-study.aspx>

24. The RCMP is, by its own admission, not able to fulfill its policing responsibilities. In addition to the above articles. An article in June of 2022. “The New Brunswick RCMP’s assistant commissioner, DeAnna Hill, said Monday night while attending McAdam’s public meeting that resources are one of the biggest barriers the RCMP is facing. She says recruitment has been difficult across the country and New Brunswick isn’t immune. In over two decades of her career, Hill said she has never seen the staffing situation this bad.”

Reference: <https://atlantic.ctvnews.ca/it-s-in-shambles-rcmp-architects-of-own-demise-says-criminologist-after-complaints-in-n-b-and-n-s-1.5961792> para 6

25. This is not the fault of frontline officers. It results from an attempt to make the RCMP all things policing to all people. There is a critical role and need for the RCMP as a national police force, involved in complex and multi-jurisdictional investigations, such as human trafficking, drugs, international crime, money laundering, organized crime, national

security, terrorism, and enforcement of federal laws. This is a role that Municipal and Provincial police forces can't fill.

26. “The people who get shortchanged on this is actually the federal government, because its federal police force spends most of its time, effort, energy and resources on contract policing, and what I might call distractions from federal priorities,” says Christian Leuprecht, a professor at the Royal Military College (RMC) of Canada, who wrote an in-depth report on the Mounties for the Macdonald-Laurier Institute.”

Reference: <https://www.macleans.ca/news/canada/the-rcmp-is-broken/>

“The model—with the federal government subsidizing the force in rural areas while municipal forces police the cities—means that the RCMP is stuck doing the policing nobody else wants, driving officers into the ground.”

Reference: <https://www.macleans.ca/news/canada/the-rcmp-is-broken/>

27. Complex national and international investigations require a national police force that is focused on these challenging and difficult public safety issues... not handing out speeding tickets in rural Nova Scotia.

**28. Recommendation [2]: That Policing Remain a Municipal Responsibility**

In Nova Scotia Policing is a Municipal responsibility under section 35 of the Police Act. This allows the citizens of each Municipality to decide on the level of policing through their elected officials. This should not change.

29. The Commission (MCC) heard evidence on the challenges of receiving services in rural areas – Municipal control of policing services with oversight from the province ensures that communities will receive the level of policing they desire.

30. A provincial police force is not the best option. A Provincial force would focus its resources in areas where they are most needed, likely urban, leaving more rural communities with less policing than desired.

31. It should be noted that RCMP supporters will talk about the huge population in the Counties they police. Many of those individuals are policed by Municipal police forces as they work and travel to the Towns that form the hub of their extended communities. People may live in the County but often work, travel, seek entertainment do business and enjoy the night life in the nearest Town that has its own Municipal police force.

**32. Recommendation [3]: That Community Based Policing remain the preferred model of policing in Canada:**

33. Community based Policing is best described by the Canadian Association of Chiefs of Police in October 2015 report at p.3:

“Policing in Canada is community-based and oriented, with its origins in the principles set out in 1929 by Sir Robert Peel, father of modern policing:

- “to maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police...”
- “...the test of police efficiency is the absence of crime and disorder, and not the visible evidence or police action in dealing with them”.

Policing in Canada has always been more than crime fighting and law enforcement. Demand for more diverse services is increasing as police are called upon to deal with societal, rather than criminal, issues.”

Reference: [https://www.cacp.ca/index.html?asst\\_id=960](https://www.cacp.ca/index.html?asst_id=960)

34. One of the foundational principles of community-based policing is:

"The police are the public and the public are the police."

Reference: [https://en.wikipedia.org/wiki/Peelian\\_principles](https://en.wikipedia.org/wiki/Peelian_principles)

35. As noted throughout the MCC hearings. There are differences between:

- Rural Municipal Policing
- Urban Municipal Policing
- RCMP Rural Policing

36. Rural Municipal policing comes closest to community-based policing. In a smaller community, police can get to know the community and be part of that community. In a January 2022 newspaper article Chief Butler discussed community policing:

“After 28 years police service in Halifax rising to the rank of Deputy Chief, Jim Butler the new Chief of Kentville described Kentville Police Service as follows:

Jim Butler said perhaps the greatest advantage of a town such as Kentville having a municipal police force is the service delivery model, which focuses largely on community policing.

He said about 20 per cent of all police work is related to enforcing the Criminal Code or is what people would consider traditional police work. The rest involves problem-solving.

“I’m very fortunate to come into a group of people who value community policing and have a community philosophy when it comes to response,” Butler said.”

Reference: <https://www.saltwire.com/atlantic-canada/news/maintaining-community-policing-philosophy-key-goal-of-new-kentville-chief-100677549/>

37. Smaller police forces can deliver a community-based policing program while larger forces have the considerable pressures of call volume and complex crime. The communities they serve are often so large they cannot get to know the citizens within their communities.



38. The RCMP cannot deliver community-based policing in rural setting as the members are transferred from community to community. They often only engaged within communities for a short period of time and are not invested in the community in the same way as municipal police officers. They often are not residents of the communities where they work. This is not to say the RCMP do not have excellent police officers – they do. See Background section to the MC above for more details on Colchester Counties policing concerns.

39. In many cases RCMP members suffer from a lack of local knowledge. The MCC collected evidence on the events at the Onslow Fire Hall. The officer stationed at the location struggled to know where he was, relative to the shootings that were taking place. The perpetrator drove by his location and continued on to commit more shootings. The responding officer's lack of familiarity with the community and his equipment allowed the perpetrator to continue his rampage. This is one of many missed opportunities.

40. "Is there a hospital in Truro?" "Where is the RCMP detachment" ...words of a lost tourist from Ontario – not at all - RCMP officers who can't find their way around a community they were not familiar with.

Reference: <https://www.macleans.ca/news/canada/the-rcmp-is-broken/>

41. You cannot police a community - when you don't know that community and are not part of that Community.

42. The RCMP simply do not subscribe to the community-based policing model - "The police are the public and the public are the police."

43. The RCMP polices with a model more like an US versus THEM.

44. The RCMP do not willingly answer questions – they do not want their authority challenged and they provide as little information as possible even to many of the victims of the MC.

45. Friends and family of some RCMP members received personal warnings with respect to the ongoing MC incident. At this stage, it should have been apparent that the rest of the public should receive similar messaging. "The police are the public and the public are the police."

**46. Recommendation [4]: That the Government of Nova Scotia encourage a regional municipal policing model.**

47. Regional Policing in rural communities offers many benefits:

- a. Municipal police services can be large enough to supply and /or share specialized services and small enough to know their community and provide true community-based policing.

- b. Regional police services would offer more opportunities and variety of work without transferring members outside the police community they serve.
- c. Regional police services can develop integrated training with other regional police services. One of the most interesting ideas are ERT teams with members from multiple police forces, integrated into a full regional ERT team. Separately they form containment teams within their own police force. This is currently being explored with Municipal police forces in Nova Scotia and PEI.
- d. RCMP and municipal police forces use different training models and methodologies, particularly within critical incident response. They do not integrate well together.
- e. Municipal police forces across Canada work much better with each other because they employ similar training protocols. Amherst Police Service has trained with the Ontario Provincial Police on carbines and Amherst is now working with Charlottetown Police Service. Cape Breton Regional Police has had a critical incident training relationship with Metro Toronto Police for a number of years.
- f. In 2018 the RCMP disbanded it's ERT team in PEI – leaving PEI to be serviced by an RCMP ERT from Fredericton, NB. Delays in response to a critical incident in rural PEI could be catastrophic.
- g. The provinces have limited influence with the RCMP, and the public safety services delivered by the RCMP. Evidence before the Commission suggests that the Ottawa ERT was the best equipped in the country, whereas NS was afforded a mostly part time, poorly equipped response team. This MC has demonstrated that critical incidents can and do occur anywhere and at anytime. The RCMP does not provide equal access to critical incident response.

### RCMP Policing Standards

48. The RCMP 'national standards' are lacking in many areas and inconsistently applied across the country.
49. A close look at the evidence and information before the Inquiry reveals the RCMP to be an inefficient bureaucracy which does not effectively set and manage its own standards. Examples include:
- a. The outrageous treatment of female members of the RCMP outlined in the Merlo Davidson case. What RCMP standards were in place during these incidents?
  - b. Communication during and after the MC did not meet any accepted standard.

- i. Confusion in RCMP HQ surrounding the attempt to release information on firearms used in the MC,
  - ii. Confusion within RCMP H division regarding the proper procedure to release information to the public resulted in unnecessary delays,
  - iii. Confusion on how many people were deceased and the accuracy of information provided by the RCMP during news conferences,
  - iv. Confusion in RCMP dealings with the victims' families,
  - v. Confusion within the chain of command for the critical incident command structure. At times it was not apparent who was providing direction and who had assumed responsibility for command.
- c. The RCMP appear to have a confusing process for establishment of an incident command center, and an incident commander who had to travel a long distance prior to establishment of the command post in a location he would not be familiar with, before taking charge in a confusing series of ongoing events. This resulted in an unnecessary delay establishing a dedicated incident command.
  - d. Post incident, the RCMP ERT team members, could not get recommended time off to deal with the impact of the MC events they observed. This demonstrates inconsistent application and regard for the health and wellness of some of their members.
  - e. The Structure of the RCMP ERT team – as noted previously: At p.115 of the testimony transcript Cpl Mills referred to the Ottawa ERT team – “they’ve got the Cadillac and we’ve got the Datsun” – this further demonstrates ineffective and inconsistencies within RCMP standards.
  - f. The failure of the RCMP to have to officers fully trained in carbines in Moncton after the Mayerthorpe deaths of 4 officers and the RCMP’s subsequent conviction in court show the weaknesses in RCMP training and other standards.

### Nova Scotia Policing Standards

**50. Recommendation [5]: That the Commission (MCC) recognize that Nova Scotia has policing Standards.**

51. There have been suggestions that NS has no policing standards. This is not correct. The policing standards are available on the justice department web site.

Reference: [https://novascotia.ca/just/Policing\\_Services/standards.asp](https://novascotia.ca/just/Policing_Services/standards.asp)

52. **Recommendation [6]: That Minimum Policing Standards should be set provincially for all police Forces including the RCMP (If and when acting as a Provincial or a Municipal police force).**
53. **Recommendation [7]: That the Federal government commit, direct and require the RCMP to comply with any NS Policing Standards set provincially (If and when acting as Provincial or Municipal police force).**
54. **Recommendation [8]: That the RCMP only be permitted to participate in the consultation committee for NS policing standards if the RCMP will be required to comply with those standards.**
55. Across the country the RCMP has regularly refused to participate in provincial policing standards, training, and audits. As a national police force, the RCMP argues they are not bound by any such rules and do not have to comply.
56. A change in a commanding officer, a new Commissioner or a change in some policy allows the RCMP to not comply with provincial standards and Municipalities are left with financial burdens not imposed on the RCMP.
57. **Recommendation [9]: That NS taxpayers should not be burdened with higher policing costs**
58. Other provinces/municipalities are not being billed for specialized services and there is a long contractual history of the RCMP/ Federal government paying for those services. It is inequitable (equitable estoppel) for the Federal government to shift that burden to NS Municipalities/taxpayers. Policing MUST NOT be used as a hammer by the Federal Government / RCMP to collect money from NS Municipalities for specialized services. When other provinces are being treated differently.
59. **Recommendation [10]: That NS Policing Standards should not be used to drive up costs of policing to Municipalities.**
60. **Recommendation [11]: That the Government of Nova Scotia provide funding to smaller Municipal police forces for critical services, Containment Teams and ERT teams.**
61. For as long as anyone can remember the RCMP (paid by the province of NS) provided specialized services such as forensic identification, canine, ERT, commercial crime. Today they no longer want to provide those services. It appears the National police force has chosen Nova Scotia to attempt to implement this policy. Why is NS being singled out? Where is the national discussion on how to fund these costs in other provinces operating under the same/similar contract policing arrangement? This has historically been paid for by the province through the provincial policing contract with Ottawa. The RCMP has indicated it may longer be able to provide those services.

62. Municipal police forces can more effectively provide these services for each other. The monies for these services should be provide to NS Municipalities from the existing RCMP budget.
63. There appears to be an absence of service billing standards within the RCMP... another example of inconsistency and inequity with the Federal force.
64. As noted above and through the Inquiry the RCMP have indicated that they may no longer be able to provide support services i.e., Forensic identification, Canine, ERT, without charging for those services.
65. "Charlottetown Police Service's priority tactical response and containment unit was officially launched last April to replace the Emergency Response Team (ERT), which was a joint effort by city police and the RCMP. The national police force decided to move the PEI ERT team to Fredericton, N.B., in 2018."  
Reference: <https://www.saltwire.com/nova-scotia/news/city-of-charlottetown-spent-more-than-130000-on-tactical-unit-for-police-department-this-past-year-543994/>
66. The RCMP has lost 1/3 of it's ERT response capability in the Maritimes. This occurred in the same year as the Mass Casualty incident in Fredericton NB that took 4 lives and 4 years after 3 RCMP members lost their lives in Moncton.
67. Municipal police forces in Atlantic Canada are building their own Containment and ERT teams and integrating within and across provincial boundaries. Amherst Police have trained with the OPP and are now training with both Charlottetown and Halifax. Expert training from Ontario is being utilized to build these teams.
68. Municipal police containment and ERT teams need to be supported by the province of Nova Scotia. Since they are Municipally based the teams could not be disbanded at the whim of Ottawa or moved out of the province of NS at the insistence of Ottawa.

#### Additional Recommendations

69. **Recommendation [12]: That Police agencies must act on available information which may threaten public safety**
70. There were numerous warning signs with respect to the perpetrator and little or no follow-up by the RCMP. When certain key indicators arise with respect to persons in the community including the capacity for violence, intimate partner violence, firearms offences, and threats to do harm, Police agencies must act and document their actions.
71. **Recommendation [13]: That Police Agencies should be required to retain their records for an extended time**

72. The RCMP purges their records on short timetable, leaving unanswered questions about complaints, investigations, follow up and what actions were taken in potentially critical incidents such as the MC. Police Agencies should maintain their records for a significant period of time to ensure that any police records will be available for future investigations as required.

**73. Recommendation [14]: That Police Agencies should be required to have a Threat Assessment Coordinator ("TAC").**

74. Arising from, the Mayerthorpe recommendations: p.22 "Each detachment should designate a member (as distinct from staff) to fill the role of Threat Assessment Coordinator ("TAC"). This person would be primarily, but not exclusively, responsible for the collection and maintenance of master and individual threat assessment files. This member would be tasked to query members on a regular basis and to brief new members." Reference: Public Fatality Inquiry -Mayerthorpe, March 3, 2011, p.22

Respectively submitted,

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