

Public Hearing

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Commissioners / Commissaires

The Honourable / L'honorable J. Michael MacDonald,
Chair / Président

Leanne J. Fitch (Ret. Police Chief, M.O.M)

Dr. Kim Stanton

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II **Appearances / Comparutions**

Mr. Roger Burrill	Commission Counsel / Conseiller de la commission
Ms. Sandra McCulloch	Counsel / Conseillère
Mr. James Russell	Counsel / Conseiller
Mr. Thomas MacDonald	Counsel / Conseiller
Mr. Joshua Bryson	Counsel / Conseiller
Ms. Patricia MacPhee	Counsel / Conseillère

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1 Halifax, Nova Scotia

2 --- Upon commencing on Wednesday, June 8th, 2022, at 9:32 a.m.

3 **REGISTRAR DARLENE SUTHERLAND:** Good morning. The
4 proceedings of the Mass Casualty Commission are now in session, with
5 Commissioner Michael MacDonald, Commissioner Leanne Fitch, and
6 Commissioner Kim Stanton presiding.

7 **COMMISSIONER FITCH:** Hello. Bonjour et bienvenue. We join
8 you from Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq. As always, our
9 work is grounded in the memories of those whose lives were taken, those who were
10 harmed, their families, and all those affected by April 2020 mass casualty in Nova
11 Scotia.

12 We've been learning more this week about police interoperability in
13 Nova Scotia and the RCMP's approach to public communications during the mass
14 casualty. We've had some very important discussions and some very long days, and
15 we thank everyone again for your continuing patience and engagement.

16 Yesterday, Commission Counsel presented the Foundational
17 Document about RCMP Public Communications, and we heard from a number of
18 witnesses on the same topic.

19 Today, we'll learn more about RCMP Public Communications,
20 hearing from Lia Scanlan, Director of Strategic Communications for the RCMP in Nova
21 Scotia. We will also hear from Staff Sergeant Addie MacCallum about communications,
22 decisions, and actions by RCMP Command personnel on April 18th and 19th, 2020.
23 This is a continuation of testimony that began on May 17th, and is connected to the
24 Command Post Operational Communications Centre and Command Decisions
25 Foundational Document, which you can find on our website.

26 As you listen to what these witnesses have to say, and reflect on
27 how police services communicate with the public during critical incidents, we encourage
28 you to share your thoughts about relevant research or your suggestions for change

1 through the public submissions survey on our website. Your input is valuable and very
2 important to us. Your suggestions will help us to make stronger recommendations.

3 I will now ask Commission Counsel, Anna Mancini, to begin.

4 Ms. Mancini? Or Mr. Roger Burrill. My apologies ---

5 **MR. ROGER BURRILL:** Not at all. Thank you,

6 Commissioner Fitch.

7 **COMMISSIONER FITCH:** --- Senior Commission ---

8 **MR. ROGER BURRILL:** Sometimes we get confused, and that's
9 understandable.

10 This morning, I would propose to call the witness, Lia Scanlan.

11 **COMMISSIONER MacDONALD:** Okay, we'll have the witness
12 come.

13 **MR. ROGER BURRILL:** Ms. Scanlan, if you'd remain standing just
14 for a moment, I understand that you wish to be sworn on the Bible.

15 **--- LIA SCANLAN, Sworn:**

16 **--- EXAMINATION IN-CHIEF BY MR. ROGER BURRILL:**

17 **MR. ROGER BURRILL:** You are Lia Scanlan?

18 **MS. LIA SCANLAN:** Correct.

19 **MR. ROGER BURRILL:** I'm going to spell Lia; L-I-A?

20 **MS. LIA SCANLAN:** Yes.

21 **MR. ROGER BURRILL:** And Scanlan is S-C-A-N-L-A-N?

22 **MS. LIA SCANLAN:** Yes.

23 **MR. ROGER BURRILL:** I've got it right. Okay. And I just wanted
24 to give you a sense, Ms. Scanlan, of what will be going on here today. I'm going to ask
25 you some questions, there will be other counsel, possibly, that will ask you some
26 questions. I'm going to ask you some questions with respect to the mass casualty and
27 your involvement in communications. It will be likely that I will be referencing a
28 document called the Communications -- RCMP Communications as we go through. I'll

1 try to isolate some paragraphs for purposes of providing a waypost or guide for you and
2 I to discuss what's discussed in the materials.

3 There have been Foundational Documents that have been
4 submitted to the Commissioners, to the Commission, and it's absolutely essential that
5 we be right, that that information is correct. So I'm going to go over some of that
6 information with you to ensure that that -- that's what's going on. Okay?

7 **MS. LIA SCANLAN:** Understood.

8 **MR. ROGER BURRILL:** That make sense?

9 **MS. LIA SCANLAN:** Yes.

10 **MR. ROGER BURRILL:** Very good.

11 So what I'd like to do, then, is just begin our conversation today with
12 some introduction material that I know about you, and ask you to comment on that;
13 okay?

14 **MS. LIA SCANLAN:** Okay.

15 **MR. ROGER BURRILL:** So I understand you are the Director of
16 Strategic Communications for the RCMP in "H" Division?

17 **MS. LIA SCANLAN:** Correct, at the time.

18 **MR. ROGER BURRILL:** I got that right. All right. And I
19 understand that you have a background in psychology, that is, you have a psychology
20 degree from 2004; is that right?

21 **MS. LIA SCANLAN:** Correct, yeah.

22 **MR. ROGER BURRILL:** And it's actually an honours psychology
23 degree.

24 **MS. LIA SCANLAN:** Yes, it is.

25 **MR. ROGER BURRILL:** Okay. And I understand that you also
26 have a Bachelors of Public Relations obtained in 2011; is that right?

27 **MS. LIA SCANLAN:** Yes.

28 **MR. ROGER BURRILL:** Okay. And that's your -- generally your

1 educational background?

2 **MS. LIA SCANLAN:** Yes, it is.

3 **MR. ROGER BURRILL:** Very good. In 2009, am I correct to say
4 that you were hired as a Communications advisor by the RCMP in "H" Div as a Media
5 Relations advisor?

6 **MS. LIA SCANLAN:** I was a senior advisor, yes.

7 **MR. ROGER BURRILL:** Okay, all right. So that is your initial
8 involvement, then, with the RCMP?

9 **MS. LIA SCANLAN:** Yes.

10 **MR. ROGER BURRILL:** It goes back to 2009?

11 **MS. LIA SCANLAN:** Yes, that's when I was first hired.

12 **MR. ROGER BURRILL:** All right. Am I -- am I correct to say that
13 in 2011, you undertook a project where there was the initial rollout of what I will call a
14 social media strategy with "H" Div; is that right?

15 **MS. LIA SCANLAN:** Yes.

16 **MR. ROGER BURRILL:** Okay. And we'll talk a little bit more about
17 that ---

18 **MS. LIA SCANLAN:** Okay.

19 **MR. ROGER BURRILL:** --- but you had a primary role in that, did
20 you Ms. Scanlan?

21 **MS. LIA SCANLAN:** Yes, absolutely.

22 **MR. ROGER BURRILL:** Very good. Between 2011 and then
23 2014, I understand your role at RCMP media relations involved you being seconded to
24 a number of specific projects, is that right?

25 **MS. LIA SCANLAN:** Yes.

26 **MR. ROGER BURRILL:** In particular we -- I think you can tell us
27 about the service delivery re-engineering project that you were involved in?

28 **MS. LIA SCANLAN:** Yeah.

1 **MR. ROGER BURRILL:** And that you were also involved in a
2 Halifax policing review in the early -- in 2011 to 2014, is that right?

3 **MS. LIA SCANLAN:** Yeah, it might have been 2010, but yes.

4 **MR. ROGER BURRILL:** Okay, thank you. All right.

5 And, importantly, I understand that you were involved, personally,
6 professionally in 2014, June of 2014 ---

7 **MS. LIA SCANLAN:** Correct.

8 **MR. ROGER BURRILL:** --- in the Codiac incident, the shooting
9 there. Is that right?

10 **MS. LIA SCANLAN:** Yes.

11 **MR. ROGER BURRILL:** I understand that you actually personally
12 attended and used your skills as a strategic advisor to advise and participate in the
13 comms strategy as a result of that?

14 **MS. LIA SCANLAN:** Yes, when the gunman was at large.

15 **MR. ROGER BURRILL:** Right. You were in Moncton then, were
16 you?

17 **MS. LIA SCANLAN:** Yes, I was in Codiac and relieved their
18 director.

19 **MR. ROGER BURRILL:** Okay, thank you.

20 So I also understand that you were involved in the preparation of
21 what we've called, euphemistically, the MacNeil Report; that is the independent review
22 of the Moncton shooting, June 4th, 2014; is that correct?

23 **MS. LIA SCANLAN:** That's correct.

24 **MR. ROGER BURRILL:** Can you tell us, without a great deal of
25 detail, what your role was in that document?

26 **MS. LIA SCANLAN:** Sure. So I was hired as the Strategic Advisor
27 to the independent review team ---

28 **MR. ROGER BURRILL:** M'hm.

1 **MS. LIA SCANLAN:** --- spearheaded by Alphonse MacNeil. And,
2 essentially, I was providing advice and guidance to the retired Assistant Commissioner
3 with regards to the document itself. He and I wrote the report.

4 **MR. ROGER BURRILL:** Okay.

5 **MS. LIA SCANLAN:** Co-authored it, I would like to say. He has
6 the final say but I definitely contributed.

7 **MR. ROGER BURRILL:** If I said that you were involved in writing
8 portions and/or significant portions of the document, would that be right?

9 **MS. LIA SCANLAN:** Absolutely correct.

10 **MR. ROGER BURRILL:** Okay, very good.

11 In 2018, I understand you were appointed the Director of Strategic
12 Comms, the one -- the position you have now.

13 **MS. LIA SCANLAN:** Yes.

14 **MR. ROGER BURRILL:** That's right, okay. And I also understand
15 in your current position that you've been periodically seconded to the production of a
16 number of policing analysis reports, is that right?

17 **MS. LIA SCANLAN:** Yes.

18 **MR. ROGER BURRILL:** Okay. Does that outline your
19 background, both educationally and professionally, generally, for ---

20 **MS. LIA SCANLAN:** Yes.

21 **MR. ROGER BURRILL:** --- the Commission?

22 **MS. LIA SCANLAN:** Yes, it does.

23 **MR. ROGER BURRILL:** Very good, okay. Then I think what we'll
24 do is move on to a discussion of what Strategic Communications Unit is.

25 Could you give us a general broad overview of what -- I'm going to
26 call it Strat Comms, I think ---

27 **MS. LIA SCANLAN:** Yeah.

28 **MR. ROGER BURRILL:** --- I'm comfortable enough with it now --

1 as to what it is, please, and its goal?

2 **MS. LIA SCANLAN:** The Strat Comms, it's a unit. So, essentially,
3 we communicate to our stakeholders on behalf of Nova Scotia RCMP. So our
4 stakeholders include the public, our employees, citizens, stakeholder groups, and we do
5 that to solve -- help solve and prevent crime. Also to help maintain and foster public
6 trust with the RCMP, as well as to keep people informed and aware during ongoing
7 situations. But our primary objective is public safety.

8 **MR. ROGER BURRILL:** Fine. So in my exposure to the materials
9 over the past number of months, I've seen reference to something called the Media
10 Relations Unit. And are you able to line up what that is, compared to the Strat Comms
11 Unit, so I can be absolutely clear ---

12 **MS. LIA SCANLAN:** Sure.

13 **MR. ROGER BURRILL:** --- of the difference? Thank you.

14 **MS. LIA SCANLAN:** So it is -- it's the same unit. I guess it's a --
15 it's a reflection of the evolution of media and -- in general, not just within the RCMP but I
16 mean communication in general. So with the introduction of social media or the
17 inception of social media, I think everyone, every corporation, every industry had to
18 learn how to adapt, and the RCMP were certainly one of -- we had to adapt.

19 So pre-social media we relied heavily on the media as our only
20 means to get information out. It was either that or phone calls or fax machine. So
21 media relations was a significant component of how you communicated. With the
22 introduction of social media and then the adoption of social media by the RCMP,
23 specifically in Nova Scotia, it didn't seem as fitting anymore. So we had a means to
24 communicate directly to the public. And so myself and the former director felt it more
25 suiting that it was called the Strategic Communications Unit because it was less about
26 trying to make your information or pitching idea and making them relevant, and you now
27 had an opportunity to communicate directly to your stakeholders on any matter. So
28 that's how that evolved.

1 **MR. ROGER BURRILL:** Okay.

2 **MS. LIA SCANLAN:** And it was actually back in 2011 but the
3 paperwork wasn't -- it was used interchangeably, but that was done in the early days.
4 And then -- but it wasn't really solidified. It wasn't solidified on paper, so that has since
5 happened.

6 **MR. ROGER BURRILL:** Okay

7 **MS. LIA SCANLAN:** So that's the difference.

8 **MR. ROGER BURRILL:** So did you actually have a role in the
9 change of the name ---

10 **MS. LIA SCANLAN:** Yes.

11 **MR. ROGER BURRILL:** --- from Media Relations to Strat Comms?

12 **MS. LIA SCANLAN:** Yes.

13 **MR. ROGER BURRILL:** Yeah? Okay.

14 **MS. LIA SCANLAN:** Yeah.

15 **MR. ROGER BURRILL:** All right. I'm interested in the fact that you
16 referred to social media and corporations having strategies for communications, and
17 that just seems to have been something that has developed over the past number of
18 years to deal with social media. Can you give us any idea of the challenges, if there are
19 any, with respect to being a Strategic Communications Advisor in the RCMP?

20 **MS. LIA SCANLAN:** Yeah, I mean, you know, it definitely comes
21 with quite a few challenges. I think first and foremost you're working within the
22 Government of Canada, and so you're required to adhere to policies and guidelines and
23 -- that perhaps don't translate or make sense to other people, but we have to uphold
24 those. It's also policing, and I think that policing is -- you know, it can be challenging to
25 communicate while protecting the integrity of the investigation and adhering to all the
26 different Acts that we must adhere to, with respect to maintaining privacy of the victims,
27 not compromising the integrity of the investigation, and ensuring that you are not
28 compromising public safety, officer safety. So it definitely comes with a set of

1 challenges.

2 For me, what I've felt is one of the most of the challenging is a lack
3 of understanding of what police do. And it's a lot -- and we need to take accountability
4 for that, I think, policing, because we collectively haven't done always the best job at
5 making it make sense. So, you know, we can often get accused from hiding behind the
6 integrity of an investigation, but I think the onus is on us to then explain what we mean
7 by that, to the best of our ability, in plain language.

8 So, you know -- and a lot of people when they encounter police it
9 might not be the most -- you know, a lot of people encounter police in their most
10 challenging times in life. So when people are looking at, say, the RCMP Nova Scotia
11 Facebook page, they might already not come -- they might have, you know, not the
12 greatest of experiences with police, but it's our job to ensure that we're doing our best to
13 communicate the excellent work of our employees. And so ---

14 **MR. ROGER BURRILL:** The interesting word in strategic comms,
15 is that descriptor, "Strategic".

16 **MS. LIA SCANLAN:** Yes.

17 **MR. ROGER BURRILL:** What does that mean to you?

18 **MS. LIA SCANLAN:** Strategic to me means communicating with a
19 purpose. I don't do or believe in doing anything for a check in the box. So I think it's --
20 because, quite frankly, I just feel that that's a waste of time, so -- and it's not only
21 strategic. When I say strategic, I don't mean just for the organization, I don't mean just
22 for the RCMP; I mean for the stakeholders. Being mindful of what is it that our, you
23 know, community is telling us? What are the concerns? What are the concerns right
24 now between a particular area and the police? And ensuring that we're hearing them,
25 addressing those. Working with our detachment folks, our members on the ground to
26 ensure that we're trying to close that gap, that's what I mean.

27 **MR. ROGER BURRILL:** I presume that one of the difficulties of
28 being a strategic communications unit is reacting to ongoing situations ---

1 **MS. LIA SCANLAN:** Yes.

2 **MR. ROGER BURRILL:** --- as they emerge, ---

3 **MS. LIA SCANLAN:** Yes.

4 **MR. ROGER BURRILL:** --- as opposed to strategically planning a
5 campaign or an effort to deal with an issue. Can you talk about that as being a difficulty
6 and/or a challenge for you?

7 **MS. LIA SCANLAN:** Yeah. So it's a challenge that you become
8 accustomed to, unfortunately. By nature of the job, policing, we're reactive; we're
9 reacting to situations that are unfolding or taking place. So as far as what that means
10 for the communications function, you're not often given a luxury to think about things for
11 a long time. You have to make decisions quickly, and you can't control the number of
12 things coming at you at one time. You might go in and think -- so, for example, you
13 know, in collisions the number one cause of deaths in collision remains not wearing
14 your seatbelt or improper use of the seatbelt. So, you know, you might have in your
15 mind, okay, we're going to develop a campaign in relation to that. We're going to work
16 on that, we're going to have a meeting, develop a communications plan. You walk in,
17 no, there's any number of scenarios that can be taking place. And there's a lot,
18 because it's all of Nova Scotia that we police. And so in the run of a day, you're dealing
19 with collisions, stabbings, barricaded persons, school lockdowns. I could go on and on.
20 And the list is endless. And not all of them make the news. Yeah.

21 **MR. ROGER BURRILL:** And that's what I'm interested in.

22 **MS. LIA SCANLAN:** Yeah.

23 **MR. ROGER BURRILL:** The sort of reactive component ---

24 **MS. LIA SCANLAN:** Yes.

25 **MR. ROGER BURRILL:** --- of the job. What amount of the
26 practice of Strat Comms would be reactive? And I know that ---

27 **MS. LIA SCANLAN:** I would say -- no, that's a very fair question. I
28 think 80 percent.

1 **MR. ROGER BURRILL:** Okay. And when you say reactive, do
2 you mean personnel or professionals at Strat Comms dealing with a situation as the
3 interaction or the liaison between the public and the persons and/or officers involved in
4 the incident?

5 **MS. LIA SCANLAN:** Sorry, I'm not sure I understand.

6 **MR. ROGER BURRILL:** Well I'm trying to get a sense of this
7 reactive nature of your job. I get a sense that the reactive nature of your job in your
8 public relations job is different than a normal public relations.

9 **MS. LIA SCANLAN:** Yes, yes.

10 **MR. ROGER BURRILL:** And you had said ---

11 **MS. LIA SCANLAN:** Okay.

12 **MR. ROGER BURRILL:** --- that it was about 80 percent reactive.

13 **MS. LIA SCANLAN:** Yeah.

14 **MR. ROGER BURRILL:** That number surprised me a little bit, but
15 that's okay. I'm just trying to get what you mean by being reactive.

16 **MS. LIA SCANLAN:** Okay. Sorry. So I mean reacting to
17 situations that are unfolding. So that could be -- so the information comes to our unit.
18 Our unit -- someone in our unit learns that ---

19 **MR. ROGER BURRILL:** Yeah.

20 **MS. LIA SCANLAN:** --- a collision -- there's a multi-vehicle
21 collision, while at the same time, there could be a barricaded person with a hostage. So
22 what I mean by reacting is then it's our job to gather the facts, gather that information
23 from the people dealing with the scene.

24 **MR. ROGER BURRILL:** M'hm.

25 **MS. LIA SCANLAN:** So someone in that area.

26 **MR. ROGER BURRILL:** Yeah.

27 **MS. LIA SCANLAN:** We gather the facts. We gather that
28 information from the people dealing with the scene. So ---

1 **MR. ROGER BURRILL:** M'hm.

2 **MS. LIA SCANLAN:** --- someone in that area.

3 **MR. ROGER BURRILL:** Yeah.

4 **MS. LIA SCANLAN:** We gather the facts, draft something, get it
5 back to them for approval, ---

6 **MR. ROGER BURRILL:** M'hm.

7 **MS. LIA SCANLAN:** --- and then send it out. So reactive in the
8 sense that you're responding to the events that are unfolding during that day.

9 **MR. ROGER BURRILL:** Okay.

10 **MS. LIA SCANLAN:** Yeah.

11 **MR. ROGER BURRILL:** Thank you. I think that gives us a sense
12 of the Strat Comms role being perhaps a little different.

13 Let's talk then about the actual structure of Strategic ---

14 **MS. LIA SCANLAN:** Sure.

15 **MR. ROGER BURRILL:** --- Communications in April of 2020,
16 because I want to make sure we get this correct. I understand that there was the
17 director, you?

18 **MS. LIA SCANLAN:** M'hm.

19 **MR. ROGER BURRILL:** And there was the assistant to the
20 director, Ms. Kayla Rees? Is that correct?

21 **MS. LIA SCANLAN:** Yeah.

22 **MR. ROGER BURRILL:** And then there were a senior
23 communications advisor? That's Cindy Bayers?

24 **MS. LIA SCANLAN:** Yeah.

25 **MR. ROGER BURRILL:** And two communications advisors, Regis
26 Dudley and Cindy MacKenzie?

27 **MS. LIA SCANLAN:** Correct.

28 **MR. ROGER BURRILL:** And two public information officers, Cpl

1 Corteau and Cpl Clarke?

2 **MS. LIA SCANLAN:** Correct.

3 **MR. ROGER BURRILL:** Is that -- have I got the structure right?

4 **MS. LIA SCANLAN:** You've got that right.

5 **MR. ROGER BURRILL:** All right. We heard about this yesterday.

6 I'd like to know the director's role, please. What your job description was, generally,
7 and who it was you would be reporting to, if anybody?

8 **MS. LIA SCANLAN:** Okay. So I report directly to the commanding
9 officer. In the job description, again, within the Government of Canada, they can be
10 pretty generic. So I'm going to deviate a little bit ---

11 **MR. ROGER BURRILL:** Yeah, of course.

12 **MS. LIA SCANLAN:** --- and speak to the reality of what ---

13 **MR. ROGER BURRILL:** Give us the -- give us ---

14 **MS. LIA SCANLAN:** --- it is that you do.

15 **MR. ROGER BURRILL:** --- the reality. Yeah.

16 **MS. LIA SCANLAN:** On a day to day, I provide strategic advice on
17 -- to the entire senior management team on issues that may be presented or that are
18 unfolding. But my primary function is to establish direction for the Strategic
19 Communications Unit.

20 **MR. ROGER BURRILL:** M'hm.

21 **MS. LIA SCANLAN:** And what I mean by direction is so, ensuring
22 that what we're focusing on, so aside from Ops, so Operations drives business. So it --
23 that's understood. But when we have time, or when we have the resources to focus our
24 time elsewhere, that we're developing strategies that align with provincial priorities,
25 national priorities, or the objectives determined in individual detachment areas, ---

26 **MR. ROGER BURRILL:** M'hm.

27 **MS. LIA SCANLAN:** --- in APPs. So ---

28 **MR. ROGER BURRILL:** Okay.

1 **MS. LIA SCANLAN:** --- you're setting the overall direction. Yeah.

2 **MR. ROGER BURRILL:** I think I have a sense of that. You say
3 you report to the commanding officer?

4 **MS. LIA SCANLAN:** Correct.

5 **MR. ROGER BURRILL:** Who is that? Who was that in April of
6 2020?

7 **MS. LIA SCANLAN:** It was Lee Bergerman. Assistant
8 Commissioner Lee Bergerman. Now retired.

9 **MR. ROGER BURRILL:** Okay. And would you have regular or
10 ongoing contact with the assistant commissioner in your position?

11 **MS. LIA SCANLAN:** Yes. Yes, very much so.

12 **MR. ROGER BURRILL:** How often would you have contact with
13 the assistant commissioner routinely? Are you able to say?

14 **MS. LIA SCANLAN:** Daily.

15 **MR. ROGER BURRILL:** Daily?

16 **MS. LIA SCANLAN:** Yeah. So the function, which I'm proud to
17 say, in Nova Scotia, the Director of Comms position, you're not fighting to be at the
18 management table. You're very much a part of it.

19 **MR. ROGER BURRILL:** Okay.

20 **MS. LIA SCANLAN:** M'hm.

21 **MR. ROGER BURRILL:** We've been familiar with, or have become
22 familiar with the terms CrOps officer.

23 **MS. LIA SCANLAN:** Yes.

24 **MR. ROGER BURRILL:** That was Chief Superintendent Leather?

25 **MS. LIA SCANLAN:** It was, yes.

26 **MR. ROGER BURRILL:** And would you have had contact regularly
27 with Chief Superintendent Leather?

28 **MS. LIA SCANLAN:** Yes. Yes.

1 **MR. ROGER BURRILL:** And would he be involved in terms of
2 setting direction or giving advice to you on how to set direction at Strat Comms?

3 **MS. LIA SCANLAN:** Not necessarily set direction. I would seek
4 him out. So because a lot of what we deal with is police operations, ---

5 **MR. ROGER BURRILL:** Yeah.

6 **MS. LIA SCANLAN:** --- and he's the criminal operations officer, I
7 was in frequent contact with him ---

8 **MR. ROGER BURRILL:** Okay.

9 **MS. LIA SCANLAN:** --- in relation to ---

10 **MR. ROGER BURRILL:** Right.

11 **MS. LIA SCANLAN:** --- incidents. Yeah.

12 **MR. ROGER BURRILL:** You used an expression, "have a seat at
13 the management table."

14 **MS. LIA SCANLAN:** Yes.

15 **MR. ROGER BURRILL:** Tell us about that? What does that
16 mean? Who is the management table?

17 **MS. LIA SCANLAN:** So the management table, you know, we're
18 within a rank organization, ---

19 **MR. ROGER BURRILL:** Yeah.

20 **MS. LIA SCANLAN:** --- so I would call it, you know, at the
21 inspector level and above. However, there's a lot of people who are in acting positions,
22 so I don't like to talk about rank. It's the leadership team within the RCMP.

23 **MR. ROGER BURRILL:** Yeah.

24 **MS. LIA SCANLAN:** You know, and reporting to the commanding
25 officer. When I say the management table, it just means people very much -- I'm a part
26 of any discussion, people listen to my advice.

27 **MR. ROGER BURRILL:** Okay.

28 **MS. LIA SCANLAN:** Yeah.

1 **MR. ROGER BURRILL:** Give me a sense though, who it would be
2 at that management table?

3 **MS. LIA SCANLAN:** Okay. So Chris ---

4 **MR. ROGER BURRILL:** Assistant Commissioner Bergerman?

5 **MS. LIA SCANLAN:** Yeah.

6 **MR. ROGER BURRILL:** And who else?

7 **MS. LIA SCANLAN:** Chief Superintendent Chris Leather.

8 **MR. ROGER BURRILL:** Yes.

9 **MS. LIA SCANLAN:** Supt Darren Campbell.

10 **MR. ROGER BURRILL:** Yes.

11 **MS. LIA SCANLAN:** Supt Popik.

12 **MR. ROGER BURRILL:** Yes.

13 **MS. LIA SCANLAN:** Supt Rodier.

14 **MR. ROGER BURRILL:** M'hm.

15 **MS. LIA SCANLAN:** There's ---

16 **MR. ROGER BURRILL:** Because those are five names.

17 **MS. LIA SCANLAN:** Yeah.

18 **MR. ROGER BURRILL:** And those are people that you had had
19 regular contact in your position as director of Strat Comms?

20 **MS. LIA SCANLAN:** Some less frequent. So Popik, for example,
21 depending on, I think at the time, he might have been in federal. So, you know, there
22 was less contact.

23 **MR. ROGER BURRILL:** Yeah.

24 **MS. LIA SCANLAN:** But yeah, definitely it was an open door,
25 yeah.

26 **MR. ROGER BURRILL:** Okay.

27 **MS. LIA SCANLAN:** I saw them quite ---

28 **MR. ROGER BURRILL:** Where is the Strat Comms office

1 physically located?

2 **MS. LIA SCANLAN:** Yeah, so it's actually intentionally physically
3 located -- because I was there when they designed the building and moved in, adjacent
4 -- or near the CO's, the command officer's office. So you're on the second floor.

5 **MR. ROGER BURRILL:** Yeah.

6 **MS. LIA SCANLAN:** And also on that floor is Strategic Planning,
7 and that's where Finance also sits.

8 **MR. ROGER BURRILL:** Okay. And would all of the Strategic
9 Communications employees that we've described be at that location on the second floor
10 near the commanding office?

11 **MS. LIA SCANLAN:** Yes.

12 **MR. ROGER BURRILL:** Okay. Very good. All right. So I think
13 we've discussed the role of the director. I want to ask you about the role of the senior
14 advisor.

15 **MS. LIA SCANLAN:** M'hm.

16 **MR. ROGER BURRILL:** Are we talking a hierarchal situation here
17 as well? That is, next to the director comes the senior advisor? Would that be right?

18 **MS. LIA SCANLAN:** Yeah.

19 **MR. ROGER BURRILL:** Okay.

20 **MS. LIA SCANLAN:** She's my 2IC.

21 **MR. ROGER BURRILL:** Okay. And -- thank you. That makes it
22 clear. So what are her responsibilities?

23 **MS. LIA SCANLAN:** So her responsibilities, so the
24 Communications Advisors report directly ---

25 **MR. ROGER BURRILL:** M'hm.

26 **MS. LIA SCANLAN:** --- to the Senior Communications Advisor.

27 **MR. ROGER BURRILL:** M'hm.

28 **MS. LIA SCANLAN:** So Cindy Bayers. And she's like my right

1 hand. So she is someone who I have the utmost trust in. I trust her judgement. And
2 she can step in for me if I'm ---

3 **MR. ROGER BURRILL:** Can she make decisions independently of
4 you?

5 **MS. LIA SCANLAN:** Absolutely, yes.

6 **MR. ROGER BURRILL:** All right.

7 **MS. LIA SCANLAN:** Yeah, she can make decisions. Yeah.

8 **MR. ROGER BURRILL:** Okay. Would she share the same type of
9 responsibilities you have with respect to the management table or is that reserved for
10 the director?

11 **MS. LIA SCANLAN:** It's reserved for me, just -- but at the same
12 time, she's able to go if I'm not there.

13 **MR. ROGER BURRILL:** I see.

14 **MS. LIA SCANLAN:** We're not -- we're equals in the sense that if
15 she -- sorry, she's definitely my 2IC, but if I wasn't there, certainly she's as welcome at
16 the management and is listened to.

17 **MR. ROGER BURRILL:** Does she have any specific assigned
18 roles within Strat Comms besides the 2IC status you've discussed?

19 **MS. LIA SCANLAN:** Yeah. So if -- when I'm determining what
20 area of focus we're going to do, so let's say we're going to focus on impaired driving, ---

21 **MR. ROGER BURRILL:** Yeah.

22 **MS. LIA SCANLAN:** --- I request a communications plan be
23 developed ---

24 **MR. ROGER BURRILL:** Okay.

25 **MS. LIA SCANLAN:** --- with a strategy and all those components.
26 So a communications advisor would put that plan together, they would bring it forth to
27 Cindy, ---

28 **MR. ROGER BURRILL:** Okay.

1 **MS. LIA SCANLAN:** --- and she would meet with me and say, "Is
2 this where -- you know, are we headed in the right direction?" She would oversee the
3 implementation of that plan ---

4 **MR. ROGER BURRILL:** Okay.

5 **MS. LIA SCANLAN:** --- and ultimately report it back to me, yeah.

6 **MR. ROGER BURRILL:** Okay. I think I'm getting the sense then.
7 So you've talked about the senior -- sorry, the Communications Advisor, which next on
8 the rung.

9 **MS. LIA SCANLAN:** Right.

10 **MR. ROGER BURRILL:** What are their responsibilities then?

11 **MS. LIA SCANLAN:** So their responsibilities are to -- they develop
12 communications plans.

13 **MR. ROGER BURRILL:** M'hm.

14 **MS. LIA SCANLAN:** But they also -- if the public information
15 officer -- so one of the things that I've left out is if the public information officers are
16 either not able to take a phone call, or on a phone call, or giving an interview, or off that
17 day, ---

18 **MR. ROGER BURRILL:** M'hm.

19 **MS. LIA SCANLAN:** --- we're able -- anyone of us in the unit is
20 able to take information on an ongoing incident or a completed incident. So if charges
21 are laid. So regards to operations, all of us can gather information, collect information,
22 and create a post.

23 **MR. ROGER BURRILL:** Right.

24 **MS. LIA SCANLAN:** Or a release or whatever that's going to look
25 like. So all of us can do that.

26 So they often -- the Communications Advisors were often assisting
27 the public communications officers in, you know, it's a head to bounce something off of.
28 So if we're trying to look for a way to say something, or if that -- like if a public

1 information officer writes something, and he says, "This doesn't seem to translate well
2 to the public," the communications advisor's job is to say, "Yeah, no, that's police
3 language. That doesn't make sense."

4 **MR. ROGER BURRILL:** Okay.

5 **MS. LIA SCANLAN:** Yeah.

6 **MR. ROGER BURRILL:** Am I right that the positions we've just
7 described, the director, the senior communications advisor and the communications
8 advisors are civilian positions?

9 **MS. LIA SCANLAN:** Civilian positions, yes, made up of, like,
10 public service employees and civilian members, yes.

11 **MR. ROGER BURRILL:** Okay. They're not members?

12 **MS. LIA SCANLAN:** Not police officers ---

13 **MR. ROGER BURRILL:** Full members?

14 **MS. LIA SCANLAN:** --- yes.

15 **MR. ROGER BURRILL:** Right. And generally, without a great deal
16 of detail, what is the training requirements for those positions?

17 **MS. LIA SCANLAN:** So the training requirements, and, you know,
18 they vary, so just keep on, this is Nova Scotia ---

19 **MR. ROGER BURRILL:** M'hm.

20 **MS. LIA SCANLAN:** --- for us, the requirement was a university
21 degree ---

22 **MR. ROGER BURRILL:** M'hm.

23 **MS. LIA SCANLAN:** --- in communications. So how I had
24 mentioned a ---

25 **MR. ROGER BURRILL:** Okay. Yeah.

26 **MS. LIA SCANLAN:** --- Bachelor of Public Relations in
27 Communications.

28 **MR. ROGER BURRILL:** Right. Okay. Would there be any training

1 regime or ongoing continuing education with respect to operational issues within the
2 RCMP for communications advisors or senior communication advisor?

3 **MS. LIA SCANLAN:** There's not really a lot available ---

4 **MR. ROGER BURRILL:** M'hm.

5 **MS. LIA SCANLAN:** --- with regards to training in relation to
6 operations for ---

7 **MR. ROGER BURRILL:** Okay. So just to tie a bow on that, we've
8 heard a great deal of information about training available to members, IARD training ---

9 **MS. LIA SCANLAN:** Yes.

10 **MR. ROGER BURRILL:** --- carbine training, critical incident
11 training. Would the senior communications advisor or communication advisors be
12 exposed to that type of training in any fashion or manner?

13 **MS. LIA SCANLAN:** Not necessarily.

14 **MR. ROGER BURRILL:** Okay.

15 **MS. LIA SCANLAN:** And if you were exposed to it, you know, you
16 likely sought it out. I mean, I've attended carbine training as a spectator ---

17 **MR. ROGER BURRILL:** Okay.

18 **MS. LIA SCANLAN:** --- just to watch. You know, most of the
19 training with relations to communications and policing, you seek it out --

20 **MR. ROGER BURRILL:** Okay.

21 **MS. LIA SCANLAN:** --- and you seek it out externally, yeah.

22 **MR. ROGER BURRILL:** So operational familiarity comes through
23 experience ---

24 **MS. LIA SCANLAN:** Absolutely.

25 **MR. ROGER BURRILL:** I get it.

26 **MS. LIA SCANLAN:** Yeah.

27 **MR. ROGER BURRILL:** Thank you. Let's move on to the PIO, the
28 public information officer. This is a member?

1 **MS. LIA SCANLAN:** Yes, both of them corporals.

2 **MR. ROGER BURRILL:** Okay. What's that position about and why
3 are they members?

4 **MS. LIA SCANLAN:** So they're members, and, again, it differs
5 depending on the province that you're in. In Nova Scotia ---

6 **MR. ROGER BURRILL:** Yeah.

7 **MS. LIA SCANLAN:** --- myself and the former director felt strongly
8 that spokesperson should be police officers.

9 **MR. ROGER BURRILL:** M'hm. Why?

10 **MS. LIA SCANLAN:** Why? I think, you know, it's my opinion, but I
11 feel that citizens, when they're seeing a police officer on -- you know, we're speaking
12 about police operations on TV, I felt strongly that -- sorry -- that it should be a uniformed
13 member.

14 **MR. ROGER BURRILL:** Okay.

15 **MS. LIA SCANLAN:** And they're members. They went to Depot.
16 They've got the training. They've been through it.

17 **MR. ROGER BURRILL:** Okay. And this is what I was talking to
18 you about operational training with communications.

19 **MS. LIA SCANLAN:** Yeah.

20 **MR. ROGER BURRILL:** This is something that the PIOs would
21 have, this operational training?

22 **MS. LIA SCANLAN:** Absolutely. I mean ---

23 **MR. ROGER BURRILL:** Yeah.

24 **MS. LIA SCANLAN:** --- they're regular members ---

25 **MR. ROGER BURRILL:** Okay.

26 **MS. LIA SCANLAN:** --- that ---

27 **MR. ROGER BURRILL:** And are you telling me that there's a
28 benefit to having a regular member be the face of the Strategic Communications Unit in

1 terms of provision of information to the public; is that important?

2 **MS. LIA SCANLAN:** Yes, I do feel it's important.

3 **MR. ROGER BURRILL:** Okay.

4 **MS. LIA SCANLAN:** In my opinion, yes. Others disagree.

5 **MR. ROGER BURRILL:** Okay. All right. I think we've outlined the
6 background and the roles of the participants or people involved in the Strat Comms
7 Unit. I'd like to ask you about availability of people. That is ---

8 **MS. LIA SCANLAN:** Yeah.

9 **MR. ROGER BURRILL:** --- you told us that the Strat Comms was
10 reactive to certain circumstances. How available are members of the Strategic
11 Communications Unit to react to any incident that emerges?

12 **MS. LIA SCANLAN:** Yes. So our schedule, it's a Monday to
13 Friday schedule. So it's not shift work.

14 **MR. ROGER BURRILL:** M'hm.

15 **MS. LIA SCANLAN:** So Monday it's 700 hours someone's in
16 working, and then that goes until Friday at 4:30. So we have varied work hours, but in
17 terms of coverage throughout the week, I'm, as a director, glued to my phone. I was
18 always available, yes.

19 **MR. ROGER BURRILL:** Sorry, always available?

20 **MS. LIA SCANLAN:** Yeah, I was readily available. Like, yes. I
21 was available as much as you could possibly be, so, I -- you know, and what I mean by
22 that is I would -- you know, not officially, but I would sleep with my phone, I would run
23 with my phone, I would -- it's just the reality of the position.

24 **MR. ROGER BURRILL:** Okay. Tell us about the official
25 availability.

26 **MS. LIA SCANLAN:** The official ---

27 **MR. ROGER BURRILL:** Yeah.

28 **MS. LIA SCANLAN:** --- is we have an on-call schedule ---

1 **MR. ROGER BURRILL:** M'hm.

2 **MS. LIA SCANLAN:** --- and that starts at end of day Friday, so at
3 3:30 or 4 o'clock, depending on that person's shift, and it goes until beginning of work
4 Monday morning. And so that schedule was either -- so it gets complicated -- it sounds
5 complicated when I explain it. So you have the public information officer, so can I use
6 names?

7 **MR. ROGER BURRILL:** Of course.

8 **MS. LIA SCANLAN:** Okay. So Lisa and Jen, so because that was
9 their regular duties, they each took one weekend a month.

10 **MR. ROGER BURRILL:** Right.

11 **MS. LIA SCANLAN:** So when they were on call, it was just them --
12 -

13 **MR. ROGER BURRILL:** Yeah.

14 **MS. LIA SCANLAN:** --- no Comms advisor was assigned with
15 them, so because that was their regular duties.

16 **MR. ROGER BURRILL:** Yeah.

17 **MS. LIA SCANLAN:** However, they always knew that they could
18 make a phone call to someone on the team if it was required. On the weekends, you
19 know, for their wellness, they shouldn't be on call every -- like, they shouldn't be taking
20 two weekends a month, in my opinion.

21 **MR. ROGER BURRILL:** Yeah.

22 **MS. LIA SCANLAN:** So we had established they were called on-
23 call public information officers, so they were ---

24 **MR. ROGER BURRILL:** Okay.

25 **MS. LIA SCANLAN:** --- regular members who had come into our
26 unit, received training. And what I mean by training, it's nothing formal, but it's spending
27 a day with us where you make them write releases, and they, you know, learn the
28 function, get up to speed, shadow Jen or Lisa for a day, and if they were on call, a

1 Comms advisor was assigned to be on call with them.

2 **MR. ROGER BURRILL:** Got you.

3 **MS. LIA SCANLAN:** So it was, like, a piggyback ---

4 **MR. ROGER BURRILL:** Right.

5 **MS. LIA SCANLAN:** --- approach, because in fairness to them,
6 that wasn't their regular duties, and they were doing us a solid.

7 **MR. ROGER BURRILL:** Okay. So you had acting PIOs ---

8 **MS. LIA SCANLAN:** Yes.

9 **MR. ROGER BURRILL:** --- fill in every two weeks ---

10 **MS. LIA SCANLAN:** Ideally, yes.

11 **MR. ROGER BURRILL:** Yeah, okay.

12 **MS. LIA SCANLAN:** Yeah.

13 **MR. ROGER BURRILL:** And all right. I'm getting a sense of that.

14 Thank you. What about the risk manager, what about the engagement between Strat
15 Comms and risk manager at OCC; can you tell us anything about that? Was that ---

16 **MS. LIA SCANLAN:** Yeah, there's a lot of engagement.

17 **MR. ROGER BURRILL:** Okay.

18 **MS. LIA SCANLAN:** So we rely on the risk -- we heavily rely on
19 the risk managers because they have a lot of information and know what's going on.

20 **MR. ROGER BURRILL:** Yeah.

21 **MS. LIA SCANLAN:** And they're always available.

22 **MR. ROGER BURRILL:** Do they have any training with respect to
23 release of public information?

24 **MS. LIA SCANLAN:** Yes.

25 **MR. ROGER BURRILL:** Do they have the capacity to release
26 public information without going through the Strat Comms Unit?

27 **MS. LIA SCANLAN:** Yes.

28 **MR. ROGER BURRILL:** Tell us about that, please, Director.

1 **MS. LIA SCANLAN:** Okay. I can't remember the year, but we
2 recognize -- I think it was back in possibly 2014 or 2015, that, you know, there was --
3 improvements could be made with regards to the overnight hour. So it didn't make a
4 whole lot of sense to come in at seven o'clock in the morning -- you know, with social
5 media, you've got things occurring overnight. So in fairness, media shouldn't really
6 have to be waiting until seven o'clock to be reporting something ---

7 **MR. ROGER BURRILL:** M'hm.

8 **MS. LIA SCANLAN:** --- when it's already perhaps out there on
9 social media. So, you know, in conjunction with the risk managers, we went up to the
10 OCC, at the time it was in Truro ---

11 **MR. ROGER BURRILL:** M'hm.

12 **MS. LIA SCANLAN:** --- and had a very lengthy discussion to get a
13 mutual understanding of the benefits of that and the reasons why we would suggest
14 doing that. And so we did training. I mean, it was under different leadership at that
15 time, it's different people, but it became -- I think it was 2015, so it became part of their
16 practice. Now it wasn't -- the risk managers would not put something out in relation to
17 every incident. We're talking about things like missing persons, collisions, highway
18 closures, anything that's kind of, I hate to say this, but more standard. If it was a -- an
19 active or significant incident, whether it be a barricaded person or there's a number of
20 things ---

21 **MR. ROGER BURRILL:** M'hm.

22 **MS. LIA SCANLAN:** --- that would make the criteria ---

23 **MR. ROGER BURRILL:** M'hm.

24 **MS. LIA SCANLAN:** --- they would call the director.

25 **MR. ROGER BURRILL:** Right. I'm getting that sense. What --
26 was there any documentation or any policies with respect to when a risk manager can
27 release information to the public without engaging Strat Comms, or can you give us
28 some assistance in that regard?

1 **MS. LIA SCANLAN:** So I wouldn't call it policy. It was a document
2 that was created, and ---

3 **MR. ROGER BURRILL:** Okay.

4 **MS. LIA SCANLAN:** --- it was created in, again, I think it was in
5 2015 or 2014.

6 **MR. ROGER BURRILL:** Yeah.

7 **MS. LIA SCANLAN:** And I don't know if it's been updated since
8 but ---

9 **MR. ROGER BURRILL:** Okay.

10 **MS. LIA SCANLAN:** --- yeah.

11 **MR. ROGER BURRILL:** All right. What about critical incident
12 commanders, would they have independent capacity to release information to the public
13 without going through Strat Comms?

14 **MS. LIA SCANLAN:** No, they wouldn't, just because they wouldn't
15 have access to the tools, no.

16 **MR. ROGER BURRILL:** Okay. All right. Anything further you
17 could tell us about Strat Comms connection or interaction with risk managers?

18 **MS. LIA SCANLAN:** No, just that they're a great source of
19 information.

20 **MR. ROGER BURRILL:** Okay. Very good. Let's talk then about
21 your tenure at Strat Comms H-Div in terms of communication strategies, because I'm
22 getting a sense that things have developed over your tenure to rely very heavily on
23 social media ---

24 **MS. LIA SCANLAN:** Yeah.

25 **MR. ROGER BURRILL:** --- is that fair?

26 **MS. LIA SCANLAN:** Absolutely.

27 **MR. ROGER BURRILL:** Are you able to fill me in on that some?

28 **MS. LIA SCANLAN:** Yeah, and if go down a path that is useless,

1 just let me know because ---

2 **MR. ROGER BURRILL:** I'll stop you.

3 **MS. LIA SCANLAN:** --- a tendency ---

4 **MR. ROGER BURRILL:** Don't worry.

5 **MS. LIA SCANLAN:** Okay.

6 **MR. ROGER BURRILL:** Yeah.

7 **MS. LIA SCANLAN:** Yeah, so it -- I mean, back to what I

8 mentioned earlier with relation to the changing of the name of the unit.

9 **MR. ROGER BURRILL:** Yeah.

10 **MS. LIA SCANLAN:** Communication has changed in general. So
11 -- and it's significant. The introduction or the advancement of communications, such
12 that social media became a thing ---

13 **MR. ROGER BURRILL:** Yeah.

14 **MS. LIA SCANLAN:** --- was huge.

15 **MR. ROGER BURRILL:** Yeah.

16 **MS. LIA SCANLAN:** So it literally changed the way you do
17 business.

18 And for us, you know, at first, I think I'm -- it's fair to say that some -
19 - in policing, at time, just depending on the leadership, there can be a risk-adverse
20 situation where that's considered, you know, there could be a lot of risk inherent with
21 social media. By myself and the director at the time very much understood that whether
22 the RCMP really liked it or not you're going to have to get onboard with that. And so we
23 were strong proponents of getting the Nova Scotia RCMP on social media.

24 **MR. ROGER BURRILL:** And that occurred under your watch?

25 **MS. LIA SCANLAN:** Yeah.

26 **MR. ROGER BURRILL:** Okay.

27 **MS. LIA SCANLAN:** Well, under -- yeah, under the former
28 director's watch, but yes, I was there, yeah.

1 **MR. ROGER BURRILL:** Okay. Can you tell us, then, about social
2 media platforms that the RCMP "H" Div would use regularly, and in particular, I'm
3 thinking about 2020, April 2020?

4 **MS. LIA SCANLAN:** Sure.

5 **MR. ROGER BURRILL:** What platforms are there? Which ones
6 are accessed? Which ones were there and aren't accessed? If you can give us some
7 sense?

8 **MS. LIA SCANLAN:** Okay.

9 **MR. ROGER BURRILL:** Yeah.

10 **MS. LIA SCANLAN:** So the platforms that we have, social media,
11 we have Facebook, we have Twitter, and we have YouTube. We've been using
12 Facebook and Twitter since 2011.

13 So what we were -- YouTube, up to 2020, certainly not used very
14 often or very frequently. It presents its own set of challenges, not necessarily as a
15 medium but within the Government of Canada and posting videos that's -- it can be
16 cumbersome. So what we use and have found very effective and a very useful tool to
17 actually help solve and prevent crime and inform people with regards to public safety,
18 Facebook and Twitter.

19 Initially, Facebook, you know, in the early days it was more
20 Facebook, but Twitter has established itself as a place where people go to access
21 bursts of information, current news, the most up-to-date type of news. It very
22 manifested itself as that type of platform. So that's how we've been ---

23 **MR. ROGER BURRILL:** Okay.

24 **MS. LIA SCANLAN:** --- communicating. Oh, sorry, and we also --
25 yeah, we have -- yeah, we have other means of communicating, but that's it with
26 regards to social media, yes.

27 **MR. ROGER BURRILL:** Right. The news release methodology
28 was something I assume was employed by Strats Comm. Is that still in existence?

1 **MS. LIA SCANLAN:** It still is, yes.

2 **MR. ROGER BURRILL:** How does that work, just to tie a bow on
3 that?

4 **MS. LIA SCANLAN:** Yeah, so it's a database -- it's email.

5 **MR. ROGER BURRILL:** Yeah.

6 **MS. LIA SCANLAN:** So it's sending, like a traditional news
7 releases that goes to newsrooms or anyone who subscribes. So it doesn't have to be
8 an individual ---

9 **MR. ROGER BURRILL:** Yeah.

10 **MS. LIA SCANLAN:** --- reporter, it can be any citizen, they can
11 receive a news release and then turn -- you know, they take that information and turn it
12 into, if they choose to, whatever they would like.

13 **MR. ROGER BURRILL:** Yeah. So the use of the social media was
14 to get as much information to as many Nova Scotians as possible. Would that be a fair
15 assessment on my part, or is that wrong?

16 **MS. LIA SCANLAN:** No, it's not wrong. It's to get information out
17 as quickly -- as quickly as we could. Because it's the only -- social media is the only
18 platform that allows amplification of your message, so instead of one-to-one, it's
19 one-to-many.

20 **MR. ROGER BURRILL:** Okay.

21 **MS. LIA SCANLAN:** So whether that many is five, whether it's ten,
22 whether it's twenty, and then the ability for those people to participate in sharing your
23 information.

24 **MR. ROGER BURRILL:** Right.

25 **MS. LIA SCANLAN:** So what I mean by that is in -- on Twitter, for
26 example, you can retweet or you can create your own tweet, "The RCMP just said this."
27 So it -- that's what I mean by amplification.

28 **MR. ROGER BURRILL:** I guess what I'm leading at, there are

1 some people, some old guys that don't use Twitter ---

2 **MS. LIA SCANLAN:** Yeah, absolutely.

3 **MR. ROGER BURRILL:** --- and I'm one of them.

4 **MS. LIA SCANLAN:** Yeah.

5 **MR. ROGER BURRILL:** So I guess, how would you reach people
6 like me in terms of a strategic communications strategy?

7 **MS. LIA SCANLAN:** Yeah. And so the goal with having Twitter, or
8 any platform for that matter, you fully understand and anticipate you're never going to
9 get 100-percent of your population, your target population ---

10 **MR. ROGER BURRILL:** Right.

11 **MS. LIA SCANLAN:** --- on that.

12 **MR. ROGER BURRILL:** Sure.

13 **MS. LIA SCANLAN:** We reach people by the news networks.

14 Well, it used to be newsrooms, but now individual reporters have... You know, again,
15 newsrooms have changed, so with that whole landscape of change they follow us and
16 they have the ability to, if they choose to, broadcast it on radio, print, television, or on
17 their social media networks. And that, again, that won't guarantee that you're ever
18 going to see that.

19 **MR. ROGER BURRILL:** Right.

20 **MS. LIA SCANLAN:** If you don't listen to the news, don't turn your
21 TV on, don't listen to the radio, that's ---

22 **MR. ROGER BURRILL:** It's going to be a problem.

23 **MS. LIA SCANLAN:** It's going to be a problem.

24 **MR. ROGER BURRILL:** Right. Okay. And just to sort of finish this
25 area off, what can you tell us about access to the Alert Ready system through Strats
26 Comm -- Strat Comms? Any insight on that on April of 2020?

27 **MS. LIA SCANLAN:** No access to the Alert Ready system.

28 **MR. ROGER BURRILL:** Did you have any awareness of what an

1 Alert Ready system was for public communications?

2 **MS. LIA SCANLAN:** I didn't -- I didn't, other than the two weeks
3 before this, there was -- I was aware that I received an alert related to COVID.

4 **MR. ROGER BURRILL:** M'hm.

5 **MS. LIA SCANLAN:** Yeah, and I was very aware of the Amber
6 Alert system ---

7 **MR. ROGER BURRILL:** Right.

8 **MS. LIA SCANLAN:** --- but not anything beyond the Amber Alert
9 system.

10 **MR. ROGER BURRILL:** Had you, in your position as the Director,
11 had any involvement with discussions about the implementation of the Alert Ready
12 Program in Nova Scotia?

13 **MS. LIA SCANLAN:** No.

14 **MR. ROGER BURRILL:** Okay.

15 **MS. LIA SCANLAN:** Not prior to '20. Not prior ---

16 **MR. ROGER BURRILL:** Yeah.

17 **MS. LIA SCANLAN:** --- to this incident.

18 **MR. ROGER BURRILL:** Or prior to April of 2020?

19 **MS. LIA SCANLAN:** Yes.

20 **MR. ROGER BURRILL:** Okay, very good. Okay. Have you given
21 us a sense about the social media platform tweets or Twitter being the way -- the way
22 things go? I'm trying to get a idea about how much your time is taken with Twitter and
23 Facebook as -- as -- in your role at Strat Comms or ---

24 **MS. LIA SCANLAN:** So it's our primary method of communicating.

25 **MR. ROGER BURRILL:** Yeah.

26 **MS. LIA SCANLAN:** So I don't know that it's about how much is
27 taken.

28 **MR. ROGER BURRILL:** Yeah.

1 **MS. LIA SCANLAN:** So Facebook, you know, because what you
2 choose to put on Facebook are more of the campaign type stuff, the photos.

3 **MR. ROGER BURRILL:** Yeah.

4 **MS. LIA SCANLAN:** Twitter, less time, in the sense you might use
5 it more, or you -- it might be the most used tool, but it's quite flexible and adaptive, and it
6 allows us to... You know, the other great thing about Twitter, it allows you to attach
7 what we are required to provide, so whether that be videos, maps, photos. So ---

8 **MR. ROGER BURRILL:** Okay.

9 **MS. LIA SCANLAN:** Yeah.

10 **MR. ROGER BURRILL:** Great, thank you. Let's talk, then, about
11 how a tweet or ---

12 **MS. LIA SCANLAN:** M'hm.

13 **MR. ROGER BURRILL:** --- I think that's what it's called, a tweet.

14 **MS. LIA SCANLAN:** It's a tweet.

15 **MR. ROGER BURRILL:** How does -- how does that come about?
16 How does it get created? What's the process for doing that within Strat Comms? Can
17 you give us a sense of that?

18 **MS. LIA SCANLAN:** Sure.

19 **MR. ROGER BURRILL:** Yeah.

20 **MS. LIA SCANLAN:** So regardless if it's a tweet, a news release,
21 a Facebook post, any -- when we're providing information externally, the job of
22 whoever's drafting it, so whether it's the Comm's Advisor, the Public Information Officer,
23 it's to gather the relevant facts, and you're gathering the facts from the field. So you
24 need to have made contact.

25 So if we find out from the media that something's occurring here, or
26 if we find out from -- a Risk Manager gives us a heads-up or if someone from a
27 detachment area calls and say, "we have a collision here", or "we've got a barricaded
28 person", we call into that area, they're ready for our call, they're waiting for us, or they

1 identify immediately, "Here, I'm just going to put you through to someone so we can get
2 you the information." You gather the facts and identify who's going to approve it.

3 **MR. ROGER BURRILL:** Okay. Let's look at the Foundational
4 Document ---

5 **MS. LIA SCANLAN:** Sure.

6 **MR. ROGER BURRILL:** --- just for purposes of this approval
7 process.

8 **MS. LIA SCANLAN:** Yeah.

9 **MR. ROGER BURRILL:** And in particular, Madam Registrar,
10 page 13, paragraph 31.

11 The Foundational Document references an affidavit that was
12 presented by you to the Commission:

13 "With respect to the approval process for the release
14 of tweets...it depends on the circumstance. For
15 example, an employee [with Strat Comms] unit might
16 be directed to release a tweet to warn the public
17 about icy [roads]....This would be a matter that falls
18 within the unit and no outside approval process is
19 required."

20 I'm interested in the outside approval process ---

21 **MS. LIA SCANLAN:** Sure.

22 **MR. ROGER BURRILL:** --- when it's required, how it's determined,
23 and who determines that?

24 **MS. LIA SCANLAN:** Okay. So yes, that is correct, with regards to
25 road conditions. So in that case, like an icy road, it's not going to be, but if we have an
26 instance where the icy road has caused a collision and there's a road closure ---

27 **MR. ROGER BURRILL:** Yeah.

28 **MS. LIA SCANLAN:** --- then that crosses into the realm of

1 Operations. So you're going to get the information, and then you're going to go back to
2 confirm that the information is accurate.

3 **MR. ROGER BURRILL:** Okay.

4 **MS. LIA SCANLAN:** So -- and the reason for that is because by
5 the time you get the information, put it together, depending on how long it -- the road
6 could be open, or something else could have changed on the ground operationally. So

7 ---

8 **MR. ROGER BURRILL:** Okay.

9 **MS. LIA SCANLAN:** --- yeah.

10 **MR. ROGER BURRILL:** So just moving on on the quote ---

11 **MS. LIA SCANLAN:** Sure.

12 **MR. ROGER BURRILL:** --- Ms. Scanlan, "In an active policing
13 situation" ---

14 **MS. LIA SCANLAN:** Yeah.

15 **MR. ROGER BURRILL:** --- we're going to look at paragraph 14 of
16 your affidavit:

17 "...where [Strat Comms] has been engaged to
18 release information to the public, they would have any
19 proposed tweet approved by their RCMP contact in
20 the field before releasing it..."

21 So that's active policing situation, and that seems to invoke a -- an
22 approval process.

23 **MS. LIA SCANLAN:** Right.

24 **MR. ROGER BURRILL:** Can you tell us about that, please?

25 **MS. LIA SCANLAN:** Yeah. So in an active shooter situation, the
26 approval is going to come from Operations, the Critical Incident Commander.

27 **MR. ROGER BURRILL:** Okay. So Strats Comms can't take it on
28 themselves to release a tweet about what's going on, say in this case in Portapique,

1 without approval from the field operations?

2 **MS. LIA SCANLAN:** No.

3 **MR. ROGER BURRILL:** Okay. Why is that?

4 **MS. LIA SCANLAN:** Because operations are the -- they're the
5 ears on the ground and they're dealing with the operation, so ---

6 **MR. ROGER BURRILL:** Yeah.

7 **MS. LIA SCANLAN:** --- I feel that's significantly important that
8 operations is the approver on information that goes out publicly because they have the
9 most current context as to what's taking place. And what I think has become apparent
10 is time can pass between receiving information, and a Tweet going out, and a lot can
11 happen in that time ---

12 **MR. ROGER BURRILL:** Yeah.

13 **MS. LIA SCANLAN:** --- so I think it's important that operations is
14 (a) aware, and that they also know that it's -- that, okay, at this point in time it's going
15 out. So, no -- so, no, as of that day, no, you shouldn't be getting -- like, sending out
16 anything in relation to, you know, the active shooter or a piece of information that you
17 feel is significant. However, later on when you're receiving information, this person's
18 here or this person's here ---

19 **MR. ROGER BURRILL:** Yeah.

20 **MS. LIA SCANLAN:** --- just when.

21 **MR. ROGER BURRILL:** Okay. But in terms ---

22 **MS. LIA SCANLAN:** Yeah.

23 **MR. ROGER BURRILL:** --- of a policy, and we'll get into ---

24 **MS. LIA SCANLAN:** Yeah.

25 **MR. ROGER BURRILL:** --- April 18th ---

26 **MS. LIA SCANLAN:** Yeah.

27 **MR. ROGER BURRILL:** --- you're talking about approval in an
28 active shooter situation usually comes from field operations; is that right?

1 **MS. LIA SCANLAN:** Yes.

2 **MR. ROGER BURRILL:** Okay. Now tell me about approval within
3 the Strat Comms hierarchy; that is, when is it that approval for the director would be
4 necessary for any information coming into a communications advisor, can you give us
5 any insight?

6 **MS. LIA SCANLAN:** Yeah, so it's not -- again, it's not in -- there's
7 no policy as to when ---

8 **MR. ROGER BURRILL:** Okay.

9 **MS. LIA SCANLAN:** --- the director is required to approve
10 something or should be approving something.

11 **MR. ROGER BURRILL:** Yeah.

12 **MS. LIA SCANLAN:** A lot of it is circumstance specific, so if I was
13 dealing with something and I was the first person to intake the information ---

14 **MR. ROGER BURRILL:** M'hm.

15 **MS. LIA SCANLAN:** --- the PIO or the Comms advisor might feel
16 most comfortable with that.

17 **MR. ROGER BURRILL:** But do they ever require the director's
18 approval before ---

19 **MS. LIA SCANLAN:** There ---

20 **MR. ROGER BURRILL:** --- they send out?

21 **MS. LIA SCANLAN:** Yeah, there will -- there are instances where
22 most definitely I'd say I want to see that before it goes.

23 **MR. ROGER BURRILL:** Okay.

24 **MS. LIA SCANLAN:** Absolutely.

25 **MR. ROGER BURRILL:** And why would you do that as the director
26 say I want to see that before it goes?

27 **MS. LIA SCANLAN:** Well, depending on the type of incident that it
28 is.

1 **MR. ROGER BURRILL:** Yeah.

2 **MS. LIA SCANLAN:** So if it was highly contentious, if it was
3 confusing, if there was a high risk of public safety, if there was a high degree of officer
4 safety, if ---

5 **MR. ROGER BURRILL:** M'hm.

6 **MS. LIA SCANLAN:** --- if I knew that, you know, there had been
7 circumstances when you release the information and you're very aware that the
8 perpetrator or suspect is also likely following your information ---

9 **MR. ROGER BURRILL:** M'hm.

10 **MS. LIA SCANLAN:** --- it's going to then impact operations, I need
11 to make sure that I'm aware, so that I can engage Ops.

12 **MR. ROGER BURRILL:** You would agree, I think, with me that
13 getting information to the public in a critical incident situation or an active situation,
14 timeliness is important, hey?

15 **MS. LIA SCANLAN:** Correct.

16 **MR. ROGER BURRILL:** Right?

17 **MS. LIA SCANLAN:** Absolutely.

18 **MR. ROGER BURRILL:** And I guess what I'm concerned about,
19 when there's an approval process to the director, that's going to have an impact on
20 timelines; right?

21 **MS. LIA SCANLAN:** Yeah.

22 **MR. ROGER BURRILL:** What do you have to say about that in
23 terms of the director having or being required to approve a Tweet when it slows things
24 down?

25 **MS. LIA SCANLAN:** Yeah, I don't -- I think we should try to do
26 anything to reduce slowing anything down.

27 **MR. ROGER BURRILL:** Yeah.

28 **MS. LIA SCANLAN:** So I think that certainly, you know, that's an

1 area I haven't gone back and looked critically at this incidence specifically.

2 **MR. ROGER BURRILL:** Yeah.

3 **MS. LIA SCANLAN:** Improvements can be made there, because,
4 yeah, the goal is timeliness and it's public safety trumps all else, so I do feel that
5 improvements can be made there.

6 **MR. ROGER BURRILL:** Okay. We heard yesterday from a
7 witness, Corporal Clarke, who said the following with respect to the approval process,
8 and I hope I'm getting it right.

9 **MS. LIA SCANLAN:** M'hm.

10 **MR. ROGER BURRILL:** The general rule is, the bigger the
11 incident is, the more approval is required. What would you say about that comment?

12 **MS. LIA SCANLAN:** I mean, it's a fair comment. It's ---

13 **MR. ROGER BURRILL:** Okay.

14 **MS. LIA SCANLAN:** --- you know, I can appreciate what Jen is
15 saying there, because the bigger the incident, I think it's -- what she's referring to is, like,
16 perhaps the gravity of the incident ---

17 **MR. ROGER BURRILL:** M'hm.

18 **MS. LIA SCANLAN:** --- is maybe what she meant by that. And I
19 can understand, because there's a lot of risk inherent in communications too ---

20 **MR. ROGER BURRILL:** Okay.

21 **MS. LIA SCANLAN:** --- like, putting out the wrong thing, so I think
22 that's what ---

23 **MR. ROGER BURRILL:** So with respect to April 18th and 19th,
24 2020, did you expect that you would have the final say on Tweets that were sent out
25 from Strat Comms?

26 **MS. LIA SCANLAN:** No, I didn't.

27 **MR. ROGER BURRILL:** Okay. Now that's an interesting
28 juxtaposition ---

1 **MS. LIA SCANLAN:** Yeah.

2 **MR. ROGER BURRILL:** --- to what you said earlier.

3 **MS. LIA SCANLAN:** Yeah.

4 **MR. ROGER BURRILL:** And are you able to say why that's the
5 case?

6 **MS. LIA SCANLAN:** Yeah, because that incident was unfolding
7 literally. We didn't -- there was no time or luxury. It was an active shooter situation with
8 information coming in ---

9 **MR. ROGER BURRILL:** Okay.

10 **MS. LIA SCANLAN:** --- that needed to get out.

11 **MR. ROGER BURRILL:** Okay.

12 **MS. LIA SCANLAN:** So but I can appreciate, I can absolutely
13 appreciate, you know, in absence of having a policy, I can appreciate why anyone in the
14 unit would feel that, okay, it should go to the director.

15 **MR. ROGER BURRILL:** Okay.

16 **MS. LIA SCANLAN:** Because of the gravity of what it was that
17 they were sharing, and I, you know, m'hm.

18 **MR. ROGER BURRILL:** All right. Very good.

19 **MS. LIA SCANLAN:** I understood.

20 **MR. ROGER BURRILL:** I think we'll come back to this a little later -

21 --

22 **MS. LIA SCANLAN:** Sure.

23 **MR. ROGER BURRILL:** --- when we specifically talk about the
24 response of ---

25 **MS. LIA SCANLAN:** Okay.

26 **MR. ROGER BURRILL:** --- the Strategic Communications Unit.
27 But let me just move onto another topic that has been of some interest to Participants
28 and to Counsel, and that is something called the Tweet bank. I had a hard time

1 knowing what a Tweet is, let alone what a Tweet bank is.

2 **MS. LIA SCANLAN:** Yeah.

3 **MR. ROGER BURRILL:** What's a Tweet bank?

4 **MS. LIA SCANLAN:** So the Tweet bank, it's a reference tool ---

5 **MR. ROGER BURRILL:** Yeah.

6 **MS. LIA SCANLAN:** --- and it's something that was created over
7 the course of time. Actually, I think when you and I spoke, I said it was 2015. I actually
8 had since gone back and looked, and I think we started establishing that in 2012. And
9 that created itself based on we know -- like, in policing operations, a lot of things repeat
10 themselves. So in a run of a month, you average 90 to 150 Tweets. So a lot of them
11 are repetitive in the type of incident that it is. So whether it's a stabbing, road
12 conditions, firearms, anything that police respond to, and we realized over the course of
13 time that we're constantly sending these to translation, and the translators must be
14 thinking, "God, I just did this one last week. I just did this one." So it was kind of a no-
15 brainer in that sense. And then the other thing that it served, over time we realized, you
16 know, there's people that their first language is not English. And so what -- and that
17 might sound like a weird comment, but thinking quickly, this allows someone to
18 reference it and think very quickly and go, okay, searchable. So, for example, I'm just
19 going to say a multi-vehicle collision with a road closure. They can go to the document
20 and there's -- I'm making up the number, but say 10 Tweets that are -- I don't want to
21 say canned, but they're template Tweets ---

22 **MR. ROGER BURRILL:** Yeah.

23 **MS. LIA SCANLAN:** --- for them to be able to refer to, yeah.

24 **MR. ROGER BURRILL:** And the idea of that, if I can synopsize, is
25 to enter some efficiencies into the process?

26 **MS. LIA SCANLAN:** Yeah, like, in -- yes, that was an area where -
27 --

28 **MR. ROGER BURRILL:** Yeah.

1 **MS. LIA SCANLAN:** --- we definitely realized improvement can be
2 made, rather than starting from scratch.

3 **MR. ROGER BURRILL:** Yeah.

4 **MS. LIA SCANLAN:** However, there's no requirement to use it.

5 **MR. ROGER BURRILL:** Right.

6 **MS. LIA SCANLAN:** It's simply there for a reference if you choose.

7 **MR. ROGER BURRILL:** The efficiencies in this case would be to
8 improve on timeliness of getting information to the public as quick as you can; is that ---

9 **MS. LIA SCANLAN:** Correct, yes.

10 **MR. ROGER BURRILL:** Okay. Very good. So when I look at
11 paragraph 34 of the Foundational Document, I see that -- excuse me -- paragraph 34
12 shows us an attachment to your affidavit, a number of templates or Tweets that were in
13 the Tweet bank.

14 **MS. LIA SCANLAN:** M'hm.

15 **MR. ROGER BURRILL:** So at the top of page [*sic*] 34, it says the,
16 "RCMP [are] responding to complaints of an active
17 shooter in [or] around [a] (LOCATION). The area is
18 near [a location]. Avoid the area. Residents: Stay
19 [out]."

20 That would be something that obviously might have been applying
21 to this situation, the active shooter; right?

22 **MS. LIA SCANLAN:** Correct. If ---

23 **MR. ROGER BURRILL:** Right. And I'm looking at the third one
24 down, it says,

25 "RCMPNS is responding to a firearms complaint in
26 the XX area. The public is asked to avoid the area
27 and stay in their homes with doors [so -- their doors]
28 locked..."

1 So that too would also apply to the situation that we're talking about
2 here as well, eh?

3 **MS. LIA SCANLAN:** Yes.

4 **MR. ROGER BURRILL:** Yeah, but one seems to be a little bit
5 more responsive, that Tweet bank template that we talked about earlier, the active
6 shooter. Would you agree with me in terms of this incident?

7 **MS. LIA SCANLAN:** Yes.

8 **MR. ROGER BURRILL:** Okay.

9 **MS. LIA SCANLAN:** Yes.

10 **MR. ROGER BURRILL:** I guess what I would like your comment
11 on then is to go to page 16, Madam Registrar, with respect to the actual Tweets. The
12 first Tweet at 11:32 on April 18th, we know was released by Corporal Croteau, and it
13 says,

14 "RCMP[...] is responding to a firearms complaint in
15 the #Portapique area. [...] The public is asked to
16 avoid the area and stay in their homes with [their]
17 doors locked..."

18 It looks very similar to the very first Tweet bank template that we
19 looked at; right?

20 **MS. LIA SCANLAN:** Yeah. M'hm.

21 **MR. ROGER BURRILL:** Would you agree that's likely where it
22 came from?

23 **MS. LIA SCANLAN:** Yeah, I learned that as a part of this process.

24 **MR. ROGER BURRILL:** Okay. Does that cause you any difficulty
25 or concern?

26 **MS. LIA SCANLAN:** No, it's available as a tool, and if that's ---

27 **MR. ROGER BURRILL:** Okay.

28 **MS. LIA SCANLAN:** --- the tool that you want to ---

1 **MR. ROGER BURRILL:** Okay.

2 **MS. LIA SCANLAN:** --- reference, no.

3 **MR. ROGER BURRILL:** All right. I understand that. But in terms
4 of the third template in that paragraph, that is, the RCMP is responding to a -- sorry, the
5 first, the RCMP responding to complaints of an active shooter, that seems to be a little
6 bit more accurate in terms of the situation; would you agree?

7 **MS. LIA SCANLAN:** It's more descriptive.

8 **MR. ROGER BURRILL:** Yeah.

9 **MS. LIA SCANLAN:** And I also want to preface that ---

10 **MR. ROGER BURRILL:** Yeah.

11 **MS. LIA SCANLAN:** --- the Tweet bank was provided as part of
12 this disclosure, so that could have been -- that may have been an addition.

13 **MR. ROGER BURRILL:** Oh. Oh.

14 **MS. LIA SCANLAN:** As an -- that's a fluid document, so it's an
15 Evergreen document, so that may have ---

16 **MR. ROGER BURRILL:** Oh, I see.

17 **MS. LIA SCANLAN:** --- been added. I truthfully don't know.

18 **MR. ROGER BURRILL:** Okay. I'm just worried about accuracy ---

19 **MS. LIA SCANLAN:** Yes.

20 **MR. ROGER BURRILL:** --- completeness and timeliness.

21 The first template seems to be a lot more accurate about what was
22 going on, and perhaps might have provided more of a sense of what was going on than
23 a firearms complaint.

24 **MS. LIA SCANLAN:** Correct.

25 **MR. ROGER BURRILL:** Do you have any insight into how that
26 came about, then, in terms of Croteau issuing the firearms complaint?

27 **MS. LIA SCANLAN:** I don't. I wasn't engaged at that point.

28 **MR. ROGER BURRILL:** Okay.

1 **MS. LIA SCANLAN:** I know that conversations -- you know, I'm
2 not privy to the conversations ---

3 **MR. ROGER BURRILL:** No, of course.

4 **MS. LIA SCANLAN:** --- that took place between Corporal Croteau
5 and those she was speaking with.

6 **MR. ROGER BURRILL:** Right. I understand that, but I felt it's
7 important to ask.

8 **MS. LIA SCANLAN:** Yeah.

9 **MR. ROGER BURRILL:** I think people are very interested in the
10 use of the Tweet bank and the degree of information that gets out to the public.

11 **MS. LIA SCANLAN:** Yeah. So what I can say is that it's available
12 as a tool. I'm just going to speak for myself.

13 I personally don't use it. I don't -- yeah.

14 **MR. ROGER BURRILL:** Okay. Very good.

15 Going back to the timeline of the Tweets that's right before you
16 now, Ms. Scanlan, on the screen, we've seen 11:32 when Corporal Croteau issued the
17 first Tweet. And then 8:02 is the next Tweet, so we're talking about eight hours later.
18 It's a significant period of time before the public is informed about what's going on in
19 Portapique and the environs, and I believe at 8:02, you were actually the author of that -
20 --

21 **MS. LIA SCANLAN:** I was.

22 **MR. ROGER BURRILL:** --- the one that says:
23 "RCMP remains on the scene in Portapique. This is an active
24 shooter situation. Residents in the area, stay inside your homes."
25 You were the author of that?

26 **MS. LIA SCANLAN:** I was, yes.

27 **MR. ROGER BURRILL:** Okay. Do you have any explanation, as
28 the Director of Strat Comms, why there was this eight and a half hour delay in terms of

1 communications overnight? Can you give us some insight in that regard?

2 **MS. LIA SCANLAN:** Again, I wasn't -- I became engaged at -- it
3 was between -- it was in the late fives in the morning.

4 **MR. ROGER BURRILL:** Yeah.

5 **MS. LIA SCANLAN:** So ---

6 **MR. ROGER BURRILL:** The interesting thing to me, at least from
7 our earlier discussion, is that you said that you were on call all the time ---

8 **MS. LIA SCANLAN:** Yeah.

9 **MR. ROGER BURRILL:** --- or pretty regularly
10 Have you any insight or explanation as to why it was you weren't
11 engaged earlier?

12 **MS. LIA SCANLAN:** I don't have any insight as to why I wasn't. I
13 just -- I was not.

14 **MR. ROGER BURRILL:** Okay. Very good.

15 All right. Well, then let's go a little bit more specifically to April 18th,
16 if you can.

17 We know that Constable Croteau was on call at that time and we --
18 I just wanted to get a sense before we discuss her role in connection to you about the
19 COVID situation. Did that have any bearing on the Strat Comms unit?

20 **MS. LIA SCANLAN:** Yeah, and I've been asked that question.
21 And you know, I might be one of the only people that is ever going to say that it served
22 us well because COVID -- that was at the very beginning stages of COVID and we as a
23 unit had come to the conclusion that someone may get sick, you might not be able to
24 come into the office, so everyone had been ordered about two weeks prior to make sure
25 that they left with all of their stuff, like their computers, whereas pre-COVID, it wasn't a
26 standard practice to take your computer home every day.

27 You have your ability to work off your mobile phone, but you know,
28 after having thought about that, I realized that it served us well in the sense that in this

1 incident because those who eventually became available had their computers with
2 them.

3 **MR. ROGER BURRILL:** So people had their work tools that they
4 might ---

5 **MS. LIA SCANLAN:** They had their work tools with them.

6 **MR. ROGER BURRILL:** --- normally have had available to them
7 on this weekend.

8 **MS. LIA SCANLAN:** Yeah.

9 **MR. ROGER BURRILL:** Okay.

10 **MS. LIA SCANLAN:** Yeah.

11 **MR. ROGER BURRILL:** All right. Very good.

12 Let's, then, move to your initial contact ---

13 **MS. LIA SCANLAN:** Sure.

14 **MR. ROGER BURRILL:** --- with Corporal Croteau.

15 And I believe, Madam Registrar, just for purposes of guiding us
16 through here, that that's described at paragraph 54 to 59 of the Foundational Document.

17 Paragraph 54 speaks about you being contacted at around 6:00
18 a.m.

19 **MS. LIA SCANLAN:** Yeah.

20 **MR. ROGER BURRILL:** Yeah. Now, how did that come about?

21 Not a great deal of detail, but what's that about?

22 **MS. LIA SCANLAN:** So I'm laying in my bed on a Sunday
23 morning. I have a person phone and a work phone. They're on my night table. And I
24 rolled over -- I think it was before -- before 6 o'clock. It was between 5:30 and 6:00, I
25 believe.

26 **MR. ROGER BURRILL:** Yeah.

27 **MS. LIA SCANLAN:** And I looked at my phone and saw that I had
28 missed calls, two missed calls from Lisa Croteau from just before I woke up, and so I

1 called Lisa back.

2 **MR. ROGER BURRILL:** Any information available to you or did
3 you know anything at all about the Portapique situation ---

4 **MS. LIA SCANLAN:** No, I ---

5 **MR. ROGER BURRILL:** --- before this contact?

6 **MS. LIA SCANLAN:** --- knew nothing. I literally knew nothing.

7 **MR. ROGER BURRILL:** All right. Very good.

8 So you called Corporal Croteau and what did you learn and what
9 did you do?

10 **MS. LIA SCANLAN:** So when -- I make immediate contact with
11 her and at that time, she was en route to the command post, so she says to me, "I'm en
12 route to a command post".

13 I said, "Okay. Well, what's going -- what's taking place?".

14 And I don't recall exactly the conversation, but I referred to my
15 notes and, in my notes, it said several victims. I knew that something had taken place
16 overnight, but I couldn't gather a whole lot of information.

17 **MR. ROGER BURRILL:** Right. And I ---

18 **MS. LIA SCANLAN:** And I believe she told me a Tweet went out.

19 **MR. ROGER BURRILL:** Sure.

20 I assume that your next step, then, is to do what you can to get as
21 much information as you possibly can.

22 **MS. LIA SCANLAN:** Yeah. I said -- well, I said -- well, I wanted to
23 get off the phone and get the information, so I said, "Well, who's your contact?".

24 **MR. ROGER BURRILL:** All right. So paragraph 56 outlines who
25 you actually contacted. It says:

26 At approximately 6:50, Lia Scanlan phoned the OCC just as Briers
27 was arriving to relieve Rehill. Rehill informed Briers that media
28 relations was en route. Rehill advised Scanlan to call West, who

1 advised her at 7 a.m. that Halliday would call her.”

2 So I'm getting a sense that you had to undertake a degree of
3 communication with quite a few people to get some information, and that surprises me
4 in terms of strategic communications. This doesn't seem all that strategic, to go through
5 all these people.

6 Can you comment on that?

7 **MS. LIA SCANLAN:** Yeah. So that's accurate.

8 **MR. ROGER BURRILL:** Yeah.

9 **MS. LIA SCANLAN:** My first call is going to be the OCC. And
10 Rehill and -- it's my understanding that Briers and Rehill were switching shifts, so Rehill
11 -- I don't recall what he told me, but speak to Jeff West.

12 It does sound like a lot and, at the same time, it -- Jeff West was
13 the CIC, so it makes -- it made sense to me that I would call the OCC and they would
14 say call West. But yes, it's definitely ---

15 **MR. ROGER BURRILL:** How do we fix that in terms of the Director
16 of Strategic Comms calling Rehill and Briers, then West, then Halliday and then
17 eventually being assigned Staff Sergeant MacCallum? That's a -- that's a lot of contact
18 for you in terms of trying to get information ---

19 **MS. LIA SCANLAN:** Yeah.

20 **MR. ROGER BURRILL:** --- quickly out to the public.

21 **MS. LIA SCANLAN:** How do we fix that?

22 **MR. ROGER BURRILL:** Yeah.

23 **MS. LIA SCANLAN:** I think you fix it by ensuring that when the
24 Critical Incident Commanders are engaged or called out that the Director of
25 Communications is also part of the call -- made aware or part of that initial callout.

26 **MR. ROGER BURRILL:** I see.

27 **MS. LIA SCANLAN:** Yeah.

28 **MR. ROGER BURRILL:** And would that have made a difference to

1 you in terms of information gathering and information provision?

2 **MS. LIA SCANLAN:** It would have made me engaged at whatever
3 point -- I think if Jeff West was the first CIC, I would have become engaged at that point.

4 **MR. ROGER BURRILL:** What about assignment or embedding a
5 Strats Comm person right at the command post with the CIC?

6 **MS. LIA SCANLAN:** You know, we've toyed with that idea over
7 the years a number of times post-mortem on different incidents, and certain times it
8 made complete sense, but in the times that it made complete sense there were things
9 that we were -- we could plan for operationally.

10 And I know it sounds strange, but protests. So when you're aware
11 and you're made aware that a protest is going to be there, we have an obligation and a
12 job to, you know, provide information to the public so you could plan to be there.

13 In a situation like this, I can't say. It's hypothetical. If I would have
14 been engaged the night before, would -- would being at the command post -- I would
15 have -- to be perfectly honest, I'd be very apprehensive about it at that point in time
16 because none of us are fitted with vests. We're civilian members without proper
17 training.

18 So do I think -- you know, the possibility of it -- like I see value in it,
19 but I also see right now as what I know a risk associated with that.

20 **MR. ROGER BURRILL:** Yeah. You're talking about personal risk
21 in ---

22 **MS. LIA SCANLAN:** Yes. Yes.

23 **MR. ROGER BURRILL:** --- terms of attending at a command post.

24 **MS. LIA SCANLAN:** Right.

25 **MR. ROGER BURRILL:** Right.

26

27 **MS. LIA SCANLAN:** Yeah.

28 **MR. ROGER BURRILL:** In terms of if you take that safety

1 component away ---

2 **MS. LIA SCANLAN:** Sure.

3 **MR. ROGER BURRILL:** --- for the civilians, would that be a useful
4 exercise to have a Strats Comm person or professional embedded at the CIC?

5 **MS. LIA SCANLAN:** It would be useful as long as you had all the
6 tools to do your job and you were not calling people out mid-incident.

7 But yes, I do see -- I do see that that's a -- it should be explored.

8 **MR. ROGER BURRILL:** Has that been something that has been
9 explored through Strats Comms post April of 2020?

10 **MS. LIA SCANLAN:** I can't -- I'm not in the unit any more, so I
11 can't speak to that.

12 **MR. ROGER BURRILL:** Okay. All right.

13 In terms of your contact sources, once again, Rehill, Briers, West,
14 Halliday, MacCallum, did that cause any problem in terms of you getting information to
15 react?

16 **MS. LIA SCANLAN:** Yeah. It does in the sense that you're
17 making phone calls and you're in your bedroom and you're -- the people that you're
18 calling are probably doing 20 things and you're doing 20 things. So it's definitely -- it --
19 it's not seamless.

20 **MR. ROGER BURRILL:** Okay. Am I right to say that you were
21 eventually assigned to S/Sgt MacCallum ---

22 **MS. LIA SCANLAN:** Yeah.

23 **MR. ROGER BURRILL:** --- in terms of information linkage or
24 liaison?

25 **MS. LIA SCANLAN:** Yeah.

26 **MR. ROGER BURRILL:** Yeah.

27 **MS. LIA SCANLAN:** I -- as I said, there's -- Jeff said that Steve
28 Halliday was going to call me, and so I did connect with Steve Halliday at 7:20. And so

1 that was my initial ---

2 **MR. ROGER BURRILL:** Yeah.

3 **MS. LIA SCANLAN:** --- contact.

4 **MR. ROGER BURRILL:** Yeah.

5 **MS. LIA SCANLAN:** Yeah.

6 **MR. ROGER BURRILL:** And -- but I had suggested to you that

7 MacCallum took over from Halliday ---

8 **MS. LIA SCANLAN:** Yeah.

9 **MR. ROGER BURRILL:** --- is that correct?

10 **MS. LIA SCANLAN:** Yeah, eventually Steve indicated, after the
11 eights I believe, that he was delegating it to Allie -- Addie, sorry. Yeah.

12 **MR. ROGER BURRILL:** Okay. And do you recall having
13 conversation with Addie MacCallum?

14 **MS. LIA SCANLAN:** Yeah.

15 **MR. ROGER BURRILL:** Okay. And that conversations would
16 have been about the actual incident and what Strat Comms can do to assist? Is that
17 right?

18 **MS. LIA SCANLAN:** Yes.

19 **MR. ROGER BURRILL:** Yeah. Okay. Sorry, I didn't mean to cut
20 you off.

21 **MS. LIA SCANLAN:** No, no.

22 **MR. ROGER BURRILL:** Anything further you wanted to say?

23 **MS. LIA SCANLAN:** No, I'm just -- yeah. I'm just -- yeah --
24 thinking.

25 **MR. ROGER BURRILL:** It's okay. The interesting thing in this
26 situation is we know from the materials that S/Sgt MacCallum, at 9:42, became
27 operational, in the sense that he left the Command Post and then moved into operations
28 with respect to trying to locate the perpetrator on the road, which seems to me

1 problematic from a Strat Comms point of view because you've lost your contact. You
2 know what I mean?

3 **MS. LIA SCANLAN:** Absolutely.

4 **MR. ROGER BURRILL:** Any remarks or comments you can make
5 about that?

6 **MS. LIA SCANLAN:** No. I actually learned -- so yes. And I just --
7 I learned that though this process also.

8 **MR. ROGER BURRILL:** H'm.

9 **MS. LIA SCANLAN:** When I was reviewing the emails and saw an
10 email that said Addie is 10-6.

11 **MR. ROGER BURRILL:** Yeah.

12 **MS. LIA SCANLAN:** So yeah, that's problematic, because that's
13 your source of information. Again, an area where improvements could definitely be
14 made.

15 **MR. ROGER BURRILL:** Okay. Okay. Very good. Let's move on
16 then in the Foundational Document to information that is obviously important to Nova
17 Scotians about the replica RCMP vehicle.

18 **MS. LIA SCANLAN:** M'hm.

19 **MR. ROGER BURRILL:** Okay. So paragraph 61, Madam
20 Registrar, is, I think, an important paragraph, in terms it talks about S/Sgt Halliday's
21 understanding of the situation. And S/Sgt Halliday, in a post-incident report:

22 "...by 7:55 a.m., it was established that the perpetrator's
23 vehicle could not be accounted for [...] and there was a
24 possibility that the perpetrator was on the run in a fully
25 marked replica cruiser with the call sign '28B11.'"

26 The next line is important:

27 "Sgt. Halliday's post-incident report states that this had to
28 be communicated to the public, and that he spoke [to] Lia

1 Scanlan and S/Sgt. MacCallum about doing so...”

2 And I'm going to move down, just into the midst of the quote from
3 the document, the second paragraph therein:

4 “We are obviously now concerned there may be a 4th
5 police car that we are unaware of and it [is] either still
6 somewhere in the area or somehow managed to escape
7 the area. Based on the threat cues observed by the
8 members of fires having been lit, sound of gunfire, we
9 believe the suspect may still [be] in in the area hiding or
10 deceased. We are concerned though there is a
11 possibility he may be on the run in a fully marked RCMP
12 PPMV 28B11. This has to be communicated out to the
13 members, J Division, All municipal agencies, PD's and
14 border crossings and we have to get it out to the public
15 ASAP.”

16 The next line is important:

17 “I spoke with Lia Scanlan about the content of the
18 message and task Addie to work with her on getting [out]
19 something...”

20 So can you comment on that? Did you receive information at that
21 stage, at 7:55, about 28B11 from S/Sgt Halliday?

22 **MS. LIA SCANLAN:** I was aware at that time that there was a
23 possibility of other vehicles. I did not receive -- I do not recall being told that we needed
24 to get this out to the public ASAP. What I was working on, my understanding at that
25 time is that the vehicle -- that there was still police work being done in trying to locate
26 vehicles. That's what I understood at that time.

27 **MR. ROGER BURRILL:** Sure. Sure.

28 **MS. LIA SCANLAN:** And although I was aware of the possibility, I

1 was never -- I do not recall receiving operational direction to release the vehicle.

2 **MR. ROGER BURRILL:** Okay. It is interesting the quote here from
3 S/Sgt, obviously, ---

4 **MS. LIA SCANLAN:** Yes.

5 **MR. ROGER BURRILL:** --- because not only does he say there's a
6 replica RCMP vehicle, but he identifies the identifier, 28B11. And I'm very interested in
7 your response, just to wrap that up.

8 **MS. LIA SCANLAN:** Yeah.

9 **MR. ROGER BURRILL:** Did you know that?

10 **MS. LIA SCANLAN:** Did I know that?

11 **MR. ROGER BURRILL:** Yeah.

12 **MS. LIA SCANLAN:** No. And my notes don't reflect that. My ---

13 **MR. ROGER BURRILL:** Sure.

14 **MS. LIA SCANLAN:** Yeah.

15 **MR. ROGER BURRILL:** Sure. Keeping in mind the fact that
16 28B11 would have been a pivotal piece of information, ---

17 **MS. LIA SCANLAN:** M'hm.

18 **MR. ROGER BURRILL:** --- if you had received that 28B11
19 information at 7:55, as accorded by S/Sgt Halliday, what would have been the process
20 that you would have undertaken at that point?

21 **MS. LIA SCANLAN:** I would have -- if I received it, and I don't
22 recall receiving it, but if I had received it -- I do know that I was aware of the possibility.

23 **MR. ROGER BURRILL:** Yeah.

24 **MS. LIA SCANLAN:** But I -- then it's a conversation between he
25 and I. And I frankly don't even remember a specific conversation. I actually remember
26 a conversation with Addie.

27 **MR. ROGER BURRILL:** Okay. Okay.

28 **MS. LIA SCANLAN:** That's ---

1 **MR. ROGER BURRILL:** I think we'll get to that in a moment.

2 **MS. LIA SCANLAN:** Okay.

3 **MR. ROGER BURRILL:** But I also want to move on to paragraph
4 62, if I haven't cut you off in terms of your response to that paragraph.

5 Paragraph 62, leading down at -- within the quote from S/Sgt
6 Halliday at 00:1 -- 00:01:17 mark. Thank you, Madam Registrar. This is the information
7 from the interview with the Mass Casualty Commission in which the interviewer, Krista
8 Smith, asked:

9 "And what [...] did you share with her at that time?"

10 Meaning you, Lia Scanlan. And Steve Halliday's response, and I'll
11 ask for your comment on this:

12 "Well, I shared the ... she ... we shared the photo with
13 her, she had a copy of the photo, and just some of my
14 concerns around how that was going to be worded in
15 order [...] to, you know, put ourselves at ... our people at
16 ... in any more risk and, you know, not overload our ...
17 send the public into a frantic panic and overload our ...
18 our ... our OCC operators."

19 So we have two things of interest in that quote, and that is that he
20 sent a photo to you, or believes he sent a photo to you at that time, but also there's a
21 discussion about what to do with that photo, in light of the fact of overloading OCC and
22 sending the public into a frantic panic.

23 **MS. LIA SCANLAN:** M'hm.

24 **MR. ROGER BURRILL:** Do you recall a conversation with S/Sgt
25 Halliday about those topics?

26 **MS. LIA SCANLAN:** I recall having a conversation, but I don't
27 recall it in relation to whether or not to release a photo. I recall a conversation as the
28 considerations that were being made operationally.

1 **MR. ROGER BURRILL:** Okay.

2 **MS. LIA SCANLAN:** I don't make the decision to release or not
3 release a photo. So if it's going to overload our OCC operators, well that's unfortunately
4 a consequence of releasing the photo. You know what I mean? I understand why
5 that's a consideration being made. That makes complete sense to me that you would
6 consider those things. I'm sure there were many other things being considered. But if
7 that -- I remember being aware, but I was not told at that time to release the photo of
8 that car.

9 **MR. ROGER BURRILL:** Being aware and being told are of course
10 different things.

11 **MS. LIA SCANLAN:** They are, yeah.

12 **MR. ROGER BURRILL:** And those concerns with respect to frantic
13 public and overloading OCC, might that, at that stage, have had any bearing on your
14 decision on what to do? Whether you were instructed or not with respect to that photo
15 or the information about the car?

16 **MS. LIA SCANLAN:** Yeah, yeah. Absolutely. Because they made
17 sense to me in that they would be considerations. There are times when considerations
18 being made in the field don't make sense to me ---

19 **MR. ROGER BURRILL:** M'hm.

20 **MS. LIA SCANLAN:** --- and I'll challenge it. Ultimately, I don't -- I
21 don't, like, win, per say, because it's operations, but I serve a challenge function. But
22 the concern related to what was being considered and what I recall of, like, blue on
23 blue, officer safety, and not being -- honestly, at that time, I didn't know that we were
24 sure that he was in the vehicle, that the vehicle was even being used. I really didn't.

25 **MR. ROGER BURRILL:** Okay.

26 **MS. LIA SCANLAN:** And I know that that time coincides with when
27 a BOLO went out.

28 **MR. ROGER BURRILL:** Yeah.

1 **MS. LIA SCANLAN:** I never knew a BOLO went out. So, yeah.

2 **MR. ROGER BURRILL:** All right. Let's move on then to paragraph
3 64. This paragraph is along similar lines with respect to the director's knowledge of the
4 replica RCMP vehicle and what was done. And this is involving S/Sgt MacCallum's
5 interview ---

6 **MS. LIA SCANLAN:** Yes.

7 **MR. ROGER BURRILL:** --- with the Mass Casualty Commission.

8 And he:

9 "In his interview with the Mass Casualty Commission,
10 S/Sgt. MacCallum stated that he sent [...] Scanlan a
11 photo of the replica RCMP cruiser and the photo of the
12 perpetrator and Lisa Banfield. He recalled discussing
13 both the photo of the perpetrator and the photo of the
14 replica cruiser with Lia Scanlan and discussing the
15 wording [for] the messaging..."

16 Now, if you'll see up above, paragraph 63, I should have pointed
17 this out earlier, this is around 7:45 or 8:00 a.m., in which he's saying he had this
18 discussion with you.

19 And I'm going to go down further in the quote at paragraph 64 just
20 to isolate that section of significance.

21 "So, I got a call from Lia..."

22 It's about five lines down. No -- yeah, right on. Thank you, Madam
23 Registrar.

24 "So, I got a call from Lia, like I said, it was before
25 8:00, it was before I tasked the other members in
26 person, and Lia was asking me some things
27 [like]..."Do you have a picture of the car?" and she
28 says, "I don't think so."...She goes, "Send it to me

1 again," and I send the picture of him. And we talked
2 about things..."

3 At the very bottom, bottom five lines:

4 "And then there was some discussion about what do
5 you say about, you know ... you know, "Look for this
6 car, and here's the call sign number on it, and call
7 9-1-1," and discussions like that. But there was ... it
8 wasn't really heavy. I was more or less...providing the
9 information for it to be crafted."

10 So the impression I'm getting from that quote is that Staff
11 Sergeant MacCallum, at around 7:45 to 8:00, told you about the car and was discussing
12 the manner in which the wording would be arranged for a tweet. Do you have any
13 commentary on that?

14 **MS. LIA SCANLAN:** That's the conversations that I remember in
15 relation to Addie ---

16 **MR. ROGER BURRILL:** Yeah.

17 **MS. LIA SCANLAN:** --- about the perpetrator, and I -- because it's
18 Addie that provided me the context with regards to the perpetrator's photo and how we
19 obtained that, and the individuals who were going to be in the photo, as well as knowing
20 about the car. But again, it was never told to me at that time that the decision was
21 made to release the car.

22 I -- I would want the car, I would want any photo of the car if they
23 had a photo of the car ---

24 **MR. ROGER BURRILL:** Yeah.

25 **MS. LIA SCANLAN:** --- so that I would have it ready to go. It's just
26 one less thing I'm going to have ask for at the time that I'm given the green light to issue
27 it.

28 **MR. ROGER BURRILL:** Right. So Staff Sergeant MacCallum is

1 leaving the impression that he had sent the photo of the car to you at that point.

2 **MS. LIA SCANLAN:** Right.

3 **MR. ROGER BURRILL:** And?

4 **MS. LIA SCANLAN:** And I don't have an email with the photo of
5 the car, and I never provided the photo of the car to Jen. So I -- I'm not saying he did or
6 didn't, that's not in my email. So...

7 **MR. ROGER BURRILL:** All right. Okay. Paragraph 67 and 68, I
8 won't read them specifically, but paragraph 67 and 68 essentially say that
9 Sergeant MacCallum, and it's right there before us, "sent Lia Scanlan an email...at 8:02"
10 with a photo of the suspect. And then 68 says, Staff Sergeant MacCallum sent another
11 photo with two attachments at 8:10 a.m. The second photo was of the police car.

12 So I'm getting the sense that it would appear, at least from
13 MacCallum and Halliday, that you would have had the photograph of the car around
14 8:10 or by 8:10. Do you have any comment on that?

15 **MS. LIA SCANLAN:** No, and I may have.

16 **MR. ROGER BURRILL:** Okay.

17 **MS. LIA SCANLAN:** I may have had the photo of the car.

18 **MR. ROGER BURRILL:** Okay. All right.

19 **MS. LIA SCANLAN:** Yeah.

20 **MR. ROGER BURRILL:** Now, the car is an important piece of
21 information ---

22 **MS. LIA SCANLAN:** Yeah.

23 **MR. ROGER BURRILL:** --- because the public would be very
24 interested in 28B11.

25 **MS. LIA SCANLAN:** Absolutely.

26 **MR. ROGER BURRILL:** And if you had it by 8:10, why wasn't it
27 sent out by 8:15?

28 **MS. LIA SCANLAN:** Because I'm waiting on the operational

1 direction ---

2 **MR. ROGER BURRILL:** Okay.

3 **MS. LIA SCANLAN:** --- to send the photo out.

4 **MR. ROGER BURRILL:** Then you need to tell us, if you could,
5 please, what that means.

6 **MS. LIA SCANLAN:** So what that means is -- like the Incident
7 Commanders are the people that are making the decisions in relation to Operations.
8 So, for example, releasing the photo of the perpetrator, I don't make the decision when
9 the perpetrator's photo is going to be released. They're on the ground, they're dealing
10 with the information, they obtain the photo, they get it to me, "We need this to go out."
11 Okay, so then we work on it.

12 At that point in time, my understanding was the decision was not
13 made operationally for the reasons that the Incident Commanders and others were
14 considering all the possibilities that have been mentioned in their statements.

15 **MR. ROGER BURRILL:** Right. But I'm not getting a sense from
16 the Operational Commanders that they said, "Don't send it out." I'm getting a sense that
17 you're assuming that they didn't want it sent out. Am I wrong in that regard?

18 **MS. LIA SCANLAN:** I -- I wasn't making any assumptions.

19 **MR. ROGER BURRILL:** No, but I ---

20 **MS. LIA SCANLAN:** Yeah. No.

21 **MR. ROGER BURRILL:** What I'm hearing ---

22 **MS. LIA SCANLAN:** Yeah.

23 **MR. ROGER BURRILL:** --- from you today is that you didn't send it
24 out because you didn't get a direction to send it out.

25 **MS. LIA SCANLAN:** I was not asked to send out the photo, yes,
26 correct.

27 **MR. ROGER BURRILL:** Right. Asked or directed.

28 **MS. LIA SCANLAN:** Or directed from ---

1 **MR. ROGER BURRILL:** Yeah.

2 **MS. LIA SCANLAN:** --- from Operations, from the Critical Incident
3 Commander or delegate.

4 **MR. ROGER BURRILL:** But they didn't tell you not to send it out.
5 I'm trying to figure out ---

6 **MS. LIA SCANLAN:** Okay.

7 **MR. ROGER BURRILL:** --- why that didn't get out. And your
8 testimony is today because you weren't told to send it out. But why ---

9 **MS. LIA SCANLAN:** No, because I ---

10 **MR. ROGER BURRILL:** --- do you need to be told?

11 **MS. LIA SCANLAN:** --- understood that the -- I understood that
12 the decisions that the Critical Incident Commanders had made at that time where the
13 photo was not going to be released ---

14 **MR. ROGER BURRILL:** Oh.

15 **MS. LIA SCANLAN:** --- for the reasons that they were considering
16 officer safety, blue-on-blue ---

17 **MR. ROGER BURRILL:** Right. Okay.

18 **MS. LIA SCANLAN:** --- and that's just -- that's what I knew.

19 **MR. ROGER BURRILL:** I gotcha. Where did that understanding
20 come from, Director Scanlan? Are you able to say?

21 **MS. LIA SCANLAN:** Addie or Steve or both. There was just a
22 number of conversations with both of them. That's where it came from.

23 **MR. ROGER BURRILL:** Okay. Thank you. Let's go, if we can -- I
24 understand that ---

25 **MS. LIA SCANLAN:** Yeah.

26 **MR. ROGER BURRILL:** --- of what you've said. Let's go to your
27 notes, personal notes—Madam Registrar—and in particular, I wanted just to reference
28 to page 63 of your handwritten notes that makes some jotting -- jots down, I presume,

1 as you were involved in this matter.

2 And Madam Registrar has brought up page 63 of your handwritten
3 notes. You'll recognise that ---

4 **MS. LIA SCANLAN:** M'hm.

5 **MR. ROGER BURRILL:** --- I'm sure, Ms. Scanlan. Okay. And this
6 refers to a period of time when you're communicating with the Operational Command.

7 The top line says:

8 "Spoke to Steve & asked to speak to someone."

9 Now, that's what we talked about, is it not ---

10 **MS. LIA SCANLAN:** Yeah.

11 **MR. ROGER BURRILL:** --- your initial...? Okay. And then the
12 name under it is Addie MacCallum, and it's a redacted phone number. And that's also
13 what we talked about; is that right?

14 **MS. LIA SCANLAN:** Yeah.

15 **MR. ROGER BURRILL:** Yeah. Okay. And then the next line is:

16 "Calling Addie [MacCallum]. Bible Hill."

17 And after that, we see:

18 "Great Village Firehall is the Command Post right
19 now."

20 And then there's another call, and that says:

21 "CrOps call - with Chris."

22 That's CrOps officer?

23 **MS. LIA SCANLAN:** That's Chris Leather.

24 **MR. ROGER BURRILL:** Okay, Chris Leather. He's the -- he's the
25 gentleman that we spoke about earlier in line of command?

26 **MS. LIA SCANLAN:** Correct, yeah.

27 **MR. ROGER BURRILL:** Okay. Would you have had any
28 conversation, then, with Chris Leather with respect to whether the car's picture goes out

1 at that point?

2 **MS. LIA SCANLAN:** No. Not at all.

3 **MR. ROGER BURRILL:** Okay. Why would that be? I mean, I
4 think it's an important decision, and I know it's an Operational decision, but Chris
5 Leather, obviously, would have some interest in this, I presume.

6 **MS. LIA SCANLAN:** Because at that point in time, when I say,
7 "Calling Addie MacCallum" ---

8 **MR. ROGER BURRILL:** Yeah.

9 **MS. LIA SCANLAN:** --- that was talking -- the information that I
10 was receiving at that time was related to a victim coming out of the woods, how they
11 obtained a photo, our members going to the scene, giving me context as to when the
12 photo was taken, that the photo that I was going to receive was going to have someone
13 in it who wasn't considered the suspect. It was all about the perpetrator ---

14 **MR. ROGER BURRILL:** Okay.

15 **MS. LIA SCANLAN:** --- or who we suspected it to be.

16 And I -- again, I don't know if it was during that call or another call
17 thereafter that we talked about the car. My call to Chris Leather -- because at the time
18 of those notes, when I'm talking to Addie MacCallum, my understanding is still very
19 much that the decision for whatever risk, I don't want to speak on their behalf and their -
20 --

21 **MR. ROGER BURRILL:** No.

22 **MS. LIA SCANLAN:** --- what they considered, that it was not being
23 released publicly for, like, officer safety, blue-on-blue, or -- yeah.

24 **MR. ROGER BURRILL:** Okay. I just want to close this off ---

25 **MS. LIA SCANLAN:** Sure.

26 **MR. ROGER BURRILL:** --- because I think it's important to Nova
27 Scotians in ---

28 **MS. LIA SCANLAN:** Okay. Absolutely.

1 **MR. ROGER BURRILL:** --- terms of your understanding from
2 Steve and Addie was, as you've discussed, but I'm wondering was there a discussion
3 with the CrOps officer with respect to whether you should or you shouldn't release the
4 photo at that time?

5 **MS. LIA SCANLAN:** There was not.

6 **MR. ROGER BURRILL:** Okay. Okay. Did you discuss anything
7 with the CrOps officer in that call about the status of the vehicle?

8 **MS. LIA SCANLAN:** No, I didn't. I didn't talk about the vehicle at
9 all. The intention of that phone call was to -- you know, I wasn't sure that the CrOps
10 officer was aware that we were -- that we had tweeted anything out or that anything had
11 gone out on Twitter.

12 **MR. ROGER BURRILL:** Okay.

13 **MS. LIA SCANLAN:** So I just wanted to let him know that "FYI,
14 this is -- this is how we're communicating, and information's going out."

15 **MR. ROGER BURRILL:** All right. I want to go back ---

16 **MS. LIA SCANLAN:** It was literally that.

17 **MR. ROGER BURRILL:** --- go back to your handwritten notes just
18 to ---

19 **MS. LIA SCANLAN:** Sure.

20 **MR. ROGER BURRILL:** --- complete that page because I think
21 there's ---

22 **MS. LIA SCANLAN:** Okay.

23 **MR. ROGER BURRILL:** --- an important piece that I didn't get to
24 you that I want ---

25 **MS. LIA SCANLAN:** Okay.

26 **MR. ROGER BURRILL:** --- you to comment on, and that's right at
27 the bottom, "Explained to him..." ---

28 **MS. LIA SCANLAN:** Yeah.

1 **MR. ROGER BURRILL:** --- Chris:

2 "...what I need to do right now & send info out."

3 What did that mean?

4 **MS. LIA SCANLAN:** Use Twitter. Yeah.

5 **MR. ROGER BURRILL:** Okay.

6 **MS. LIA SCANLAN:** I'm just -- I'm doing what I need to do right
7 now to get information out.

8 **MR. ROGER BURRILL:** Okay. And then following that is the word
9 "Jen". Does that mean anything to you?

10 **MS. LIA SCANLAN:** I would have to see what's after it.

11 **MR. ROGER BURRILL:** Okay, sure.

12 Madam Registrar, can you roll it -- scroll it down?

13 Any insight there?

14 **MS. LIA SCANLAN:** No.

15 **MR. ROGER BURRILL:** Okay.

16 **MS. LIA SCANLAN:** Because Jen -- my first contact with Jen

17 Clarke was 8:07

18 **MR. ROGER BURRILL:** Okay.

19 **MS. LIA SCANLAN:** Yeah.

20 **MR. ROGER BURRILL:** Okay.

21 **MS. LIA SCANLAN:** I might have tried to call her. Actually, I was
22 trying to call everyone on the team and wake them up.

23 **MR. ROGER BURRILL:** Okay.

24 **MS. LIA SCANLAN:** Yeah.

25 **MR. ROGER BURRILL:** I think we need to discuss that.

26 **MS. LIA SCANLAN:** Yeah.

27 **MR. ROGER BURRILL:** That would have been part of your role as
28 well?

1 **MS. LIA SCANLAN:** Yeah. I mean, I was by myself at home ---

2 **MR. ROGER BURRILL:** Yeah.

3 **MS. LIA SCANLAN:** --- and so, again, Lisa Croteau had attended
4 the scene ---

5 **MR. ROGER BURRILL:** Yeah.

6 **MS. LIA SCANLAN:** --- so she was -- she was not working in the
7 capacity of sending information out publicly. So at -- in those early morning hours, 7:20,
8 when I talked to Steve; 8:02, that first -- yeah, it's a one-person team at that point. So
9 it's myself, and I'm trying to get in touch with my team members on their personal
10 phones and work phones.

11 **MR. ROGER BURRILL:** Okay.

12 **MS. LIA SCANLAN:** And between talking to other people and my
13 phone ringing, but then I made contact with Regis Dudley at, I think, 7:13 or 7:15 ---

14 **MR. ROGER BURRILL:** Yeah.

15 **MS. LIA SCANLAN:** --- around quarter-after-seven.

16 **MR. ROGER BURRILL:** Yeah.

17 **MS. LIA SCANLAN:** Yeah.

18 **MR. ROGER BURRILL:** How efficient was this, Ms. Scanlan?

19 **MS. LIA SCANLAN:** Well, it's not efficient, but it was -- it's the
20 reality.

21 **MR. ROGER BURRILL:** Okay.

22 **MS. LIA SCANLAN:** Yeah.

23 **MR. ROGER BURRILL:** All right. I want to move on, continuing on
24 to the Foundational Document, because the information with respect to the police
25 cruiser is important.

26 **MS. LIA SCANLAN:** Sure.

27 **MR. ROGER BURRILL:** Paragraph 74 in the document, page 39,
28 Madam Registrar. Paragraph 74 indicates that,

1 "...Sgt. Halliday recorded in his handwritten notes [...] at 8:30 a.m. [...] "speak with Comms regarding
2 at 8:30 a.m. [...] "speak with Comms regarding
3 messaging." S/Sgt. MacCallum's report states [...] at
4 8:45 a.m., he "spoke to Lia [...], answered some
5 further questions & added details for the pending
6 MR." "

7 Do you have any recollection of this additional communications with
8 the operational command?

9 **MS. LIA SCANLAN:** Everything up to that point was in relation to
10 the suspect photo going out.

11 **MR. ROGER BURRILL:** M'hm.

12 **MS. LIA SCANLAN:** Yeah.

13 **MR. ROGER BURRILL:** The suspect photo?

14 **MS. LIA SCANLAN:** Yeah.

15 **MR. ROGER BURRILL:** That is of his face?

16 **MS. LIA SCANLAN:** Yeah.

17 **MR. ROGER BURRILL:** What about the car?

18 **MS. LIA SCANLAN:** Not about the car at all.

19 **MR. ROGER BURRILL:** Okay.

20 **MS. LIA SCANLAN:** And I'm confident in saying that because at
21 8:35, I tasked Jen and Lisa to turn their heads to try to find a press conference venue. I
22 wouldn't have tasked people on my team to do something if I had an outstanding task
23 related to the photo.

24 **MR. ROGER BURRILL:** Did you task anybody with respect to the
25 preparation of the photo -- sorry, preparation of the Tweet regarding the car that ---

26 **MS. LIA SCANLAN:** At that point, no.

27 **MR. ROGER BURRILL:** Okay. All right.

28 **MS. LIA SCANLAN:** No.

1 **MR. ROGER BURRILL:** Well, let's move on to that area then, if we
2 can, and this is ---

3 **MS. LIA SCANLAN:** Sure.

4 **MR. ROGER BURRILL:** --- described at paragraph 90 of the
5 Foundational Document. Under the topic Tweets about replica RCMP cruiser prepared
6 by Strategic Communications Team, at paragraph 90, and we discussed this with
7 Corporal Clarke yesterday, it says,

8 "At 8:59 a.m., [...] Cpl. Jennifer Clarke emailed Lia
9 Scanlan with an update regarding the perpetrator's
10 [vehicle]."

11 And it goes on to discuss the whip antenna, it goes on to discuss
12 22B is marked on the "C" pillar and so on. Do you recall receiving that email?

13 **MS. LIA SCANLAN:** I recall it after looking at it, yeah, for sure.

14 **MR. ROGER BURRILL:** Okay. Do you recall that -- what the
15 content of it was, what it was about and the significance of it?

16 **MS. LIA SCANLAN:** Yeah. Yes.

17 **MR. ROGER BURRILL:** Yeah, okay.

18 **MS. LIA SCANLAN:** Yes.

19 **MR. ROGER BURRILL:** So 8:59, close to 9 o'clock, the
20 information with respect to the vehicle was coming to you at this point.

21 **MS. LIA SCANLAN:** M'hm.

22 **MR. ROGER BURRILL:** And I'm going to ask you about ---

23 **MS. LIA SCANLAN:** Sure.

24 **MR. ROGER BURRILL:** --- why it wasn't immediately distributed or
25 disseminated to the public.

26 **MS. LIA SCANLAN:** Right. So what I can say is that at 8 -- after
27 8:35, when I had tasked Jen and Lisa about the press site, my phone rang at 8:39, and
28 it was Superintendent Archie Thompson.

1 **MR. ROGER BURRILL:** M'hm.

2 **MS. LIA SCANLAN:** He's the District Policing Officer for Northeast
3 Nova, and it's ---

4 **MR. ROGER BURRILL:** M'hm.

5 **MS. LIA SCANLAN:** --- reflected in my notes, I have confirmed
6 police cruiser and I have a call -- and that's -- I've -- the 2 -- I think I had 28B11 in my
7 notes, but I had a -- the call number that I was given. So at 8:39 in the morning was the
8 confirmation ---

9 **MR. ROGER BURRILL:** M'hm.

10 **MS. LIA SCANLAN:** Lia, we can confirm he's in a police cruiser.

11 **MR. ROGER BURRILL:** M'hm.

12 **MS. LIA SCANLAN:** Because up until that point, it was a
13 possibility for me.

14 **MR. ROGER BURRILL:** Okay.

15 **MS. LIA SCANLAN:** Yeah.

16 **MR. ROGER BURRILL:** And what did that mean to you then, that
17 8:39 communication from Archie Thompson?

18 **MS. LIA SCANLAN:** I got off the phone with Archie at 8:39, and at
19 8:42, I believe, I tasked Jen with -- I gave her -- I actually relayed exactly what Archie
20 told me, which ended being the wrong call number, and said, "Get information in relation
21 to this car." So at 8:59 ---

22 **MR. ROGER BURRILL:** Yeah.

23 **MS. LIA SCANLAN:** --- this is the response to ---

24 **MR. ROGER BURRILL:** That's the response to ---

25 **MS. LIA SCANLAN:** --- the 8:46 ---

26 **MR. ROGER BURRILL:** --- your tasking her?

27 **MS. LIA SCANLAN:** --- tasking, yeah.

28 **MR. ROGER BURRILL:** Okay. I guess my question to you would

1 be, given the fact that the DPO at that stage had given you the confirmation, why
2 doesn't the tweet go out at that point?

3 **MS. LIA SCANLAN:** Because we didn't have any more information
4 other than, you know, what -- what's considered -- I can appreciate the question, but at
5 that time ---

6 **MR. ROGER BURRILL:** Yeah.

7 **MS. LIA SCANLAN:** --- it's we -- it's a phone call. Lia, we can
8 confirm the suspect's in a police car and here's the call number. We're trained not to
9 just immediately go out.

10 **MR. ROGER BURRILL:** Okay.

11 **MS. LIA SCANLAN:** We're trained to reach back into Ops, make
12 sure -- like, again, it goes with the approval process, just making sure that this is
13 accurate with Ops, that Ops -- like, Archie wasn't the CIC. Archie wasn't the decision
14 maker for me. He gave me information that was significant.

15 **MR. ROGER BURRILL:** Yeah.

16 **MS. LIA SCANLAN:** So when I tasked Jen, I said, "Get the
17 information, pull together a tweet, and Addie can approve."

18 **MR. ROGER BURRILL:** Okay. So you can appreciate ---

19 **MS. LIA SCANLAN:** Yeah.

20 **MR. ROGER BURRILL:** --- that time is passing.

21 **MS. LIA SCANLAN:** Yeah.

22 **MR. ROGER BURRILL:** And as we know from hindsight ---

23 **MS. LIA SCANLAN:** Yeah.

24 **MR. ROGER BURRILL:** --- time was critical in this incident.

25 **MS. LIA SCANLAN:** M'hm.

26 **MR. ROGER BURRILL:** And I'm going to ask you the question
27 again, given your role as the director, why didn't you just press the send on that at that
28 time?

1 **MS. LIA SCANLAN:** Okay. I didn't press send because I said it's
2 honestly not what I'm trained -- it's not what I'm -- that's not what we're trained to do, to
3 just hit send immediately. I don't even know that I had a photo. I may have had a photo
4 at that time. But Jen acquired the photo of the car.

5 **MR. ROGER BURRILL:** Okay. You don't recall seeing a photo at
6 all at this time?

7 **MS. LIA SCANLAN:** I don't recall. I honestly don't recall. I'm
8 getting all of the different -- I'm getting it all mixed up, like, when I -- did I see it at the
9 point that Jen provided it to me? If it was provided to me at 8:10, I still didn't have the
10 authorization to do it. I really don't ---

11 **MR. ROGER BURRILL:** Okay.

12 **MS. LIA SCANLAN:** --- know.

13 **MR. ROGER BURRILL:** No, fair enough. All right. Then let's
14 move on with the tweet approval process ---

15 **MS. LIA SCANLAN:** Sure.

16 **MR. ROGER BURRILL:** --- that we're -- the tweet preparation
17 process. We're talking about you get the email from Jen Clarke and then at paragraph
18 91 ---

19 **MS. LIA SCANLAN:** M'hm.

20 **MR. ROGER BURRILL:** --- you respond at 9:04.

21 **MS. LIA SCANLAN:** Yeah.

22 **MR. ROGER BURRILL:** And the response is,

23 "Perfect

24 The next tweet is him and a photo etc.

25 After that I am wanting this PC one."

26 **MS. LIA SCANLAN:** Yeah.

27 **MR. ROGER BURRILL:** "Can you have a look at what we [...] said
28 so far [...] pull something together, Addie [...] can

1 approve."

2 Two things there. It looks like you have imposed an ordering of the
3 tweets to go out, suspect first and then the car. Am I right in that regard?

4 **MS. LIA SCANLAN:** Yeah, and I believe -- I think the suspect
5 probably would have been out at that time.

6 **MR. ROGER BURRILL:** Yeah, that's what ---

7 **MS. LIA SCANLAN:** Yeah.

8 **MR. ROGER BURRILL:** That's my concern, why is there an order
9 at this time being directed by the director, suspect and then car? Why not just throw the
10 whole thing out to the public?

11 **MS. LIA SCANLAN:** I think it was just giving her information,
12 because she probably wasn't sitting in front of Twitter, so it was letting her know,
13 suspect's gone. It's not necessarily imposing an order. That's just the only new piece of
14 information we had. So suspect's gone out. This PC one, I want it next.

15 **MR. ROGER BURRILL:** Okay. All right.

16 Paragraph 92 indicates that a draft tweet was prepared by Corporal
17 Clarke with a photo, forwarded to Staff Sergeant MacCallum for approval. And that was
18 met with silence. He was 10-6. And then it was sent out to Staff Sergeant Halliday for
19 approval. And at paragraph 94, we see that,

20 "Steve - need approval asap.. Addie is 10-6...Thanks
21 Jen."

22 And then we get into the important part, and that is at paragraph
23 95,

24 At 9:49 [...] Clarke appears to have received approval
25 [and then] sent an email to Lia Scanlan."

26 We need to talk about this.

27 **MS. LIA SCANLAN:** Yeah.

28 **MR. ROGER BURRILL:** The email says,

1 " "APPROVED by Steve Halliday: Tweet for approval
2 – immediate pls: 22B[...] description." The body of the
3 email stated: Pls note they are responding to another
4 incident, suspect is on the run/ Tweet is approved."

5 So I'm guessing at this stage that all of the hesitation with respect
6 to operational concerns that you would have had and testified about earlier have
7 dissipated by the words "tweet is approved."

8 **MS. LIA SCANLAN:** One hundred (100) percent.

9 **MR. ROGER BURRILL:** Right. So did you authorize the tweet to
10 be sent at 9:49?

11 **MS. LIA SCANLAN:** I didn't see that email.

12 **MR. ROGER BURRILL:** Sorry?

13 **MS. LIA SCANLAN:** I didn't see the email.

14 **MR. ROGER BURRILL:** Okay.

15 **MS. LIA SCANLAN:** Yeah.

16 **MR. ROGER BURRILL:** Are we able, Madam Registrar, to bring
17 that email up, just for purposes of clarification? This is the 9:49 email.

18 **MS. LIA SCANLAN:** Oh, sorry, I -- so I do see the email. Sorry, I
19 meant on the day of. Did I authorize it at 9:49, no, because I didn't see the email.

20 **MR. ROGER BURRILL:** Right.

21 **MS. LIA SCANLAN:** Sorry, that's what I meant.

22 **MR. ROGER BURRILL:** Okay. Thank you. That's ---

23 **MS. LIA SCANLAN:** Yeah.

24 **MR. ROGER BURRILL:** --- my misunderstanding.

25 **MS. LIA SCANLAN:** Yeah.

26 **MR. ROGER BURRILL:** And why is it that the director of Strategic
27 Communications didn't see the email?

28 **MS. LIA SCANLAN:** I was doing -- I had both phones in my ears,

1 and I was doing a lot of things at one time and receiving a lot of phone calls.

2 **MR. ROGER BURRILL:** Okay. Yeah.

3 **MS. LIA SCANLAN:** So at that point in time, my 2 IC engaged me
4 at 9:20.

5 **MR. ROGER BURRILL:** M'hm.

6 **MS. LIA SCANLAN:** So she became engaged at 9:20, so you're
7 briefing your team, so at that point, I'm briefing her as to everything that has taken place
8 and all the information that I have up to that point, and discussing how we're
9 communicating. Her and I had made the decision that we were going to issue a media
10 release to direct everyone to Twitter. At the same time, so I get off the phone with her, I
11 get a phone call from another member, so Regis, who is you know, "monitoring social
12 media," but receiving information on social media. She's asking me what to do with it.

13 **MR. ROGER BURRILL:** Yeah.

14 **MS. LIA SCANLAN:** And so the real answer is I wasn't sitting in
15 front of my computer, and I did not -- when I said Addie can approve the tweet, I meant
16 that I didn't need to see it, but I clearly wasn't explicitly clear in that.

17 **MR. ROGER BURRILL:** Yeah, it looks ---

18 **MS. LIA SCANLAN:** Yeah.

19 **MR. ROGER BURRILL:** --- to me like the whole process is one of
20 approval obtained at two locations.

21 **MS. LIA SCANLAN:** Correct.

22 **MR. ROGER BURRILL:** Operational and then the director.

23 **MS. LIA SCANLAN:** Right.

24 **MR. ROGER BURRILL:** And then all of a sudden, we've got this
25 9:49 tweet goes into the ether ---

26 **MS. LIA SCANLAN:** Yeah.

27 **MR. ROGER BURRILL:** --- at the Director's office. Have you an
28 explanation for that?

1 **MS. LIA SCANLAN:** No. That's the explanation; the explanation is
2 a miscommunication or a lack of communication.

3 **MR. ROGER BURRILL:** I want to ask you directly, ---

4 **MS. LIA SCANLAN:** Yeah.

5 **MR. ROGER BURRILL:** --- did you receive a direction from
6 anybody in a position of authority to hold off ---

7 **MS. LIA SCANLAN:** No.

8 **MR. ROGER BURRILL:** --- on releasing the tweet of that
9 photograph?

10 **MS. LIA SCANLAN:** Not -- not at all. Not at that time, no.

11 **MR. ROGER BURRILL:** Okay. Because at that time, and you may
12 or may not know, operationally the members were responding to the Fisher residence in
13 and around Glenholme and were of the belief that perhaps the perpetrator had been or
14 would be quickly detained at that location. Did that have any bearing on what decision-
15 making was being undertaken by you at that point?

16 **MS. LIA SCANLAN:** No, and that's the -- that's the first I'll even -- I
17 know that they were at that residence at that exact point in time.

18 **MR. ROGER BURRILL:** Okay.

19 **MS. LIA SCANLAN:** Yeah.

20 **MR. ROGER BURRILL:** Were you, during this time, after 9:49
21 when this come in, you told me you were speaking to your 2IC, ---

22 **MS. LIA SCANLAN:** Yeah.

23 **MR. ROGER BURRILL:** --- were you speaking to anybody from
24 CrOps?

25 **MS. LIA SCANLAN:** I called Chris Leather again, I don't know at
26 what time. I remember speaking to Chris Leather. So Archie called me and then I
27 tasked Jenn, and I remember after tasking Jenn, so it might have been before the nines,
28 or right after the nines I spoke to Chief Supt. Leather, and in my notes it says I called

1 Chris Leather and says, "Public safety trumps all else". Like, that's ---

2 **MR. ROGER BURRILL:** Yeah.

3 **MS. LIA SCANLAN:** --- just what's in my notes. So, again, what I
4 meant by that and what I'm communicating or conveying to the CrOps Officer at that
5 time is we're going to be putting information out and there's risk inherent. And so all of
6 the things that may normally guide us with regards to policies and rules and releasing
7 photos, what I meant by public safety trumping all else is that goes out the window.
8 That's what I was trying to -- well, letting him know, yeah.

9 **MR. ROGER BURRILL:** We heard yesterday from Cpl. Clarke who
10 indicated that the email was sent to you and that she did that for purposes of approval.

11 **MS. LIA SCANLAN:** Yeah.

12 **MR. ROGER BURRILL:** And that she paced the floor waiting for
13 the response.

14 **MS. LIA SCANLAN:** Yeah.

15 **MR. ROGER BURRILL:** Would you agree with her that that was
16 sent to you for purposes of approval and that this was a bottleneck or a snag that
17 occurred?

18 **MS. LIA SCANLAN:** Absolutely a bottleneck. I would agree she
19 clearly sent me the email and yeah, I didn't -- I didn't know it was coming.

20 **MR. ROGER BURRILL:** All right.

21 **MS. LIA SCANLAN:** That's all I can say, and I didn't see it.

22 **MR. ROGER BURRILL:** Okay. How do we improve upon this
23 process whereby the Director has the ultimate say in one of the things but we're unable
24 to reach the Director?

25 **MS. LIA SCANLAN:** Well, I think that we need to develop standard
26 operating procedures in a critical incident where decisions are made in advance and
27 agreed upon between Communications and CIC so that we can decide who is going to
28 be the ultimate sale? All sit around a table and make that decision, and then ensure

1 that everyone, all the CICs and everyone on the Communications team understands
2 that because in this case, I mean, that's a clear area where improvements can be
3 made. You have Jenn thinking that I -- you know, for good reason; I'm not being critical,
4 that I should see it again, and when I tasked it at 9:04 and said, "Addie can approve,"
5 I'm thinking that she's just going to go with it. So absolutely an area where we need to
6 make that change so that it's either going to be the CICs or the Director -- the CICs or
7 both, yeah, we need to -- yes.

8 **MR. ROGER BURRILL:** We heard yesterday from Cpl. Clarke that
9 she tried by telephone to reach you between 9:49 and when the tweet was eventually
10 sent out and was unsuccessful, and that she then sent a couple more -- or re-sent the
11 email at 10:13 and 10:15. Any comment on that in terms of ---

12 **MS. LIA SCANLAN:** I don't -- I don't recall not answering my
13 phone, or when I was on -- I was on both phones and if a call came in, I would typically
14 drop the call that I was on, unless it was with someone related to Operations.

15 **MR. ROGER BURRILL:** Yeah.

16 **MS. LIA SCANLAN:** What I recall is I called a team meeting at
17 10:10.

18 **MR. ROGER BURRILL:** Yeah.

19 **MS. LIA SCANLAN:** And so at 10:10, on that -- in that meeting it
20 was the entire team, and then the tweet went out at 10:17.

21 **MR. ROGER BURRILL:** Yeah, okay. And will you agree that the
22 tweet went out at 10:17 as a result of your actual approval at that time, or shortly
23 before?

24 **MS. LIA SCANLAN:** Yeah, it would have been read to me.

25 **MR. ROGER BURRILL:** Okay.

26 **MS. LIA SCANLAN:** Or -- because I only -- so I received that
27 email, I think the one that you just showed us, I received it at 9:49 and then one other
28 time.

1 **MR. ROGER BURRILL:** Yeah.

2 **MS. LIA SCANLAN:** And, again, I didn't -- the receiving of the
3 second one was post my team meeting. I call it a meeting but just getting everyone
4 together on a conference.

5 **MR. ROGER BURRILL:** All right.

6 **MS. LIA SCANLAN:** Yeah.

7 **MR. ROGER BURRILL:** Okay. And this will be my last question in
8 this area.

9 **MS. LIA SCANLAN:** Oh sure.

10 **MR. ROGER BURRILL:** It's an important area.

11 **MS. LIA SCANLAN:** Yeah, go ahead.

12 **MR. ROGER BURRILL:** But we have 28 minutes that were
13 unaccounted for where that was approved and where it didn't get sent out. Do you have
14 any insight as to how things can improve in these circumstances, for that not to ever
15 happen again?

16 **MS. LIA SCANLAN:** Yeah, standard operating procedures.

17 **MR. ROGER BURRILL:** Okay. Okay.

18 I'm now going to move -- I'm almost at the end, Ms. Scanlan, of my
19 questioning, and I'm going to move on to an area that actually doesn't involve April 18th
20 and 19th, okay? It actually involves some questions about after April 18th and 19th, and
21 that's the press conferencing.

22 **MS. LIA SCANLAN:** Sure.

23 **MR. ROGER BURRILL:** I understand that ---

24 **COMMISSIONER MacDONALD:** Sorry, Mr. Burrill?

25 You're okay there?

26 **MS. LIA SCANLAN:** I just need one second.

27 **MR. ROGER BURRILL:** If you want to take a break, we can, or...?

28 **MS. LIA SCANLAN:** No, I can do this.

1 **MR. ROGER BURRILL:** All right, thank you.

2 I'm very close to the end, Commissioners.

3 **MS. LIA SCANLAN:** Yes, I appreciate that.

4 **MR. ROGER BURRILL:** And if you need a minute, I'm happy to do
5 so.

6 **MS. LIA SCANLAN:** No, I got this.

7 **MR. ROGER BURRILL:** We're all happy to do so.

8 **MS. LIA SCANLAN:** Yeah. No, this is good. I can do this. It's just
9 ---

10 **MR. ROGER BURRILL:** Yes, of course.

11 **MS. LIA SCANLAN:** --- just know that if I could go back and have
12 those minutes disappear, I would do anything. I just need people to know that, and we'll
13 do better.

14 I'm good.

15 **MR. ROGER BURRILL:** I'm almost done, Ms. Scanlan.

16 **MS. LIA SCANLAN:** Thank you.

17 **MR. ROGER BURRILL:** And thank you for being patient with me.
18 But I understand that your role was, on April 19th, after the mass ---

19 **MS. LIA SCANLAN:** Yes.

20 **MR. ROGER BURRILL:** --- casualty incident, to be engaged and
21 participate in some press conferencing responsibilities.

22 **MS. LIA SCANLAN:** Yes.

23 **MR. ROGER BURRILL:** And I get the sense from reviewing, and
24 being instructed by people who know more about this than I do, that this was a very
25 heavy responsibility for Strategic Comms.

26 **MS. LIA SCANLAN:** It was.

27 **MR. ROGER BURRILL:** I get the sense that this is not something
28 that you're unit was familiar with doing before on anything near the scale of this; am I

1 right?

2 **MS. LIA SCANLAN:** Absolutely.

3 **MR. ROGER BURRILL:** All right. So I just want to ask you a few
4 questions about April 19th press conference on Sunday, the very first press conference.

5 **MS. LIA SCANLAN:** Right.

6 **MR. ROGER BURRILL:** You recall that a decision was made by
7 the Strategic Communications Unit to indicate to the public that the number of victims
8 was 10 ---

9 **MS. LIA SCANLAN:** Yeah.

10 **MR. ROGER BURRILL:** --- victims at that time. And I know from
11 reviewing the material that that was released, and you had indicated that it was
12 released for a good reason.

13 **MS. LIA SCANLAN:** Yes.

14 **MR. ROGER BURRILL:** I'm going to suggest to you that it's true at
15 that stage that the RCMP would have known that there were more than 10 victims, but
16 that number 10 was released and maintained for a bit. Are you able to tell us why that
17 number 10 was used and why H-Div Strat Comms came to ground on that 10 as being
18 the number to be provided to the public on April 19?

19 **MS. LIA SCANLAN:** Yeah. So it's not -- H-Div Strat Comms
20 doesn't come to ground in isolation on something like that.

21 **MR. ROGER BURRILL:** Right.

22 **MS. LIA SCANLAN:** Any release of information has to go through
23 the investigative team and ultimately -- and especially in that early days, it had the input
24 of others, including Supt. Darren Campbell and Chief Supt. Leather. And so I don't
25 recall the exact specifics as to why, but I remember there being good reason,
26 operationally, or maybe -- I know that some of the things that we were considering at
27 that time is we were just uncovering new scenes. We had no idea -- yeah. And another
28 thing, like, with all -- I hate to say this, the count went up and then it went down.

1 **MR. ROGER BURRILL:** M'hm.

2 **MS. LIA SCANLAN:** And so the circumstances in which our
3 members responding were uncovering scenes, they needed to be -- I was not
4 comfortable -- I remember -- I actually remember hearing when the count went up and
5 then went down, and I remember getting angry, saying, "We've got to come to grounds
6 on a number here." I can't recall the exact discussion, but I remember thinking how
7 awful that was.

8 Yeah, so what I can tell you is that when you're doing a press
9 conference, you put a lid on it or you lock the notes down at a certain point in time when
10 there's no threat to public safety, and you commit to a media strategy, and the media
11 strategy is that you're going to give a press conference the next day and provide
12 another update. And that's the decision that was made.

13 So I -- I know that saying -- I believe Chief Superintendent Leather
14 said in excess of 10, implying or indicating that it was going to be more, but we didn't --
15 and we didn't have the exact -- all of the scenes uncovered to know the exact number.
16 So I can't speak to anymore than that.

17 **MR. ROGER BURRILL:** All right. And in that press conference,
18 and in the subsequent press conference, decisions were made not to release the
19 names of victims ---

20 **MS. LIA SCANLAN:** Yes.

21 **MR. ROGER BURRILL:** --- at that point.

22 **MS. LIA SCANLAN:** Yeah.

23 **MR. ROGER BURRILL:** And I think people in this day and age are
24 always interested in immediate information as soon as they possibly can.

25 **MS. LIA SCANLAN:** Yeah.

26 **MR. ROGER BURRILL:** By the decision being made not to release
27 the victims' names, that obviously delayed information and may or may not have caused
28 some consternation among families, I don't know. I would like to know from you why the

1 decision was made not to release names on that April 19th, and indeed, the April 20th
2 press conference. Are you able to give us some insight ---

3 **MS. LIA SCANLAN:** Yeah.

4 **MR. ROGER BURRILL:** --- on that?

5 **MS. LIA SCANLAN:** Yeah, I can.

6 **MR. ROGER BURRILL:** Thank you.

7 **MS. LIA SCANLAN:** We don't release -- police don't release, well,
8 sorry, the RCMP don't release names of victims in a case like this. You know, there's a
9 number of factors that are considered with regards to notification with next of kin, and
10 ultimately it should be the decision of the families. And there's family members that --
11 they can't turn on the TV and hear that their family member has been killed. That's not
12 our job, and nor should it be. And it's -- whether people feel they have the right to know
13 or... You know, we get -- I remember being criticized in the media for that, and I -- I can
14 just tell you that it's privacy. And if family members choose themselves to do that, then
15 we have a family liaison person who is in touch with them and then we will do that. But
16 -- and there's the *Privacy Act*. We're not -- it's not something that we do. And in this
17 case, on the 19th or the 20th, like the thought of that bothers me. No one -- we didn't
18 have people identified. It's respect for...

19 **MR. ROGER BURRILL:** Now, Ms. Scanlan, I have asked you all
20 the questions that I'm interested in asking you. The process at this stage is for us to
21 take a break and for a meeting amongst people for determination of whether there will
22 be more questions. So I'm going to ask for permission to have a break at this stage, it
23 might be good for both of us ---

24 **MS. LIA SCANLAN:** Yeah, thanks.

25 **MR. ROGER BURRILL:** --- and then we'll return at the direction of
26 the Commissioners.

27 **MS. LIA SCANLAN:** Thank you.

28 **COMMISSIONER MacDONALD:** Yes, thank you, Ms. Scanlan,

1 and as Mr. Burrill has indicated, we'll break now. Mr. Burrill will meet with counsel for
2 the Participants and determine any further questions for you, and who will ask them,
3 and we'll let you know of that, of course, after the break.

4 So counsel have been very good to collaborate on that, and I would
5 suggest 20-minutes, but if you need more time, certainly let us know. And is 20-minutes
6 -- does that work for you, Ms. Scanlan?

7 **MS. LIA SCANLAN:** Absolutely, yeah.

8 **COMMISSIONER MacDONALD:** Okay. We'll take 20-minutes.
9 Thank you.

10 **REGISTRAR DARLENE SUTHERLAND:** Thank you. The
11 proceedings are now on break and will resume in 20-minutes.

12 --- Upon recessing at 11:46 a.m.

13 --- Upon resuming at 12:00 p.m.

14 **REGISTRAR DARLENE SUTHERLAND:** Welcome back. The
15 proceedings are again in session.

16 **COMMISSIONER MacDONALD:** Thank you.

17 Mr. Burrill?

18 **MR. ROGER BURRILL:** Yes. Thank you, Commissioners. We
19 have met and discussed the next stages in the proceeding and I understand that Ms.
20 McCulloch, followed by Mr. Russell, and then Mr. MacDonald propose to ask questions
21 of the witness in this case. We'll need to have the witness, obviously, return.

22 **COMMISSIONER MacDONALD:** Thank you. We'll ask Ms.
23 Scanlan to return.

24 **MR. ROGER BURRILL:** Thank you.

25 **COMMISSIONER MacDONALD:** Thank you, Mr. Burrill.

26 Thank you again, Ms. Scanlan. I can report that three counsel
27 representing various Participants will be asking you questions in order and they will
28 explain to you at the beginning who they represent.

1 Okay. So, Ms. McCulloch, I think you're first.

2 **--- LIA SCANLAN, Resumed:**

3 **--- CROSS-EXAMINATION BY MS. SANDRA McCULLOCH:**

4 **MS. SANDRA McCULLOCH:** Hello, Ms. Scanlan. My name is
5 Sandra McCulloch. I'm a lawyer with Patterson Law. Our firm represents the majority
6 of those Participants identified as those most affected, including families of deceased
7 victims, and also a number of surviving victims and individuals.

8 Ms. Scanlan, I have a handful of areas of questioning to come back
9 to you on. And I wanted to start by speaking to you about the pre-social media era.
10 And I understand from reviewing your materials that prior to social media, that
11 communication would have been sent primarily to media outlets?

12 **MS. LIA SCANLAN:** Yes.

13 **MS. SANDRA McCULLOCH:** And so -- and before we got into
14 electronic communications, I understand that was happening primarily by fax?

15 **MS. LIA SCANLAN:** Correct.

16 **MS. SANDRA McCULLOCH:** So you would type up a message
17 and it would go to fax machines and come out as a printed document?

18 **MS. LIA SCANLAN:** Yeah, would -- yeah.

19 **MS. SANDRA McCULLOCH:** Okay. And so that eventually
20 transitioned into email messaging? Do I understand that correctly?

21 **MS. LIA SCANLAN:** Yeah. So the news release distribution
22 group. And that might have been taking place at the exact same time as the taxes. It
23 was a little bit preemie, but yeah.

24 **MS. SANDRA McCULLOCH:** So maybe a bit of a transition period

25 ---

26 **MS. LIA SCANLAN:** Yeah.

27 **MS. SANDRA McCULLOCH:** --- between fax and social media,
28 email was developing ---

1 **MS. LIA SCANLAN:** Correct.

2 **MS. SANDRA McCULLOCH:** --- during that interim period?

3 **MS. LIA SCANLAN:** M'hm.

4 **MS. SANDRA McCULLOCH:** Okay. And it strikes me that email,
5 at least, is a good step up from a fax machine, in that it eliminates that time involved
6 with actually using a fax machine and relying upon connection to send messages?
7 That's fair?

8 **MS. LIA SCANLAN:** Fair.

9 **MS. SANDRA McCULLOCH:** Okay. And it also eliminates the
10 need for someone -- the recipient to actually retype any messaging that you send to
11 them?

12 **MS. LIA SCANLAN:** Fair.

13 **MS. SANDRA McCULLOCH:** So they can simply cut and paste ---

14 **MS. LIA SCANLAN:** Yeah.

15 **MS. SANDRA McCULLOCH:** --- a message into a news report or
16 other means of dissemination?

17 **MS. LIA SCANLAN:** M'hm.

18 **MS. SANDRA McCULLOCH:** And that email list that I understand
19 you're still using today, okay, and you would have been using in April of 2020?

20 **MS. LIA SCANLAN:** Yes.

21 **MS. SANDRA McCULLOCH:** Okay. So that email list, is that
22 automated? It's not -- you don't have a list of hundreds of email addresses that you
23 type in every time?

24 **MS. LIA SCANLAN:** Yes, it's a grouping. Yeah, so it's a grouping
25 so you're not typing them in every time.

26 **MS. SANDRA McCULLOCH:** Okay. So you just type in the name
27 of a group and it automatically populates all of those email addresses?

28 **MS. LIA SCANLAN:** Yes. Yeah.

1 **MS. SANDRA McCULLOCH:** Okay. And I understood from you
2 today that anybody can be on that email list?

3 **MS. LIA SCANLAN:** Correct.

4 **MS. SANDRA McCULLOCH:** Okay. Including media outlets?

5 **MS. LIA SCANLAN:** Yeah.

6 **MS. SANDRA McCULLOCH:** Okay. And the general public?

7 **MS. LIA SCANLAN:** Yes.

8 **MS. SANDRA McCULLOCH:** And in terms of content, I appreciate
9 it might take some finessing to turn something that's in a Tweet or a Facebook post into
10 an email, it may be full sentences, but generally speaking, are you duplicating the same
11 content?

12 **MS. LIA SCANLAN:** Generally speaking, yes. Yeah.

13 **MS. SANDRA McCULLOCH:** And that would be because,
14 obviously, it's important that the messaging from one means to the other is consistent?

15 **MS. LIA SCANLAN:** Yeah, yeah. And it's -- I look at it as more of
16 a formal record of it. Yeah.

17 **MS. SANDRA McCULLOCH:** How do you mean more of a formal
18 record?

19 **MS. LIA SCANLAN:** Because we publish all of our news releases,
20 exist on our external website. So once we send out a news release, it exists until it's
21 taken down or in infamy on the Nova Scotia RCMP external website.

22 **MS. SANDRA McCULLOCH:** Is it fair for me to take away that
23 there's not really much additional work associated with maintaining this email group?

24 **MS. LIA SCANLAN:** Maintaining the group? Not maintaining it,
25 no.

26 **MS. SANDRA McCULLOCH:** And so the fact that you continue to
27 maintain it, it stands to reason that the public or people on that email list are expecting
28 that you're going to continue to use it?

1 **MS. LIA SCANLAN:** They expect that they may receive, yes, news
2 releases from the RCMP if they're part of that grouping.

3 **MS. SANDRA McCULLOCH:** Okay.

4 **MS. LIA SCANLAN:** Yeah.

5 **MS. SANDRA McCULLOCH:** And is it fair also to assume that the
6 people that are on that list, if there's important information that the RCMP has to
7 communicate, it's fair to assume that people on that email list would expect to receive it
8 that way?

9 **MS. LIA SCANLAN:** You may expect to receive that way, but what
10 I can say is that for the last -- since 2011, we've been providing breaking news,
11 immediate information that needs to be known via Twitter, and then we'll go back and in
12 certain cases, develop a news release, and in other cases, we haven't. Yeah.

13 **MS. SANDRA McCULLOCH:** And is there -- my -- I'm not aware
14 of any education, I guess, that has been given to the public in relation to this transition
15 to social media. So instructing the public as to how they should receive information
16 from the RCMP?

17 **MS. LIA SCANLAN:** No, the instruction that came out would have
18 been to the news outlets at the time when we launched social media to -- we issued a
19 news release that said we're going to start transitioning to Facebook, as well as Twitter,
20 and so just begin following us on those platforms, and then sent an internal message.

21 But in terms of the public, they're likely still receiving the information
22 via the news. Yeah.

23 **MS. SANDRA McCULLOCH:** Okay. So the news release or that
24 sort of information bulletin, if you will, to the media that said, "We are now transitioning
25 to social media for our public messaging", that wasn't duplicated for the public, the
26 general public?

27 **MS. LIA SCANLAN:** We don't have access to every person in the
28 population, so we have relied on the media or social media to communicate to the

1 public; correct.

2 **MS. SANDRA McCULLOCH:** Okay. So just to pick up from that, if
3 -- would it be fair to say that there was an expectation or at least -- or a hope at least
4 that the media would translate that message to the general public through the media?

5 **MS. LIA SCANLAN:** One hundred percent, yeah.

6 **MS. SANDRA McCULLOCH:** Okay. Just speaking a little bit
7 further on this email list, Ms. Scanlan. From reviewing your -- the statements that you
8 gave to the Mass Casualty Commission, and you can correct me on this if I'm wrong,
9 but my impression from reviewing that is you don't find the email lists particularly useful
10 anymore.

11 **MS. LIA SCANLAN:** Correct.

12 **MS. SANDRA McCULLOCH:** Okay. That -- and that's because
13 that you believe that the social media is followed by the media outlets, and so therefore,
14 that's -- I guess the email list is just repetitive, it's redundant.

15 **MS. LIA SCANLAN:** Yeah, yeah. And it's just -- in certain
16 instances, if we're looking at reducing what people think that they should be doing or
17 need to be doing, it just -- it's another process. So yes.

18 **MS. SANDRA McCULLOCH:** Is it -- am I correct in understanding,
19 Ms. Scanlan, that there is -- there's no obligation on the media to do anything with the
20 information that is relayed by the RCMP?

21 **MS. LIA SCANLAN:** Absolutely correct, yeah.

22 **MS. SANDRA McCULLOCH:** Either from a Tweet or this email list
23 or any other means that they get information?

24 **MS. LIA SCANLAN:** Absolutely.

25 **MS. SANDRA McCULLOCH:** Right. Yeah, so it's more of a -- it's
26 just a hope that the media will do what the media does.

27 **MS. LIA SCANLAN:** Yeah, it's the method that we have to reach
28 the citizens of Nova Scotia.

1 **MS. SANDRA McCULLOCH:** Ms. Scanlan, so I understand from
2 your discussion with Mr. Burrill this morning that you -- you would agree that regardless
3 of how many followers there may be on the social media accounts, it's sort of, I don't
4 want to say knowledge necessarily, but basically know that you're not going to reach
5 every single Nova Scotians through ---

6 **MS. LIA SCANLAN:** That's right.

7 **MS. SANDRA McCULLOCH:** --- social media?

8 **MS. LIA SCANLAN:** Correct.

9 **MS. SANDRA McCULLOCH:** Okay. So individuals, like
10 Mr. Burrill, you're not going to reach him through social media because he doesn't use
11 social media.

12 **MS. LIA SCANLAN:** Correct.

13 **MS. SANDRA McCULLOCH:** Sure. And in fact, we heard from a
14 Corporal Clarke yesterday, and also, Superintendent Rodier that neither of them use
15 social media outside of work, and so therefore, you wouldn't reach them using social
16 media either?

17 **MS. LIA SCANLAN:** Correct.

18 **MS. SANDRA McCULLOCH:** Okay. So those are just some
19 examples of individuals, and there's probably -- you trust that there's other individuals
20 like them ---

21 **MS. LIA SCANLAN:** Absolutely.

22 **MS. SANDRA McCULLOCH:** --- that you're not going to reach
23 through social media? Okay.

24 And regardless of who is actually on social media that you might be
25 able to identify as a follower on social media, there's no way of knowing who is actually
26 active on social media at any given moment.

27 **MS. LIA SCANLAN:** Correct.

28 **MS. SANDRA McCULLOCH:** That's fair?

1 **MS. LIA SCANLAN:** M'hm.

2 **MS. SANDRA McCULLOCH:** Okay. And furthermore, it's actually
3 -- it -- there are individuals who will, from time to time, actually unplug or disconnect
4 from social to take a break from it.

5 **MS. LIA SCANLAN:** Yes.

6 **MS. SANDRA McCULLOCH:** Okay. And so therefore, the -- there
7 would be windows of time potentially where people are not actually accessing the
8 information that's coming out from the RCMP over social media?

9 **MS. LIA SCANLAN:** Absolutely.

10 **MS. SANDRA McCULLOCH:** Okay. And is it -- would it be fair for
11 me to say that the -- it might be appropriate to assume that there are times that that's
12 more likely to occur, such as on the weekends?

13 **MS. LIA SCANLAN:** I really wouldn't know the trends. Do you
14 mean not -- my understanding is that on weekends people tend to be on social media
15 more, but I'm not a social media expert and shouldn't -- so I can't speak to the trends.
16 Yeah.

17 **MS. SANDRA McCULLOCH:** No, that's fair. Ms. Scanlan, I --
18 from reviewing your materials and other materials in the documentary record, it strikes
19 me that there is a risk with using social media, that that -- because the public can
20 interact with your posts that there's a risk of misinformation ---

21 **MS. LIA SCANLAN:** Right.

22 **MS. SANDRA McCULLOCH:** --- being spread by the public.

23 **MS. LIA SCANLAN:** Yeah.

24 **MS. SANDRA McCULLOCH:** So, for example, if you -- if the
25 RCMP has put out a post about a suspect at large, for example, anybody could jump on
26 that post and make a comment to say, "I saw that suspect here", or "I saw that suspect
27 there", regardless of whether they're correct or not?

28 **MS. LIA SCANLAN:** On Twitter -- yeah, so it's an interactive tool.

1 I'll be honest, like I don't know if that was -- I believe that you could do that under the
2 Twitter thread ---

3 **MS. SANDRA McCULLOCH:** Okay.

4 **MS. LIA SCANLAN:** --- possibly, yeah.

5 **MS. SANDRA McCULLOCH:** Okay. But Facebook you can?

6 **MS. LIA SCANLAN:** Facebook. We have -- I morphed that,
7 actually, I want to say two years pre 2020. There was a lot of hatred and bigotry on the
8 Facebook page, so I made it so that—you know, a lot of people disagree with it because
9 it's supposed to be a two-way tool—but that you couldn't just post any random
10 comments and Facebook doesn't really allow you to do that. So the workaround we
11 came up is that we had to ban most words in the English language so to prevent
12 negativity and bigotry about like missing people. But -- so you can -- we made an
13 adjustment to it on Facebook. With Twitter, I know that people were interacting with us,
14 I just can't -- I don't know what it looked like. Yeah.

15 **MS. SANDRA McCULLOCH:** So if I understand you correctly,
16 then, people can interact in terms of posting a comment on, for example, a Facebook
17 post, but there's parameters around that, that there's auto filters of certain ones?

18 **MS. LIA SCANLAN:** Right. Like -- yes, with regards to hate
19 speech and just -- yes. M'hm.

20 **MS. SANDRA McCULLOCH:** Okay. So if I use a word that you
21 have flagged as unacceptable, then my comment won't be allowed automatically?

22 **MS. LIA SCANLAN:** I'll see it. Anyone in the RCMP will see it, or
23 anyone in our unit who has access to the page, but the public won't see it.

24 **MS. SANDRA McCULLOCH:** I see. Okay.

25 **MS. LIA SCANLAN:** Yeah.

26 **MS. SANDRA McCULLOCH:** So in terms, though, of just innocent
27 misinformation, somebody who thinks that they see that suspect ---

28 **MS. LIA SCANLAN:** Sure.

1 **MS. SANDRA McCULLOCH:** --- at large, and posts on your -- on
2 your -- on your original post, or makes a comment to say, "I saw the suspect in such
3 and such a place", even if that information is completely wrong that still goes up on your
4 post?

5 **MS. LIA SCANLAN:** I honestly don't know. I can't say that if --
6 see, again, I'm one of the people that you talked earlier. Personally, I don't use Twitter.
7 And because I have a team of skilled people in the unit, the person -- the people that
8 most often tweet are -- it's not me. So I don't know if on Twitter if you can comment
9 underneath the actual post, but what you can do, I can say for certain, is Joe Smith
10 could write, "@rcmpns, I see so-and-so on X corner." So if -- they can tweet at us. I
11 don't know if they could comment underneath those individuals' posts. I really don't
12 know.

13 **MS. SANDRA McCULLOCH:** Okay. And I guess you can tell by
14 my questioning I'm more familiar with Facebook than I am with Twitter, and I think that's
15 where my mindset is going.

16 **MS. LIA SCANLAN:** Yeah. So that's me too. M'hm.

17 **MS. SANDRA McCULLOCH:** But it seems whether it's a comment
18 attached to a Facebook post or a retweeting or a reply on Twitter, there is -- the
19 misinformation can happen ---

20 **MS. LIA SCANLAN:** Absolutely.

21 **MS. SANDRA McCULLOCH:** --- by people engaging with your
22 posts?

23 **MS. LIA SCANLAN:** Yes.

24 **MS. SANDRA McCULLOCH:** Okay. And I -- and I understand
25 that, in fact, on April 19th there was at least one instance of that where somebody
26 posted a active shooter related article from 2013 that happened to bring up the word
27 "Portapique" in it.

28 **MS. LIA SCANLAN:** Yeah.

1 **MS. SANDRA McCULLOCH:** And that was a misinformation that
2 the RCMP had to -- had to track and address?

3 **MS. LIA SCANLAN:** Yeah, Regis corrected that. Yeah. She was
4 -- she saw it immediately and corrected it. Yeah.

5 **MS. SANDRA McCULLOCH:** And so the type of risk of
6 misinformation that we're talking about right now, that -- that sort of thing doesn't exist
7 with a news release that you draft from start to finish and send out over email?

8 **MS. LIA SCANLAN:** No. I mean, you mitigate risk the best that
9 you can. And so far over the past 12-years or -- since 2011, and using it, the risk hasn't
10 outweighed the benefit in terms of social media. So with regards to the news release
11 system, fair, no one's going to be commenting on the email, but then what happens is
12 journalists, newsrooms, they turn that around into the product that they require, and
13 then people get the opportunity to leave comments on their webpages.

14 **MS. SANDRA McCULLOCH:** But that's not attached to something
15 that you disseminate directly. That's something's ---

16 **MS. LIA SCANLAN:** Not attached.

17 **MS. SANDRA McCULLOCH:** --- reproduced with ---

18 **MS. LIA SCANLAN:** Correct.

19 **MS. SANDRA McCULLOCH:** --- with your content?

20 **MS. LIA SCANLAN:** M'hm.

21 **MS. SANDRA McCULLOCH:** Okay. And of course, when I'm
22 saying, "you", I mean the RCMP.

23 **MS. LIA SCANLAN:** Of course. Yeah.

24 **MS. SANDRA McCULLOCH:** Ms. Scanlan, I want to ask you
25 some questions about content of some of the messages ---

26 **MS. LIA SCANLAN:** Sure.

27 **MS. SANDRA McCULLOCH:** --- that were sent out on April 19th.

28 But I -- I just wanted to pick up on one point of clarification when you were speaking with

1 Mr. Burrill earlier in relation to the question of authority and who is responsible for what
2 messages get sent out.

3 And I guess my question for you is, you know, regardless of who
4 has the authority to draft and click "send" on a Facebook post or a tweet, as the Director
5 of Strat Comms, is it fair of me to say that the buck stops with you?

6 **MS. LIA SCANLAN:** Absolutely.

7 **MS. SANDRA McCULLOCH:** Okay. Right. So matter who sends
8 something out, you ultimately are responsible and have to answer for the content of that
9 messaging?

10 **MS. LIA SCANLAN:** Yes.

11 **MS. SANDRA McCULLOCH:** And that would have been true in
12 April of 2020?

13 **MS. LIA SCANLAN:** Yes.

14 **MS. SANDRA McCULLOCH:** Okay. So and just to pick up on
15 another point that Mr. Burrill was touching on this morning, and this was in the context
16 of Corporal Clarke and her seeking approval from you in relation to a particular post. It
17 was my impression that you didn't think it was inappropriate for Corporal Clarke, or I
18 guess perhaps any other member, to look to you for final approval on something before
19 it goes out?

20 **MS. LIA SCANLAN:** I can appreciate with the gravity of
21 information she was about to release and being aware of all the considerations that it
22 was withheld for, I can appreciate why she would want that.

23 **MS. SANDRA McCULLOCH:** And so I took away from what you
24 were saying this morning that approval of that nature, it sounds as though it's really
25 case-by-case, there's no written policy to provide ---

26 **MS. LIA SCANLAN:** Correct, yeah.

27 **MS. SANDRA McCULLOCH:** --- when approval -- additional layer
28 of approval from you or anyone else would be required?

1 **MS. LIA SCANLAN:** Right.

2 **MS. SANDRA McCULLOCH:** So that would be a direction that
3 comes from you on a specific incident or a specific communication?

4 **MS. LIA SCANLAN:** Right, and I'm not engaged in everything, but
5 something significant and an incident like this, yes, yeah.

6 **MS. SANDRA McCULLOCH:** So aside from hearing from you
7 directly I want to see this before it goes out, which is I think is the -- sort of the way we
8 described that example earlier, how are members of the Strat Comms Unit, how are
9 they to know whether they require extra approval or not?

10 **MS. LIA SCANLAN:** So in this case, so even in this case, it's a
11 good example, because you'll see in one of the disclosures, we provided a timeline of
12 tweets, and who sent it, and who approved it. So, for example, I approved one from
13 Regis, and I approved it because we were working on it together, so she was engaging
14 me. But do you mean more day-to-day?

15 **MS. SANDRA McCULLOCH:** Yes.

16 **MS. LIA SCANLAN:** Okay. So day-to-day, it's very much incident
17 related, so the PIOs or the Communications Advisors knows that the approval rests with
18 the field or the supervisor at the field, and then it comes back to them. They're
19 approving it for three things: officer safety, public safety, and does it compromise an
20 investigation. If those answers are all -- no jeopardy is identified, it comes back and
21 there -- everyone knows that they're okay to hit send on that.

22 However, there are circumstances, almost, you know, definitely,
23 multiple times in the run of the week, based on operations, where there's something that
24 it's, like, okay, we haven't seen that before, or I need to run that by someone, or I need
25 a second set of eyes, and they'll come to myself or my 2IC Cindy Bayers, and that's
26 what they do. So, yeah.

27 **MS. SANDRA McCULLOCH:** So at the end of the day, it's really a
28 judgment call, depending on ---

1 **MS. LIA SCANLAN:** There's a lot of judgment calls. We're in a
2 constant state of assessment.

3 **MS. SANDRA McCULLOCH:** Okay.

4 **MS. LIA SCANLAN:** M'hm.

5 **MS. SANDRA McCULLOCH:** And as I understand it, there's no
6 written policy that helps to make that judgment call?

7 **MS. LIA SCANLAN:** Not with regards to critical incidents, yeah.

8 **MS. SANDRA McCULLOCH:** So there isn't now and there wasn't
9 in April 2020?

10 **MS. LIA SCANLAN:** There wasn't in April 2020, and what's in
11 place now, I can't specifically speak to, other than to say that -- no, no. I was going to --
12 I was getting that confused with us being called out with the critical incident
13 commanders. No.

14 **MS. SANDRA McCULLOCH:** Okay. Are there any discussions,
15 you know, in the sense of forward thinking ---

16 **MS. LIA SCANLAN:** Yes.

17 **MS. SANDRA McCULLOCH:** --- are there any discussions about
18 creating a policy that ---

19 **MS. LIA SCANLAN:** Absolutely.

20 **MS. SANDRA McCULLOCH:** --- could help with that judgment
21 call?

22 **MS. LIA SCANLAN:** Yes.

23 **MS. SANDRA McCULLOCH:** Okay. Can you ---

24 **MS. LIA SCANLAN:** Yeah, between the Strategic
25 Communications Unit, the director, and the critical incident commanders, that is taking
26 place and they've already established -- they've had meetings and they're meeting
27 quarterly, and there's work being done in that area. I can't speak specifically to that, but
28 I can say 100 percent that's taking place.

1 **MS. SANDRA McCULLOCH:** Ms. Scanlan, I -- Mr. Burrill has
2 gone through the tweet that Corporal Clarke was preparing, the one in relation to the
3 cruiser, and so I don't have -- I only have one more question for you ---

4 **MS. LIA SCANLAN:** Sure, yeah.

5 **MS. SANDRA McCULLOCH:** --- in relation to that. And it picks up
6 on what we've just been discussing. Corporal Clarke has indicated that she felt that she
7 needed your final approval before she clicked send on that message. If she couldn't get
8 that authority from you, is there anyone else she could have called between the time
9 that she asked for it and the time she finally received it, is there anyone else she could
10 have looked to aside from you to get that approval?

11 **MS. LIA SCANLAN:** My 2IC, yeah.

12 **MS. SANDRA McCULLOCH:** And do you -- are you -- do you feel
13 satisfied that your 2IC, so I understand that to be your second in command ---

14 **MS. LIA SCANLAN:** So, yeah.

15 **MS. SANDRA McCULLOCH:** --- or Ms. MacKenzie; yes?

16 **MS. LIA SCANLAN:** Cindy Bayers.

17 **MS. SANDRA McCULLOCH:** Ms. Bayers, sorry. Are you satisfied
18 that Ms. Bayers and Corporal Clarke should know that if you can't be accessed for
19 approval that it is between the two of them, they could get -- sort out that approval?

20 **MS. LIA SCANLAN:** I thought I was, but after putting this morning
21 back together, it's apparent that wasn't the case.

22 **MS. SANDRA McCULLOCH:** Okay.

23 **MS. LIA SCANLAN:** Yeah.

24 **MS. SANDRA McCULLOCH:** Madam Registrar, I'd like it if we
25 could please pull up the Public Communications Foundational Document. So this would
26 be the same one that you have been reviewing with Mr. Burrill this morning, Ms.
27 Scanlan. And as I indicated, I wanted to ask you some questions about some of the
28 content of some of the messaging that went out.

1 **MS. LIA SCANLAN:** Sure.

2 **MS. SANDRA McCULLOCH:** And this is in the spirit of what you'd
3 indicated a moment ago, that as director, you're ultimately responsible for the ---

4 **MS. LIA SCANLAN:** Absolutely, yes.

5 **MS. SANDRA McCULLOCH:** --- messaging that comes out.
6 Appreciate that you may not have drafted or even seen any of these messages before
7 they went out, and so that -- my questions are, as I said, in the spirit of your role as
8 director.

9 And, Madam Registrar, if we could please go to page 17 of the
10 PDF, this is page 16 of the Foundational Document itself. And you'll see at number 7
11 there, Ms. Scanlan, this is a duplication of that tweet that eventually went out from
12 Corporal Clarke. And we heard from Corporal Clarke yesterday, Ms. Scanlan, that
13 Corporal Clarke had made note of two features on the perpetrator's replica cruiser,
14 including the push bar at the front of the car and the whip antenna at the back of the
15 car. And neither of these items are mentioned in this tweet when -- that describes the
16 perpetrator's replica cruiser. And my question for you is, from the perspective of the
17 director, do you feel that those distinguishing features warranted inclusion in a tweet to
18 the public?

19 **MS. LIA SCANLAN:** Jen indicated that she was aware of the push
20 bar?

21 **MS. SANDRA McCULLOCH:** That's my understanding, yes, that
22 she was aware of it.

23 **MS. LIA SCANLAN:** My position is always put information in a
24 tweet that's going to inform the public, so, yeah. Yeah, that's -- if they're distinguishing
25 factors, I didn't -- I wasn't aware of that.

26 **MS. SANDRA McCULLOCH:** So do I take from your response
27 there that had you been involved in the drafting of this tweet, you would have seen that
28 as at least worthy of consideration if not inclusion in this tweet?

1 **MS. LIA SCANLAN:** Definitely worthy of consideration. Like, I
2 would have had conversation about it. I'm not a member, so I don't even -- I remember
3 learning as part of these interviews what a whip antenna was, like, it was said to me,
4 and it -- the distinguishing features of what that looks like. But, yeah, there would have
5 been a conversation. I mean, yes.

6 **MS. SANDRA McCULLOCH:** Okay. And just one more question
7 about this. You'll see that the language of the tweet expressly says that there -- and this
8 is the third line,

9 "There is one difference between his car and our
10 RCMP vehicles."

11 And I would put it to you that that language is not entirely accurate.
12 We've just discussed, and Corporal Clarke had indicated her observation of two other
13 distinguishing features, and so I would ask you if you would agree with me that that
14 tweet identifying a single difference between the replica cruiser and the -- and a real
15 RCMP cruiser is misleading.

16 **MS. LIA SCANLAN:** Yeah, I can't dispute what -- if Jen indicated
17 that she was aware of those factors, then there's more than one. Yeah.

18 **MS. SANDRA McCULLOCH:** And I just want to ---

19 **COMMISSIONER MacDONALD:** I'm, sorry, just to be clear, I
20 guess we would get into distinguishing factors and unique factors. I mean, the evidence
21 of the witness yesterday, if I recall, was not that the push bar was unique, whether she's
22 right or wrong, but her understanding -- she described her understanding as a push bar
23 not being unique.

24 **MS. SANDRA McCULLOCH:** Right. And I ---

25 **COMMISSIONER MacDONALD:** Yeah.

26 **MS. SANDRA McCULLOCH:** --- I appreciate that. I didn't mean to
27 be careless with that language, but that it was something that would make this one
28 stand out from most of the cruisers on the road.

1 **COMMISSIONER MacDONALD:** Right.

2 **MS. SANDRA McCULLOCH:** This is what I was intending to
3 convey.

4 **COMMISSIONER MacDONALD:** Sure. Thank you.

5 **MS. SANDRA McCULLOCH:** Okay. With that clarification, Ms.
6 Scanlan, do you have anything -- any other comment you would want to make in that
7 respect?

8 **MS. LIA SCANLAN:** No, just I think, like, in -- no, like -- yes, so as
9 part of the considerations, like, what -- I'm just imagining having that conversation
10 because I've been asked hypothetically.

11 You want to put in what's going to draw attention. So if something
12 was -- so again, I don't know, so I'm not going to offer anymore. I just ---

13 **MS. SANDRA McCULLOCH:** Okay.

14 **MS. LIA SCANLAN:** I'm not ---

15 **MS. SANDRA McCULLOCH:** That's fine.

16 **MS. LIA SCANLAN:** --- aware.

17 **MS. SANDRA McCULLOCH:** I just wanted to -- with the
18 clarification of the evidence, I just wanted to give you the opportunity, if you wanted to --
19 -

20 **MS. LIA SCANLAN:** Yeah, no. Sure. I appreciate it.

21 **MS. SANDRA McCULLOCH:** --- correct your answer at all.

22 **MS. LIA SCANLAN:** Yeah.

23 **MS. SANDRA McCULLOCH:** Ms. Scanlan, I want to take a couple
24 of minutes to walk through some of the subsequent Tweets ---

25 **MS. LIA SCANLAN:** Sure.

26 **MS. SANDRA McCULLOCH:** --- to 10:17 a.m. Not just Tweets,
27 but posts. The Facebook as well. So the very next one that we see comes out at 10:19
28 a.m., and that appears to be essentially a duplication of the 10:17 Tweet. So taking that

1 same information and putting it on Facebook. And you -- is that your recollection as
2 well, that that was done?

3 **MS. LIA SCANLAN:** I can't recall specifically what was done
4 when, but if it showed a 10:19, then -- is that what you're meaning? Like -- so yes, then
5 it happened at 10:19. I don't recall specifically what happened when, but the timestamp
6 is everything. So yeah.

7 **MS. SANDRA McCULLOCH:** And one thing that stood out to me
8 in relation to this 10:19 Facebook post is that unlike the Twitter post immediately before
9 it, it doesn't appear to include an image of the replica RCMP cruiser. And my question
10 for you is, I appreciate that you don't have that ---

11 **MS. LIA SCANLAN:** Yeah, sure.

12 **MS. SANDRA McCULLOCH:** --- in front of you, but my question
13 for you is, would it have been your expectation that that image be duplicated on
14 Facebook as well?

15 **MS. LIA SCANLAN:** If we're duplicating information, yes.

16 **MS. SANDRA McCULLOCH:** So the very next post that we see is
17 the one identified as number 9. It's a 10:21 a.m. Twitter post. And this one appears to
18 me to give more -- I guess more, at that time, more current information that the
19 perpetrator had been seen in the Central Onslow or Debert area. And you'd agree with
20 me it's appropriate that more current or updated content be provided?

21 **MS. LIA SCANLAN:** I think the goal with communicating is to be
22 as real time as possible. So yes.

23 **MS. SANDRA McCULLOCH:** And that helps me with my next
24 question, because when we move to the very next post, which is a 10:26 a.m. Facebook
25 post, that current information that was just relayed over Twitter at 10:21 a.m. doesn't
26 appear to be duplicated here. There's merely an instruction that if there's further
27 communication about this active shooter investigation in Portapique, to start following
28 Twitter.

1 **MS. LIA SCANLAN:** Yeah.

2 **MS. SANDRA McCULLOCH:** Is that a fair way for me to read that
3 post?

4 **MS. LIA SCANLAN:** Yeah, it reads as it states, absolutely. And so
5 what I can say is that the individuals that were working that morning, we were not all in
6 one room. We were all in our houses. Specifically three people in their bedrooms. And
7 so you had to task people with doing different things. And so that is an example of that.
8 but in the nines, we had issued a news release and directed everyone to Twitter to
9 follow the most current information. So yeah.

10 **MS. SANDRA McCULLOCH:** And is that -- the release that you've
11 just referenced, I believe that's the one that we see at number 11 here? The 10:36 a.m.
12 email media release?

13 **MS. LIA SCANLAN:** I don't know if it was that one or if there was
14 more. I don't know. Was there another previous to that? I really don't.

15 **MS. SANDRA McCULLOCH:** Well my understanding is that
16 there's not, but I ---

17 **MS. LIA SCANLAN:** Okay.

18 **MS. SANDRA McCULLOCH:** --- am certainly happy to be
19 corrected, if you believe that there was another news release.

20 **MS. LIA SCANLAN:** I don't know. But ---

21 **MS. SANDRA McCULLOCH:** Okay.

22 **MS. LIA SCANLAN:** --- yeah.

23 **MS. SANDRA McCULLOCH:** Okay. That being said, it appears to
24 me that the content in this news release, which is now 15 minutes after that more
25 current Debert/Central Onslow Tweet, none of that content is referenced here at 10:36
26 a.m.? You'd agree with me?

27 **MS. LIA SCANLAN:** Yeah, that's what -- if -- yeah, I mean, that's
28 what went out, so if that's how it's reflected there, then absolutely. That's our timeline of

1 what we issued. Yeah.

2 **MS. SANDRA McCULLOCH:** Okay. Now, I want to ask you for
3 your opinion as director.

4 **MS. LIA SCANLAN:** Sure.

5 **MS. SANDRA McCULLOCH:** From my perspective, it would be
6 appropriate to include that up to date or that more current information that we saw at
7 10:21, to include it in these posts, which are trying to give people a real time perspective
8 of "Here's what you need to know at 10:26," and, "Here's what you need to know at
9 10:36."

10 Would you agree with me that it would have been appropriate to
11 include that more updated content referencing Central Onslow and Debert in these
12 communications?

13 **MS. LIA SCANLAN:** Yeah. Ideally, in a perfect -- ideally, that's
14 what you would wish to achieve. I look at it though and think this was a surplus to
15 Twitter and the news releases were a surplus to Twitter, so in providing information in
16 three different avenues, this is what can occur. So I mean, again, if -- or the
17 recommendation, perhaps, is that you don't use Facebook, you don't use news
18 releases, and you just use Twitter. You just use one of them. Yeah. But.

19 **MS. SANDRA McCULLOCH:** And I wanted to also ask you, in
20 regards to this -- to the 10:26 Facebook post ---

21 **MS. LIA SCANLAN:** M'hm.

22 **MS. SANDRA McCULLOCH:** --- and the 10:36 email release, I
23 would put it to you that neither of these posts give any indication that there is earlier
24 information on Twitter that people should be referencing. It just asks people to tune into
25 Twitter for further communication. Would you agree with me that it would have been
26 appropriate to identify the fact that there's earlier information that people would want to
27 be aware of?

28 **MS. LIA SCANLAN:** Again, in hindsight, that would be worthwhile

1 to include. M'hm.

2 **MS. SANDRA McCULLOCH:** And similarly, if I could bring you
3 ahead to Item number 12.

4 It's on the next page, Madam Registrar. Thank you.

5 So this is a further Facebook -- excuse me, further Twitter post. It
6 actually appears to be two Twitter posts back-to-back, which encourage people to
7 remain tuned into Twitter for further communication about the active shooter
8 investigation involving the perpetrator. And I would put my same question to you that I
9 just asked, that imagining some people may just now be tuning into Twitter, would it be
10 appropriate in a post reminding people to stay tuned to this account that there's actually
11 earlier content that provides other information that people should be aware of?

12 **MS. LIA SCANLAN:** Yes, that could be a recommendation.

13 **MS. SANDRA McCULLOCH:** Okay. In terms of this content, I just
14 have another question in relation to posts 13 and 14, and this is kind of a discreet
15 question that's separate and apart from the theme that we've just been walking through.
16 And I noticed at these Twitter posts at 11:04 and 11:06, in both instances, they
17 reference the perpetrator having been seen travelling southbound from Brookfield. And
18 we know from earlier proceedings that at this point, the perpetrator had already been
19 seen and was known by RCMP to be in, if not past, the Shubenacadie Cloverleaf. And
20 so my question for you is, do you have anything to offer to help us understand why that
21 information might not be more current at 11:04 and 11:06 a.m.?

22 **MS. LIA SCANLAN:** That it wouldn't have been received by us. I
23 don't know -- I don't know where that -- who provided that information as part of these
24 proceedings, but we were -- we -- that's the information that we had. Yeah.

25 **MS. SANDRA McCULLOCH:** Okay. So at that point, it wouldn't
26 have made -- that information wouldn't have made its way to Strategic
27 Communications?

28 **MS. LIA SCANLAN:** Not that I'm aware of.

1 **MS. SANDRA McCULLOCH:** Okay.

2 **MS. LIA SCANLAN:** Yeah.

3 **MS. SANDRA McCULLOCH:** And before I move on from the topic
4 of the content of these Tweets, ---

5 **MS. LIA SCANLAN:** Sure.

6 **MS. SANDRA McCULLOCH:** --- I wanted to ask you about the
7 use of hashtags in these Tweets. I know when we're talking about them, we tend to sort
8 of ignore them when we verbalize them, but I noticed that there is a use of hashtags in
9 most all of these posts.

10 Ms. Scanlan, my understanding, and please correct me if I'm
11 wrong, my understanding is that the purpose of using hashtags in social media posts is
12 essentially to enable people to locate posts, to create search terms that people can use
13 to find related posts. Is that a fair summary?

14 **MS. LIA SCANLAN:** Yeah. I mean, again, I'm not a social media
15 expert, but my understanding of a hashtag is that it allows you to categorize -- yes. So
16 if you were looking for table, then you could put hashtag table and anything that has
17 hashtag table is going to show up and you can, yeah, search it, or see it.

18 **MS. SANDRA McCULLOCH:** Okay.

19 **MS. LIA SCANLAN:** Yeah.

20 **MS. SANDRA McCULLOCH:** So that would be the logic behind
21 creating a hashtag with the word Portapique in it? Hashtag Portapique would enable
22 people to type that in and find other posts that also have hashtag Portapique in it?

23 **MS. LIA SCANLAN:** Yeah, we typically, just to day to day, we
24 hashtag the location of the -- of an incident. Yeah.

25 **MS. SANDRA McCULLOCH:** And so the idea behind that being if
26 somebody wanted to continue to follow what you were reporting on relating to hashtag
27 Portapique, they could punch in hashtag Portapique and all related posts would come
28 up?

1 **MS. LIA SCANLAN:** Yeah. One of the reasons. But also, there's
2 people that have a vested interested in following, so some people just follow anything
3 hashtag Cole Harbour. So they -- in the run of a day, they're going to see anything. So
4 they can be informed on anything taking place in Twitter related to -- I'm using Cole
5 Harbour as an example, but, yeah.

6 **MS. SANDRA McCULLOCH:** Okay. And just so that I understand
7 that ---

8 **MS. LIA SCANLAN:** Yeah.

9 **MS. SANDRA McCULLOCH:** --- in theory, on the morning of April
10 19, if somebody wanted to continue to follow #Portapique, are you telling me they could
11 automatically set up something that would bring up those posts for them?

12 **MS. LIA SCANLAN:** I -- if they -- there's tools available, and a lot
13 of people do something called Hootsuite, and again, I'm going to start talking out of my -
14 - out of my lane here, but there are tools available where people can set up a stream
15 and do that, yeah, and you can put #Portapique, hashtag -- well, literally anything that
16 you'd want, yeah.

17 **MS. SANDRA McCULLOCH:** I see. Okay. Madam Registrar, if
18 we could go back up to the beginning of -- sorry, we were in the right place. I just
19 wanted to go back to the first tweet, tweet number one. And so we actually see in all of
20 the tweets that we can see on this page, Ms. Scanlan, I see that we have #Portapique
21 in each of these posts. Do you see that as well?

22 **MS. LIA SCANLAN:** Yeah, I see that.

23 **MS. SANDRA McCULLOCH:** Okay. So that picks up on the idea
24 that that's been inserted here, so that people who want to follow this line of information,
25 they can use that hashtag to keep up.

26 **MS. LIA SCANLAN:** Well, originally, at that time, I -- yeah, I'm
27 going to be honest, we didn't know that there was going to be more of a line of
28 information, so that was based on the principle that we do every day that you always

1 hashtag the location. So it was more about -- I'm just speaking on the one that I wrote
2 at that time, 8:02, hashtagging the location, and it was the same location that Lisa put
3 out the night before. Now in hindsight with all the information that we have, we know
4 that this then became an active situation again, so, yeah.

5 **MS. SANDRA McCULLOCH:** Okay. So if we go -- as we've
6 observed here that each of these posts that we can see here, they have the
7 #Portapique, and from my impression, the #Portapique continues to be used up until the
8 10:17 tweet, and that appears on the next page, Madam Registrar, where suddenly, the
9 #Portapique disappears and there's the insertion of a new hashtag. And I take from
10 your -- what you've commented a moment ago that that may be explained by the
11 practice of hashtagging the community in which -- that is implicated by the information?

12 **MS. LIA SCANLAN:** M'hm.

13 **MS. SANDRA McCULLOCH:** Okay. But I want to put to you
14 though, to individuals who are, at this point now, you know ---

15 **MS. LIA SCANLAN:** Following.

16 **MS. SANDRA McCULLOCH:** --- looking to that #Portapique,
17 following from the first 6 social media posts that had been coming out from the RCMP, if
18 they're relying upon #Portapique as a social media tool to find further messaging from
19 the RCMP, they're not going to be able to find this post at 10:17 a.m., or the posts at
20 10:19 a.m., using #Portapique.

21 **MS. LIA SCANLAN:** For filtering purposes, it would have been
22 useful to have #Portapique. Ideally, that those following #Portapique may have also
23 been following the Nova Scotia RCMP Twitter.

24 **MS. SANDRA McCULLOCH:** Okay. So and rather than bringing
25 you through and looking at the hashtags of all of the posts, perhaps I can just ask you,
26 to pick up from your last question ---

27 **MS. LIA SCANLAN:** Sure.

28 **MS. SANDRA McCULLOCH:** --- would it be fair for me to suggest

1 that it would have been appropriate to continue to use the same hashtag, whether it's
2 #Portapique, or along with other hashtags, to continue to use that same hashtag for
3 filtering purposes, that the users of social media would be relying upon, potentially
4 relying upon?

5 **MS. LIA SCANLAN:** It would have been -- it could have been
6 useful, yeah.

7 **MS. SANDRA McCULLOCH:** Ms. Scanlan, I want to shift gears ---

8 **MS. LIA SCANLAN:** Sure.

9 **MS. SANDRA McCULLOCH:** --- and I want to bring you to a few
10 questions I have about the -- what was referenced this morning as the MacNeil Report.

11 **MS. LIA SCANLAN:** Sure.

12 **MS. SANDRA McCULLOCH:** And, Madam Registrar, if we could
13 please pull that document up, it's identified as Exhibit Number 1622, and if we could go
14 to page 73, and the portion that I'm looking at is actually toward the bottom, section 8,
15 communications media.

16 So, Ms. Scanlan, you indicated this morning that you actually had a
17 fairly significant role in preparing this report?

18 **MS. LIA SCANLAN:** Yes, absolutely.

19 **MS. SANDRA McCULLOCH:** Okay. Given your role with the
20 RCMP, is it fair to me to assume that you would have had a considerable role in dealing
21 with the communications or media portion of the MacNeil Report?

22 **MS. LIA SCANLAN:** Yes.

23 **MS. SANDRA McCULLOCH:** And so I just want to ask you some
24 general questions about the recommendations that form part of it, particularly, the first
25 six recommendations. So if I could -- Madam Registrar, if I could bring -- move ahead
26 to 8.1? I think that's roughly two pages ahead. So I understand this to be a
27 recommendation in relation to having relief staff available during prolonged critical
28 incidents. Are you able to elaborate on that or better describe that for me what this

1 recommendation is about?

2 **MS. LIA SCANLAN:** Yeah, just give me one second here.

3 Yeah, so that's in relation to -- so, again, it's a different
4 circumstance, different incident, but it's about short-term and long-term relief for support
5 units, so communications, Strategic Communications is a support unit to the frontline.
6 And so it's about having availability for others to come in and surplus, supplement,
7 relieve, in both the short-term to get through the incident, the aftermath, and then long-
8 term, and in something like this, I know this is unprecedented, but in something like this,
9 that went on for many months. The -- another difference here is COVID was taking
10 place, so -- sorry, Heidi's funeral hasn't happened yet. But again, if COVID hadn't been
11 going on, you would have also had to manage a regimental funeral.

12 **MS. SANDRA McCULLOCH:** So my question for you was a little
13 more general. Specifically, are you -- sorry, my question was going to be more general
14 in terms of are you able to enlighten us about what, if anything, has been done by the
15 RCMP to bring this recommendation to light? Have there been any protocols or
16 policies, working groups, anything to make good on this recommendation?

17 **MS. LIA SCANLAN:** No. Since this, yes, there are working groups
18 taking place. I'm not a part of those, so I can't speak to exactly the work that's going on
19 now, but my experience, no.

20 **MS. SANDRA McCULLOCH:** Okay.

21 **MS. LIA SCANLAN:** I did have people from across the country
22 offer to come, and on -- and others, so I don't want to make it seem like no one came,
23 but that was initiated by me. And in late May, Dawn Roberts showed up from British
24 Columbia, and she has the ability and the expertise to know how to implement a relief
25 structure for Strategic Communications Units, leveraging all of the country and, yeah.
26 That was the first time I exhaled.

27 **MS. SANDRA McCULLOCH:** Okay. So from a general
28 perspective though, your understanding is that there's probably some work or

1 discussions being done ---

2 **MS. LIA SCANLAN:** Yes.

3 **MS. SANDRA McCULLOCH:** --- but there haven't been any
4 concrete changes that reflect this recommendation in relation to support?

5 **MS. LIA SCANLAN:** I know that work is taking place. I can't speak
6 to it because I stepped away from work for a period of time when that work's going on,
7 and it still continues today.

8 **MS. SANDRA McCULLOCH:** In relation to the next
9 recommendation, this one, if I'm reviewing it correctly, it appears to relate to
10 development -- the recommendation that there be development of standard operating
11 procedures to essentially to have communications staff as part of the rollout of the
12 Critical Incident Package. Do I -- I wonder if you can confirm if that's a correct
13 interpretation and/or if you have anything to elaborate on that?

14 **MS. LIA SCANLAN:** No, that's a correct interpretation, yeah.
15 Absolutely.

16 **MS. SANDRA McCULLOCH:** Okay. So similar with the last
17 recommendation, are you aware if there have been any concrete changes, policies put
18 in place to make -- bring that recommendation to life?

19 **MS. LIA SCANLAN:** I'm aware of today, but at that point in time,
20 no. At the point in time of the incident, no.

21 **MS. SANDRA McCULLOCH:** Of April 2020; is that what you
22 mean?

23 **MS. LIA SCANLAN:** Yeah.

24 **MS. SANDRA McCULLOCH:** Okay. In relation to number 8.3,
25 and this is found at page 77, Madam Registrar, and this one was probably a little more
26 comfortable for you than it is for me to understand, but it appears to have referenced
27 having a spokesperson presenting in terms of an operational perspective during an
28 active event. Do I understand that correctly?

1 **MS. LIA SCANLAN:** Hold on, I'm just going to read this here.

2 Sorry, are you talking about at the top, "Pre and post meeting"? Oh, okay. You're right
3 under 8.3?

4 **MS. SANDRA McCULLOCH:** Yes.

5 **MS. LIA SCANLAN:** Okay. Yeah.

6 **MS. SANDRA McCULLOCH:** Okay. So again, like are you able --
7 I'm just wondering if you can, in your words, explain to us your understanding of this
8 recommendation. And then again, my question would be are you aware if there have
9 been any concrete measures to bring this particular recommendation into -- into effect?

10 **MS. LIA SCANLAN:** Well, this recommendation, I can't recall
11 exactly, but what it has to do with is that in a -- so "in these types of"... In Kodiak, press
12 conferences were taking -- there was a -- there was press conferences taking place
13 while the gunman was at large, and for reassurance to the public, I think it serves the
14 public and people to see an Operational uniform up there beside either the
15 Commanding Officer, whoever is decided upon. So that's what -- that's what I believe
16 that that was about because I remember having those conversations. Yeah.

17 **MS. SANDRA McCULLOCH:** Okay. And again, the same
18 question I've been asking you before.

19 **MS. LIA SCANLAN:** Sure.

20 **MS. SANDRA McCULLOCH:** Are you aware, have there been any
21 concrete measures, policies, and whatnot put into place to bring effect to this particular
22 recommendation?

23 **MS. LIA SCANLAN:** Not a policy. But that would be something
24 that you -- you would implement at the time. So you know, I'm just going to say
25 hypothetically-speaking if this -- if there was an incident today that unfolded and it went
26 over the course of, I believe in this one was 40 to 50-hours, and you were holding a
27 press conference, it would certainly be my suggestion that you have an Operational
28 presence at that press conference. Again, my job is to give advice and

1 recommendations, and people can take them or not take them. But I often -- people do
2 often take my advice and recommendations and that would certainly be a
3 recommendation. Yeah.

4 **MS. SANDRA McCULLOCH:** My last question in relation to this
5 report related to Recommendations 8.4 and 8.5, which is on the following page, and
6 these appear to be recommendations in relation to improvements in respect of software
7 and also hardware for Communications staff certainly in respect of the ability to access
8 social media, but potentially other purposes. And I'm wondering if you're able to
9 comment on these recommendations? And again, if you're able to tell us any positive
10 changes that have been made to bring these to effect?

11 **MS. LIA SCANLAN:** The reality is, is that in -- at the division level,
12 no, we don't have the software to properly monitor social media, but what I will say is we
13 don't have the resources to do it in an incident like this. That's a full-time task. So no,
14 we don't have -- we have software that gets us through day-to-day that we can monitor,
15 and so we pay attention, but in a -- in a critical incident, so in an incident like Kodiak or
16 April 2020, no, you need teams of people that are experts and just social media experts
17 that can decipher that information, distill it, analyse it and give it back to me in a way
18 that it's meaningful so that I can actually action it or do something with it. So -- yeah.

19 **MS. SANDRA McCULLOCH:** So -- so something broader than, I
20 guess, changes of equipment, whether it's software or hardware, but there's something
21 more broad that's implicated by these recommendations?

22 **MS. LIA SCANLAN:** Yeah. Sorry, I'm not -- I'm not sure I'm
23 understanding the question.

24 **MS. SANDRA McCULLOCH:** Sure. Well -- and I confess, I'm
25 trying to understand them as well ---

26 **MS. LIA SCANLAN:** Okay.

27 **MS. SANDRA McCULLOCH:** --- and I'm hoping we can do that.
28 But these recommendations, as I see them, they appear to be trying to introduce an

1 idea of other software options or other hardware options that would make it easier for
2 Communications personnel to do their job during an active incident.

3 **MS. LIA SCANLAN:** Right, okay.

4 **MS. SANDRA McCULLOCH:** And so I'm wondering if you're
5 aware of any changes of that nature that have happened since the preparation of the
6 MacNeil Report?

7 **MS. LIA SCANLAN:** So yes. We -- you know, we don't use
8 Blackberry's. We have the ability to access social media sites on our standalone RCMP
9 computers, as well as our cell phones, but with regards to monitoring, so there has been
10 changes in that regard. But I guess with regards to social monitoring that's a term
11 loosely used, and proper monitoring from a Communications perspective is not just
12 seeing what one person said and another person said, it's critical analysis and that
13 fulsome picture understanding the tone, understanding what is being said. Yeah.

14 So perhaps those changes have taken place at the Headquarters
15 level, but not within -- not at a divisional level. And then it would have to be adequately
16 staffed.

17 **MS. SANDRA McCULLOCH:** Ms. Scanlan, I wanted to follow up
18 on just a couple -- couple of last points ---

19 **MS. LIA SCANLAN:** Oh, sure.

20 **MS. SANDRA McCULLOCH:** --- in relation to your statements that
21 you've given to the Mass Casualty Commission prior to today.

22 I -- from hearing you today, my impression is that -- that you're of
23 the view that there are -- there are things that could have been done differently and
24 there are things that can be improved for the future ---

25 **MS. LIA SCANLAN:** M'hm.

26 **MS. SANDRA McCULLOCH:** --- in relation to public
27 communications. But when I reviewed your statements that you gave to the Mass
28 Casualty Commission, you, on a number of occasions, spoke quite clearly to the effect

1 of there's nothing you would change about what happened on April 18 and 19 of 2020.
2 And I wanted to give you the opportunity to address that, what appears to me, to be a
3 discrepancy.

4 **MS. LIA SCANLAN:** One hundred percent, and thank you for the
5 opportunity.

6 Because what I can say is that I was interviewed in September of
7 2020, and it was the first time I had ever gone back to this morning and relived any of it.
8 I -- I -- I had never looked at my notes, I had never looked at my emails, and I was off
9 pure recall. I had talked about it with psychologists, but I had never relived that
10 morning.

11 And so again, I was interviewed again for many hours in February,
12 and again, hadn't -- I didn't review my notes, didn't review anything. I really didn't
13 understand the -- I just didn't -- I didn't understand. I just -- I put it all together after. I
14 put it all together after, after February where I took everybody's notes. I had never
15 heard of -- I didn't even hear of a Foundational Document, so when I did these
16 interviews I didn't know what -- I didn't know what a Foundational Document was. So I
17 took all the information and put it all together and put a timeline together of that
18 morning, based on everyone's emails/notes, and it's -- and post those interviews. So
19 now I know today, sitting here, a lot more than I knew during those interviews.

20 **MS. SANDRA McCULLOCH:** Okay.

21 **MS. LIA SCANLAN:** And so, absolutely. M'hm.

22 **MS. SANDRA McCULLOCH:** Okay. So do I take it, then, with a
23 better -- with the benefit of learning more about what actually happened on ---

24 **MS. LIA SCANLAN:** Yes.

25 **MS. SANDRA McCULLOCH:** --- on the morning of April 19th, you
26 have -- you have come to the conclusion that in fact there are things that could have
27 been done differently and that there are things that ought to be remedied in the future?

28 **MS. LIA SCANLAN:** Yeah, and we ought to learn from it. We

1 ought to. Like there are few things in life that we don't learn from, and this is definitely
2 one of those. And I think we -- we should, yes.

3 **MS. SANDRA McCULLOCH:** Thank you. Thank you,
4 Ms. Scanlan. Those are my questions.

5 **COMMISSIONER MacDONALD:** Thank you, Ms. McCulloch.
6 Ms. Scanlan, we have two more counsel. I understand their
7 questions would be relatively brief.

8 **MR. ROGER BURRILL:** I'm sorry, Chief Commissioner, but I do
9 know that answering questions that are this difficult is often best when your blood sugar
10 is pretty good. And I don't want to intervene from Ms. Scanlan, but I'm flagging, and I
11 suspect she is as well. I'm just concerned that she is able to continue on under these
12 circumstances.

13 **MS. LIA SCANLAN:** I appreciate it. I actually had -- with that in
14 mind, I drank two apple juice, so I should be good.

15 **MR. ROGER BURRILL:** All right.

16 **MS. LIA SCANLAN:** Thank you.

17 **MR. ROGER BURRILL:** Well, you're ahead of me.

18 **MS. LIA SCANLAN:** Okay. But I appreciate it.

19 **COMMISSIONER MacDONALD:** Yeah, that's where I'm going,
20 Ms. Scanlan. I'm going to give you the choice.

21 **MS. LIA SCANLAN:** Yeah, I'm good.

22 **COMMISSIONER MacDONALD:** And so I -- I think we have two
23 more counsel, and I -- what, five or ten minutes each, maybe?

24 **(OFF MIC CONSULTATION)**

25 **COMMISSIONER MacDONALD:** All right, so those are the
26 estimates, another 25-minutes or so. Your choice. We can break now or we ---

27 **MS. LIA SCANLAN:** No, let's go, and if I can't, I'll -- I'll definitely
28 say.

1 **COMMISSIONER MacDONALD:** All right. Please let us know
2 then.

3 **MS. LIA SCANLAN:** Yeah.

4 **COMMISSIONER MacDONALD:** Okay.
5 Mr. Russell?

6 **--- CROSS-EXAMINATION BY MR. JAMES RUSSELL:**

7 **MR. JAMES RUSSELL:** Good afternoon, Ms. Scanlan.

8 **MS. LIA SCANLAN:** Hi.

9 **MR. JAMES RUSSELL:** My name is James Russell. I'm a lawyer
10 at Burchell MacDougall. And along with my colleagues, Stephen Topshee, and Linda
11 Hupman, we represent the Tuck/Oliver Family, as well as the Campbell/Hyslop Family.

12 Yesterday we heard from Cpl Clarke, who indicated that she made
13 the decision to omit the push bar and the whip antenna from the police car descriptions
14 in the initial public releases on Twitter and Facebook.

15 She did indicate at that time that she may have, and I understand
16 it's in question, consulted with Cindy Bayers in that decision, and I was just wondering if
17 you recall having discussed any descriptors and whether or not they should be omitted
18 in public communications with Cindy Bayers?

19 **MS. LIA SCANLAN:** I don't recall that.

20 **MR. JAMES RUSSELL:** Were other media streams considered in
21 informing the public during the mass casualty? I'm thinking beyond Twitter, beyond
22 Facebook, radio, television, maybe other things?

23 **MS. LIA SCANLAN:** We use -- our -- the means that we have
24 available to us, our website, Twitter, Facebook, news release system. So I wouldn't
25 have tasked Jen Clarke or Cpl Corteau to call a radio station, no.

26 **MR. JAMES RUSSELL:** Okay. So ---

27 **MS. LIA SCANLAN:** No.

28 **MR. JAMES RUSSELL:** --- the use of radio and television is by

1 those organizations creating their own content to post on radio, or to use on radio, or
2 post on television? Is that correct?

3 **MS. LIA SCANLAN:** It's just how we do business every day. Yes,
4 we send information out. And if the radio or television show, or I guess if anyone wants
5 to follow up on that information that they've received from our Tweet or news release,
6 then they call us and we do a clip. We, Jen or Lisa, will do a clip. Yes.

7 **MR. JAMES RUSSELL:** Okay. No, that's helpful. Just following
8 up on my friend Ms. McCulloch's questioning on misinformation, ---

9 **MS. LIA SCANLAN:** M'hm.

10 **MR. JAMES RUSSELL:** --- that possibly could happen by people
11 engaging with content on Twitter or Facebook, are you aware of any policies that exist
12 to monitor a Twitter thread or -- I guess it's not as relevant in Facebook, but Twitter
13 thread or Tweets that are engaged by the public of RCMPNS Twitter account by your
14 team?

15 **MS. LIA SCANLAN:** There's not a policy in place. That day, it was
16 people working and it was -- I tasked Regis and said, "Can you please monitor social
17 media?"

18 **MR. JAMES RUSSELL:** Okay. So no formal policy, but there is
19 that tasking?

20 **MS. LIA SCANLAN:** Yes.

21 **MR. JAMES RUSSELL:** Okay. Before the events of April 2020,
22 were you aware of any studies or statistics around the percentage of users that -- of
23 Twitter and Facebook? In particular, maybe the dichotomy between rural communities
24 and urban communities?

25 **MS. LIA SCANLAN:** We've certainly done them over the years.
26 Since its inception in 2011, we've done different breakdowns. And the platforms
27 evolved over time to allow you to do different types of statistical analysis. So yes, we've
28 done them. I couldn't recite any of them today, no.

1 **MR. JAMES RUSSELL:** Okay. And would those have been more
2 on a provincial level or more local than that?

3 **MS. LIA SCANLAN:** They would be from our provincial account,
4 yes.

5 **MR. JAMES RUSSELL:** Okay.

6 **MS. LIA SCANLAN:** And so you -- but as one of your analytics,
7 you might say -- you might -- I can't speak to whether it would be rural or urban, but
8 yeah, I couldn't speak to it beyond that. But yeah.

9 **MR. JAMES RUSSELL:** Yeah, my follow up question would have
10 been, like, whether rural communities in Colchester and Cumberland Counties were
11 considered, rather than Nova Scotia rural communities in general. But you don't know?

12 **MS. LIA SCANLAN:** I really couldn't speak to the analytics ---

13 **MR. JAMES RUSSELL:** Okay.

14 **MS. LIA SCANLAN:** --- that we've pulled out there.

15 **MR. JAMES RUSSELL:** No, that's helpful.

16 This morning you indicated to Mr. Burrill that one of the goals of
17 Strategic Communications is to reach to as many Nova Scotians as possible. Do you --
18 is that your ---

19 **MS. LIA SCANLAN:** Correct.

20 **MR. JAMES RUSSELL:** Yeah, okay. Would you agree that it
21 would be helpful to have information and studies on a go-forward basis as to the usage
22 of Twitter and Facebook by different demographics in Nova Scotia to ensure the most
23 Nova Scotians as possible are being reached?

24 **MS. LIA SCANLAN:** I think it's useful to continue to try to expand
25 your followers on any platform. And I think -- what I think is most useful is that we
26 continue to explore new communications methods that may be developed. So to my
27 understanding and my knowledge today, there isn't anything since the development of
28 Twitter that provides us with that opportunity.

1 **MR. JAMES RUSSELL:** Okay. Yeah. I see maybe two different
2 parts.

3 **MS. LIA SCANLAN:** Okay.

4 **MR. JAMES RUSSELL:** One is expanding the following on those -
5 --

6 **MS. LIA SCANLAN:** Right.

7 **MR. JAMES RUSSELL:** --- those platforms, Twitter and Facebook,
8 but other is using those demographics and studies to look at other areas of reaching out
9 to the public, whether radio is still relevant, whether television is still relevant. Do you
10 believe that ---

11 **MS. LIA SCANLAN:** Okay.

12 **MR. JAMES RUSSELL:** --- it would be helpful to have those
13 studies and the demographic information to be able to make informed decisions on
14 whether to broaden what Strategic Comms does with their reaching out to the public?

15 **MS. LIA SCANLAN:** Oh, I think -- I think radio is very relevant and
16 I think newspapers are relevant, and I think broadcast television is very relevant. All. I
17 don't even -- I wouldn't discount any of them. And that's why we've always accessed
18 them and they've received their information from us through Twitter.

19 So in an incident like this, or in an ongoing policing incident, I would
20 -- I don't know that I've ever tasked, or that we should task a public information officer to
21 make a one-off phone call to a radio. I don't ---

22 **MR. JAMES RUSSELL:** Okay. Some of these next questions may
23 seem rudimentary, and we're wanting to just establish clearly what it takes for a user to
24 access a Tweet.

25 **MS. LIA SCANLAN:** Sure.

26 **MR. JAMES RUSSELL:** So when a Tweet is issued, does
27 everyone that has access to a smart device get notified of that Tweet?

28 **MS. LIA SCANLAN:** No.

1 **MR. JAMES RUSSELL:** When a Tweet is issued, does everyone
2 that has access to the internet get notified of that Tweet?

3 **MS. LIA SCANLAN:** No.

4 **MR. JAMES RUSSELL:** Okay. Does everyone with the Twitter
5 app, the Twitter application, on a smart device, do they get notified of that Tweet?

6 **MS. LIA SCANLAN:** Not everyone.

7 **MR. JAMES RUSSELL:** Okay. Does every follower of an account,
8 does every follower of RCMP Nova Scotia of Twitter get notified of that Tweet?

9 **MS. LIA SCANLAN:** So notifications in Twitter occur via your
10 home page. And again, I'm probably not using the appropriate term for Twitter, but it's
11 your home page. So if you follow @RCMPNS, you're making a conscious decision to
12 hit the follow button or the like, whatever it is, and that means that when you are on your
13 device, of any sort, Tweets from the organization's people, whoever you follow, show up
14 on your home screen that you can scroll. Yes. So that's Twitter's version of notifying,
15 yeah.

16 **MR. JAMES RUSSELL:** Okay. So every follower of RCMP Nova
17 Scotia, is it my understanding that they wouldn't get a notification of a Tweet? They
18 would have to be on the app? Is that ---

19 **MS. LIA SCANLAN:** Yeah, you'd be accessing the app if you were
20 going to read information in the app. Correct.

21 **MR. JAMES RUSSELL:** Is it correct that for a person to receive or
22 to read a Tweet from a particular account, like we were just talking about, they must
23 either directly go to that account or it shows up on their homepage, like you were
24 describing? And that is impacted by a number of other things? So I'm thinking of if I
25 was a Twitter user and I follow 1,000 different accounts, ---

26 **MS. LIA SCANLAN:** Yeah.

27 **MR. JAMES RUSSELL:** --- that those thousand people that I
28 follow, or organizations, impacts how quickly I'm going to see a Tweet from RCMP Nova

1 Scotia?

2 **MS. LIA SCANLAN:** Oh, absolutely.

3 **MR. JAMES RUSSELL:** Okay.

4 **MS. LIA SCANLAN:** Yeah.

5 **MR. JAMES RUSSELL:** Yeah. So I might have to scroll a
6 significant amount of time on my home page before I see the Tweet from RCMP Nova
7 Scotia?

8 **MS. LIA SCANLAN:** Yes.

9 **MR. JAMES RUSSELL:** Yeah. And does recency come into play?
10 So, you know, if I'm on Twitter at X amount of time and just the minute prior to me
11 opening the Twitter app, a Tweet was posted, does recency of that Tweet have an
12 impact on when I'm going to see that Tweet?

13 **MS. LIA SCANLAN:** I'm ---

14 **MR. JAMES RUSSELL:** Okay.

15 **MS. LIA SCANLAN:** That would be out of my ---

16 **MR. JAMES RUSSELL:** Yeah. So last couple of questions. Do
17 you know who made the decision, and you noted this being eight or nine years ago, to
18 start using social media as the RCMP's primary means of communication with the
19 public?

20 **MS. LIA SCANLAN:** It was under then CO Assistant
21 Commissioner Alphonse MacNeil, and he took the recommendation of myself and Paula
22 Sibley-Fox, who was the director at the time.

23 **MR. JAMES RUSSELL:** Okay.

24 **MS. LIA SCANLAN:** Yeah.

25 **MR. JAMES RUSSELL:** And since April 2020, has this policy or
26 approach, has it been reconsidered whether or not that Twitter and Facebook should be
27 the primary engager with the public?

28 **MS. LIA SCANLAN:** It hasn't been reconsidered. It's been

1 adopted throughout the country.

2 **MR. JAMES RUSSELL:** Okay. No, those are my questions.

3 Thank you, Ms. Scanlan.

4 **MS. LIA SCANLAN:** Thank you.

5 **COMMISSIONER MacDONALD:** Thank you, Mr. Russell.

6 Mr. MacDonald?

7 **--- CROSS-EXAMINATION BY MR. THOMAS MacDONALD:**

8 **MR. THOMAS MacDONALD:** Good afternoon, Ms. Scanlan. My
9 name is Tom MacDonald. I'm Counsel to Tara Long, who's lost her brother Aaron Tuck
10 in Portapique on the 18th, and to Scott McLeod, who lost his brother Sean McLeod in
11 Wentworth on the 19th.

12 I first wanted to just follow up a little bit on Mr. Russell's question.
13 Registrar, if we could turn please to Exhibit 2,001, which is the Foundation Document,
14 Ms. Scanlan, that you've been referred to earlier this morning, paragraph 29, page 12,
15 sorry.

16 And I'm not -- if you need to read it, Ms. Scanlan, you can, but the
17 part I'm going to refer you to is the first part of paragraph 29 you say -- I'll read this part
18 to you.

19 **MS. LIA SCANLAN:** Okay.

20 **MR. THOMAS MacDONALD:** "I went right back to Codiac, to be
21 honest, because it was very similar for me in what my
22 function is..."

23 And then it continues.

24 **MS. LIA SCANLAN:** Yeah.

25 **MR. THOMAS MacDONALD:** Now for the purposes of the people
26 who aren't in the room with us, by Codiac you mean Moncton; right?

27 **MS. LIA SCANLAN:** Yeah.

28 **MR. THOMAS MacDONALD:** And you're referring to the Moncton

1 incident in 2014?

2 **MS. LIA SCANLAN:** Correct.

3 **MR. THOMAS MacDONALD:** Now you'd agree with me though
4 that Moncton is very dissimilar to Portapique in the sense that it's a densely populated,
5 somewhat densely populated urban area versus a very rural area; right?

6 **MS. LIA SCANLAN:** They're complete opposites.

7 **MR. THOMAS MacDONALD:** Yes.

8 **MS. LIA SCANLAN:** Absolutely.

9 **MR. THOMAS MacDONALD:** So is there -- was there any thought
10 in your mind when you engaged here in paragraph 29, when you came to this mass
11 casualty incident, about specific changes to the Codiac policy, if I can put it that way,
12 because it was a rural area you were dealing with and not an urban area?

13 **MS. LIA SCANLAN:** No, I appreciate the question. And what I
14 was referring to there is the initial conversation that I had with Steve Halliday, and when
15 there was no new information to share, it was 7:20 in the morning, and there was
16 nothing new to share, so that was the tweet that I had put out at 8:02 that called it an
17 active shooter situation. So I've changed the wording of some of what was used, but I
18 remembered in Codiac, when we had nothing new to share, it was reassurance -- it was
19 a reassurance message. So I remember saying to Steve Halliday, "What's bothering
20 you right now?" And he said that, "We're all through the area, and those sheltering in
21 place don't know that we're here." So that's what I meant when I was referring back to
22 Codiac. Because in Codiac, the entire, you know, Moncton, the entire city had been
23 shut down for such a period of time that we had asked people to shelter in place with
24 their phones, and post-incident, they'd indicated that it was reassuring to know that
25 although they couldn't see us, we were there with them. So that's what I meant by that.

26 **MR. THOMAS MacDONALD:** Okay. Just following up on Mr.
27 Russell's line of questioning, are you aware of anything post the mass casualty that the
28 RCMP Strategic Communications people are doing to ensure that if something like a

1 Portapique specifically was to happen again in Nova Scotia, how to reach rural
2 residents in terms of communications, changes, or enhancements?

3 **MS. LIA SCANLAN:** Beyond the tools that we have available -- so
4 I'm just speaking about communications.

5 **MR. THOMAS MacDONALD:** Yes.

6 **MS. LIA SCANLAN:** I know that there's conversations taking place
7 about the Alert Ready, and that's not for me, but regards to communications tools, we
8 only have the tools that are available, and the tools that are available from a -- I'm not
9 talking about we, the RCMP, I mean from the communications discipline and the tools
10 that we have available are telephones, email, Twitter, Facebook. Again, I could keep
11 going, Instagram, TikTok, we don't -- we haven't entered into those realms, so we are
12 continuing to use the tools that we have. And our goal and objective, as part of our
13 strategy that we develop in the unit, is to always try to increase our followers. But you --
14 there's not -- there's no guarantee that a certain area or a certain demographic or a
15 certain location is going to follow you.

16 **MR. THOMAS MacDONALD:** I know you said towards the end of
17 your evidence as Ms. McCulloch was asking you questions ---

18 **MS. LIA SCANLAN:** M'hm.

19 **MR. THOMAS MacDONALD:** --- that in relation to your duties, you
20 were discussing some of the policies and things like that, but you also mentioned you
21 have been interviewed twice by the Commission in September of 2020, I believe, and in
22 February of 2022?

23 **MS. LIA SCANLAN:** Correct.

24 **MR. THOMAS MacDONALD:** Right. In that February 2022
25 statement, I'm going to paraphrase it for you.

26 **MS. LIA SCANLAN:** Sure.

27 **MR. THOMAS MacDONALD:** There was a statement attributed to
28 you, a portion of a statement where you said you were glad a public alert hadn't gone

1 out because it was for rural policing in Nova Scotia, and you thought that you -- there
2 may be more dead police officers; do you remember that ---

3 **MS. LIA SCANLAN:** Yeah, m'hm.

4 **MR. THOMAS MacDONALD:** --- statement? What did you mean
5 by that?

6 **MS. LIA SCANLAN:** So what I meant by that, and I think it's
7 important and thank you for asking me that I provide some context, because the
8 information that I'm going off of at the time of my interview is the information that I had
9 with relation to Alert Ready when I stepped away from the RCMP for a period of time.
10 So January of 2020, and that is -- what I meant by that is when I left in January of 2020,
11 what I understood about the Alert Ready system is that -- well, it's what I knew about it,
12 but I understood also that that, throughout the course of this incident, individuals were
13 hiding in areas where the suspect may have been, as well as there was significant
14 concern for officer safety that was being considered, as I mentioned earlier, from the
15 critical incident commander. So when I left in January of 2020, the notion of hiding in
16 the woods, police officers and civilians were, and the perpetrator being in the area and
17 then an alert goes off, there's a -- that risk or that reality has to be considered. That's
18 what I meant by that.

19 **MR. THOMAS MacDONALD:** So do I take it then from the
20 statement you weren't saying that you were concerned that Nova Scotians were going
21 to start to shoot police officers, taking matters into their own hands?

22 **MS. LIA SCANLAN:** Sorry, I'm -- in relation to the ---

23 **MR. THOMAS MacDONALD:** In your statement, did you mean
24 that you had concern that Nova Scotians would take matters into their own hands and
25 shoot police officers?

26 **MS. LIA SCANLAN:** I believe I said that, yes.

27 **MR. THOMAS MacDONALD:** Yeah, and you stand by that this
28 morning?

1 **MS. LIA SCANLAN:** Yeah, I'm picturing my grandfather, who's
2 rural Nova Scotia, hunter, access to guns, and I can tell you that he likely would have,
3 so that's what I -- yeah.

4 **MR. THOMAS MacDONALD:** Right.

5 **MS. LIA SCANLAN:** Yeah.

6 **MR. THOMAS MacDONALD:** Beyond the anecdotal ---

7 **MS. LIA SCANLAN:** M'hm.

8 **MR. THOMAS MacDONALD:** --- version of your grandfather and
9 what he may or may not do ---

10 **MS. LIA SCANLAN:** Yeah.

11 **MR. THOMAS MacDONALD:** --- do you have any evidence this
12 morning that Nova Scotians would have done that based on details, facts?

13 **MS. LIA SCANLAN:** I believe that exists, but I'm not going to
14 speak to it.

15 **MR. THOMAS MacDONALD:** You don't have any evidence?

16 **MS. LIA SCANLAN:** I don't, no.

17 **MR. THOMAS MacDONALD:** Thank you very much.

18 **MS. LIA SCANLAN:** Sure.

19 **MR. THOMAS MacDONALD:** Those are my questions.

20 Thank you, Chief Commissioner.

21 **COMMISSIONER MacDONALD:** Thank you. Mr. Burrell?

22 **MR. ROGER BURRILL:** It would appear no further questions.

23 Thank you, Commissioner.

24 **COMMISSIONER MacDONALD:** Thank you. Commissioner
25 Fitch?

26 **COMMISSIONER FITCH:** Thank you very much, Ms. Scanlan, for
27 sharing with us today. I only have one question for you, as all of my questions have
28 been asked and answered. I understand that the criteria that you folks have set out in

1 consideration of public safety, officer safety and not to interfere with an ongoing
2 investigation is criteria for communication. And I understand that you've got a number
3 of audiences that you are speaking to when you were considering public
4 communications, both internal and external audiences, I would expect. Could you just
5 explain to us how you navigate that -- I guess I would refer to almost as a tug and pull,
6 how as the director of Strategic Communications you navigate that decision making?

7 **MS. LIA SCANLAN:** With regards to communicating externally
8 and the impact it might have internally also?

9 **COMMISSIONER FITCH:** Yeah. You have a number of different
10 stakeholder groups that you speak to.

11 **MS. LIA SCANLAN:** Yeah.

12 **COMMISSIONER FITCH:** You have, you know, the public at large,
13 you have media, you have government, you have officer safety to consider, the
14 institution of the RCMP to consider. Those could potentially be competing demands,
15 and I'm just wondering you -- as Strategic Communications Director, how you -- you
16 navigate that tug and pull.

17 **MS. LIA SCANLAN:** Yes, I would -- thank you for that clarification.
18 It depends on what it is that we're communicating when it relates to
19 operations. The tug and pull is simply just the public, officer safety, public safety.

20 And know when I'm saying that, I'm not saying it in any particular
21 order. It's -- so with regards to ops, it's exactly that. It's public safety, officer safety,
22 investigation.

23 I'm not necessarily considering the employees or what -- you know,
24 what they're thinking about what that is.

25 So me as the Director, I'm not really also considering about political
26 pressure. That's not something that I'm factoring in at all. You know, post-incident, like
27 when you're not involved in something that's ongoing or even related to operations,
28 there's a lot more tug and pull.

1 **COMMISSIONER FITCH:** Just in follow-up to your response, at
2 one point you mentioned today that the buck stops with you in terms of ---

3 **MS. LIA SCANLAN:** Yeah.

4 **COMMISSIONER FITCH:** --- the communications, strategic, and
5 that you provide advice and it's either taken or it's not based on your role.

6 Where does the buck stop on what gets released if it's not with
7 you?

8 **MS. LIA SCANLAN:** During the incident, the buck's going to stop
9 at the Critical Incident Commander. Post-incident when we're talking about, I'll call it,
10 the aftermath or the post-incident press conferences, I have to say the Commissioner of
11 the RCMP.

12 **COMMISSIONER FITCH:** Thank you very much.

13 **COMMISSIONER MacDONALD:** Commissioner Stanton?

14 **COMMISSIONER STANTON:** Thanks.

15 Just one question about what's -- I just am trying to be clear on
16 what was the point in the morning on the 19th at which you became aware of the mock
17 cruiser, the replica cruiser?

18 **MS. LIA SCANLAN:** What time?

19 **COMMISSIONER STANTON:** Yeah.

20 **MS. LIA SCANLAN:** I believe it was around 8 o'clock.

21 **COMMISSIONER STANTON:** Eight o'clock.

22 **MS. LIA SCANLAN:** Yeah.

23 **COMMISSIONER STANTON:** Okay. And so that conversation
24 with Staff Sergeant Halliday at 7:20, there was no mention of he might have been
25 driving a police car or an old police car a ---

26 **MS. LIA SCANLAN:** Not that I recall.

27 **COMMISSIONER STANTON:** --- look-alike police car or anything
28 like that.

1 **MS. LIA SCANLAN:** No, not that I recall.

2 **COMMISSIONER STANTON:** Okay. All right. That's helpful.

3 **MS. LIA SCANLAN:** And it's not reflected in my notes. I've really
4 tried to decipher when I learned what, but I believe it was the conversations with Addie
5 at 8 o'clock.

6 **COMMISSIONER STANTON:** Addie at 8 o'clock.

7 **MS. LIA SCANLAN:** Around the 8:00-ish time.

8 **COMMISSIONER STANTON:** Okay. Thanks very much. That's
9 helpful.

10 Thank you.

11 **MS. LIA SCANLAN:** Yeah.

12 **COMMISSIONER MacDONALD:** Thank you so much, Ms.
13 Scanlan. I have no further questions for you. They've all been asked.

14 Mr. Burrill?

15 **MR. ROGER BURRILL:** I have been advised by Department of
16 Justice that maybe Ms. Scanlan had one final remark that she wanted to make and
17 wanted the opportunity at least to have that.

18 **COMMISSIONER MacDONALD:** Thank you, Mr. Burrill.

19 Ms. Scanlan, did you have a final remark?

20 **MS. LIA SCANLAN:** Thanks. And here I'm going to get emotional.

21 I just want to take -- I just want to apologize for my delivery in my
22 transcripts. As I stated earlier, it's the first time I went back to these days. It's clearly
23 impacted all aspects of my life and I just want people to know that not a day goes by
24 that I don't wake up and think about the victims and their families and their kids.

25 So know that the delivery or how I came across in my transcript or
26 in my -- sorry, my interviews, it was just raw emotion and I didn't even understand
27 where this was going to end up.

28 I wouldn't have changed the facts. I definitely would have been

1 more considerate in my delivery, and...

2 Thank you.

3 **COMMISSIONER MacDONALD:** Thank you so much, Ms.
4 Scanlan.

5 It's a difficult day for you, a long morning and into the afternoon,
6 and we're grateful --

7 **MS. LIA SCANLAN:** I appreciate it. Thank you.

8 **COMMISSIONER MacDONALD:** --- for you coming here and
9 helping us. We greatly appreciate it.

10 And you're now free to go, so thank you again.

11 **MS. LIA SCANLAN:** Thank you for the opportunity.

12 **COMMISSIONER MacDONALD:** Thank you.

13 And we will break until 2:30. Thank you.

14 **REGISTRAR DARLENE SUTHERLAND:** Thank you.

15 The proceedings are now on break and will resume at 2:30.

16 --- Upon breaking at 1:23 p.m.

17 --- Upon resuming at 2:32 p.m.

18 **REGISTRAR DARLENE SUTHERLAND:** Welcome back. The
19 proceedings are again in session.

20 **COMMISSIONER MacDONALD:** Good afternoon, everyone.

21 Mr. Burrill?

22 **MR. ROGER BURRILL:** Thank you, Commissioners.

23 I would move to call Staff Sergeant MacCallum to the stand.

24 **COMMISSIONER MacDONALD:** Thank you.

25 We'll ask Mr. MacCallum to come in.

26 **MR. ROGER BURRILL:** You are Staff Sergeant MacCallum?

27 **S/SGT. ADDIE MacCALLUM:** I am.

28 **MR. ROGER BURRILL:** And Madam Registrar, the Staff Sergeant

1 has asked to be sworn.

2 **--- S/SGT. ADDIE MacCALLUM, Sworn**

3 **REGISTRAR DARLENE SUTHERLAND:** Thank you.

4 Be seated, please.

5 **--- EXAMINATION IN-CHIEF BY MR. ROGER BURRILL:**

6 **MR. ROGER BURRILL:** Often the first part of questioning is the
7 hardest. It's actually Alan James MacCallum. Am I correct?

8 **S/SGT. ADDIE MacCALLUM:** It is.

9 **MR. ROGER BURRILL:** And you're otherwise known and better
10 known as "Addie" MacCallum.

11 **S/SGT. ADDIE MacCALLUM:** That's right.

12 **MR. ROGER BURRILL:** And MacCallum is spelled M-a-c, capital
13 C-a-l-l-u-m?

14 **S/SGT. ADDIE MacCALLUM:** Yes.

15 **MR. ROGER BURRILL:** Got it right. Okay.

16 Staff Sergeant, the proceedings that have gone on to this point
17 have involved questioning of witnesses, usually using as a guide a Foundational
18 Document that has been prepared and, in this case, there was a document prepared on
19 May 17th and presented on May 17th, 2022 entitled euphemistically the Command
20 Decisions document. It's a big document with ---

21 **S/SGT. ADDIE MacCALLUM:** Yes.

22 **MR. ROGER BURRILL:** --- many pages and paragraphs.
23 Have you had a chance to see that and review that?

24 **S/SGT. ADDIE MacCALLUM:** I have.

25 **MR. ROGER BURRILL:** Okay. We're going to use that as a guide
26 in terms of what's going on here today. Okay?

27 All right. First we'll start out with an introduction so that people will
28 know who Staff Sergeant MacCallum is. I'm going to discuss your background and your

1 experience with the RCMP. Please correct me if I state anything incorrectly.

2 I understand that you graduated Depot in 1997; is that correct?

3 **S/SGT. ADDIE MacCALLUM:** Yes.

4 **MR. ROGER BURRILL:** And I understand that from 1997 to 2003,
5 you were posted to Kelowna, BC, in General Duties?

6 **S/SGT. ADDIE MacCALLUM:** Yes.

7 **MR. ROGER BURRILL:** And from 2003 to 2006, you actually
8 attained a relatively interesting posting in Caledonia, in Queen's County in Nova Scotia.

9 **S/SGT. ADDIE MacCALLUM:** Yes, I did.

10 **MR. ROGER BURRILL:** Yeah. And just two seconds on that; why
11 would we call that a unique posting?

12 **S/SGT. ADDIE MacCALLUM:** I guess probably the thing that
13 made it the most interesting was that it was truly a community policing position. I was
14 the only police officer there. My family and I, we had a house. I had a police car, no
15 mobile work station, and backup was quite far away.

16 **MR. ROGER BURRILL:** M'hm.

17 **S/SGT. ADDIE MacCALLUM:** But it was very interesting because
18 I grew up in Prince Edward Island, rural living was my -- how I grew up, and this was
19 exactly going back to it. So it was very interesting because I had come from a very
20 paced large municipal detachment, a city of about a quarter of a million people, and
21 where there's police officers everywhere, and now I was working by myself, on call for
22 the time ever in my seven-year career. So it was interesting that way; it was quite a
23 change.

24 **MR. ROGER BURRILL:** Right. So I understand in 2006, you
25 transferred to the Colchester District in General Duty, is that right?

26 **S/SGT. ADDIE MacCALLUM:** Yes.

27 **MR. ROGER BURRILL:** And you were there for a period of time in
28 General Duty, and then transferred to General Investigative Section there as well?

1 **S/SGT. ADDIE MacCALLUM:** That's right.

2 **MR. ROGER BURRILL:** All right. Two thousand and nine (2009)
3 you were promoted to Corporal?

4 **S/SGT. ADDIE MacCALLUM:** Yes.

5 **MR. ROGER BURRILL:** And I understand at that time you took on
6 the Community Action Team in Colchester County; is that correct?

7 **S/SGT. ADDIE MacCALLUM:** Yes.

8 **MR. ROGER BURRILL:** Two seconds' explanation about what that
9 is?

10 **S/SGT. ADDIE MacCALLUM:** So the Community Action Team,
11 CAT team, it basically took all the proactive units and positions within Colchester, and it
12 fell underneath my supervision. So school safety officers, media releases, community
13 policing, court liaison, and I also wore a bit of two hats because I also had a three-
14 person plainclothes GIS section, General Investigation, and I had an Integrated Street
15 Crime Team with Bible Hill RCMP and Truro Police that I was supervising. So we were
16 more of the proactive approach, as opposed to the reactive approach, of policing.

17 **MR. ROGER BURRILL:** Okay. I understand you acted
18 periodically, filling in as the Ops NCO also in Colchester around this time?

19 **S/SGT. ADDIE MacCALLUM:** Yes.

20 **MR. ROGER BURRILL:** All right. Two thousand fifteen (2015),
21 you were promoted to Sergeant?

22 **S/SGT. ADDIE MacCALLUM:** Yes, I was.

23 **MR. ROGER BURRILL:** And I understand you were posted to the
24 Guysborough District in eastern Nova Scotia, is that right?

25 **S/SGT. ADDIE MacCALLUM:** Correct.

26 **MR. ROGER BURRILL:** You were acting as District Commander
27 there?

28 **S/SGT. ADDIE MacCALLUM:** Yes.

1 **MR. ROGER BURRILL:** I also understand that in that position you
2 acted as the Scene Commander at the Desmond fatality; is that correct?

3 **S/SGT. ADDIE MacCALLUM:** That's correct.

4 **MR. ROGER BURRILL:** All right. Two thousand and seventeen
5 (2017) you were promoted to Staff Sergeant and District Commander in the Pictou
6 District, is that right?

7 **S/SGT. ADDIE MacCALLUM:** Yes.

8 **MR. ROGER BURRILL:** And then January, May of 2020, you were
9 acting as a District Advisory Non-Commissioned Officer, that which we've come to know
10 as the DANCO.

11 **S/SGT. ADDIE MacCALLUM:** That's right.

12 **MR. ROGER BURRILL:** All right. And that was for Northeast Nova
13 District?

14 **S/SGT. ADDIE MacCALLUM:** That's right. I was filling one of two
15 positions that was in Northeast Nova.

16 **MR. ROGER BURRILL:** Okay, very good. And the DANCO, just
17 for quick explanation and refreshment for us is what?

18 **S/SGT. ADDIE MacCALLUM:** So as you said, District Advisory
19 NCO, non-commissioned officer. Usually it's a person in a senior NCO role that has
20 much experience in administrative, operational, and human resources, and we support
21 a certain amount of units; in that particular time I was supporting six units. And what I
22 would help the Commanders and the management with is if they were having any
23 difficulties with an investigation, moving forward provincial policing priorities, human
24 resources, even some difficult things such as maybe there might be some conflict within
25 the office. So I was constantly on the go. That position is a -- it's very hectic. And the
26 people that do it fulltime, I tip my hat to it. I only did it for six months and that was
27 sufficient for me.

28 **MR. ROGER BURRILL:** June of 2020, you returned to the District

1 Commander role in Pictou County, is that right?

2 **S/SGT. ADDIE MacCALLUM:** That's correct?

3 **MR. ROGER BURRILL:** Pictou District? Okay. So in April of
4 2020, you were acting as the District Advisory Non-Commissioned Officer in Northeast
5 Nova, is that right?

6 **S/SGT. ADDIE MacCALLUM:** That's correct.

7 **MR. ROGER BURRILL:** Okay. I'm going to ask you now some
8 questions about training because that's become the focus of some interest in these
9 proceedings. I understand that you have ground search and rescue Incident
10 Commander training in 2003?

11 **S/SGT. ADDIE MacCALLUM:** That, and the Search Manager
12 training as well.

13 **MR. ROGER BURRILL:** Okay. And is that something that you
14 update and/or recertify on relatively regularly, or is that a status that you attain and
15 continue to attain it?

16 **S/SGT. ADDIE MacCALLUM:** So it was something that -- same as
17 many things; perishable skill. And I was recertified in it and went to training just to keep
18 skills fresh, I would say it was very three years, perhaps four years. But as the
19 programme matured, it became more of -- there was more of a syllabus to it, and
20 towards the last few years that I performed the roles, it was such that there was an
21 Incident Commander on call; there was a lot more oversight and support given from our
22 emergency measures service within the RCMP, and EMO, because it does fall
23 underneath EMO.

24 **MR. ROGER BURRILL:** M'hm.

25 **S/SGT. ADDIE MacCALLUM:** So it was something that -- you
26 know, I actually kind of petered myself out of it, just with other roles.

27 **MR. ROGER BURRILL:** Yeah.

28 **S/SGT. ADDIE MacCALLUM:** But when I did stop, and that was

1 around 2017, 2018, it was a robust system.

2 **MR. ROGER BURRILL:** Okay. Tell me about critical incident
3 training; have you any yourself?

4 **S/SGT. ADDIE MacCALLUM:** So I'm not a Critical Incident
5 Commander; however, I have been exposed to many critical incident training scenarios
6 and several courses. The most basic one, which most RCMP and municipal police
7 officers would talk about would be IARD.

8 **MR. ROGER BURRILL:** Right.

9 **S/SGT. ADDIE MacCALLUM:** And I was part of the -- I believe it
10 was the pilot IARD in Pictou County back in, like, 2004, 2005.

11 **MR. ROGER BURRILL:** M'hm.

12 **S/SGT. ADDIE MacCALLUM:** And so every two to three years, I
13 would recertify on that, and I've held every single position on the team, and also the *Ad*
14 *Hoc* Commander, so got experience with that.

15 **MR. ROGER BURRILL:** Okay.

16 **S/SGT. ADDIE MacCALLUM:** But -- oh, sorry, go ahead.

17 **MR. ROGER BURRILL:** No, no. With respect to the IARD training,
18 I just wanted to ask you a few questions about that. In particular, can you make any
19 comment with respect to IARD training in an outdoor location? Would you have
20 received any of that, or would you be familiar with that?

21 **S/SGT. ADDIE MacCALLUM:** Yes, I actually was part of one of
22 the pilots for that as well, in Aldershot. And I can't remember the year, but it would have
23 been 2015.

24 **MR. ROGER BURRILL:** Okay.

25 **S/SGT. ADDIE MacCALLUM:** Around there.

26 **MR. ROGER BURRILL:** Can you make any comment on IARD
27 training in darkness, or at night; would you have had any training in that regard?

28 **S/SGT. ADDIE MacCALLUM:** Yes. We did several low-light

1 scenarios inside where whatever environment we had, the lights would be turned down
2 and then we did a dusk setting during a localized IARD scenario at the old Colchester
3 hospital here.

4 **MR. ROGER BURRILL:** We've heard much in these proceedings
5 about the importance of an IARD team going in and the avoidance of a blue-on-blue
6 scenario. I'm going to ask you; can you tell us about any training you may have
7 received with respect to two teams engaged in an IARD situation.

8 **S/SGT. ADDIE MacCALLUM:** Sure. So I have been an *Ad Hoc*
9 Commander during training where the scenario became such that there wasn't just one
10 active threat, that there was multiple. And -- and/or the contact team, the team that
11 you'd first send in, became immobilized. And the decision was upon the Commander
12 then; do you send in another contact team or you start sending in rescue teams?

13 So I can tell you I had -- during the training I had successes and I
14 had failures. Some of the failures were that I sent the teams in on top of each other and
15 they became, basically, funnelled into a hallway.

16 I've also had good success where I knew that they were pinned
17 down and I was able to give them directions to say we knew exactly where the team
18 was; like, they were waving out a window, so we knew exactly where that team was.

19 **MR. ROGER BURRILL:** Okay.

20 **S/SGT. ADDIE MacCALLUM:** So we were able to send a team to
21 another area and then start their ---

22 **MR. ROGER BURRILL:** Okay.

23 **S/SGT. ADDIE MacCALLUM:** --- manoeuvres.

24 **MR. ROGER BURRILL:** All right. Thank you. I'm wondering
25 whether you can make any comment with respect to training since the Moncton
26 incident, the June 2014 incident wherein the implementation of an initial critical incident
27 response programme was either recommended or put into effect? Have you been able
28 to take advantage of that programme?

1 **S/SGT. ADDIE MacCALLUM:** So as an -- when you mean the
2 programme, are you talking about, like, a formal training scenario?

3 **MR. ROGER BURRILL:** Yeah, sure. I'm talking about anything in
4 terms of the initial critical incident response programme.

5 **S/SGT. ADDIE MacCALLUM:** Okay. So formally, no.

6 **MR. ROGER BURRILL:** M'hm.

7 **S/SGT. ADDIE MacCALLUM:** Informally what had happened was
8 we had a number of officers of the commissioned rank take the recommendations and
9 start making localized planning and response and training within Nova Scotia for H-
10 Division.

11 **MR. ROGER BURRILL:** M'hm.

12 **S/SGT. ADDIE MacCALLUM:** And I remember speaking with the
13 inspector of the day, and he would bring out the tabletop in which I utilised three times
14 in my Command in Guysborough and Pictou. And the ERT also came out, and we
15 would do tabletop scenarios with all the employees, including our district assistants.

16 And so we went through day long exercises, and it all came from
17 the response and the recommendations of Moncton, and then once we went off through
18 tabletops, because I had the luxury of having the command of my own unit, I then went
19 and put on scenario-based training with Simunition and actors.

20 **MR. ROGER BURRILL:** Okay, thank you. In terms of this training,
21 would that have been organised at the district level or would it have been organised at
22 the "H" Div level, or would it have been a national type of program that you would have
23 experienced in this regard?

24 **S/SGT. ADDIE MacCALLUM:** So it was two-fold. One, it was
25 Northeast Nova.

26 **MR. ROGER BURRILL:** Yeah.

27 **S/SGT. ADDIE MacCALLUM:** So Northeast Nova would be in that
28 district.

1 **MR. ROGER BURRILL:** Yeah.

2 **S/SGT. ADDIE MacCALLUM:** That was -- that was where the
3 tabletops and the responses ---

4 **MR. ROGER BURRILL:** Yeah.

5 **S/SGT. ADDIE MacCALLUM:** --- mostly came from. But then
6 secondly, on top of that, the fact that we do scenario-based training right afterwards,
7 that was -- you know, that was something that our unit took on itself and just to augment
8 the tabletops.

9 **MR. ROGER BURRILL:** Okay. And would that be something
10 mandated of you as the District Commander, or is that something that you took on?

11 **S/SGT. ADDIE MacCALLUM:** No, it wasn't really mandated per
12 se, but it was a recommendation that, you know, as soon as possible it would be good
13 to get the Inspector, who is a Critical Incident Commander himself, and the ERT team,
14 the presenters there to your unit to get as many people trained as possible.

15 **MR. ROGER BURRILL:** As the District Commander, either in
16 Pictou or Guysborough, what efforts would you make to ensure that your members had
17 adequate training, in particular, with respect to IARD? Is that something that you would
18 have been involved in?

19 **S/SGT. ADDIE MacCALLUM:** Well, partially, yes. So we recertify
20 here through our training branch every two years, usually, instead of three, and so I
21 know that that is happening. And I get the training syllabus, so I -- my job is to make
22 sure that we have our employees trained ---

23 **MR. ROGER BURRILL:** Yeah.

24 **S/SGT. ADDIE MacCALLUM:** --- and they have the ability, you
25 know, they're freed up off the schedule, we have backfills, and they have basically a car
26 and able to travel to the training.

27 **MR. ROGER BURRILL:** Yeah.

28 **S/SGT. ADDIE MacCALLUM:** Localised, though ---

1 **MR. ROGER BURRILL:** Yeah.

2 **S/SGT. ADDIE MacCALLUM:** --- we do a lot of things, such as I
3 just mentioned the tabletop scenarios.

4 **MR. ROGER BURRILL:** Yeah.

5 **S/SGT. ADDIE MacCALLUM:** And one thing that I'm kind of happy
6 that we're doing right now is that I'm in a cooperation with the three municipal chiefs of
7 police in Pictou, and we've -- we've started a three-pronged approach for a coordinated
8 response, just as knowing what each other's capacities are if we ever had to respond to
9 a critical incident. Because we have three municipal police forces, and myself, with the
10 RCMP, we are only minutes away from each other, so we're very -- we're very
11 integrated.

12 **MR. ROGER BURRILL:** So what's your view with the respect to
13 the level of training in Northeast Nova for general duty members? Have you any
14 comment?

15 **S/SGT. ADDIE MacCALLUM:** I do, actually, and I was thinking
16 about this. At the time that I gave my statement to the Commission investigators, I
17 believed we were at, like 90, 95-percent compliance. And just seeing the comfort on the
18 faces of the officers that I have seen, the critical incidents that I have been part of, they
19 know what they're doing. They know -- they may not like the fact they're not getting any
20 commands and they have to sit still for a period of time, because everybody wants to
21 run towards the threat, but I think everybody has a very good understanding of what
22 critical incident is, IARD is, and the roles that are given to you.

23 **MR. ROGER BURRILL:** All right. Let me move on to another level
24 of -- area of training, and that is with respect to some of the communications and
25 methods of learning and distributing information systems, in particular, the CIIDS
26 system and the -- and the CAD system and the MWS. Are you able to say or make any
27 comment for us about whether you ensure members have training in those particular
28 skill areas?

1 **S/SGT. ADDIE MacCALLUM:** Yes. So depending where a new
2 member may come from, they may not have been exposed to PROS. They may work
3 on Versadex or they might work on another records management system. So when
4 they come to Pictou, or anywhere's in "H" Division outside of Halifax District, one of the
5 first thing is what training does this person need, and so we make sure that they get
6 scheduled for end-user course for PROS.

7 CIIDS is talked about somewhat in there, but CIIDS is a little bit
8 different. It's more of a supervisory and a dispatch thing that it morphs into what shows
9 up on the MWS.

10 **MR. ROGER BURRILL:** Right. Tell me about the MWS training.

11 **S/SGT. ADDIE MacCALLUM:** Okay. So the MWS training, which
12 utilises SAMM, that's the software, that's done when the initial PROS training is done.
13 There's usually a day or two that's taken for that. There is also a number of online
14 courses that usually we have to take prior to going to any classroom or -- but we've
15 really kind of moved a lot now to webinar-based training due to the pandemic.

16 **MR. ROGER BURRILL:** Right. Okay, any further you would wish
17 to say about MWS, CIIDS, or CAD training?

18 **S/SGT. ADDIE MacCALLUM:** No.

19 **MR. ROGER BURRILL:** Okay. Tell me, then, about next of kin
20 notifications. Is that something that it would provide or the service would provide for
21 members?

22 **S/SGT. ADDIE MacCALLUM:** And -- I'm sorry, provide for
23 members?

24 **MR. ROGER BURRILL:** Training with respect to next of kin
25 notifications.

26 **S/SGT. ADDIE MacCALLUM:** Oh, training?

27 **MR. ROGER BURRILL:** Yeah.

28 **S/SGT. ADDIE MacCALLUM:** So I can only go back to my dated

1 times in Depot, '96, '97 ---

2 **MR. ROGER BURRILL:** Yeah.

3 **S/SGT. ADDIE MacCALLUM:** --- and we had an entire syllabus ---

4 **MR. ROGER BURRILL:** Yeah.

5 **S/SGT. ADDIE MacCALLUM:** --- about next of kin notification, and
6 we had counsellors, victims services ---

7 **MR. ROGER BURRILL:** Yeah.

8 **S/SGT. ADDIE MacCALLUM:** --- clergy to tell us how to do it, best
9 practices, and then we actually did a number of scenarios where we would do that. It is
10 one of those skills, though, that I know not everybody's comfortable doing, and -- so
11 sometimes when it's next of kin notifications, you sometimes handpick the person who's
12 going to do it.

13 **MR. ROGER BURRILL:** Yeah, yeah. Would there be training in
14 this particular skill at the district level that you could comment on, or is this just
15 something that goes back to your Depot days?

16 **S/SGT. ADDIE MacCALLUM:** Nothing that I'm aware of.

17 **MR. ROGER BURRILL:** Okay. Tell me, then, about, and this is
18 my final question on training in terms of areas of training, crime scene management.
19 Would there be ongoing and continued training with respect to crime scene
20 management?

21 **S/SGT. ADDIE MacCALLUM:** So there's a number of actual
22 classroom weeklong courses on crime scene management. That typically goes to more
23 specialised sections, plainclothes sections, forensic ident, they're the ones usually have
24 that. But if you back up and say, okay, frontline, general duty policing, typically what
25 you have is you have best practices rolled out by forensic ident and they'll roll out these
26 best practices. I know on -- for training online for our Agora, there's a number of
27 courses on crime scene management in different levels.

28 **MR. ROGER BURRILL:** Right. In this situation, there has been

1 concern expressed over the manner in which general duty members dealt with the
2 crime scene management after the mass casualty. And I'm just interested in what level
3 of training or experience general duty members would be given at the district level in
4 terms of how they respond to crime scene management.

5 **S/SGT. ADDIE MacCALLUM:** Well, that's -- so typically,
6 depending on the investigation, this is obviously a major case management situation ---

7 **MR. ROGER BURRILL:** Yeah.

8 **S/SGT. ADDIE MacCALLUM:** --- they would be following the
9 business case -- the business lines of MCU, Major Crime ---

10 **MR. ROGER BURRILL:** Yeah.

11 **S/SGT. ADDIE MacCALLUM:** --- and there should be some
12 instructions to if you were guarding the scene, if you were transporting a prisoner.
13 Whatever role that a frontline police officer may have --

14 **MR. ROGER BURRILL:** Yeah.

15 **S/SGT. ADDIE MacCALLUM:** --- there should be some type of
16 SOPs, standard operation procedures, that should be placed -- handed out to the
17 members.

18 **MR. ROGER BURRILL:** Right. And as a District Commander and
19 as a DANCO, would you ensure that that type of SOPs or those SOPs became known
20 to your general duty members?

21 **S/SGT. ADDIE MacCALLUM:** So they change sometimes. So it's
22 usually with, if you look at the Command triangle of Major Case Management, there
23 would be a File Coordinator, a Team Lead ---

24 **MR. ROGER BURRILL:** Yeah.

25 **S/SGT. ADDIE MacCALLUM:** --- and a Supervisor. One of them,
26 which would be giving -- should be giving one of -- those roles out and those SOPs out.

27 **MR. ROGER BURRILL:** Okay. And I'm going -- just in order to
28 wrap this up a bit, is ask you as your role as a District Commander, would you be

1 ensuring that your members had some training or access to those SOPs in order to
2 guide their behaviour in the future or as they act?

3 **S/SGT. ADDIE MacCALLUM:** So the best I can explain to you is
4 this, whenever one of my members have been asked to assist in a major case or
5 another unit or another police force, what I first -- whoever was making the request I'd
6 say, "Whatever documentation or whatever instructions you have for my member, can
7 you please make sure they have it and they understand it before they do the role?"

8 **MR. ROGER BURRILL:** Okay. Okay. All right. Let's move on,
9 then, if we can, to the sort of issue at hand, that is, April 18th and 19th. I want to ask
10 you about your role, initially, because I understand that you -- you actually were at
11 home. Is that right?

12 **S/SGT. ADDIE MacCALLUM:** That's right. And Mr. Burrill, if ---

13 **MR. ROGER BURRILL:** Yes?

14 **S/SGT. ADDIE MacCALLUM:** --- if you don't mind ---

15 **MR. ROGER BURRILL:** No.

16 **S/SGT. ADDIE MacCALLUM:** --- I just -- and if the Commissioners
17 don't mind, I was just wondering if I could take a moment to address the families?

18 **MR. ROGER BURRILL:** Of course.

19 **S/SGT. ADDIE MacCALLUM:** I know it's been over two years
20 since the events took place.

21 And I can tell you I know that it's never left my mind, those days,
22 and how difficult it must be for family who lost people. I can just tell you that myself and
23 my family, everyone is in our thoughts. And I hope whatever I can add to these
24 proceedings today will give even the smallest iota of comfort. Thank you.

25 **MR. ROGER BURRILL:** Do you need a minute or are you okay?

26 **S/SGT. ADDIE MacCALLUM:** No, I'm good.

27 **MR. ROGER BURRILL:** All right. Let's go to April 18th. I
28 understand that, and I could isolate it in the Foundational Document, but around 10:38,

1 you were at home, you received a telephone call from someone? Is that right?

2 **S/SGT. ADDIE MacCALLUM:** That's right. Yes.

3 **MR. ROGER BURRILL:** Who was that? Be careful in your answer
4 here. Who was that?

5 **S/SGT. ADDIE MacCALLUM:** That was the dispatcher and
6 supervisor at OCC that night, Jennifer MacCallum.

7 **MR. ROGER BURRILL:** Okay. And why would you be called in
8 that instance? Do you have any insight in that?

9 **S/SGT. ADDIE MacCALLUM:** So as I got the information from
10 Jennifer, I realized this was obviously a critical incident ---

11 **MR. ROGER BURRILL:** M'hm.

12 **S/SGT. ADDIE MacCALLUM:** --- unfolding. Major Case
13 Management. And whenever these matters start, it's usually very good to notify people
14 up through the chain of command in order to make sure the right people are aware, the
15 right resources are moving, and in my particular case, because I support six districts,
16 and one of them at the time was Colchester. I knew from experience that I would be
17 able to assist in some fashion and find out, you know, basically what else I could do to
18 make sure that this came to a successful conclusion.

19 **MR. ROGER BURRILL:** Right. So we've learned through these
20 proceedings that the critical incident package became engaged relatively quickly. Was
21 that your understanding as well?

22 **S/SGT. ADDIE MacCALLUM:** Yes.

23 **MR. ROGER BURRILL:** But you're not a member of the Critical
24 Incident Package?

25 **S/SGT. ADDIE MacCALLUM:** No.

26 **MR. ROGER BURRILL:** And that's what I'm trying to get at. Why
27 is it that the DANCO would be involved when the Critical Incident Package and all of the
28 support systems associated there with would feel that it was necessary to become

1 engaged? Can you give us some insight in that regard?

2 **S/SGT. ADDIE MacCALLUM:** I can.

3 **MR. ROGER BURRILL:** Thank you.

4 **S/SGT. ADDIE MacCALLUM:** So if one looks at the Critical
5 Incident Triangle, and it has legs off it, and one of the legs that come off it talks about
6 district or detachment resources.

7 **MR. ROGER BURRILL:** M'hm.

8 **S/SGT. ADDIE MacCALLUM:** And that's where usually the unit
9 commander, so in this case, S/Sgt Al Carroll would come out underneath that leg.

10 **MR. ROGER BURRILL:** M'hm.

11 **S/SGT. ADDIE MacCALLUM:** If one of the units that I'm
12 supporting is in -- dealing with a major incident such as this, it's incumbent on me to go
13 and provide as much support as necessary.

14 **MR. ROGER BURRILL:** Okay. Now, incumbent upon you to go
15 and provide support. What kind of support would the DANCO provide at that time?
16 Would there be a described or a prescribed area of service that you would provide?

17 **S/SGT. ADDIE MacCALLUM:** So depending on who is there at
18 the district level, the unit level, ---

19 **MR. ROGER BURRILL:** M'hm.

20 **S/SGT. ADDIE MacCALLUM:** --- it may be incumbent on me to
21 actually start providing operational guidance to the members. I might have to fill in and
22 take certain roles, depending on the comfort level ---

23 **MR. ROGER BURRILL:** Yeah.

24 **S/SGT. ADDIE MacCALLUM:** --- and the knowledge level.

25 **MR. ROGER BURRILL:** Yeah.

26 **S/SGT. ADDIE MacCALLUM:** But the main thing that I'm there for
27 is that -- I don't want to call it quality assurance. That's the wrong terminology.

28 **MR. ROGER BURRILL:** M'hm.

1 **S/SGT. ADDIE MacCALLUM:** But if things are happening, one of
2 my roles would be, all right, I'm going to go through and I'm going to check the boxes,
3 all these are taking place. Two heads are better than one, as far as I'm concerned, in a
4 situation like that, because there's a lot of doing and sometimes you have to take a little
5 bit of a step back and have a look at that.

6 **MR. ROGER BURRILL:** M'hm.

7 **S/SGT. ADDIE MacCALLUM:** So once again, there's not really a
8 prescribed, but once I got there, I did realize that there was a number of major tasks ---

9 **MR. ROGER BURRILL:** Okay.

10 **S/SGT. ADDIE MacCALLUM:** --- that needed attention. And so I
11 took it upon myself to start them.

12 **MR. ROGER BURRILL:** Okay. So you get the call at 10:38 and
13 you went into the detachment?

14 **S/SGT. ADDIE MacCALLUM:** I did.

15 **MR. ROGER BURRILL:** Okay. Was that -- is that the normal
16 detachment you worked out of?

17 **S/SGT. ADDIE MacCALLUM:** No. So my normal detachment is in
18 Pictou County, is Stellarton.

19 **MR. ROGER BURRILL:** Right.

20 **S/SGT. ADDIE MacCALLUM:** However, because in the role of the
21 DANCO, I guess I really don't have a home, per say, and I was on the road a lot.

22 **MR. ROGER BURRILL:** M'hm.

23 **S/SGT. ADDIE MacCALLUM:** But Colchester, Bible Hill
24 Detachment, I was very familiar with working there almost 10 years and ---

25 **MR. ROGER BURRILL:** Yeah.

26 **S/SGT. ADDIE MacCALLUM:** --- it was very close to my home.

27 **MR. ROGER BURRILL:** Okay. So when you attended there, I
28 understand that S/Sgt Carroll was also there?

1 **S/SGT. ADDIE MacCALLUM:** That's right.

2 **MR. ROGER BURRILL:** I think we heard evidence from S/Sgt
3 Carroll, if I'm not mistaken, that he actually let you in the back door? Is that right?

4 **S/SGT. ADDIE MacCALLUM:** Yes.

5 **MR. ROGER BURRILL:** Okay. And when you get to the
6 detachment, what is it that your purpose is at that point?

7 **S/SGT. ADDIE MacCALLUM:** So the first thing I was trying to
8 establish was what was the full scope of what was going on, the resources that were
9 being utilized, what else we might need as resources, ---

10 **MR. ROGER BURRILL:** M'hm.

11 **S/SGT. ADDIE MacCALLUM:** --- and so that was also so that I
12 would be able to provide a situational awareness up the chain ---

13 **MR. ROGER BURRILL:** Yeah.

14 **S/SGT. ADDIE MacCALLUM:** --- to the ops officer and the district
15 policing officer, because within their realm, typically they're the ones that make the calls
16 for CIC, air support, and to get all the other approvals needed to get a lot of resources
17 moving.

18 **MR. ROGER BURRILL:** All right. So I wanted to ask you
19 specifically about a comment at paragraph 106 of the Foundational Document. And the
20 Registrar will bring that up so we can have a look at it.

21 **S/SGT. ADDIE MacCALLUM:** M'hm.

22 **MR. ROGER BURRILL:** In particular, paragraph 106 says:

23 "According to the member report of S/Sgt. Halliday, he
24 called S/Sgt. MacCallum at 10:46 [...] on April 18[th],
25 2020. S/Sgt. Halliday's report states..."

26 And this is what I'm interested in:

27 "...Called S/Sgt. Addie MacCallum and advised him of
28 the situation. He advised he was just made aware

1 himself. I asked him to head in to Bible Hill and see if he
2 could establish the location of all of our cars in Bible Hill
3 to..."

4 And this is the comment that strikes me as interesting:

5 "...to rule out the credibility of the info that a PC could be
6 involved and to meet me at Bible Hill."

7 That strikes me as an unusual expression:

8 "...to rule out the credibility of [...] info that a PC could be
9 involved..."

10 Do you have any comment on that?

11 **S/SGT. ADDIE MacCALLUM:** I do.

12 **MR. ROGER BURRILL:** Thank you.

13 **S/SGT. ADDIE MacCALLUM:** So in the initial conversation that I
14 had with Jennifer, some of the information was that a police car was involved.

15 **MR. ROGER BURRILL:** M'hm.

16 **S/SGT. ADDIE MacCALLUM:** And through my conversations in
17 the next half an hour while I was getting ready to go to the detachment, one of them
18 was talking with S/Sgt Halliday. Actually, it was pretty much when I was heading out the
19 door. And he had told me that information had arisen that possibly a marked police
20 officer -- a marked police vehicle ---

21 **MR. ROGER BURRILL:** M'hm.

22 **S/SGT. ADDIE MacCALLUM:** --- and a name of one of our regular
23 members had surfaced. And he wanted that ruled out as that it wasn't involved.

24 **MR. ROGER BURRILL:** M'hm.

25 **S/SGT. ADDIE MacCALLUM:** So yeah.

26 **MR. ROGER BURRILL:** Okay. I mean, I'm -- it's interesting to me,
27 he wanted it ruled out, as opposed to confirmed. Did it make any difference to you in
28 your mind in terms of what was going on at that point?

1 **S/SGT. ADDIE MacCALLUM:** So in one aspect, yes. You want to
2 rule out that it is a police officer, ---

3 **MR. ROGER BURRILL:** Yeah.

4 **S/SGT. ADDIE MacCALLUM:** --- and -- because the police officer
5 would have obviously certain training, certain knowledge, certain equipment, ---

6 **MR. ROGER BURRILL:** Yeah.

7 **S/SGT. ADDIE MacCALLUM:** --- and, you know, heaven forbid
8 that ever happened, they would be able to perhaps keep a step up, they might have
9 portable radio, they might have MWS capability, ---

10 **MR. ROGER BURRILL:** Yeah.

11 **S/SGT. ADDIE MacCALLUM:** --- they may have weapons, hard
12 body armour, and certain training.

13 **MR. ROGER BURRILL:** M'hm.

14 **S/SGT. ADDIE MacCALLUM:** That would -- in my mind, that
15 would be a very difficult situation to deal with.

16 **MR. ROGER BURRILL:** Right. And I guess, finalizing this area of
17 questioning, it seems like the manner in which the question was asked about, to rule out
18 the credibility that a PC could be involved almost seems like presumptively, S/Sgt
19 Halliday was thinking this couldn't be and he wanted you to confirm that it couldn't be.
20 Any remarks that you would have in that regard?

21 **S/SGT. ADDIE MacCALLUM:** So I don't remember the
22 conversation being like that. The conversation that I had, and basically it was-- there's
23 two points in there, to find out to make sure all the Colchester cars ---

24 **MR. ROGER BURRILL:** Yeah.

25 **S/SGT. ADDIE MacCALLUM:** --- and all the Cumberland cars
26 were accounted for.

27 **MR. ROGER BURRILL:** Okay.

28 **S/SGT. ADDIE MacCALLUM:** So in my mind, it was the fact that

1 we want to make sure that our equipment, our assets, were where they're supposed to
2 be, and it wasn't a police officer that had gone rogue.

3 **MR. ROGER BURRILL:** Okay. All right. I understand. Thank
4 you. I'm interested in when you got to the Bible Hill Detachment, we know that S/Sgt
5 Carroll was there. Anyone else there?

6 **S/SGT. ADDIE MacCALLUM:** No.

7 **MR. ROGER BURRILL:** Any administrative staff or assistants in
8 that regard?

9 **S/SGT. ADDIE MacCALLUM:** No.

10 **MR. ROGER BURRILL:** Okay. And there was some
11 communication with S/Sgt Halliday, obviously. We've just reviewed it here, paragraph
12 106. Was that over the phone with S/Sgt Halliday?

13 **S/SGT. ADDIE MacCALLUM:** Yes.

14 **MR. ROGER BURRILL:** Okay. I need to get a better sense in my
15 mind of what the structure of command is at that early point between you, Halliday, and
16 Carroll. Are you able to comment on that?

17 **S/SGT. ADDIE MacCALLUM:** Sure.

18 **MR. ROGER BURRILL:** Yeah, thank you.

19 **S/SGT. ADDIE MacCALLUM:** So within Northeast Nova, there's a
20 structure, a rank structure. And so Steve Halliday, Staff Sergeant, is normally the
21 DANCO. There was a vacancy in the inspector's role, which is a commissioned officer.
22 S/Sgt Halliday was filling that role for some time.

23 **MR. ROGER BURRILL:** Yeah.

24 **S/SGT. ADDIE MacCALLUM:** And with him moving up, they
25 wanted somebody to, obviously, take the DANCO role, and I would -- it was requested
26 of me, and I accepted. So as in a hierarchy, Steve Halliday was in the position of an
27 inspector. I was in the position of a staff sergeant, so I was reporting up to him. And
28 Staff Carroll, also being a staff sergeant, he was reporting up to Steve.

1 **MR. ROGER BURRILL:** Okay.

2 **S/SGT. ADDIE MacCALLUM:** Myself though, I said I'm there to
3 support. I'm not there to give orders to a district commander of the same rank that I am.
4 Things would have to be going astray.

5 **MR. ROGER BURRILL:** Okay. But from what you've just
6 described to me, I'm getting the sense that Staff Halliday was the person in charge at
7 that stage with respect to your command or your line officer; would that be right?

8 **S/SGT. ADDIE MacCALLUM:** Yes.

9 **MR. ROGER BURRILL:** Okay. So when you arrive there, are you
10 able to comment on Sergeant -- Staff Sergeant Carroll's activities? What was he
11 engaged in at that point?

12 **S/SGT. ADDIE MacCALLUM:** So he came in, let me in. As we're
13 walking back, I basically asked him the five Ws, you know.

14 **MR. ROGER BURRILL:** Yeah.

15 **S/SGT. ADDIE MacCALLUM:** What's happening? Who's
16 involved? Where is it? And he was able to provide me certain updates on that. We
17 went into his office, and he was looking at, I believe, it was PROS on his computer, and
18 he was also on radio. I think it was a portable radio.

19 **MR. ROGER BURRILL:** Yeah.

20 **S/SGT. ADDIE MacCALLUM:** And he was giving certain
21 commands and directions to members that were just reaching the scene.

22 **MR. ROGER BURRILL:** M'hm.

23 **S/SGT. ADDIE MacCALLUM:** And it was mostly to do with
24 containment.

25 **MR. ROGER BURRILL:** Okay.

26 **S/SGT. ADDIE MacCALLUM:** I believe he was also on the cell
27 phone, trying to bring in more resources ---

28 **MR. ROGER BURRILL:** Right.

1 **S/SGT. ADDIE MacCALLUM:** --- local resources to fill certain ---

2 **MR. ROGER BURRILL:** So that containment issue is -- it's interest
3 to me at this point. Was that the appropriate role for Staff Sergeant Carroll at that point
4 from the detachment, or ---

5 **S/SGT. ADDIE MacCALLUM:** So I -- in my opinion, it was, and the
6 reason why it was is that the person that normally would handle a containment would be
7 somebody that has a really good situational awareness.

8 **MR. ROGER BURRILL:** M'hm.

9 **S/SGT. ADDIE MacCALLUM:** And that's typically the risk
10 manager. The risk manager, Staff Rehill in this position, was -- had taken on the ad hoc
11 command role for the contact team and the inner perimeter and how to deal with the
12 threat.

13 **MR. ROGER BURRILL:** M'hm.

14 **S/SGT. ADDIE MacCALLUM:** So, you know, until other people got
15 there, if there had of been a whole bunch of people available, I'm sure AI would have
16 tasked that down and said, "Okay, I need you to help with containment, do this, this, this
17 and this." But AI was doing that when I got there, and because, to be honest, there
18 really wasn't another person to do that up to that point.

19 **MR. ROGER BURRILL:** Okay. So did you have any difficulty with
20 his role in terms of containment at that point, Staff Sergeant MacCallum?

21 **S/SGT. ADDIE MacCALLUM:** No.

22 **MR. ROGER BURRILL:** Okay. Sergeant O'Brien, you know him?

23 **S/SGT. ADDIE MacCALLUM:** I do.

24 **MR. ROGER BURRILL:** Yeah. Any idea of his involvement at this
25 point?

26 **S/SGT. ADDIE MacCALLUM:** So at that point, no, I had no
27 knowledge of him.

28 **MR. ROGER BURRILL:** Okay. All right. So your role then was to

1 do what at that point, given the fact that Carroll was involved in containment, what were
2 you doing?

3 **S/SGT. ADDIE MacCALLUM:** So when I look at critical incident,
4 and as I said before, and find a way to support it, I was going through all the information
5 I'd just been provided, whether it be on the radio or with -- from Staff Carroll ---

6 **MR. ROGER BURRILL:** M'hm.

7 **S/SGT. ADDIE MacCALLUM:** --- or Staff Halliday, and I was going
8 through a critical incident check sheet to make sure all the things that we need to do in
9 an initial response were being done. And when I got to certain ones, I might have
10 questions, and then I'd go back to Al, or once I called Staff Rehill, and once I called
11 Jennifer, and to get an update on that particular thing.

12 **MR. ROGER BURRILL:** Did you get assigned anything at this
13 point then, Staff Sergeant?

14 **S/SGT. ADDIE MacCALLUM:** Well, after checking on the cars,
15 which I was ---

16 **MR. ROGER BURRILL:** Yeah.

17 **S/SGT. ADDIE MacCALLUM:** --- almost immediately upon I wrote
18 there, I inquired on that, and I was told that both Cumberland and Colchester cars were
19 all accounted for.

20 **MR. ROGER BURRILL:** Yeah.

21 **S/SGT. ADDIE MacCALLUM:** I was assigned -- I think Staff
22 Halliday called me back and asked me about -- I think the first thing he asked me about
23 was to liaise with one of the other police forces. I think it was Halifax.

24 **MR. ROGER BURRILL:** Okay.

25 **S/SGT. ADDIE MacCALLUM:** Because some information had
26 come out. We'd knew who the perpetrator was ---

27 **MR. ROGER BURRILL:** M'hm.

28 **S/SGT. ADDIE MacCALLUM:** --- and that's where he was from, so

1 I believe that's the first thing I was actually tasked with.

2 **MR. ROGER BURRILL:** Okay. Before we get to that task, I want
3 to just draw your attention to paragraph 132 in the document, and this -- 132 will talk
4 about Constable Beselt, who you will know was the team leader on the contact team.
5 And Constable Beselt was inquiring about any way to warn residents in the area to
6 shelter in place, and you'll see the brief description from the transmission there, and
7 Rehill's response saying they're using a 9-1-1 map to call as many as they can. Did you
8 have any knowledge of this process of contacting residents in Portapique to provide
9 them information with respect to the active shooter event?

10 **S/SGT. ADDIE MacCALLUM:** So the only part that I knew about is
11 I knew that calls were being made to residents, only as we know their information was
12 being ably brought up.

13 **MR. ROGER BURRILL:** Yeah.

14 **S/SGT. ADDIE MacCALLUM:** And I believe that was through
15 PROS, through the OCC.

16 **MR. ROGER BURRILL:** Yeah.

17 **S/SGT. ADDIE MacCALLUM:** That was -- I knew that was
18 ongoing because I heard it dispatched ---

19 **MR. ROGER BURRILL:** Yeah.

20 **S/SGT. ADDIE MacCALLUM:** --- on the radio.

21 **MR. ROGER BURRILL:** Yeah.

22 **S/SGT. ADDIE MacCALLUM:** So that was what I -- that was my
23 awareness of that.

24 **MR. ROGER BURRILL:** Okay. I guess my question is that if we're
25 -- we have a contact team member asking about an emergency and notification system,
26 did you put your mind at all to that and how we might communicate with the public from
27 this point with respect to the active shooter or the dangerous situation going on there?

28 **S/SGT. ADDIE MacCALLUM:** So at that time ---

1 **MR. ROGER BURRILL:** Yeah.

2 **S/SGT. ADDIE MacCALLUM:** --- our tried-and-true method was
3 actually to reach out and call ---

4 **MR. ROGER BURRILL:** M'hm.

5 **S/SGT. ADDIE MacCALLUM:** --- people. I know I've done it
6 myself and had it done in countless situations to let people know to shelter in place.

7 **MR. ROGER BURRILL:** Yeah.

8 **S/SGT. ADDIE MacCALLUM:** And I knew that was ongoing, so
9 that's what I thought was the response that was being done at that time. So that ---

10 **MR. ROGER BURRILL:** Okay.

11 **S/SGT. ADDIE MacCALLUM:** --- I felt that was being taken care
12 of.

13 **MR. ROGER BURRILL:** Right. Any thought to anything broader
14 than the call back system?

15 **S/SGT. ADDIE MacCALLUM:** At that time, no.

16 **MR. ROGER BURRILL:** Okay. Thank you. Then let me ask you
17 about whether you had any involvement in efforts made to obtain a comfort centre, or
18 something of that nature. Have you any comment on that?

19 **S/SGT. ADDIE MacCALLUM:** Yes. For a comfort centre, well, it
20 was two-fold. One is we -- and initially we're trying to make an evacuation centre.

21 **MR. ROGER BURRILL:** Yeah.

22 **S/SGT. ADDIE MacCALLUM:** So when people were leaving within
23 the first few hours ---

24 **MR. ROGER BURRILL:** Right.

25 **S/SGT. ADDIE MacCALLUM:** --- or being sent out, we wanted a
26 rally point for them to go where they could get information and feel secure, and that was
27 the Great Village Fire Hall.

28 **MR. ROGER BURRILL:** M'hm.

1 **S/SGT. ADDIE MacCALLUM:** So I was speaking with Sergeant
2 Lilly and Sergeant Pennoyer, I believe it was, and I -- when I spoke with them briefly, it
3 was could you please make sure that the evacuation centre is up and running and that
4 you canvass the people who came there, see where they're going, get their information,
5 if there's any potential witnesses, to make sure we have that information, so we could
6 provide to the Major Crime team.

7 **MR. ROGER BURRILL:** Okay. So you're taking on a number of
8 tasks here, Staff Sergeant. This is all at the detachment?

9 **S/SGT. ADDIE MacCALLUM:** Yes.

10 **MR. ROGER BURRILL:** Okay. What about command post
11 discernment or command post location, any comment on that? Did you have a role in
12 that?

13 **S/SGT. ADDIE MacCALLUM:** I did. I knew that we were going to
14 need a command post.

15 **MR. ROGER BURRILL:** Yeah.

16 **S/SGT. ADDIE MacCALLUM:** We had a command post
17 temporarily at the Bible Hill Detachment. But a command post usually needs to be in
18 close proximity to the event for a number of reasons. So we needed to get one. And
19 typically, we look at things such as firehalls, ground search and rescue bases, we try to
20 stay away from schools, but we've used a lot of different community halls. So I made a
21 phone call to -- I can't think of the name. Anyway, I called the fire dispatch, which is in
22 Kentville, and I can't remember their name right at the moment ---

23 **MR. ROGER BURRILL:** M'hm.

24 **S/SGT. ADDIE MacCALLUM:** --- and I asked to speak with the fire
25 chief for Bass River.

26 **MR. ROGER BURRILL:** Right.

27 **S/SGT. ADDIE MacCALLUM:** When we -- when Sergeant Carroll
28 and I looked on the map, Bass River Fire Hall looked to be a good choice.

1 **MR. ROGER BURRILL:** Yeah.

2 **S/SGT. ADDIE MacCALLUM:** And I spoke with the chief, asked
3 about the use of the fire hall for a command post, and I believe that was Fire Chief
4 surname of Grue.

5 **MR. ROGER BURRILL:** M'hm.

6 **S/SGT. ADDIE MacCALLUM:** He said, "Absolutely, no problem."
7 And during that time when I was speaking with him, I actually found out that they were
8 very close to the scene. He had the entire -- his volunteer department was only a
9 kilometre from the end of Portapique Beach Road, so I had them move back to the fire
10 hall. And I also found out what they had for equipment. They also had some FLIR
11 capabilities.

12 **MR. ROGER BURRILL:** Right.

13 **S/SGT. ADDIE MacCALLUM:** And I said, "You know, if you could
14 please have that ready, because we may need that until the ERT teams arrive with their
15 night vision and FLIR capabilities."

16 **MR. ROGER BURRILL:** Yeah, and I was going to ask you a little
17 bit more on follow up, but I get a sense that you were very busy at that point in terms of
18 the chores that -- your tasks that you were undertaking?

19 **S/SGT. ADDIE MacCALLUM:** Yes.

20 **MR. ROGER BURRILL:** I am curious about the FLIR issue though.
21 That is, we would have the RCMP Staff Sergeant Danco calling a volunteer fire
22 department in Bass River and requesting access to FLIR capability. That doesn't seem
23 entirely right to me, and I wonder if you could give me some insight into why ---

24 **S/SGT. ADDIE MacCALLUM:** Sure.

25 **MR. ROGER BURRILL:** --- why I might have that feeling. I would
26 think that the RCMP should be well equipped for a critical incident and not rely on a
27 volunteer fire department in a rural western Colchester County. Am I wrong that way?

28 **S/SGT. ADDIE MacCALLUM:** So my conversation was an organic

1 one. You know, the first thing I was talking about a command post. That was the initial
2 reason why I called.

3 And then where -- like he said, the fire hall was empty and it's like,
4 well, where -- "Where are you?". And then he told me where he was at.

5 And so that became, okay, you guys need to get out of there. You
6 need to go for your safety. And I don't know if he brought it up or I brought it up, but on
7 the FLIR I found that they had three to four, that they had them there, and I wasn't 100
8 percent sure what capacities were around the outer perimeter and that the contact team
9 had.

10 I didn't believe that they had FLIR at that time, but -- because I
11 didn't hear it being utilized, so that's why I asked if they could have it ready.

12 **MR. ROGER BURRILL:** Any follow-up on that as far as you know,
13 Staff Sergeant?

14 **S/SGT. ADDIE MacCALLUM:** As in to utilize their FLIR?

15 **MR. ROGER BURRILL:** Yeah.

16 **S/SGT. ADDIE MacCALLUM:** So their FLIR weren't utilized and
17 there was two reasons.

18 One, the ERT team, the very first IA response, they were there very
19 shortly after I spoke with Chief Grue.

20 **MR. ROGER BURRILL:** All right.

21 Very good. Let's talk, then, about containment efforts.

22 At paragraph 157 of the Foundational Document, these are notes
23 from Staff Sergeant Halliday again. He indicates that he met with Carroll and
24 MacCallum at the detachment, and the final line in his report is:

25 "I asked them to see if they could pull maps of the area so we could
26 assess our response, our resources and our containment."

27 Does that ring a bell with you?

28 **S/SGT. ADDIE MacCALLUM:** It does.

1 **MR. ROGER BURRILL:** Yeah, okay.

2 You got a direction in that regard for mapping?

3 **S/SGT. ADDIE MacCALLUM:** So I got a direction, but I had
4 already started that.

5 **MR. ROGER BURRILL:** All right. And we'll get to that in a minute.
6 But I want to make sure I clearly understand this.

7 When Staff Sergeant Carroll was involved on the radio with respect
8 to containment efforts initially when you first attended ---

9 **S/SGT. ADDIE MacCALLUM:** Yes.

10 **MR. ROGER BURRILL:** --- are you able to comment about
11 whether he had access to mapping at that point?

12 **S/SGT. ADDIE MacCALLUM:** The mapping that I saw Staff Carroll
13 utilizing was a paper one.

14 **MR. ROGER BURRILL:** Yeah.

15 **S/SGT. ADDIE MacCALLUM:** And so he had a paper map.

16 When he had PROS up, I didn't see that he had -- didn't see if he
17 had CIIDS up and mapping. I didn't notice a map on his computer monitors, but the
18 map that he had presented to me was one that was a photocopy of a -- I think it was a
19 road atlas.

20 **MR. ROGER BURRILL:** All right. Well, let's get to that in a minute
21 because I understand that you experienced some difficulties accessing the technology
22 and the mapping at the detachment. Is that right?

23 **S/SGT. ADDIE MacCALLUM:** Yes.

24 **MR. ROGER BURRILL:** Okay. So for purposes of the
25 Foundational Document, paragraph 206 basically talks about an inability -- and this is
26 coming from you, according to your notes, and they're on later -- there was an inability
27 for you to access CIIDS.

28 Does that sound right to you?

1 **S/SGT. ADDIE MacCALLUM:** It sounds right, yes.

2 **MR. ROGER BURRILL:** Okay. Tell us about that, please.

3 **S/SGT. ADDIE MacCALLUM:** So any member of the RCMP
4 should be able to go and take their security credentials and log onto a general duty
5 workstation, as in a computer.

6 **MR. ROGER BURRILL:** Yeah.

7 **S/SGT. ADDIE MacCALLUM:** And that computer usually contains
8 a certain standardized suite of software.

9 When I got to Bible Hill, I was once again very familiar with the
10 layout. The bullpen was empty. There was like 14 computers there.

11 I know typically that the detachment assistant's ones are locked
12 down because they do other tasks, but I knew all the general duty computers, they're all
13 the same, so I started logging on to the computers, one after another after another. And
14 none had CIIDS.

15 There was no software. I was going through the dropdown where
16 all the programs were. I thought maybe just the icon was missing. There was none.

17 I was through, I think, six or seven computers. And while I was
18 doing that, I was also looking for other mapping because I know CIIDS will show me a
19 two-dimensional map of where the police cars are based on GPS. But that's not --
20 that's not lay of the land, so I was looking for -- you know, the standby is Google Earth,
21 so I went to Google Earth.

22 **MR. ROGER BURRILL:** Before you get to Google Earth, though,
23 the document at paragraph 206, the final line says:

24 "...after approximately half an hour, he was able to get entry to the
25 CIIDS system and review the containment information..."

26 It looks like there was a half hour delay there, Staff Sergeant. Am I
27 right there?

28 **S/SGT. ADDIE MacCALLUM:** It was closer to 25 minutes, but yes.

1 **MR. ROGER BURRILL:** Okay, 25 minutes.

2 **S/SGT. ADDIE MacCALLUM:** Yeah.

3 **MR. ROGER BURRILL:** Still a significant time at that front end,
4 you would agree.

5 **S/SGT. ADDIE MacCALLUM:** It was very frustrating, yeah.

6 **MR. ROGER BURRILL:** Tell me about the frustration you had and
7 can you give us any insight into why Staff Sergeant, DANCO in this case, could not
8 access those mapping facilities?

9 **S/SGT. ADDIE MacCALLUM:** I can't really explain it except for I
10 finally found a computer in a side office that had one.

11 **MR. ROGER BURRILL:** Yeah.

12 **S/SGT. ADDIE MacCALLUM:** I guess maybe if I had started there,
13 I would have been fortunate enough to get CIIDS up and running instantly. I was going
14 through also looking for pictometry as well. I know that's be another topic.

15 But I -- on the computers that I was going through, I found them
16 very limited in what I was looking for.

17 **MR. ROGER BURRILL:** Okay. Do you have or did you obtain any
18 insight thereafter as to why that was the case or just that's what happened?

19 **S/SGT. ADDIE MacCALLUM:** I never really got a formal
20 explanation. My digging basically found out that, you know, there's only so many CIIDS
21 workstations and each one of them are numbered. And I think for just a logistics
22 purpose, perhaps, or I don't know if it's an infrastructure, but it seems to be that only
23 perhaps a supervisor's computer or analysts' computers or district assistants'
24 computers have CIIDS on them outside of the OCC.

25 **MR. ROGER BURRILL:** Right. Okay.

26 All right. After that 25-minute frustration that you've described, you
27 then accessed the CIIDS mapping?

28 **S/SGT. ADDIE MacCALLUM:** I did.

1 **MR. ROGER BURRILL:** Two-dimensional?

2 **S/SGT. ADDIE MacCALLUM:** Yes.

3 **MR. ROGER BURRILL:** Was that suitable to you in terms of your
4 role at this stage to assist in containment?

5 **S/SGT. ADDIE MacCALLUM:** Partially. It showed where police
6 cars were, so where the police cars were, I would assume that police officers would be
7 nearby or at least geographically, you know, in that area.

8 **MR. ROGER BURRILL:** Yeah.

9 **S/SGT. ADDIE MacCALLUM:** So that was -- that was good. I was
10 able to see where cars were situated for containment. So that part of it was good.

11 The other aspect was, well, what do we need for containment
12 because what is the environment, what is the terrain.

13 And you know, I knew pictometry was an excellent tool. I'd utilized
14 it in the past on several major projects. And I went looking for it. It hadn't been on any
15 of the computers that I had seen previously.

16 And when I did try to go and even bring it up through Explorer, our
17 browser, it wouldn't let me through to it. It was either blocked by our firewall -- we get a
18 message saying that the -- you know, your gateway's unaccessible.

19 **MR. ROGER BURRILL:** This may be implied in your comments,
20 but was pictometry something you were familiar with in terms of your experience?

21 **S/SGT. ADDIE MacCALLUM:** Yes.

22 **MR. ROGER BURRILL:** Yeah. And was this a second source of
23 frustration to Staff Sergeant MacCallum with respect to mapping?

24 **S/SGT. ADDIE MacCALLUM:** Yes.

25 **MR. ROGER BURRILL:** Okay. And did you ever, at the Bible Hill
26 detachment, access the pictometry program?

27 **S/SGT. ADDIE MacCALLUM:** No, I asked if -- sometimes it'll be
28 on a dedicated computer. I even had my passwords from Pictou that if I could find a

1 computer to -- that I could get the software, I could punch in even my passwords. But
2 no, I wasn't able to find out where it was.

3 **MR. ROGER BURRILL:** Did you get any assistance from Staff
4 Sergeant Carroll in terms of his ability to access the pictometry program at his
5 detachment, Bible Hill?

6 **S/SGT. ADDIE MacCALLUM:** I just asked if he knew where it was.
7 I couldn't find it, and he -- he didn't know where I could find it, either.

8 **MR. ROGER BURRILL:** Okay. And then you mentioned, and I cut
9 you off, something about Google Earth. You attempted to locate that.

10 Was that an alternative to the pictometry efforts you made?

11 **S/SGT. ADDIE MacCALLUM:** Yes. And to be honest, I probably
12 would have looked at both anyway just to get a fulsome picture.

13 **MR. ROGER BURRILL:** All right. And I'm looking at paragraph
14 159 just for purposes of context, but this is a document -- sorry, a quote with your
15 interview and it talks mid-paragraph about "So, I start trying to go and find pictometry",
16 and so on, but it talks about:

17 "...I get Google Earth fired up. It's okay, but it's not very good."

18 Yeah. You have some comments on that?

19 **S/SGT. ADDIE MacCALLUM:** For the type of detail and accuracy
20 that I was looking for, it's great to get you from point A to B, you know. It's not what you
21 need for a major situation when you're trying to finetune containment and close access
22 routes.

23 I know that right off the bat -- and I kept shutting it off, and turning it
24 on, and changing all the filters, but there was roads put over top of houses that went
25 right to another road. And I know that that didn't exist, and things were ---

26 **MR. ROGER BURRILL:** Yeah.

27 **S/SGT. ADDIE MacCALLUM:** --- connected where they weren't.

28 **MR. ROGER BURRILL:** Yeah.

1 **S/SGT. ADDIE MacCALLUM:** And the resolution was -- as soon
2 as I tried to bring up the resolution, it distorted. And I could -- at the bottom, I believe, I
3 even had the -- I think it might have even said 2016 ---

4 **MR. ROGER BURRILL:** Yeah.

5 **S/SGT. ADDIE MacCALLUM:** --- image taken sort of thing. So I
6 knew it was dated as well.

7 **MR. ROGER BURRILL:** Yeah, so it sounds to me, at least with
8 respect to the technology, that this is not a very satisfactory experience once you're
9 tasked to do containment.

10 **S/SGT. ADDIE MacCALLUM:** That's right.

11 **MR. ROGER BURRILL:** Yeah, okay. So you must have moved to
12 some alternatives if the technology doesn't work, what did you do?

13 **S/SGT. ADDIE MacCALLUM:** So, basically, I found two maps.
14 Staff Carroll and I took a topographical map off the wall. It had been there since I had
15 been stationed there.

16 **MR. ROGER BURRILL:** How long had you been stationed there,
17 or when ---

18 **S/SGT. ADDIE MacCALLUM:** Oh ---

19 **MR. ROGER BURRILL:** --- were you stationed there?

20 **S/SGT. ADDIE MacCALLUM:** --- I was there from 2006 to 2015.

21 **MR. ROGER BURRILL:** So it goes back to 2006?

22 **S/SGT. ADDIE MacCALLUM:** Newer than that. I believe it was
23 closer to ---

24 **MR. ROGER BURRILL:** Oh, okay.

25 **S/SGT. ADDIE MacCALLUM:** --- the 2015.

26 **MR. ROGER BURRILL:** Okay. Fine.

27 **S/SGT. ADDIE MacCALLUM:** But a road map and a topographical
28 map ---

1 **MR. ROGER BURRILL:** Yeah.

2 **S/SGT. ADDIE MacCALLUM:** --- and then I grabbed a road atlas
3 that I usually carry in my duty bag. And with those, I was -- pieced together the best
4 that I could with terrain and roads.

5 **MR. ROGER BURRILL:** Yeah, yeah.

6 **S/SGT. ADDIE MacCALLUM:** I was confident what I was looking
7 at showed -- it was the best material that I had at the time.

8 **MR. ROGER BURRILL:** Right.

9 **S/SGT. ADDIE MacCALLUM:** And from that, I -- that's where I
10 made my conclusions.

11 **MR. ROGER BURRILL:** Okay. And we'll get to your conclusions
12 in a moment, but the map off the wall you say was dated back to closer 2015 than
13 2006?

14 **S/SGT. ADDIE MacCALLUM:** Yeah, when I said -- when I say I --
15 it's definitely an older map.

16 **MR. ROGER BURRILL:** Yeah.

17 **S/SGT. ADDIE MacCALLUM:** It was -- I believe it was underneath
18 a pane of plexiglass, because that's typically how we will keep maps, so we can use
19 grease pencils and write on them ---

20 **MR. ROGER BURRILL:** Yeah, yeah.

21 **S/SGT. ADDIE MacCALLUM:** --- if we have to.

22 **MR. ROGER BURRILL:** Yeah.

23 **S/SGT. ADDIE MacCALLUM:** I didn't see the year on it.

24 **MR. ROGER BURRILL:** Okay.

25 **S/SGT. ADDIE MacCALLUM:** But it was -- it wasn't an ancient
26 map, by any means.

27 **MR. ROGER BURRILL:** Right. And this -- what's the purpose of
28 the map? I mean, it's on the wall in the detachment; right?

1 **S/SGT. ADDIE MacCALLUM:** Right.

2 **MR. ROGER BURRILL:** Would it be decorative? Because -- does
3 it have a functional use at that stage?

4 **S/SGT. ADDIE MacCALLUM:** It does. So ---

5 **MR. ROGER BURRILL:** Yeah.

6 **S/SGT. ADDIE MacCALLUM:** --- any map, we'll -- same as in all
7 my offices, I have hard copy maps that are updated every ---

8 **MR. ROGER BURRILL:** Yeah.

9 **S/SGT. ADDIE MacCALLUM:** --- couple years ---

10 **MR. ROGER BURRILL:** Yeah.

11 **S/SGT. ADDIE MacCALLUM:** --- with the new roads.

12 **MR. ROGER BURRILL:** Yeah.

13 **S/SGT. ADDIE MacCALLUM:** And basically, technology's good,
14 but technology can fail.

15 **MR. ROGER BURRILL:** Yeah.

16 **S/SGT. ADDIE MacCALLUM:** You could have power go down and
17 have no computers ---

18 **MR. ROGER BURRILL:** Yeah.

19 **S/SGT. ADDIE MacCALLUM:** --- a cell phone signal go down and
20 not have any cell coverage.

21 **MR. ROGER BURRILL:** Yeah.

22 **S/SGT. ADDIE MacCALLUM:** And at the end of the day, being
23 able to know that you're heading to the community to Seafoam in Pictou, there it is right
24 there. Here I am. I'm driving up the Number 6 along the coast.

25 **MR. ROGER BURRILL:** Was the map a map of the full Colchester
26 County that we're talking about here?

27 **S/SGT. ADDIE MacCALLUM:** Yes.

28 **MR. ROGER BURRILL:** Okay. Big area.

1 **S/SGT. ADDIE MacCALLUM:** Yeah, fairly big.

2 **MR. ROGER BURRILL:** I wonder if you could comment on the
3 amount of detail it had with respect to the Portapique Five Houses area?

4 **S/SGT. ADDIE MacCALLUM:** So, I mean, when you look at it, it's
5 only a small ---

6 **MR. ROGER BURRILL:** Yeah.

7 **S/SGT. ADDIE MacCALLUM:** --- small segment. Typically, what
8 these maps will do is they'll take communities that are clustered together or more
9 significant ones ---

10 **MR. ROGER BURRILL:** Yeah.

11 **S/SGT. ADDIE MacCALLUM:** --- and they blow them up on the
12 side in a enhanced scale.

13 **MR. ROGER BURRILL:** Okay. The atlas you took from your duty
14 bag, I'm not sure what that is. Is that a Department of Tourism type of atlas, or what are
15 we talking about there?

16 **S/SGT. ADDIE MacCALLUM:** It's the Nova Scotia Road Atlas.

17 **MR. ROGER BURRILL:** Yeah.

18 **S/SGT. ADDIE MacCALLUM:** I've always kept it from my days of
19 ground search and rescue ---

20 **MR. ROGER BURRILL:** Yeah.

21 **S/SGT. ADDIE MacCALLUM:** --- because I've noted that when
22 you get out into the rural areas ---

23 **MR. ROGER BURRILL:** Yeah.

24 **S/SGT. ADDIE MacCALLUM:** --- you can sometimes just forget
25 that you're going to have technology working.

26 **MR. ROGER BURRILL:** This is the multiple map coil-back atlas
27 that we're talking about, that's on sale ---

28 **S/SGT. ADDIE MacCALLUM:** Yeah.

1 **MR. ROGER BURRILL:** --- the Government of Nova Scotia book
2 sale -- bookstore?

3 **S/SGT. ADDIE MacCALLUM:** I don't know if it's for sale there ---

4 **MR. ROGER BURRILL:** Okay.

5 **S/SGT. ADDIE MacCALLUM:** --- but I can tell you that's -- it's a
6 Nova Scotia Road Atlas.

7 **MR. ROGER BURRILL:** Yeah, no, I hear you. Okay. How -- was
8 that a professional thing you had or a personal ---

9 **S/SGT. ADDIE MacCALLUM:** Yeah.

10 **MR. ROGER BURRILL:** --- thing you had?

11 **S/SGT. ADDIE MacCALLUM:** No, that was a professional.

12 **MR. ROGER BURRILL:** Okay. And how long or what -- how dated
13 was that?

14 **S/SGT. ADDIE MacCALLUM:** That's a good question. I think it
15 was in my last recert from ground search and rescue in Aldershot, somewhere around
16 2015/16.

17 **MR. ROGER BURRILL:** Okay. So after you reviewed these
18 sources and had some difficulties, did you come to a conclusion with respect to a
19 person's ability to get in and get out of the Portapique area?

20 **S/SGT. ADDIE MacCALLUM:** I did.

21 **MR. ROGER BURRILL:** And what was that, please, Staff
22 Sergeant?

23 **S/SGT. ADDIE MacCALLUM:** So in my -- my opinion was that if
24 somebody wanted to leave that area in a vehicle ---

25 **MR. ROGER BURRILL:** Yeah.

26 **S/SGT. ADDIE MacCALLUM:** --- they would have to go back out
27 Portapique Beach Road, the main road out to Highway 2/4.

28 **MR. ROGER BURRILL:** Yeah.

1 **S/SGT. ADDIE MacCALLUM:** That was the only way that I saw
2 that a regular vehicle, automobile would be able to transverse.

3 **MR. ROGER BURRILL:** Okay. We've heard much discussion, and
4 you have I'm sure as well over the last two years, about the existence of the blueberry
5 field road or the blueberry road. Did you have any idea about the existence of the
6 blueberry road that that time you were making these conclusions?

7 **S/SGT. ADDIE MacCALLUM:** No.

8 **MR. ROGER BURRILL:** Okay. I understand that perhaps a couple
9 days later, you had the opportunity to review the Pictometry program for purposes of
10 looking at the topography and the geography of the Portapique area?

11 **S/SGT. ADDIE MacCALLUM:** Yes, it was late on Sunday, and I
12 forget how long I'd been up for. And we were having a debrief, and Major Crime had
13 brought in -- it was just something for us to look at, and it was a print-off of Pictometry of
14 the Portapique/Bass River area. And even though it was in black and white, the detail
15 was significant. And along a hedge row on the east side of the community, there was
16 obviously some sort of trail that ran down close from -- I call it the Bay of Fundy,
17 Cobequid Bay, up north to -- close to -- it looked like it went towards Brown's Loop. I
18 couldn't really see because it was a black and white, but it was -- there was obviously
19 something there that I had not noticed before.

20 **MR. ROGER BURRILL:** Okay. If you had had that image on April
21 18th in the evening, late evening, would that have made any impact upon your decisions
22 with respect to containment?

23 **S/SGT. ADDIE MacCALLUM:** Yes.

24 **MR. ROGER BURRILL:** Okay. All right. Once you made the
25 conclusion with respect to access and egress in -- from and to Portapique, did you
26 communicate that to anybody?

27 **S/SGT. ADDIE MacCALLUM:** Yes, the meeting that I had with
28 Staff Carroll and Staff Halliday ---

1 **MR. ROGER BURRILL:** M'hm.

2 **S/SGT. ADDIE MacCALLUM:** --- I said I'd look at the maps. I'd
3 shown the paper ones that I had in the road atlas ---

4 **MR. ROGER BURRILL:** Yeah, yeah.

5 **S/SGT. ADDIE MacCALLUM:** --- and I still had CIIDS and Google
6 map up. And I say, you know, unless he has a boat or leaves on foot ---

7 **MR. ROGER BURRILL:** Yeah.

8 **S/SGT. ADDIE MacCALLUM:** --- this looks like the only place you
9 can get a car is right back out ---

10 **MR. ROGER BURRILL:** Okay.

11 **S/SGT. ADDIE MacCALLUM:** --- the way in.

12 **MR. ROGER BURRILL:** Once that information was passed on and
13 that decision was made, was it ever reviewed from your point of view throughout the
14 operation?

15 **S/SGT. ADDIE MacCALLUM:** So I can say that I reviewed the
16 containment later on tonight around four o'clock ---

17 **MR. ROGER BURRILL:** M'hm.

18 **S/SGT. ADDIE MacCALLUM:** --- at the command post that was in
19 Great Village. And the reason why -- I was just -- I don't know if I just had taken a
20 moment, even though it wasn't my role then, but I was just looking at the map, the
21 electronic map that was up in front of the CIC, and at that point, the indications was that
22 the threat was still within the Portapique area. And I think it was shortly after ERT
23 broadcast that there was gunfire being heard, and that was around -- it was between
24 three and four. Shortly after that, I started having a look and it's, like, okay, so if a car
25 can't get out, what about a person getting out on foot? And one of the things that did
26 worry me was I knew that there was a campground to the east, and I've been -- my
27 family and I have spent time down in that area. I knew that people had gone down on
28 the beach quite often, and I didn't know if someone would have been able to drive down

1 at low tide, or even on high tide, and get back up the other side. So I was trying to look
2 at that. And when I looked at that, I also saw that -- I said, well, if somebody's walking,
3 the distance between where we had main roadblock on Highway 2 and Portapique
4 Beach Road, and to the east at Clarke's Lane perhaps, there's a curvature in the road --
5 -

6 **MR. ROGER BURRILL:** Yeah.

7 **S/SGT. ADDIE MacCALLUM:** --- Highway 2, and I -- in my
8 opinion, the officers wouldn't be able to see each other, or they wouldn't -- there'd be a
9 dead spot in between. And so I asked the CIC, I said, "Do you mind if I close this up,
10 because I don't like this gap here." And Staff West said, "Absolutely."

11 **MR. ROGER BURRILL:** M'hm.

12 **S/SGT. ADDIE MacCALLUM:** So I got on the radio, I said
13 sometime around between four and five, and radioed to the members that were there. I
14 think it was Dorrington and ---

15 **MR. ROGER BURRILL:** Lafferty.

16 **S/SGT. ADDIE MacCALLUM:** Lafferty. Thank you.

17 **MR. ROGER BURRILL:** Does that sound about right?

18 **S/SGT. ADDIE MacCALLUM:** Yeah.

19 **MR. ROGER BURRILL:** Okay. I guess what I want to ask you
20 about that, that sounds a bit happenstance to me that Addie MacCallum just decided to
21 take a look at the map and because he had some familiarity about the beach because
22 his family had been there in the past. Am I right or am I wrong in that assessment?

23 **S/SGT. ADDIE MacCALLUM:** So, you know, it's a little bit both.
24 You need to know, have familiarisation with ---

25 **MR. ROGER BURRILL:** Yeah.

26 **S/SGT. ADDIE MacCALLUM:** --- the area.

27 **MR. ROGER BURRILL:** Right.

28 **S/SGT. ADDIE MacCALLUM:** I -- I had that to a certain degree. I

1 mean, I didn't live in that area, but I live in Bible Hill, I've been out there.

2 **MR. ROGER BURRILL:** Yeah.

3 **S/SGT. ADDIE MacCALLUM:** And so I just happened to -- I just --
4 I picked up on that. Like, you know, the containment looked sound as far as a vehicle
5 was concerned, and then -- so I said, "If he's still in there, well, we've tightened down
6 things pretty well for a vehicle trying to get out ---

7 **MR. ROGER BURRILL:** Yeah.

8 **S/SGT. ADDIE MacCALLUM:** --- but what if he tries to get out now
9 on foot?"

10 **MR. ROGER BURRILL:** Yeah.

11 **S/SGT. ADDIE MacCALLUM:** And a theory that I had talked to
12 Staff Carroll and Staff Halliday was, I said, "These fires are being set. What if they're
13 potentially a distraction so that he can escape on foot?"

14 **MR. ROGER BURRILL:** Right.

15 **S/SGT. ADDIE MacCALLUM:** So that had -- that had kind of all
16 played throughout the discussions we had as a Command Team throughout the
17 evening.

18 **MR. ROGER BURRILL:** Yeah.

19 **S/SGT. ADDIE MacCALLUM:** Because things -- things changed,
20 and this was just a re-evaluation.

21 **MR. ROGER BURRILL:** I'm getting a sense, however, and correct
22 me if I'm wrong, that this containment decision that you made around four o'clock in the
23 morning was just something extra that MacCallum decided after he looked into this
24 issue, but that it wasn't technically directly assigned to you. Am I right or am I wrong in
25 that regard?

26 **S/SGT. ADDIE MacCALLUM:** So I can say I picked up on it.

27 **MR. ROGER BURRILL:** Yeah?

28 **S/SGT. ADDIE MacCALLUM:** I -- I did. I picked up on it, but then I

1 had that discussion with the Command Team ---

2 **MR. ROGER BURRILL:** Yeah.

3 **S/SGT. ADDIE MacCALLUM:** -- and the CIC.

4 **MR. ROGER BURRILL:** Yeah.

5 **S/SGT. ADDIE MacCALLUM:** And, you know, it -- that's why we're
6 there as a team to pick up on some of these things. So ---

7 **MR. ROGER BURRILL:** Okay.

8 **S/SGT. ADDIE MacCALLUM:** Yeah.

9 **MR. ROGER BURRILL:** And that kind of leads me to my next
10 question. I'm trying to discern or ascertain roles here for -- what was Staff
11 Sergeant Addie MacCallum's role here? We talked about the hierarchy. What is it that
12 you're doing or assigned to be doing?

13 **S/SGT. ADDIE MacCALLUM:** So to be honest, I knew that Major
14 Crime ---

15 **MR. ROGER BURRILL:** Yeah.

16 **S/SGT. ADDIE MacCALLUM:** --- was working on getting up to
17 speed, like they're a fairly robust team that needs a lot -- needs to get up and running.
18 They would be doing investigational tasks.

19 **MR. ROGER BURRILL:** Yeah.

20 **S/SGT. ADDIE MacCALLUM:** We were in the midst of getting our
21 plainclothes members to come out. To be honest, I saw that there was a number of
22 field tasks that were sitting there. The priority ones ---

23 **MR. ROGER BURRILL:** Yeah.

24 **S/SGT. ADDIE MacCALLUM:** --- you know, I talked about it with
25 Staff Halliday ---

26 **MR. ROGER BURRILL:** Yeah.

27 **S/SGT. ADDIE MacCALLUM:** --- and I said, you know, I said, "I
28 know I got a little bit on my plate here, but", I said, "I -- I know a lot of the people that I'm

1 going to be contacting." And so I said, "I can handle that." So I took on a number of
2 those roles.

3 **MR. ROGER BURRILL:** Right. So am I right that the DANCO and
4 the District Commander in Pictou, whatever the situation was, actually took on a field
5 investigator's role in the -- in the response at this time?

6 **S/SGT. ADDIE MacCALLUM:** At a -- at a higher -- a high-level,
7 though, but it wasn't ---

8 **MR. ROGER BURRILL:** Right.

9 **S/SGT. ADDIE MacCALLUM:** --- it wasn't -- it wasn't like as in a
10 tasking, but it was at a higher level, yes.

11 **MR. ROGER BURRILL:** Sure, but you were taking on roles or
12 tasks, like contacting a Command Post, contacting for a comfort centre, and I -- and
13 making enquiries into containment. I'm just getting a sense that there seems to be a lot
14 going on for Staff Sergeant MacCallum in that time.

15 **S/SGT. ADDIE MacCALLUM:** It was, however, with some of the
16 things that I had done, like the task had ended. So getting the Command Post ---

17 **MR. ROGER BURRILL:** Okay.

18 **S/SGT. ADDIE MacCALLUM:** --- so that -- so that was over.

19 **MR. ROGER BURRILL:** Yeah.

20 **S/SGT. ADDIE MacCALLUM:** So if it was that there was
21 outstanding tasks, or things had come up through a Command Team re-evaluating
22 things ---

23 **MR. ROGER BURRILL:** Yeah.

24 **S/SGT. ADDIE MacCALLUM:** --- it's like, you know, there was
25 things that I just would volunteer for, said, "I'll take care of that."

26 **MR. ROGER BURRILL:** Okay. But I understand that you actually
27 took on another role entirely that we haven't discussed, and that was obtaining
28 information with respect to the perpetrator or making a profile of the perpetrator; is that

1 right?

2 **S/SGT. ADDIE MacCALLUM:** That's right.

3 **MR. ROGER BURRILL:** So you took on that role as well?

4 **S/SGT. ADDIE MacCALLUM:** Yes.

5 **MR. ROGER BURRILL:** Was that tasked to you, Staff

6 Sergeant MacCallum?

7 **S/SGT. ADDIE MacCALLUM:** No.

8 **MR. ROGER BURRILL:** Okay. And I also understand that you
9 took on a further role of communicating with another police agency entirely with respect
10 to the perpetrator's vehicle; is that right?

11 **S/SGT. ADDIE MacCALLUM:** That's right.

12 **MR. ROGER BURRILL:** That's the Halifax Regional Police.

13 **S/SGT. ADDIE MacCALLUM:** Yes.

14 **MR. ROGER BURRILL:** Okay. And you had some contact with
15 them with respect to information-sharing?

16 **S/SGT. ADDIE MacCALLUM:** Yes.

17 **MR. ROGER BURRILL:** Can you tell us about that, please?

18 **S/SGT. ADDIE MacCALLUM:** Sure. So somewhere -- I was still
19 at the Bible Hill Detachment. It was some where's around one o'clock. The -- the
20 amount of vehicles that were accessible to the perpetrator, we had that -- we had been
21 passed down to the Command Team through OCC. I had also, when I was building the
22 profile, had also come across a number of the cars and vehicles, and also, a residence
23 and business location, which was located within Halifax.

24 So at that time, you know, fair to say that we really didn't know
25 where the perpetrator was. Obviously, he had the ability to be mobile, and so one of the
26 main things that would come out would be, you know, where would a person go, you
27 know, if they had just committed a whole bunch of heinous crimes. And one thing is
28 usually, you know, they return home or a place that's familiar or maybe where there's

1 family.

2 So I contacted Halifax Regional Police. I think I spoke with
3 Sergeant Barr, one of the watch commanders, and I updated him on what was
4 transpiring. I had mentioned that the perpetrator had a -- a residence and a business, I
5 believe it was on Portland Street ---

6 **MR. ROGER BURRILL:** Yeah.

7 **S/SGT. ADDIE MacCALLUM:** --- and what my -- I said my request
8 was that, "Could you put up covert surveillance ---

9 **MR. ROGER BURRILL:** Yeah.

10 **S/SGT. ADDIE MacCALLUM:** --- on that residence, look for
11 certain vehicles? We're also looking for the spouse of the perpetrator." And I also let
12 them know that -- I said that, "The perpetrator was arrestable for homicide and that if,
13 you know, you encountered him, he was armed and dangerous."

14 **MR. ROGER BURRILL:** Okay. And without getting into a great
15 deal of detail about that interaction, how would you describe your interaction with other
16 members, sorry, with other police forces, in particular, Halifax Regional Police?
17 Satisfactory in terms of communication and response?

18 **S/SGT. ADDIE MacCALLUM:** Above that, well above that. This
19 was everybody working towards a common goal.

20 **MR. ROGER BURRILL:** Okay.

21 **S/SGT. ADDIE MacCALLUM:** And even though that they were a
22 distant response to this, they, you know -- I spoke to I think seven -- six or seven
23 different staff sergeants and sergeants throughout the evening ---

24 **MR. ROGER BURRILL:** Yeah.

25 **S/SGT. ADDIE MacCALLUM:** -- and they were flooding me with
26 phone calls, with information, and they were nothing but helpful and professional.

27 **MR. ROGER BURRILL:** Okay. You left the detachment, I
28 understand, after obtaining a profile and making the efforts to enquire into Halifax

1 Regional Police and their efforts there; is that right?

2 **S/SGT. ADDIE MacCALLUM:** Yes.

3 **MR. ROGER BURRILL:** Why would you leave the detachment,
4 Staff Sergeant? Is there a reason for that?

5 **S/SGT. ADDIE MacCALLUM:** Yeah.

6 **MR. ROGER BURRILL:** Okay.

7 **S/SGT. ADDIE MacCALLUM:** So the Command Post for the
8 situation for the CIC had been established by that point at Great Village Firehall.

9 **MR. ROGER BURRILL:** Yeah.

10 **S/SGT. ADDIE MacCALLUM:** The CIC had, which is normal
11 practice, had requested the attendance of myself, Staff Halliday, and Staff Carroll
12 because of that lag ---

13 **MR. ROGER BURRILL:** Yeah.

14 **S/SGT. ADDIE MacCALLUM:** --- underneath what the CIC triangle
15 is. And what that really does is that, you know, if you're together ---

16 **MR. ROGER BURRILL:** Yeah.

17 **S/SGT. ADDIE MacCALLUM:** --- in the same area, it's much
18 easier to communicate, it's much easier to discuss knowledge in the same room, as
19 opposed to being -- technology is great, but there's still no -- there's no replacement for
20 being in the same room and talking to people.

21 **MR. ROGER BURRILL:** All right. All right. I want to ask you about
22 your knowledge as you were attending at the Command Post, your knowledge about
23 the fully-marked police car. We've had much discussion about that throughout these
24 proceedings.

25 You would have been aware of the original complaint from
26 Ms. Blair, Jamie Blair?

27 **S/SGT. ADDIE MacCALLUM:** Yes.

28 **MR. ROGER BURRILL:** And I assume that you would have been

1 aware of the children's complaints that were made on the 9-1-1 call with the -- with the
2 call-taker, the extensive call?

3 **S/SGT. ADDIE MacCALLUM:** Yes.

4 **MR. ROGER BURRILL:** You would have been aware that there
5 were complaints about the fact that it was a fully-marked police vehicle or a vehicle that
6 looked like an RCMP vehicle; right?

7 **S/SGT. ADDIE MacCALLUM:** Yes.

8 **MR. ROGER BURRILL:** And did you make any efforts to follow up
9 with respect to these complaints in terms of actioning, searching for a fully-marked
10 police vehicle?

11 **S/SGT. ADDIE MacCALLUM:** So the information that came in
12 about the police vehicle, the car that the suspect was using ---

13 **MR. ROGER BURRILL:** Yeah?

14 **S/SGT. ADDIE MacCALLUM:** --- varied ---

15 **MR. ROGER BURRILL:** Yeah.

16 **S/SGT. ADDIE MacCALLUM:** --- and it varied as in the
17 description. I read a couple of the CIIDS, some of the updates, specifically about the
18 car, and some of it described it as an old police car, some were saying it was -- it had
19 markings on it. There was one comment there about it looked like a police car, it didn't
20 have any lights on top. And there was one other one that -- that struck me that made it -
21 - it... In my mind, I wasn't looking for a fully-marked police car ---

22 **MR. ROGER BURRILL:** No.

23 **S/SGT. ADDIE MacCALLUM:** --- RCMP police car.

24 **MR. ROGER BURRILL:** Okay.

25 **S/SGT. ADDIE MacCALLUM:** I was looking for something that
26 was between A and Z of what a car would be with no markings on it and a car that
27 would be fully-marked, it was something between, but I'm not sure what that was.

28 **MR. ROGER BURRILL:** Okay. All right. And we'll go back to your

1 attendance at the Command Post, and just so that I get it clear here. When you
2 attended there Critical Incident Commander West was in charge on the triangle?

3 **S/SGT. ADDIE MacCALLUM:** Yes.

4 **MR. ROGER BURRILL:** Right? And we've got the leg coming out
5 of the uniform members that you talked about in terms of the triangle. Where did you fit
6 in terms of your ability to be involved in decision making at the Command Post, if
7 anywhere at all?

8 **S/SGT. ADDIE MacCALLUM:** At that leg. So where that leg ---

9 **MR. ROGER BURRILL:** Yeah.

10 **S/SGT. ADDIE MacCALLUM:** --- is that has not just general duty,
11 but it has the unit commander.

12 **MR. ROGER BURRILL:** Yeah.

13 **S/SGT. ADDIE MacCALLUM:** So the unit commander. I'm there
14 supporting the unit commander.

15 **MR. ROGER BURRILL:** Yeah.

16 **S/SGT. ADDIE MacCALLUM:** So when there's S/Sgt Carroll,
17 S/Sgt Halliday, ---

18 **MR. ROGER BURRILL:** Yeah.

19 **S/SGT. ADDIE MacCALLUM:** I'm there as well to support them
20 and provide any insight that I know ---

21 **MR. ROGER BURRILL:** Right.

22 **S/SGT. ADDIE MacCALLUM:** --- as the DANCO.

23 **MR. ROGER BURRILL:** In terms of supporting, I understand that
24 to a certain extent, but did you have an actual decision-making role in terms of what
25 was to be done at that point?

26 **S/SGT. ADDIE MacCALLUM:** Input.

27 **MR. ROGER BURRILL:** Input.

28 **S/SGT. ADDIE MacCALLUM:** There was a lot of input.

1 **MR. ROGER BURRILL:** Okay.

2 **S/SGT. ADDIE MacCALLUM:** And at the end of the day, CIC
3 made the calls ---

4 **MR. ROGER BURRILL:** Okay.

5 **S/SGT. ADDIE MacCALLUM:** --- on certain decisions.

6 **MR. ROGER BURRILL:** Yeah.

7 **S/SGT. ADDIE MacCALLUM:** And other things that were being
8 done that fell more towards the unit resources, ---

9 **MR. ROGER BURRILL:** Yeah.

10 **S/SGT. ADDIE MacCALLUM:** --- that was more towards the fact
11 of Steve Halliday.

12 **MR. ROGER BURRILL:** I've had the occasion to ask a number of
13 people in command at that time whether they were concerned about this idea of too
14 many cooks in the kitchen and I'm going to ask you the same question. Were there too
15 many cooks in the kitchen at the Command Post at that time?

16 **S/SGT. ADDIE MacCALLUM:** No.

17 **MR. ROGER BURRILL:** Okay. Why do you say that, Staff
18 Sergeant?

19 **S/SGT. ADDIE MacCALLUM:** So the amount of activity going on, -
20 --

21 **MR. ROGER BURRILL:** Yeah.

22 **S/SGT. ADDIE MacCALLUM:** --- there's no way to explain it
23 unless you were there. One person would be swamped, two people probably would
24 have drowned in the information. As it was, you know, I recognize that information was
25 missed, and that's with all of us there. I can't imagine what could have gotten missed if
26 there was only a couple.

27 **MR. ROGER BURRILL:** Okay. All right. In terms of your
28 knowledge of, let's change the topic a little bit, of air support, did you have any role in

1 the provision or securing of air support that night?

2 **S/SGT. ADDIE MacCALLUM:** No, I just became aware of the
3 attempts.

4 **MR. ROGER BURRILL:** Okay. Okay. All right. You did talk about
5 a comfort centre earlier and the efforts you made. Did you make arrangements ever to
6 finalize that arrangement?

7 **S/SGT. ADDIE MacCALLUM:** Yes.

8 **MR. ROGER BURRILL:** M'hm. And how would that go?

9 **S/SGT. ADDIE MacCALLUM:** So somewhere around 6:00 --
10 between 6:00 and 7:00, ---

11 **MR. ROGER BURRILL:** Yeah.

12 **S/SGT. ADDIE MacCALLUM:** --- S/Sgt Halliday asked me to
13 arrange for a comfort centre.

14 **MR. ROGER BURRILL:** Yeah, 6:00 and 7:00 seems -- sorry, I'm
15 interrupting you, but it seems a little late, from the lay person's point of view. This
16 started at 10:00 o'clock. Six (6:00) or 7:00 in the morning is a significant period of time
17 down the road. Are you able to comment on that?

18 **S/SGT. ADDIE MacCALLUM:** Well, I can. Is that there really
19 wasn't many people to comfort. The people that had left originally ---

20 **MR. ROGER BURRILL:** M'hm.

21 **S/SGT. ADDIE MacCALLUM:** --- and went to the evacuation
22 centre, ---

23 **MR. ROGER BURRILL:** M'hm.

24 **S/SGT. ADDIE MacCALLUM:** --- they all went -- they all had
25 places to go.

26 **MR. ROGER BURRILL:** Yeah.

27 **S/SGT. ADDIE MacCALLUM:** Nobody was, to my knowledge
28 when I talked to S/Sgt Lilly, that nobody was -- had anywhere -- need somewhere to go.

1 They all had family or they were going to find their own accommodations.

2 **MR. ROGER BURRILL:** M'hm.

3 **S/SGT. ADDIE MacCALLUM:** And then between that period of
4 time and starting to become closer to daylight, we were turning out minds to making the
5 evacuation process, continuing -- jumping back into the evacuation process. And if we
6 were doing that, now we had people that had to have a place to go. And so that's why -
7 - it might have been a bit earlier, but in my memory, it was between 6:00 and 7:00 that I
8 was asked to do that and I started making the inquiries to make it happen.

9 **MR. ROGER BURRILL:** Yeah. Okay. And you actually arranged
10 for two members from Pictou to attend there?

11 **S/SGT. ADDIE MacCALLUM:** I did.

12 **MR. ROGER BURRILL:** Yeah. And how did that turn out?

13 **S/SGT. ADDIE MacCALLUM:** So after I had confirmed that the
14 site was set up at the Onslow Fire Hall, I knew that, you know, these were people that
15 would potentially be going there, could have been victims or targets of the perpetrator --

16 **MR. ROGER BURRILL:** M'hm.

17 **S/SGT. ADDIE MacCALLUM:** --- and that a level of security was
18 going to be required. So I originally had contacted two of my members from Pictou, ---

19 **MR. ROGER BURRILL:** Right.

20 **S/SGT. ADDIE MacCALLUM:** --- given that it was becoming
21 daylight, the next day, I had to draw on fresh resources. And I knew where I had some
22 fresh resources. So I had three members actually coming to do different tasks, and I
23 had Cst Gagnon and Cst Arseneault tasked to go to the comfort centre to provide
24 security and canvas.

25 **MR. ROGER BURRILL:** Is that normal? To have two members
26 go, as opposed to one?

27 **S/SGT. ADDIE MacCALLUM:** So given the magnitude, ---

28 **MR. ROGER BURRILL:** Yeah.

1 **S/SGT. ADDIE MacCALLUM:** --- that's why I felt two ---

2 **MR. ROGER BURRILL:** Okay.

3 **S/SGT. ADDIE MacCALLUM:** --- was necessary.

4 **MR. ROGER BURRILL:** Yeah.

5 **S/SGT. ADDIE MacCALLUM:** Like, we try to pair off ---

6 **MR. ROGER BURRILL:** Right.

7 **S/SGT. ADDIE MacCALLUM:** --- on any situation. Like, if you're
8 doing any sort of scene security, ---

9 **MR. ROGER BURRILL:** Yeah.

10 **S/SGT. ADDIE MacCALLUM:** --- you're trying to pair off so that
11 you have backup, per say.

12 **MR. ROGER BURRILL:** Right.

13 **S/SGT. ADDIE MacCALLUM:** But we do -- we have done it,
14 depending on the risk on one member.

15 **MR. ROGER BURRILL:** So we've heard much information with
16 respect to the Onslow Belmont Fire Hall and what took place, the fire brigade hall ---

17 **S/SGT. ADDIE MacCALLUM:** Right.

18 **MR. ROGER BURRILL:** --- and what took place there. And there
19 was only one member that was at security, and that was Cst Gagnon at that time. What
20 happened to Cst Arsenault?

21 **S/SGT. ADDIE MacCALLUM:** So somewhere around 6:45, I
22 believe it was, Lisa Banfield was discovered ---

23 **MR. ROGER BURRILL:** Yeah.

24 **S/SGT. ADDIE MacCALLUM:** --- to be alive and down in the
25 Portapique area.

26 **MR. ROGER BURRILL:** Yeah.

27 **S/SGT. ADDIE MacCALLUM:** After she was evacuated out, we
28 had a chance to have our field investigators that were there at the time interview her, I

1 believe in the back of the ambulance, and was given, you know, some startling
2 information and revelations. At that point, was one of our only live witnesses, that I was
3 aware of. And I diverted Cst Arsenault to accompany Banfield to the hospital, not just
4 for protection, but in case any more spontaneous utterances or information came
5 forward that he could relay back to us.

6 **MR. ROGER BURRILL:** So had Lisa Banfield not come out at that
7 time, there would have been two members at the comfort centre?

8 **S/SGT. ADDIE MacCALLUM:** Yes.

9 **MR. ROGER BURRILL:** I see. Okay. In terms of your efforts of
10 obtaining profiles, information about the cars, engagement with HRP, we've heard much
11 in these proceedings about the access to PROS and the management information
12 system, but we also have heard some difficulties accessing another data management
13 system called Versadex. Do you know about that?

14 **S/SGT. ADDIE MacCALLUM:** I know about Versadex.

15 **MR. ROGER BURRILL:** Yeah. Did you access Versadex at all at
16 that time during your efforts to obtain profile information or information about the cars?

17 **S/SGT. ADDIE MacCALLUM:** So I had tried -- it's called PIP,
18 Police Information Portal.

19 **MR. ROGER BURRILL:** Yeah.

20 **S/SGT. ADDIE MacCALLUM:** It's another window that's on the
21 PROS -- I can't think of what it's called, but basically the start menu of it.

22 **MR. ROGER BURRILL:** Yeah.

23 **S/SGT. ADDIE MacCALLUM:** And I tried to access that to run the
24 perpetrator's name ---

25 **MR. ROGER BURRILL:** Yeah.

26 **S/SGT. ADDIE MacCALLUM:** --- and it wasn't working in a timely
27 fashion.

28 **MR. ROGER BURRILL:** Okay.

1 **S/SGT. ADDIE MacCALLUM:** So I stopped. That's the gateway
2 for PROS users ---

3 **MR. ROGER BURRILL:** Yeah.

4 **S/SGT. ADDIE MacCALLUM:** --- to search any other records
5 management systems ---

6 **MR. ROGER BURRILL:** M'hm.

7 **S/SGT. ADDIE MacCALLUM:** --- that police officers use across
8 Canada.

9 **MR. ROGER BURRILL:** Would this be another unsatisfactory
10 experience you had with respect to technological access to information?

11 **S/SGT. ADDIE MacCALLUM:** Yes.

12 **MR. ROGER BURRILL:** Yeah. Okay. All right. Are you able to
13 inform us about whether you made efforts with respect to evacuating persons and
14 creating lists of evacuated persons for provision of information to the Command Post?

15 **S/SGT. ADDIE MacCALLUM:** Yes.

16 **MR. ROGER BURRILL:** Yeah. And I'm getting the sense that
17 there was efforts made by you to contact Donnalee Williston at the OCC and obtain
18 some information. How did that go, Staff Sergeant?

19 **S/SGT. ADDIE MacCALLUM:** So I believe it was between 2:30
20 and 3:00.

21 **MR. ROGER BURRILL:** Yeah.

22 **S/SGT. ADDIE MacCALLUM:** One of the important things with
23 critical incident is to know -- try to know where people are.

24 **MR. ROGER BURRILL:** M'hm.

25 **S/SGT. ADDIE MacCALLUM:** So that community has, I forget,
26 approximately 40 homes.

27 **MR. ROGER BURRILL:** Yeah.

28 **S/SGT. ADDIE MacCALLUM:** And it would be where are the

1 occupants of these homes?

2 **MR. ROGER BURRILL:** Yeah.

3 **S/SGT. ADDIE MacCALLUM:** Where do -- do we have -- you
4 know, do we have other witnesses who are sheltering in place who have evacuated?

5 **MR. ROGER BURRILL:** Did you have a good way of finding that
6 out, Staff Sergeant?

7 **S/SGT. ADDIE MacCALLUM:** So I didn't have the best way of
8 finding it out, no, but I was able to, in my mind, piece it together through a number of
9 different sources.

10 **MR. ROGER BURRILL:** Yeah.

11 **S/SGT. ADDIE MacCALLUM:** The first one was when I contacted
12 Donnalee Williston ---

13 **MR. ROGER BURRILL:** Yeah.

14 **S/SGT. ADDIE MacCALLUM:** --- was a request, I said, like, "For
15 the 9-1-1 calls that were made, ---

16 **MR. ROGER BURRILL:** Yeah.

17 **S/SGT. ADDIE MacCALLUM:** --- and the tracking of radio
18 dispatch," that the contact team had said they were at this residence they would
19 announce where -- over the radio what address they were at, ---

20 **MR. ROGER BURRILL:** Yeah.

21 **S/SGT. ADDIE MacCALLUM:** --- I said, "Could you please give
22 me that information?"

23 **MR. ROGER BURRILL:** Yeah.

24 **S/SGT. ADDIE MacCALLUM:** And I believe she got it to me within
25 probably -- it was very quick. About 45 minutes to a half an hour.

26 **MR. ROGER BURRILL:** Yeah.

27 **S/SGT. ADDIE MacCALLUM:** And then I supplemented it when I
28 spoke to the contact team.

1 **MR. ROGER BURRILL:** Right. Was this an effective way of
2 determining who was in the community and who might have left the community, from
3 your point of view?

4 **S/SGT. ADDIE MacCALLUM:** Given the size of the community, ---

5 **MR. ROGER BURRILL:** Yeah.

6 **S/SGT. ADDIE MacCALLUM:** --- it probably -- it wasn't as
7 effective as it could have been, ---

8 **MR. ROGER BURRILL:** Yeah.

9 **S/SGT. ADDIE MacCALLUM:** --- but I did get a fairly good sense
10 of who -- what houses we'd been to, what houses we hadn't been to, and then from
11 that, we're able to figure out which of those homes people had left.

12 **MR. ROGER BURRILL:** Right. And getting a good sense is
13 different than being accurate, and accurate would be relatively important in this type of
14 operation. I'm just wondering whether you felt that there might have been a more
15 accurate way of obtaining information with respect to people who were at risk in the
16 community.

17 **S/SGT. ADDIE MacCALLUM:** You know, I guess the only thing
18 that I could say is if there was an ability somebody to register that I've departed or I've
19 left and if that could be done somehow through, you know, a cellular service or, you
20 know -- that would be the only thing, but there'd be an awful lot of onus, then, on the
21 people, you know, to put that on them as well. But I mean, that would be something
22 that, yeah, if you could self-identify that I've departed in a way that we wouldn't have to
23 go and spend a lot of time doing it.

24 **MR. ROGER BURRILL:** Is this the information that eventually
25 made its way up onto the sheets of paper on the wall in the command post, the boards,
26 so to speak?

27 **S/SGT. ADDIE MacCALLUM:** So some of it did. A scribe or the
28 CIC are the only ones that touch those boards, so I never -- I don't believe I touched the

1 boards at any time. But I provided the information to Staff Sergeant Weste and the
2 scribe, and I believe that was transposed right on the board.

3 **MR. ROGER BURRILL:** Okay. I want to ask you another question
4 with respect to information gaps, perhaps, that were experienced by the command
5 team.

6 I am given to understand that you and Staff Sergeant Halliday and
7 Staff Sergeant Carroll actually involved yourself in a debrief of the contact team when
8 they emerged from Portapique. Is that right?

9 **S/SGT. ADDIE MacCALLUM:** Yes.

10 **MR. ROGER BURRILL:** Yeah. And you would have met with
11 Constables Beselt, Merchant and Patton and discussed where they were, how they
12 moved through the community and then there was some additional surprising
13 information that came to your attention.

14 **S/SGT. ADDIE MacCALLUM:** That's right.

15 **MR. ROGER BURRILL:** What was that, please, Staff Sergeant
16 MacCallum?

17 **S/SGT. ADDIE MacCALLUM:** So basically, the brief was over and
18 I was just making sure that they were all right and about to send them home and I think
19 it was Constable Patton, he hands me a bullet, a spent bullet. And I'm like, "What is
20 this?"

21 He said, "Well, that's from Andrew". And it's like, "Okay. Well,
22 who's Andrew?". "Well, he was shot in the head". It's like, "Okay. Well, you know,
23 obviously he's dead. Where is he?"

24 He goes, "No, he's at the hospital". I'm like, "What are you talking
25 about?". He says, "You know, the MacDonalds were one of the first people we
26 encountered when we came in and they went to the hospital. He was -- he suffered
27 multiple gunshots".

28 And I'm like -- I was, "Who are these people?". And come to know

1 that I actually know Andrew MacDonald.

2 Up to that point, and I believe that was around 3:30, I had no idea
3 that victims and witnesses were actually alive because at that point, there was very few
4 people that were alive to what they'd seen.

5 **MR. ROGER BURRILL:** Of course, in hindsight, we've had the
6 opportunity to listen to the Colchester comms and know that around 10:25 there was
7 transmissions with respect to Kate MacDonald and Andrew MacDonald and the
8 complaint that they were engaged in while they were being shot.

9 My question to you is, as a member of the command team, how is it
10 that this fundamentally important information could have been missed such that you're
11 not getting it until 3:30 in the morning, some four hours later? Any insight for us?

12 **S/SGT. ADDIE MacCALLUM:** I have no real explanation.

13 **MR. ROGER BURRILL:** Okay.

14 **S/SGT. ADDIE MacCALLUM:** The amount of -- amount of
15 information and material that was in the CAD messaging was immense. Updates were
16 coming from multiple callers.

17 I don't know. And you know, I heard just through -- organically
18 through this process about, you know, some recommendations and one of them in my
19 mind, and I can't see how it wouldn't be a great idea, would be to have some sort of
20 review ongoing of information that came in to make sure that nothing got missed.

21 Typically, on an average file, even if it's major, an NCO, a lead
22 investigator, can skim through that material, a dispatcher, a risk manager, can skim
23 through that material and see salient points fairly quickly if some get missed.

24 This voluminous and, I mean, I got there, obviously, after -- I got
25 there around 11 o'clock, so over a half an hour after the MacDonalds had that
26 encounter.

27 I didn't hear it on the radio. I didn't hear -- I didn't know that they
28 were around. I don't know how it got lost.

1 **MR. ROGER BURRILL:** Okay. All right.

2 How would you comment with respect to communications that night
3 between members and decision-makers? Would you say good, bad, indifferent? Any
4 remarks?

5 **S/SGT. ADDIE MacCALLUM:** What I heard was good.

6 **MR. ROGER BURRILL:** Okay.

7 **S/SGT. ADDIE MacCALLUM:** You know, there -- and the same as
8 everything. The first thing that goes is your comms during any sort of time where
9 there's contact.

10 I heard busy signals with the TMR system, and that's just plain and
11 simply capacity. There's only four channels on the TMR and if people are talking at the
12 same time and that can be anybody from EHS, DNR, a municipal police force,
13 whoever's using it at that time, and they get bumped out.

14 So the capacity thing, that I noticed. But the communication back
15 and forth, I thought it was good.

16 **MR. ROGER BURRILL:** All right. Let me move specifically into an
17 area from the Foundational Document in particular.

18 Madam Registrar, paragraph 358. And this is the incident of
19 Maureen Banfield contacting the OCC.

20 And I think it is an instance, perhaps, of where some important
21 information would also have been lost and/or missed. I want to make sure I'm correct in
22 that regard.

23 I understand that around 5:46:51 a.m., Maureen Banfield, the sister
24 of Lisa Banfield, called and called looking for Addie MacCallum.

25 **S/SGT. ADDIE MacCALLUM:** Yes.

26 **MR. ROGER BURRILL:** And it would appear from the engagement
27 between Jen MacCallum, Maureen Banfield and Staff Sergeant Addie MacCallum that
28 you weren't able to speak to her. You were to take -- asked to have a number taken so

1 that you could call her back. Do ---

2 **S/SGT. ADDIE MacCALLUM:** That's right.

3 **MR. ROGER BURRILL:** --- you recall this?

4 **S/SGT. ADDIE MacCALLUM:** Yes.

5 **MR. ROGER BURRILL:** And if we could just slide down a little bit,
6 Madam Registrar, the transcript will depict that there was the request for you to call her
7 back. And I don't believe, and correct me if I'm wrong, that you ever did have the
8 opportunity or did call Maureen Banfield back. Am I right there?

9 **S/SGT. ADDIE MacCALLUM:** That's right.

10 **MR. ROGER BURRILL:** Okay. Now, how could that be? This is
11 Maureen Banfield who's got some important information with respect to her sister and
12 her sister's spouse, but you didn't get a chance to call her back.

13 Is this information overload again, Staff Sergeant MacCallum?

14 **S/SGT. ADDIE MacCALLUM:** No, it was -- to be honest, it was
15 prioritizing at that time.

16 **MR. ROGER BURRILL:** Okay.

17 **S/SGT. ADDIE MacCALLUM:** I remember when Maureen Banfield
18 called.

19 **MR. ROGER BURRILL:** Yes.

20 **S/SGT. ADDIE MacCALLUM:** And my recollection of the
21 conversation was that she was concerned about her sister. She was aware of what was
22 transpiring and she wanted a call back.

23 **MR. ROGER BURRILL:** Yeah.

24 **S/SGT. ADDIE MacCALLUM:** Not that she had critical information
25 or anything of that nature. That was my recollection.

26 **MR. ROGER BURRILL:** Yeah.

27 **S/SGT. ADDIE MacCALLUM:** I took her number and I was about
28 to call her back when Halifax Regional contacted me and said they were just speaking

1 with Maureen and they -- and then gave me this information. And it's at that time that I
2 was trying to close that loop. And I'm like, "Well, is that what Maureen wanted to tell
3 me?".

4 **MR. ROGER BURRILL:** Okay.

5 **S/SGT. ADDIE MacCALLUM:** So when we do things and there's
6 locations are, you know, more remote from where you are, we constantly ask other
7 units, whether it be RCMP or municipal, to assist. And at that point, I think it was
8 Clarke, Staff Sergeant Clarke, might have been, who called me at that time.

9 The request was, "Can you get a statement from" ---

10 **MR. ROGER BURRILL:** Right. But my concern is this case is
11 going back to the top of the quote is that it's actually at 5:46 a.m. when that call came.
12 We know that Ms. Banfield, Lisa Banfield, emerged from the wooded area in around
13 Portapique shortly after 6:30, around 6:30, so we're about three-quarters of an hour
14 earlier there's a contact from Maureen Banfield, who may have been able to provide the
15 command decision-makers important information with respect to that marked replica
16 vehicle.

17 And it looks like this is a missed opportunity for that to occur. Am I
18 right or am I wrong in that regard?

19 **S/SGT. ADDIE MacCALLUM:** So I didn't feel that. From what I
20 talked with Staff Clarke was that they were interviewing and speaking with Maureen and
21 getting that information and that's where the first picture came from.

22 The only thing that came forward at that time was the information
23 from the anniversary dinner or get-together the night before and the selfie shot of the
24 perpetrator and Lisa Banfield.

25 **MR. ROGER BURRILL:** Okay. So at paragraph 430, you, at
26 around 7:04 to 7:06, were tasked with updating HRP about risk to Maureen Banfield at
27 around -- sorry, 430.

28 Paragraph 430, Madam Registrar.

1 Oh, yeah. Page 209.

2 It looks like Staff Sergeant MacCallum spoke with Sergeant
3 Bourdages of HRP at approximately 7:24. And at that time, it also appears that you
4 received shortly thereafter some photographs of the vehicle.

5 Does that sound about right?

6 **S/SGT. ADDIE MacCALLUM:** That's right.

7 **MR. ROGER BURRILL:** Okay. So I'm looking at 7 o'clock and I'm
8 comparing it to 5:46 that we talked about earlier.

9 **S/SGT. ADDIE MacCALLUM:** Yes

10 **MR. ROGER BURRILL:** There's some significant time period
11 differential there that you might have had the information. Am I mistaken in that regard?

12 **S/SGT. ADDIE MacCALLUM:** So my understanding in speaking
13 with the staff sergeants ---

14 **MR. ROGER BURRILL:** Yeah.

15 **S/SGT. ADDIE MacCALLUM:** --- at HRP that were dealing with ---

16 **MR. ROGER BURRILL:** Yeah.

17 **S/SGT. ADDIE MacCALLUM:** --- Ms. Banfield, Maureen Banfield -

18 --

19 **MR. ROGER BURRILL:** Yeah.

20 **S/SGT. ADDIE MacCALLUM:** --- was that Maureen had the photo
21 of the couple from the night before.

22 **MR. ROGER BURRILL:** Right.

23 **S/SGT. ADDIE MacCALLUM:** Her significant other ---

24 **MR. ROGER BURRILL:** Yeah.

25 **S/SGT. ADDIE MacCALLUM:** --- had the photos ---

26 **MR. ROGER BURRILL:** Got you.

27 **S/SGT. ADDIE MacCALLUM:** --- of the car. So it wasn't until he
28 became in the picture closer to seven o'clock this photo ever ---

1 **MR. ROGER BURRILL:** Excellent.

2 **S/SGT. ADDIE MacCALLUM:** --- emerged.

3 **MR. ROGER BURRILL:** Okay. Thank you for clarifying that.

4 When the photos came, you received the photo of the 28B vehicle ---

5 **S/SGT. ADDIE MacCALLUM:** Yes.

6 **MR. ROGER BURRILL:** --- around this time period. And would

7 you have had any awareness or familiarity with the exchange of this information

8 between Watch Commander Sergeant Sutherland and Risk Manager Briers

9 simultaneously when this information ---

10 **S/SGT. ADDIE MacCALLUM:** No.

11 **MR. ROGER BURRILL:** --- is going on?

12 **S/SGT. ADDIE MacCALLUM:** No, I had no idea, but I think it's a
13 simple case of duplication just trying to make sure the information gets out.

14 **MR. ROGER BURRILL:** Yeah, okay. All right. Very good. So
15 when you got the photographs, your action was to do what, please?

16 **S/SGT. ADDIE MacCALLUM:** Well, the first thing I just -- I knew I
17 was getting -- these photos were going to show up.

18 **MR. ROGER BURRILL:** Yeah.

19 **S/SGT. ADDIE MacCALLUM:** And when I got them, I mean, I was
20 stunned. And I was only feet away from the command team and ---

21 **MR. ROGER BURRILL:** Yeah.

22 **S/SGT. ADDIE MacCALLUM:** --- and CIC, and I said, "Guys, this
23 is what we're looking for."

24 **MR. ROGER BURRILL:** Okay.

25 **S/SGT. ADDIE MacCALLUM:** "This is the car that everybody's
26 been talking about."

27 **MR. ROGER BURRILL:** Okay.

28 **S/SGT. ADDIE MacCALLUM:** And I emailed it to Glen Byrne, who

1 was sending it up to OCC, and so Glen Byrne, part of the CIC package, everything I
2 have, everything that I come in contact with ---

3 **MR. ROGER BURRILL:** Yeah.

4 **S/SGT. ADDIE MacCALLUM:** --- give to the CIC, Glen was
5 accepting it.

6 **MR. ROGER BURRILL:** Yeah.

7 **S/SGT. ADDIE MacCALLUM:** He was kind of, like, the focal point
8 of information.

9 **MR. ROGER BURRILL:** Right.

10 **S/SGT. ADDIE MacCALLUM:** And so gave to him. I was emailing
11 it to people. And I don't know how, except for maybe that HRP had spoken with other
12 RCMP officers, I was getting phone calls and texts that, "Do you have a picture of the
13 car?"

14 **MR. ROGER BURRILL:** Yeah.

15 **S/SGT. ADDIE MacCALLUM:** And I was texting it to as many
16 people, employees within the RCMP that I could ---

17 **MR. ROGER BURRILL:** Doesn't sound all that productive a way of
18 distributing information at this point, Staff Sergeant.

19 **S/SGT. ADDIE MacCALLUM:** I think it was redundant.

20 **MR. ROGER BURRILL:** Yeah.

21 **S/SGT. ADDIE MacCALLUM:** But I know that what I had done
22 was I'd sent it right through the right channel.

23 **MR. ROGER BURRILL:** Okay.

24 **S/SGT. ADDIE MacCALLUM:** Staff Briers had already had it
25 anyway, so it was redundant that way.

26 **MR. ROGER BURRILL:** Yeah.

27 **S/SGT. ADDIE MacCALLUM:** But when people were asking me
28 for it, I was sending it out real time.

1 **MR. ROGER BURRILL:** What about an actual specific clear
2 decision by Staff Sergeant MacCallum to instruct somebody to send the photograph
3 immediately out to the public for distribution, did you do that?

4 **S/SGT. ADDIE MacCALLUM:** So, no, I had no part of that initially.
5 My role was to obtain the information and pass it on through CIC.

6 **MR. ROGER BURRILL:** Yeah, but could you have made the input
7 suggestion perhaps to get this out to the public immediately?

8 **S/SGT. ADDIE MacCALLUM:** So, at that time, Staff Halliday was
9 speaking with our Comms ---

10 **MR. ROGER BURRILL:** Yeah.

11 **S/SGT. ADDIE MacCALLUM:** --- and for my understanding of the
12 situation is that that was what was being discussed, because I was tasked with doing
13 certain things with those photos ---

14 **MR. ROGER BURRILL:** Yeah.

15 **S/SGT. ADDIE MacCALLUM:** --- immediately after that.

16 **MR. ROGER BURRILL:** Yeah. So we understand, or correct me if
17 I'm wrong, that you at 7:45 or thereabout sent those photographs to Strat Comms?

18 **S/SGT. ADDIE MacCALLUM:** No.

19 **MR. ROGER BURRILL:** Okay.

20 **S/SGT. ADDIE MacCALLUM:** At around 7:45, I had a
21 conversation ---

22 **MR. ROGER BURRILL:** M'hm.

23 **S/SGT. ADDIE MacCALLUM:** --- with Comms, and I -- it was
24 going to be either Cindy MacKenzie or Lia Scanlan ---

25 **MR. ROGER BURRILL:** M'hm.

26 **S/SGT. ADDIE MacCALLUM:** --- and it was Lia who called me.
27 We had a discussion that Steven Halliday had mentioned to Lia ---

28 **MR. ROGER BURRILL:** Yeah.

1 **S/SGT. ADDIE MacCALLUM:** --- that I would provide the context
2 and the information so that a social media release would be done to warn the public
3 about the perpetrator and the vehicle. And I asked, you know, what she had. I said,
4 "Do you have a picture of the vehicle?" And she says -- I believe she said no or send it
5 again. And then it was, "Do you have a picture of the perpetrator?" And it was, "Better
6 send it to me again."

7 **MR. ROGER BURRILL:** Yeah.

8 **S/SGT. ADDIE MacCALLUM:** And I said, "I'll be sending it to you
9 shortly."

10 **MR. ROGER BURRILL:** Yeah.

11 **S/SGT. ADDIE MacCALLUM:** We did have a short conversation
12 about that if that car had been located yet.

13 **MR. ROGER BURRILL:** Yeah.

14 **S/SGT. ADDIE MacCALLUM:** And it might be another vein of
15 questioning, but at that particular time, just around eight o'clock, the confirmation was,
16 wasn't received yet, but two burnt out Taurus that were in Portapique ---

17 **MR. ROGER BURRILL:** Yeah.

18 **S/SGT. ADDIE MacCALLUM:** --- could be the fully marked car.

19 **MR. ROGER BURRILL:** Right.

20 **S/SGT. ADDIE MacCALLUM:** And closer examination had to be
21 done to them, and the -- I know that the CIC tasked the ERT team to ---

22 **MR. ROGER BURRILL:** Right.

23 **S/SGT. ADDIE MacCALLUM:** --- go back in. So I was awaiting
24 that confirmation before I ---

25 **MR. ROGER BURRILL:** Did you ever request or intimate that
26 there be a wait for the release of that information through public comms or a holdback
27 on that in any way?

28 **S/SGT. ADDIE MacCALLUM:** No, the only thing was that I know

1 that Comms was crafting ---

2 **MR. ROGER BURRILL:** M'hm.

3 **S/SGT. ADDIE MacCALLUM:** --- the message. And the only thing
4 that I said that could possibly change is that that car could be one of the two that had
5 burnt out ---

6 **MR. ROGER BURRILL:** Yeah.

7 **S/SGT. ADDIE MacCALLUM:** --- and we should know that shortly.
8 And if that's the case, you wouldn't need to put the car out because we have located it.

9 **MR. ROGER BURRILL:** Yeah. Did you ever have any
10 communications with Strat Comms about directing them to send it out or not to send it
11 out?

12 **S/SGT. ADDIE MacCALLUM:** No.

13 **MR. ROGER BURRILL:** Okay. We know that the tweet -- we
14 discussed this over the last two days of the photograph of 28-B-11 actually went out at
15 around 10:17 a.m. You had any insight into why there was the delay between the time
16 you sent the photographs to her at around 8:02 or 8:10 until 10:17, Staff Sergeant?

17 **S/SGT. ADDIE MacCALLUM:** Of all that time, I can account for,
18 like, about five or six minutes why. The -- I thought that the information that I provided
19 was going out as soon as the media release was ready, so it would be part of the first
20 one. I know that when I left the command post to go after the threat with others, that I
21 was being phone called or emailed for approval.

22 **MR. ROGER BURRILL:** Yeah.

23 **S/SGT. ADDIE MacCALLUM:** And I never got that call.

24 **MR. ROGER BURRILL:** Right.

25 **S/SGT. ADDIE MacCALLUM:** We were going ---

26 **MR. ROGER BURRILL:** Right.

27 **S/SGT. ADDIE MacCALLUM:** --- out very dedicated. So for five or
28 six minutes, I can explain that delay because it didn't -- I didn't get it, and then it moved

1 on to Steve Halliday.

2 **MR. ROGER BURRILL:** Okay. All right. And do you have any
3 idea of the approval process, given the fact that you were 10-6 or busy, how that came
4 about?

5 **S/SGT. ADDIE MacCALLUM:** That later on I did see that Staff
6 Halliday was the approver.

7 **MR. ROGER BURRILL:** Right. But would you have had any idea
8 at that stage?

9 **S/SGT. ADDIE MacCALLUM:** I thought that it was a done -- I
10 thought it was a done deal when I gave the information ---

11 **MR. ROGER BURRILL:** Okay.

12 **S/SGT. ADDIE MacCALLUM:** --- that it was going out.

13 **MR. ROGER BURRILL:** It is interesting to me, and we have asked
14 some witnesses earlier, about the fact that Addie MacCallum, who was assigned as the
15 liaison between Strat Comms and the Command Post with respect to crafting tweets
16 and information for public dissemination actually became involved at 9:42 in the
17 manhunt, so to speak, such that he wouldn't be available. Does that strike you as being
18 a problem in terms of follow-up and continuity of your role?

19 **S/SGT. ADDIE MacCALLUM:** So I guess the only thing I can say
20 is that knowledge of what that role was.

21 **MR. ROGER BURRILL:** Yeah.

22 **S/SGT. ADDIE MacCALLUM:** My task was to provide the
23 information to create that initial media release that to warn the public ---

24 **MR. ROGER BURRILL:** Yeah.

25 **S/SGT. ADDIE MacCALLUM:** --- which I did.

26 **MR. ROGER BURRILL:** Yeah.

27 **S/SGT. ADDIE MacCALLUM:** And at that point, I felt that my task
28 was completely done.

1 **MR. ROGER BURRILL:** Okay. All right. I am almost to the end,
2 you'll be relieved to know, of my questions, but there are two more areas that I was
3 wanting to ask you about. We talked about 9:42 when you left the Command Post to
4 join the manhunt, that is, join with Constable Hubley and left to proceed towards the
5 Wentworth call. That sound about right? Have I characterized that right?

6 **S/SGT. ADDIE MacCALLUM:** Yeah.

7 **MR. ROGER BURRILL:** Okay. But shortly before that, when you
8 were at the Command Post, there was an incident involving Constable MacDonald, and
9 the Blair children's dog, and a vehicle. And the vehicle was 5-Bravo-11 that Constable
10 MacDonald was operating.

11 **S/SGT. ADDIE MacCALLUM:** That's right.

12 **MR. ROGER BURRILL:** Are you able to describe for us what
13 happened there and the significance to the narrative that we have?

14 **S/SGT. ADDIE MacCALLUM:** Sure. So I had been up at the
15 roadblock right leading into Portapique. And Constable MacDonald was there, and he
16 had asked me about one of the victim's family dog that needed to get to a vet. And I
17 said, "No, I'm sorry, but right now, I -- we can't spare anybody to take the dog." So I had
18 gone back to the Command Post -- and this was around 9:15, 9:20. And I was -- I had
19 just parked, and I was talking with Constable McKeown, who was doing scene security
20 at the Command Post, and I got a radio call that, you know, "We have the dog now.
21 Can we bring it down and see if we can transport? The vet's waiting."

22 **MR. ROGER BURRILL:** Yeah.

23 **S/SGT. ADDIE MacCALLUM:** And I was, like, "We can't spare
24 anybody." And then there was the volunteer firefighters were there, and I went and
25 asked them, said, "Is anyone heading into Truro that might be able to help with this?"
26 And one person said, yeah, actually, that they were leaving.

27 **MR. ROGER BURRILL:** Right.

28 **S/SGT. ADDIE MacCALLUM:** So I told Rodney, I said, "Okay,

1 Rodney, bring the dog."

2 **MR. ROGER BURRILL:** This is Constable MacDonald?

3 **S/SGT. ADDIE MacCALLUM:** Cst MacDonald.

4 **MR. ROGER BURRILL:** Yeah.

5 **S/SGT. ADDIE MacCALLUM:** I'm sorry, yes.

6 **MR. ROGER BURRILL:** No, no.

7 **S/SGT. ADDIE MacCALLUM:** Bring the dog and we'll get it figured
8 out. And so he said he was on the way.

9 So I'm standing out in front of the Command Post with Cst
10 McKeown and I hear a motor, fairly high RPMs coming. And here comes a fully marked
11 police car around the corner. And if you know Great Village, there's the fire hall and the
12 church and it's a fairly sharp corner heading west. And the front end is all destroyed,
13 the bumper's hanging off it, there's damage to the grill, and it's coming and both Cst
14 McKeown and I thought, "This is the perpetrator," because nobody knew where he was.
15 He obviously had a marked car. And all of a sudden, this car came out of nowhere. We
16 thought it was him.

17 **MR. ROGER BURRILL:** M'hm.

18 **S/SGT. ADDIE MacCALLUM:** And we got pretty close to drawing
19 our weapons. And I recognized it was Rodney and I was like, -- I told Cst McKeown, I
20 said, "No, it's our guys." And he came up and -- he came up and it was the first time I
21 noticed, but Rodney's car was Bravo 11 for Colchester, 5Bravo11 ---

22 **MR. ROGER BURRILL:** Right.

23 **S/SGT. ADDIE MacCALLUM:** --- I believe is for Colchester calls.
24 And I just made that mental note of how I knew that Rodney -- Cst MacDonald was
25 coming, I knew and was anticipating him, I recognized him, and even such, the level of
26 deceit that the perpetrator was using, ---

27 **MR. ROGER BURRILL:** Yeah.

28 **S/SGT. ADDIE MacCALLUM:** --- that here was something that we

1 could easily have had a blue-on-blue just like that.

2 **MR. ROGER BURRILL:** Yeah.

3 **S/SGT. ADDIE MacCALLUM:** Yeah.

4 **MR. ROGER BURRILL:** So Rodney MacDonald's vehicle was a
5 Bravo 11. What was done with that vehicle then?

6 **S/SGT. ADDIE MacCALLUM:** So I mean, it was heavily damaged.

7 **MR. ROGER BURRILL:** Right.

8 **S/SGT. ADDIE MacCALLUM:** And Rodney and ---

9 **MR. ROGER BURRILL:** And did you know how it got heavily
10 damaged?

11 **S/SGT. ADDIE MacCALLUM:** Yeah. Well, actually, when I got
12 closer, I could tell there was blood on it and he told me he hit a deer on the way, just
13 halfway between his post and the Command Post.

14 **MR. ROGER BURRILL:** Okay. Did you do anything with the
15 Bravo11 vehicle and any other similar vehicles?

16 **S/SGT. ADDIE MacCALLUM:** Well it really wasn't driveable, ---

17 **MR. ROGER BURRILL:** Okay.

18 **S/SGT. ADDIE MacCALLUM:** --- so I told him, you know, "Go park
19 that and find another police car."

20 **MR. ROGER BURRILL:** M'hm.

21 **S/SGT. ADDIE MacCALLUM:** There was some other police cars
22 around. And then I realized the Bravo11, you know, that may be a common sign call for
23 actual cars. I knew from radio workshop that 28Bravo11 didn't exist, but that --
24 obviously we just had a Bravo11.

25 **MR. ROGER BURRILL:** Yeah.

26 **S/SGT. ADDIE MacCALLUM:** So I went up to the Command Post,
27 talked to Glenn Byrne, and I said, "Is there any other Bravo11s that are active on the
28 Board right now?" And he found one. And I said, "Tell him to park it and get another

1 vehicle.”

2 **MR. ROGER BURRILL:** Okay. Very good. Last topic. We had
3 discussed the fact that at 9:42, things changed and that you responded with Cst Hubley
4 to proceed north towards Glenholme.

5 I want to bring up the Glenholme Foundational Document, please,
6 Madam Registrar. In particular, paragraph 75. And that’s with respect to an incident of
7 attendance of a number of vehicles at the overpass of the 4 and the 104 that was not
8 near the 2896 Fisher Residence.

9 And in particular, paragraph 75 in the Foundational Document
10 Glenholme indicates that you arrived at the initial stopping point after a number of other
11 members. And then there was something attributed to you in terms of your interview,
12 and that is:

13 “...so, we’re turning off and everybody stops, all the ERT,
14 everybody stops soon as you get off the off ramp on
15 Hwy. 4 and [...] I’m like, ‘Why are we stopping?’ And
16 because I knew it was further up the road. And so,
17 everybody was spilling out and I said ... and somebody
18 said, like, ‘Where is he? Where is [he]?’ I said, ‘Why are
19 we stopping guys, it’s two kilometres ... it’s two kilometres
20 up the road.’ And then it was like, “What the fuck, are we
21 here for? Let’s go, let’s go.’ And so, everybody piled
22 back in and we went up the road.”

23 Looks to me like another sort of mishap in terms of the police
24 response to the Glenholme and/or Wentworth address -- excuse me, the Glenholme
25 address. Do you have any comment on that for us, Staff Sergeant?

26 **S/SGT. ADDIE MacCALLUM:** So when Craig and I were leaving
27 the Command Post, I knew that we had a lot of police officers, specialized units, air
28 services. I knew that we were heading towards Wentworth. And we got what I thought

1 was a break by the dispatch coming over, said that he was at the certain address on
2 Highway 4. And I knew exactly where it was. I knew this driveway. I knew that civic
3 only because I go up that road often. We camped nearby. And in my mind, it's like,
4 "We finally know exactly where he is." And we were minutes out and Cst Hubley was
5 saying, "Okay. Where do we want to go?" And I said, "Go take this road and get on
6 here. We're going to take this exit." And I thought we were just going to keep going.

7 **MR. ROGER BURRILL:** It's okay. Take a minute. Take a minute.
8 Staff Sergeant, we can take a break if we want. We're almost -- this is my last area of
9 questioning.

10 **S/SGT. ADDIE MacCALLUM:** No, I'm all right.

11 **MR. ROGER BURRILL:** But if you need a break, we're happy to
12 do that.

13 **S/SGT. ADDIE MacCALLUM:** No, I'm okay.

14 **MR. ROGER BURRILL:** Okay. Thank you. You indicated that you
15 knew the area and that you were headed that way?

16 **S/SGT. ADDIE MacCALLUM:** Yeah, so I thought we were going to
17 keep going, and then I saw other cars, marked cars and unmarked cars, pulled off to the
18 side of the road on the Wentworth Highway ---

19 **MR. ROGER BURRILL:** Yeah.

20 **S/SGT. ADDIE MacCALLUM:** --- just off the exit. And we stopped
21 and I thought we were stopping maybe for formation or -- and at that point, ERT is the
22 tip of the spear. They're the ones that are going to be doing this. And so we stop and
23 then I just -- more cars started coming up, because we had quite a response coming,
24 and as we came out, there was -- I don't want to say it momentarily confusion, but it was
25 like, "Okay. Where's the driveway? Where is he?" And many people there weren't
26 familiar with the neighbourhood. And it's like, "Guys, why are we stopping? It's up
27 there."

28 **MR. ROGER BURRILL:** Yeah.

1 **S/SGT. ADDIE MacCALLUM:** And so that was it. Everybody was,
2 "Let's go." Like, everybody wanted to be in the fight. Everybody wanted to get there.
3 And I just -- to this day, it's just a very hard thing that if I just didn't tell Craig just to keep
4 going, that we would have saw him in the distance or -- I just don't know that.

5 **MR. ROGER BURRILL:** Yeah. Of course we don't know that, but
6 you're concerned, I guess, over the issue of the delay that may have been experienced
7 at that time?

8 **S/SGT. ADDIE MacCALLUM:** Yes.

9 **MR. ROGER BURRILL:** All right. Staff Sergeant, I understand that
10 after the Fisher residence and the ERT involvement, that you actually then attended to
11 the Glenholme scene and secured that location? Am I right?

12 **S/SGT. ADDIE MacCALLUM:** Yes.

13 **MR. ROGER BURRILL:** Yeah. And then eventually you left the
14 Glenholme scene and headed south down towards -- and took up a position at
15 Brookfield when the incidents took place at the -- or on and around the Shubenacadie
16 Cloverleaf? Is that about right?

17 **S/SGT. ADDIE MacCALLUM:** That's right. We stopped at several
18 strategic spots ---

19 **MR. ROGER BURRILL:** Yeah.

20 **S/SGT. ADDIE MacCALLUM:** --- along the way in case ---

21 **MR. ROGER BURRILL:** Okay.

22 **S/SGT. ADDIE MacCALLUM:** --- the perpetrator doubled back.
23 But eventually, that's where we ended up.

24 **MR. ROGER BURRILL:** Okay. And I understand that you had
25 some additional administrative involvement in terms of the completion of this
26 involvement, returned to the Bible Hill Detachment and then eventually ended your very,
27 very long, long day?

28 **S/SGT. ADDIE MacCALLUM:** So while there was this horrible

1 incident that had happened, and an investigation was undergoing, my role was to
2 support service delivery in policing. And at that time, we were decimated. People had
3 been up for, you know, a day, a day and a half. Your resources to call in were now
4 there, on top -- so everybody is there and we still have to provide policing service.
5 There's still calls coming in.

6 So my goal was, (A) welfare, mainly. Talking through the unit
7 commanders that were involved, of the members involved. And then to provide,
8 basically, a plan to keep policing going in the six districts that I was responsible for for
9 the next couple of weeks.

10 **MR. ROGER BURRILL:** Okay. Well we've been at it a long time.
11 Commissioners, I don't have any further questions for S/Sgt MacCallum.

12 **COMMISSIONER MacDONALD:** Thank you, Mr. Burrill. And
13 thank you, S/Sgt MacCallum.

14 The process we follow now is that we will take a break and Mr.
15 Burrill will speak with counsel for the Participants and discuss what further questions
16 may be asked of you and who will ask them.

17 So I'm thinking, Mr. Burrill, 20 minutes.

18 **MR. ROGER BURRILL:** Yes, please.

19 **COMMISSIONER MacDONALD:** Of course, more time if you need
20 it.

21 **MR. ROGER BURRILL:** Thank you.

22 **COMMISSIONER MacDONALD:** S/Sgt MacCallum, is that enough
23 time for you, 20-minutes?

24 **S/SGT. ADDIE MacCALLUM:** Yes, that's fine.

25 **COMMISSIONER MacDONALD:** All right. Thank you.

26 **REGISTRAR DARLENE SUTHERLAND:** Thank you. The
27 proceedings are now on break, and will resume in 20-minutes.

28 --- Upon recessing at 4:24 p.m.

1 --- Upon resuming at 5:00 p.m.

2 **REGISTRAR DARLENE SUTHERLAND:** Welcome back. The
3 proceedings are again in session.

4 **COMMISSIONER MacDONALD:** Thank you.

5 Mr. Burrill?

6 **MR. ROGER BURRILL:** Yes, thank you, Commissioners. With the
7 return of the witness, I understand that we have three lawyers, counsel, who wish to
8 speak, ask questions, Mr. Bryson, Mr. McLellan, and then Ms. MacPhee, if that's
9 acceptable.

10 **COMMISSIONER MacDONALD:** Yes. Thank you, Mr. Burrill.
11 We'll have the witness come back.

12 **--- S/SGT. ADDIE MacCALLUM, Resumed:**

13 **MR. ROGER BURRILL:** Okay.

14 **COMMISSIONER MacDONALD:** Thank you, again, Staff
15 Sergeant MacCallum. The three counsel will be -- will be asking you some questions,
16 and the first counsel is Mr. Josh Bryson.

17 And each counsel will kindly let the witness know their retainer.

18 Thank you.

19 So they'll let you know who they're representing each time.

20 **S/SGT. ADDIE MacCALLUM:** Thank you.

21 **--- CROSS-EXAMINATION BY MR. JOSHUA BRYSON:**

22 **MR. JOSHUA BRYSON:** Good afternoon, Staff Sergeant.

23 **S/SGT. ADDIE MacCALLUM:** Hello, Mr. Bryson.

24 **MR. JOSHUA BRYSON:** I was going to introduce yourself. You
25 know my name. There we go. But I represent the family of Peter and Joy Bond. They
26 resided in Cobequid Court within Portapique.

27 So my question is -- I just have a few questions, and it's around
28 Cobequid Court within Portapique. Now, do you recall making any decisions with

1 respect to Cobequid Court at all during your tenure in Command?

2 **S/SGT. ADDIE MacCALLUM:** No, I don't remember any --
3 anything specific to Cobequid Court.

4 **MR. JOSHUA BRYSON:** Okay. So I just want to take a look at
5 one of these boards that you -- I think you indicated you saw these boards that were at
6 the Command Post. This is just one. This is the one for Cobequid Court.

7 Commissioners, this is an exhibit already. It's -- It's COMM10705.

8 Do you recognise this board here? There is several of them.
9 There's another one, and they're all exhibited now. There's one for Orchard Beach
10 Drive with some addresses on it, Portapique Beach Road with some addresses on it.
11 So this one is blank. Do you recall seeing this board at the Command Post at any time?

12 **S/SGT. ADDIE MacCALLUM:** Not that one specifically, no.

13 **MR. JOSHUA BRYSON:** Okay. So do you have any information
14 about its creation at all?

15 **S/SGT. ADDIE MacCALLUM:** All I can tell you is that the boards
16 that would go up on the wall would be done either by the CIC or the scribe to fill in the
17 data. I don't remember those ones specific. The ones I remember were the ones that I
18 had a little bit more of a part to play in and not these ones.

19 **MR. JOSHUA BRYSON:** Okay. And did you return to Portapique
20 or make any decisions with respect to Portapique after you left for Wentworth at 9:42?

21 **S/SGT. ADDIE MacCALLUM:** I'm sorry?

22 **MR. JOSHUA BRYSON:** Did you make any decisions in regards
23 to Portapique after leaving for Wentworth at roughly 9:42?

24 **S/SGT. ADDIE MacCALLUM:** No.

25 **MR. JOSHUA BRYSON:** So you didn't return to ---

26 **S/SGT. ADDIE MacCALLUM:** No, I did not.

27 **MR. JOSHUA BRYSON:** Okay. And do you recall any discussions
28 about Cobequid Court upon your commencement at roughly 10:40 to 9:42 a.m.?

1 **S/SGT. ADDIE MacCALLUM:** The only -- and this is just a
2 recollection, was that when I was gathering the information about houses that had either
3 been evacuated or visited by officers, that Cobequid Court was one on the list. I
4 couldn't tell you how many there were or the civic number, but that strikes me as that
5 was one of the addresses that I was given.

6 **MR. JOSHUA BRYSON:** Okay. And the hand drawn map that you
7 had referenced in your direct evidence, what use were you making of the hand drawn
8 map? The photocopy? Sorry, this was not the photocopy. This was the hand drawn
9 map that was found in the Command Post. Do you recall that particular map?

10 **S/SGT. ADDIE MacCALLUM:** No. Everything I had was printed or
11 photocopied off of an actual published book of sorts. I don't remember ever there being
12 a hand drawn map.

13 **MR. JOSHUA BRYSON:** Okay. So you don't recall seeing one or
14 -- because there are officer names by it to indicate where certain officers were at
15 various points in time, but ---

16 **S/SGT. ADDIE MacCALLUM:** No. I had nothing to do with that.

17 **MR. JOSHUA BRYSON:** Great. That's all my questions. Thank
18 you.

19 **S/SGT. ADDIE MacCALLUM:** You're welcome.

20 **COMMISSIONER MacDONALD:** Thank you, Mr. Bryson.

21 Mr. MacLellan.

22 **--- CROSS-EXAMINATION BY MR. MATT MacLELLAN:**

23 **MR. MATT MacLELLAN:** Good evening, S/Sgt MacCallum. My
24 name is Matt MacLellan, and along with my colleagues at Patterson Law, we represent
25 the families of -- the majority of the families of the victims and those individuals most
26 affected by this tragedy.

27 I have a few questions. I don't think we'll be too long this evening.
28 I -- my first area was -- is really a clarification on something that was mentioned earlier,

1 and I'm going to be paraphrasing what I understand some of your evidence to be, or to
2 have been from earlier. So please correct me if I'm misstating anything you had
3 previously said.

4 I understood that it was, I'm going to say, Sunday, April 19th, when
5 you had first had an opportunity to look at some Pictometry imagery of Portapique. Is
6 that correct?

7 **S/SGT. ADDIE MacCALLUM:** That's correct.

8 **MR. MATT MacLELLAN:** And even in the black and white image,
9 you saw what appeared to be a trail or some kind of path, which we now know to be the
10 blueberry field road? Is that fair to say?

11 **S/SGT. ADDIE MacCALLUM:** That's right.

12 **MR. MATT MacLELLAN:** And when asked if that would have
13 impacted your containment efforts or your containment related decisions overnight on
14 the 19th, you had said that it would. Is that fair to say?

15 **S/SGT. ADDIE MacCALLUM:** Yes.

16 **MR. MATT MacLELLAN:** And so my question is a very fairly broad
17 but important one, how do you think having that information more contemporaneous to
18 the 19th would have impacted your containment related decisions?

19 **S/SGT. ADDIE MacCALLUM:** So if I knew or if I had more
20 information to show that there was another way to exit with a vehicle realistically from
21 the area, I would have mentioned or pointed out to our command team while making
22 containment that we should have containment where it exits. And, like, in that specific
23 situation, I know now that blueberry field road connects to Browns Loop. So we would
24 have containment tighter up to Browns loop so that if a vehicle came out of there, we
25 would be able to respond and stop it.

26 **MR. MATT MacLELLAN:** Were you aware of what containment
27 points were already set up around Portapique around the time you would have come on
28 duty?

1 **S/SGT. ADDIE MacCALLUM:** Yes, I was shown basically on a
2 photocopy map, and then when I got CIIDS running, I was able to see where the cars
3 were. A number of those cars were no longer occupied by the members because they
4 were on foot, but yes, I did have an idea where containment was.

5 **MR. MATT MacLELLAN:** Were you aware that containment points
6 east of Portapique were not set up until roughly midnight that night? Or early the
7 morning of the 19th?

8 **S/SGT. ADDIE MacCALLUM:** I can't say when I knew that. When
9 I looked at the mapping, I saw that there were members there. So I guess that could
10 spell to the point that that was maybe close to midnight.

11 **MR. MATT MacLELLAN:** And so it's fair to say then, and I'm not
12 going to throw hypotheticals at you for the remainder of this, but one additional one, had
13 you known two additional things, one, had that image from Pictometry, and had been
14 aware that the east was uncontained for -- up until midnight, would those two pieces of
15 information combined have affected your containment decisions into the evening?

16 **S/SGT. ADDIE MacCALLUM:** Yes.

17 **MR. MATT MacLELLAN:** So you were -- and I think you had
18 touched on this, you were tasked with the evacuation efforts or some of the tasks
19 related to evacuation of the residents of Portapique; correct?

20 **S/SGT. ADDIE MacCALLUM:** So my task was to build a list of
21 what houses we knew to be occupied, which ones that we knew possibly were crime
22 scenes, and also which ones people had already left. So just trying to build where
23 people were in the community.

24 **MR. MATT MacLELLAN:** Did you interact with any of the residents
25 as they were being evacuated?

26 **S/SGT. ADDIE MacCALLUM:** No, I did not.

27 **MR. MATT MacLELLAN:** And you weren't tasked with gathering
28 intelligence from residents?

1 **S/SGT. ADDIE MacCALLUM:** No. No, I was not.

2 **MR. MATT MacLELLAN:** So you're not aware if anybody was
3 speaking with residents? I know you weren't tasked with it. You weren't aware if
4 anybody had spoken to residents about alternate routes or possible trails that
5 individuals could travel on in Portapique?

6 **S/SGT. ADDIE MacCALLUM:** No. And I guess I -- to -- do you
7 mean immediately? Or because they were interviewed later on and I'm not sure what
8 was in the body of all their interviews.

9 **MR. MATT MacLELLAN:** Sorry, I mean immediately.

10 **S/SGT. ADDIE MacCALLUM:** Pardon?

11 **MR. MATT MacLELLAN:** Immediately.

12 **S/SGT. ADDIE MacCALLUM:** Oh.

13 **MR. MATT MacLELLAN:** So contemporaneous to the 19th.
14 Whether anybody was tasked with interviewing residents or speaking with residents
15 about alternate routes, understanding that there was some mapping difficulties
16 overnight.

17 **S/SGT. ADDIE MacCALLUM:** No. The only thing that I was aware
18 of is that anyone that needed to go to the evacuation station, that the two sergeants that
19 were there were canvassing for any potential witnesses and identification so we could
20 reach them for statements later.

21 **MR. MATT MacLELLAN:** You had an opportunity to speak with
22 the Blair and McCully children; correct?

23 **S/SGT. ADDIE MacCALLUM:** No.

24 **MR. MATT MacLELLAN:** Am I mistaken? Okay. So you hadn't --
25 you did not see the Blair and McCully children at the Command Post in Great Village?

26 **S/SGT. ADDIE MacCALLUM:** No.

27 **MR. MATT MacLELLAN:** You had said previously that you had
28 become aware of Andrew and Kate MacDonald's presence in Portapique and what had

1 happened to them say at 3:30 a.m. on the 19th; right?

2 **S/SGT. ADDIE MacCALLUM:** Yes.

3 **MR. MATT MacLELLAN:** So once you had learned that the
4 MacDonald's had encountered the perpetrator, what did you do with that information?

5 **S/SGT. ADDIE MacCALLUM:** So that information went through
6 Steve Halliday and CIC towards MCU, and MCU was tasked to conduct interviews, and
7 I believe they did, approximately an hour later at the hospital.

8 **MR. MATT MacLELLAN:** Were you aware if the Critical Incident
9 Commanders were -- knew about Andrew and Kate MacDonald prior to you -- or prior to
10 3:30 a.m., I should say?

11 **S/SGT. ADDIE MacCALLUM:** No, that -- first that I ever heard
12 about them was when I had the debriefing with the members. So if anybody else had
13 that knowledge, I never heard it from them.

14 **MR. MATT MacLELLAN:** And you didn't delegate anybody to
15 follow up with them at the hospital?

16 **S/SGT. ADDIE MacCALLUM:** I didn't personally, because my
17 understanding was MCU had been tasked with interviews when they were -- they were
18 at the hospital and my understanding was he was shot in the -- he suffered fairly serious
19 injuries, so I didn't know when they'd be able to interview them. But MCU was tasked
20 with that.

21 **MR. MATT MacLELLAN:** I'd like to transition now to you had
22 discussed your understanding of what your role was as, for lack of a better term, the
23 liaison with Strategic Communications. We understand from Ms. Scanlan's evidence
24 this morning, you may or may not be aware, that in such an instance or incident, there is
25 a requirement for somebody with Strat Comms to liaise with and get approvals from CIC
26 or a commander in the field. Is that your understanding of what's required in these
27 incidents?

28 **S/SGT. ADDIE MacCALLUM:** So with most media releases, even

1 as a district commander, Comms will come back and say, you know, "Is this accurate?
2 Is this what you wanted to say? Is this, you know, the translation?" So typically there is
3 somebody for approval, yes.

4 **MR. MATTHEW MacLELLAN:** And so you had mentioned earlier
5 that you understood that once you had relayed information about the mock cruiser and
6 provided the photo, and again, correct me if I'm mistaken on this, that your involvement
7 with Strategic Communications had ended once you had provided that information and
8 direction; is that correct?

9 **S/SGT. ADDIE MacCALLUM:** That's correct.

10 **MR. MATTHEW MacLELLAN:** So you were tasked to liaise with
11 Strat Comms by Staff Sergeant Halliday?

12 **S/SGT. ADDIE MacCALLUM:** Yes.

13 **MR. MATTHEW MacLELLAN:** And were you provided any
14 instructions as to what that role entailed?

15 **S/SGT. ADDIE MacCALLUM:** Yes, just to make sure that the
16 information that I possessed was relayed to Strat Comms, and that to help with the
17 wording of what the media release would be. And that -- basically, that was it and that's
18 what I did.

19 **MR. MATTHEW MacLELLAN:** And so it was limited to that? You
20 were not instructed to, say, monitor social media to ensure that messaging was
21 accurate or anything to that effect?

22 **S/SGT. ADDIE MacCALLUM:** No.

23 **MR. MATTHEW MacLELLAN:** I'd just like to look at what, you
24 know, approximately around eight a.m., give or take, this is a pretty crucial time in terms
25 of your communications with Strat Comms, so I just want to go through what was known
26 at that time.

27 **S/SGT. ADDIE MacCALLUM:** Sure.

28 **MR. MATTHEW MacLELLAN:** So you would have known that it

1 had been a long time since anybody had put eyes on the perpetrator?

2 **S/SGT. ADDIE MacCALLUM:** Yes.

3 **MR. MATTHEW MacLELLAN:** I don't know if at that time you
4 would have known it was approximately 10:25, and that was Andrew and Kate
5 MacDonald?

6 **S/SGT. ADDIE MacCALLUM:** Yeah, I don't know if I knew the
7 exact timing of it, but it had obviously been a while.

8 **MR. MATTHEW MacLELLAN:** And you had known that Lisa
9 Banfield had stated that the perpetrator had loaded his vehicle with guns?

10 **S/SGT. ADDIE MacCALLUM:** Yes.

11 **MR. MATTHEW MacLELLAN:** And that she stated he was going
12 to Dartmouth to potentially kill her sister?

13 **S/SGT. ADDIE MacCALLUM:** Yes.

14 **MR. MATTHEW MacLELLAN:** And you were aware that there was
15 no silent patrolman or firearms in the cruisers that were found burnt out in Portapique?

16 **S/SGT. ADDIE MacCALLUM:** Right. Approximately at eight
17 o'clock.

18 **MR. MATTHEW MacLELLAN:** I think it was around 6:45 or 7 a.m.
19 you had called Halifax Regional and said -- and this is from your interview, "We don't
20 know where he is. There's a strong possibility he's out." That's -- saying that? And that
21 there is a BOLO that had gone out about 8:07 stating that he could "be anywhere in the
22 province." And you're aware of these things?

23 **S/SGT. ADDIE MacCALLUM:** Yes, yeah.

24 **MR. MATTHEW MacLELLAN:** So I suppose my -- with all that in
25 mind, at eight a.m., you were aware of the importance of having the information about
26 the mock cruiser go out to the public in fairly short order?

27 **S/SGT. ADDIE MacCALLUM:** So around eight o'clock -- so and
28 I'm going to just break that time period down. And I don't remember exactly in the

1 chronological order, but when I had my conversation with Ms. Scanlan, I hadn't -- didn't
2 have the information yet that neither one of the burnt Taurus was not the fully marked
3 cruiser that had a silent patrolman in it. That information hadn't reached me yet. So
4 that information, I think Ms. Scanlan and I left the conversation saying that, "I'm not sure
5 if this car has been recovered yet. It may be. I'm waiting for that information." So that's
6 what I knew around then. It wasn't until our next conversation that we were able to
7 clarify that.

8 **MR. MATTHEW MacLELLAN:** But that was clarified?

9 **S/SGT. ADDIE MacCALLUM:** Yes -- yes, it was.

10 **MR. MATTHEW MacLELLAN:** And could you estimate around
11 what time that would have been made clear?

12 **S/SGT. ADDIE MacCALLUM:** When she called me back with a
13 draft of a media release, and I think that was around 8:35, 8:40.

14 **MR. MATTHEW MacLELLAN:** And so is it fair to say that after
15 8:35, 8:40, you had assumed that that information had gone out to the public?

16 **S/SGT. ADDIE MacCALLUM:** Yes.

17 **MR. MATTHEW MacLELLAN:** And so you wouldn't have had any
18 reason to check back to double check if it'd gone out, that was your understanding?

19 **S/SGT. ADDIE MacCALLUM:** That's right. That -- mine was to
20 help craft it and provide the photos, and I never had any indication that I -- you know,
21 any follow up was needed for my behalf.

22 **MR. MATTHEW MacLELLAN:** And part of your understanding
23 was that it was important that this go out fairly, fairly soon?

24 **S/SGT. ADDIE MacCALLUM:** Absolutely.

25 **MR. MATTHEW MacLELLAN:** Just a few more questions -- there
26 might not even be that many. So it was sometime after about 9:40, you -- it was just
27 before that, you went to -- you got in Constable Hubley's vehicle to attend the scene in
28 Wentworth; correct?

1 **S/SGT. ADDIE MacCALLUM:** Yes.

2 **MR. MATTHEW MacLELLAN:** Or sorry, Glenholme?

3 **S/SGT. ADDIE MacCALLUM:** Yes.

4 **MR. MATTHEW MacLELLAN:** And we're aware, I'm going to bring
5 it up, but there was an email that was sent to approve content of a tweet. At that time,
6 you hadn't reassigned, or assigned anybody else, or delegated anybody else to be the
7 communications liaison with Strat Comms; correct?

8 **S/SGT. ADDIE MacCALLUM:** Well, no, because I'll be honest, I
9 never realized that I was, to be honest. I was asked to do a certain task, to help
10 formulate that. When I'm done, no different than some of my other tasks, when I was
11 done, I understood that I was done with that.

12 **MR. MATTHEW MacLELLAN:** So you wouldn't have been
13 checking your phone or email because you weren't thinking I'm going to get emails
14 about ---

15 **S/SGT. ADDIE MacCALLUM:** No.

16 **MR. MATTHEW MacLELLAN:** --- a tweet ---

17 **S/SGT. ADDIE MacCALLUM:** No, I noticed the email after
18 everything had settled later on, and I did get a phone call from Comms when I was
19 laying in a ditch with a number of other members. And I think I -- one of the tweets that
20 went out might have been me verbatim, but that was the only other contact I had with
21 Comms after I left the Command Post.

22 **MR. MATTHEW MacLELLAN:** Right. Because at no point were
23 you told that this is now your goal in perpetuity throughout, or that that is ---

24 **S/SGT. ADDIE MacCALLUM:** Correct.

25 **MR. MATTHEW MacLELLAN:** --- the role. That's all my
26 questions, Staff Sergeant MacCallum. I appreciate your time. Thank you.

27 **S/SGT. ADDIE MacCALLUM:** Thank you.

28 **COMMISSIONER MacDONALD:** Thank you, Mr. MacDonald.

1 Ms. MacPhee?

2 **--- CROSS-EXAMINATION BY MS. PATRICIA MacPHEE:**

3 **MS. PATRICIA MacPHEE:** Good afternoon. It's Patricia MacPhee
4 representing the Attorney General of Canada. I ---

5 **S/SGT. ADDIE MacCALLUM:** Okay.

6 **MS. PATRICIA MacPHEE:** --- just have one question for you
7 today. Given your experience in policing, and given the Commissioner's forward-
8 looking mandate, do you have any thoughts that -- or opinions or suggestions that you'd
9 like the Commissioners to take into consideration with respect to perhaps some of the
10 challenges that face policing agencies today or improvements that could be made in
11 that regard, in a more -- on a broader scale?

12 **S/SGT. ADDIE MacCALLUM:** So something that I don't think any
13 police officer would not say they haven't noticed over the last several decades, but it's
14 something that I thought about a lot in the years afterwards, after Portapique, but the
15 policing is -- we are the community. We are an extension of the community. And to do
16 that, we have to have communication, we have to have interaction. And the role of
17 police officer has become so muddled in the last decade that we're losing focus on that.
18 And if there is -- if there's one thing that I could ask or even try to have any input on is
19 that police officers are asked to be something to everyone. We're going to calls for
20 service that are probably better suited for non-police officers, and some of the training
21 that we're asked to do is -- it's extremely time consuming. I think the last stat I saw is
22 that the average police officer in North America spends between 300 and 350 hours a
23 year in training. And to me, that's -- some of that training's critical. So if you looked at
24 our mandate of public safety, and the primacy of duty, maybe if we could spend our time
25 working on that, training for that annually instead of every two years, every three years,
26 and I know -- I can just speak for my officers, is that they want to be out in the public.
27 They want to be driving around to River John and Blue Mountain and areas that are
28 deep into the rural area, but they're crushed beneath tasks and paperwork and requests

1 and files for assistance where it's obviously that's just not a really -- I don't think it's a
2 good use of police officer's time. And I don't think there'd be an RCMP or a municipal
3 police officer anywhere that wouldn't agree with that we've just kind of become
4 muddled. And if we could have that time, we really don't need any more police officers.
5 We really don't need any more money. We just need more time to do the job that we're
6 supposed to be doing. And if there was anything I could do, if we could unshackle or
7 officers be able to do that, I think we would -- we'd get back to where we need to be.

8 **MS. PATRICIA MacPHEE:** Okay. Thank you.

9 **COMMISSIONER MacDONALD:** Thank you, Ms. MacPhee.

10 Mr. Burrill?

11 **MR. ROGER BURRILL:** That would appear to be all the questions
12 from Counsel today, Commissioners.

13 **COMMISSIONER MacDONALD:** Thank you, Mr. Burrill.

14 Commissioner Fitch?

15 **COMMISSIONER FITCH:** Staff Sergeant, thank you very much for
16 all that you've shared with us so far. And thank you to Participants' Counsel and to
17 Commission Counsel Burrill for asking very good questions, so I don't have a lot for you.

18 And one I do have is more of, I think -- there's -- there's actually a
19 couple, but I think they've been pretty well -- pretty well asked, so I think... On second
20 thought, I'm going to -- going to park a couple of those.

21 But one I do have is you had mentioned at one point that there
22 were times in the Command Post that you had -- that you were having discussions
23 about potential theories, which is a good thing to do, right, looking at different theories to
24 contemplate.

25 So my question is, is that during your time in the Command Post,
26 did you have regular touch-base with the Critical Incident Commander, your fellow staff
27 sergeants, to have those discussions, and stemming from any of those discussions,
28 was there time taken to put any potential actions on the boards so that they were tasked

1 and followed and followed up on and actioned?

2 **S/SGT. ADDIE MacCALLUM:** So yes, there were a number of
3 times. The Command Post wasn't very big, so we were always within earshot of each
4 other. And we would routinely, you know, look at what's changed, has anything
5 changed, and if we have to do a certain action, you know, is it -- is it necessary, is it
6 required, is it we have to do it now? And we would look at that, and some things did get
7 put up on the board.

8 So one topic that got parked earlier, and I'm sorry if I missed this
9 with Participants' Counsel when they looked about evacuation, because I never saw
10 that particular document, but one was always, do we continue to have shelter in place,
11 do we start evacuation? And we would go back to that every hour. And it was like we
12 don't know where he is and there's still some activity, so we can't bring them out, they're
13 just as safe as where they are now.

14 So things like that were being put on the board, but I -- that was the
15 scribe and the CIC that were doing the writing, so I can't say that I know exactly what
16 was written on the board.

17 **COMMISSIONER FITCH:** You've had a lot of experience over the
18 years and have been involved in some very serious critical incidents, and I expect have
19 had some, even though you're not a Critical Incident Commander, have been in
20 Command Posts at some of these previous events. In your estimation, the Command
21 Post Operations, was it organised in such a way that there was space for regular briefs
22 between the people that were there?

23 **S/SGT. ADDIE MacCALLUM:** Yes. So there was -- I mean, it was
24 one -- one big room and then there's one side office, and there would be routine, like a
25 breakout to have those conferences. And down below we had converted a kitchen to a
26 tasking area, so whoever we were bringing in for tasks, we would have that quiet area
27 to be able to do that. I hope that answers your question.

28 **COMMISSIONER FITCH:** It did, thank you. Key decisions, key

1 decision points, were they being captured on the boards for anybody in the Command
2 Post to see?

3 **S/SGT. ADDIE MacCALLUM:** I don't remember them being on the
4 board, to be honest. I remember the scribe that was there, whenever there was a key
5 decision point, making notes on it. And if I'm not mistaken, in one of the documents
6 afterwards I did see that there was a list of decision points. I assume that came from
7 the scribe's notes.

8 **COMMISSIONER FITCH:** Okay, but they weren't, to your
9 recollection, posted anywhere in the Command Post for others to see?

10 **S/SGT. ADDIE MacCALLUM:** Not that I remember, no.

11 **COMMISSIONER FITCH:** Okay. So it was basically a situational
12 update?

13 **S/SGT. ADDIE MacCALLUM:** Yeah. No, I don't remember that.
14 You know, I believe there was some SMEAC up on the board, but I don't remember
15 what was being put for updates.

16 **COMMISSIONER FITCH:** Would something like the MacDonald's
17 presence at the head of Portapique Beach Road and their trip to the hospital and the
18 recovery of the shell casing be something that would be typically shared as significant
19 information that should be posted and shared within the Command Post?

20 **S/SGT. ADDIE MacCALLUM:** I would say that it would. The fact
21 that we would have witnesses, victims, and you know, something would have to be
22 done, they would have to be escorted to the hospital. If they weren't escorted to the
23 hospital we'd meet them there, and you know, we would be taking -- trying to get
24 information from them. A gap happened from the time that they had that tragic incident
25 until they were recognised, the information came out. So yeah, I believe that would be
26 a good thing.

27 **COMMISSIONER FITCH:** Okay, thank you. And I do have one
28 last question that's building on Ms. MacPhee's question about the forward-looking,

1 recognising that you had a few areas of frustration, as you've expressed today,
2 specifically around the use of technology and trying to get into CIIDS and the
3 Pictometry, et cetera. Were you invited to at any point in time, an after action debrief,
4 not to be mistaken for a critical incident stress debriefing ---

5 **S/SGT. ADDIE MacCALLUM:** Right.

6 **COMMISSIONER FITCH:** -- but one specifically around
7 Operations that is forward-looking in terms of kind of analysing things that could have
8 gone a little bit better during the incident?

9 **S/SGT. ADDIE MacCALLUM:** No, I don't believe I was part of that.
10 I believe I was mainly the stress debriefs and then other members of the Command
11 Team and CIC I believe were involved in that one. And I -- I returned to my substantive
12 role.

13 **COMMISSIONER FITCH:** Great. Thank you very much, those are
14 all my questions.

15 **S/SGT. ADDIE MacCALLUM:** Okay.

16 **COMMISSIONER MacDONALD:** Thank you.

17 Commissioner Stanton?

18 **COMMISSIONER STANTON:** Thank you.

19 Just a couple questions as well about containment, and I
20 appreciate it's before you got to the detachment around 11:00, but I know you were
21 looking at the maps once you were able to look at good ones. There's a radio
22 transmission at 10:44, where Staff Sergeant Rehill tasked Constable Carroll with
23 containment at Hillview Lane. Do you recall knowing anything about someone being
24 tasked to be at Hillview Lane?

25 **S/SGT. ADDIE MacCALLUM:** No. When I became first aware, I
26 believe Constable Carroll was on the west side of the scene, and two other officers had
27 taken up the east side. So if there had been anything prior to that, I wasn't aware of it.

28 **COMMISSIONER STANTON:** And you don't recall knowing about

1 something called Hillview Lane on the eastern side of Portapique along Highway 2?

2 **S/SGT. ADDIE MacCALLUM:** So -- and I may have my
3 terminology mixed up, but Constable Dorrington and, it's terrible, I cannot think of his
4 name ---

5 **COMMISSIONER STANTON:** Lafferty?

6 **S/SGT. ADDIE MacCALLUM:** Lafferty. I should know, he was my
7 neighbour. When I saw them where they were parked, I thought it was a different -- a
8 different name. And it could very well have been Hillside Lane, but the one that sticks in
9 my mind was, I said it earlier, I just can't pull it up right now.

10 **COMMISSIONER STANTON:** That's okay. And there was also
11 the radio transmission of -- of Constable Colford at 10:48, alerting people coming from
12 the east, from Milford, that there was another way out, and that radio transmission
13 seems to not have registered with anybody. And I just wondered if you were made
14 aware of it at any point?

15 **S/SGT. ADDIE MacCALLUM:** I never heard it. I didn't know about
16 that.

17 **COMMISSIONER STANTON:** I appreciate again it was before you
18 ---

19 **S/SGT. ADDIE MacCALLUM:** Yeah.

20 **COMMISSIONER STANTON:** --- arrived, but I just wondered if ---

21 **S/SGT. ADDIE MacCALLUM:** No.

22 **COMMISSIONER STANTON:** --- you were made aware of it any
23 point?

24 **S/SGT. ADDIE MacCALLUM:** The only thing that I can say about
25 exits that came to my attention was that there was one witness or one evacuee that
26 information got back saying that there was only one way out, something about unless
27 they had a boat, or if they could swim. Something of that nature. That was the only
28 thing I remember anybody ever mentioning about exits or entrances to the community.

1 **COMMISSIONER STANTON:** Okay. And then at that debriefing
2 with the IARD members at 3:30 in the morning, who was present when Cst Patton told
3 you about the MacDonalds?

4 **S/SGT. ADDIE MacCALLUM:** I believe that was just me. So
5 S/Sgt Halliday and S/Sgt ---

6 **COMMISSIONER STANTON:** West?

7 **S/SGT. ADDIE MacCALLUM:** No, not S/Sgt West. S/Sgt West
8 was busy out in the main room. S/Sgt Halliday and S/Sgt Carroll, the three of us met
9 them, brought them into the side room, and then we depart -- like, at some time, so one
10 of us would talk with them, the other would step out. And so when I was there with the
11 map, I believe I was the last one of the command team with them, and it was like an
12 after thought, like I was just telling them, you know, "Make your notes. Tomorrow will be
13 a big day. Get some rest." And Cst Patton handed me the bullet and gave me that
14 information. I don't believe anybody else was with me at that time.

15 **COMMISSIONER STANTON:** Okay. And do you recall him
16 mentioning anything to you about their mention of the perpetrator being in what looked
17 to them to be a police car?

18 **S/SGT. ADDIE MacCALLUM:** No.

19 **COMMISSIONER STANTON:** That wasn't mentioned? Okay.

20 **S/SGT. ADDIE MacCALLUM:** No.

21 **COMMISSIONER STANTON:** And then you said you then
22 conveyed that information about the MacDonalds up to whom in the triangle?

23 **S/SGT. ADDIE MacCALLUM:** I'm sorry?

24 **COMMISSIONER STANTON:** To whom did you then convey the
25 information about the MacDonalds? You said you passed this out.

26 **S/SGT. ADDIE MacCALLUM:** To the entire command team and
27 the CIC. Everybody is right there just outside the room and I said, "Are we aware that
28 there's some victims that are at the hospital?" And it was news to everybody right then.

1 **COMMISSIONER STANTON:** So S/Sgt Halliday appeared
2 surprised upon hearing that?

3 **S/SGT. ADDIE MacCALLUM:** S/Sgt Halliday was surprised, S/Sgt
4 West was surprised, S/Sgt Carroll was surprised.

5 **COMMISSIONER STANTON:** Okay. And that was at 3:30?

6 **S/SGT. ADDIE MacCALLUM:** Give or take, yes.

7 **COMMISSIONER STANTON:** Right. Okay. Okay. Those are my
8 questions. Thanks very much.

9 **S/SGT. ADDIE MacCALLUM:** No problem.

10 **COMMISSIONER MacDONALD:** Thank you, Staff Sergeant. I just
11 have one question flowing from the answer you gave to Ms. McPhee. And did I
12 understand you correctly to say that that's a recommendation for us, that you recognize
13 the fact that police officers today are asked to do things that they aren't best equipped
14 to do or not necessarily should have to do? Did I understand that?

15 **S/SGT. ADDIE MacCALLUM:** I don't know if I'm allowed to make
16 recommendation to you or not, but in my opinion, the time -- there's only so many hours
17 in a day and only so many hours in a shift for a police officer, and we're spending it on
18 far too many things that are outside our mandate. It's not law enforcement. You know,
19 it's public safety. And you know, they're locked -- we're locked away in offices doing
20 reports and a judicial system where we're asked to provide so many things, not just
21 disclosure, but so many things: COVID checks, VIN verifications, so many files, calls for
22 service. Like, really, they don't need to go to a police officer. They can go -- there
23 should be another mechanism to handle it.

24 **COMMISSIONER MacDONALD:** Are you including mental health
25 checks there as well?

26 **S/SGT. ADDIE MacCALLUM:** So mental health, if I could -- if -- if
27 someone could say tomorrow that I didn't have to have any of my officers go to mental
28 health, I think I'd give up two positions. So that's like -- I know there's a certain time

1 where mental health and public safety intersect, but for the most part, you know, the
2 10/12 percent of our call volume that we deal with mental health, there must be another
3 way to deal with that.

4 **COMMISSIONER MacDONALD:** And the other thing you've
5 identified, which I did not pick up the first time, is administration. Is that ---

6 **S/SGT. ADDIE MacCALLUM:** Yeah.

7 **COMMISSIONER MacDONALD:** Okay. Thank you.

8 Those are the only questions I had, but I do want to thank you so
9 much, sir, for coming here today and sharing the important information you have. We
10 have a very difficult task to perform and you've helped us today. So we're greatly
11 appreciative of that and thank you for that and you're free to go. Thank you.

12 **S/SGT. ADDIE MacCALLUM:** Thank you.

13 **COMMISSIONER STANTON:** It falls to me to close out the day, as
14 it generally does. And I just want to thank you all for sticking with us again for a bit of a
15 longer day. Witnesses that we've heard from today have helped us build our
16 understanding of what happened and broaden our understanding of RCMP systems
17 and processes contributing to our work to understand why and how this has happened
18 and how we can make recommendations to improve things in the future.

19 We do thank Lia Scanlan and S/Sgt Addie MacCallum again for
20 being here to assist us with their recollections and perspectives, which have been very
21 useful.

22 Tomorrow, Commission Counsel will share four new Foundational
23 Documents about air support, Halifax Regional Police, and Halifax District RCMP, and
24 overview of 9-1-1 call taking and dispatch in Nova Scotia, and radio communications in
25 Nova Scotia.

26 And to support the radio FD, Foundational Document, we'll have a
27 witness panel to assist us in understanding the operation of the radio system in Nova
28 Scotia. The panelists -- the witnesses on the panel will be Trevor MacLeod, who is

1 Director of Public Safety, Radio, and PTT Engineering and Operations with Bell Mobility,
2 Matthew Boyle, Director of Public Safety and Field Communications for the Province of
3 Nova Scotia, Todd Brown, Director of Strategic Initiatives, Public Safety, and Field
4 Communications also with the Province of Nova Scotia. And I understand that we'll also
5 be hearing from Christian Gallant. And I apologize, I don't have a current title, but I
6 gather from the Foundational Document presented yesterday that he is a civilian RCMP
7 member who was acting informatics officer in April 2020.

8 And following that, if everyone is still standing, we're going to have
9 submissions from Participants. So we will of course value that, as we do.

10 So another full day, everyone. We do hope you get some rest and
11 take care driving home or getting to where you're going, and we thank you again for
12 your engagement. And we'll see you back tomorrow at 9:30. Thank you.

13 **REGISTRAR DARLENE SUTHERLAND:** Thank you. The
14 proceedings are adjourned until June the 9th, 2022 at 9:30 a.m.

15 --- Upon adjourning at 5:41 p.m.

16

17

C E R T I F I C A T I O N

18

19 I, Wendy Clements, a certified court reporter, hereby certify the foregoing pages to be
20 an accurate transcription of my notes/records to the best of my skill and ability, and I so
21 swear.

22

23 Je, Wendy Clements, une sténographe officiel, certifie que les pages ci-hautes sont une
24 transcription conforme de mes notes/enregistrements au meilleur de mes capacités, et
25 je le jure.

26

27 

28 Wendy Clements