

Public Hearing

Audience publique

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

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Mr. Jamie VanWart	Commission Counsel / Conseiller de la commission
Ms. Emily Hill	Commission Counsel / Conseillère de la commission
Ms. Jane Lenehan	Counsel / Conseillère
Mr. Robert Pineo	Counsel / Conseiller

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Truro, Nova Scotia

--- Upon commencing on Thursday, June 23, 2022 at 9:35 a.m.

COMMISSIONER FITCH: Bonjour at bienvenue. Hello, and welcome. We have a cozy platform here today with a number of guests.

We join you from Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq.

Please take a moment with us to remember those whose lives were taken, those who were harmed, their families and all those affected by the April 2020 mass casualty in Nova Scotia.

This week during proceedings, we have been learning about post-event communications and supports, including how families sought information about their loved ones, how next of kin notifications worked, the supports offered to the families, communities and responders, and what the RCMP and governments said publicly following the mass casualty.

Building on these areas later today, we will hear from Dr. Jaclyn Schildkraut talking about her commissioned report focused on supporting survivors and communities after the mass shootings.

This afternoon we anticipate hearing again from technical witness Darryl Macdonald, Commander of the RCMP PEI Operational Communications Centre. He will be available to answer additional questions brought forward by Participants. Mr. Macdonald's first appearance as a technical witness on March 1st was talking to us about 9-1-1 and dispatch systems. We thank you for returning, Mr. Macdonald.

First up today, however, we are focusing on emergency communications and interoperability or collaboration among agencies. You'll recall that we've learned about interoperability earlier in the proceedings, including in May when we looked into RCMP command decisions and earlier this month when we heard about the Truro Police Service, Halifax Police Service, 9-1-1 system and radio communications.

1 You can see the Foundational Documents related to those
2 proceedings and webcasts and other material from those proceedings on our website.

3 This morning we welcome roundtable members who will be
4 discussing communications within agencies, communication between agencies and
5 cultivating interoperability and collaboration. This discussion will help us fulfil the
6 requirement in our mandate to examine how different police services communicated
7 both within and between their organizations. We are also required to bring forward
8 recommendations and lessons learned, and we anticipate that today's roundtable will
9 assist us in that work.

10 I will now ask Krista Smith from our Commission's Research and
11 Policy Team to introduce the roundtable members and facilitate today's discussion.

12 Thank you all for joining us today, and thank you, Krista.

13 **--- ROUNDTABLE: EMERGENCY COMMUNICATIONS AND INTEROPERABILITY**
14 **AMONG AGENCIES**

15 **--- FACILITATED BY MS. KRISTA SMITH:**

16 **MS. KRISTA SMITH:** Thank you very much, Commissioner Fitch.

17 I'm very excited to welcome this table of roundtable participants
18 today. We have quite an assembly of individuals with different areas of expertise, so
19 we'll have a very fulsome conversation of several issues today.

20 Without any more delay, I'd like to give everyone the opportunity to
21 introduce themselves and speak a little bit about their connection to the work of
22 interoperability and collaboration between agencies.

23 So I think we'll just start at the end of the table and go around.

24 **MS. HALEY CRICHTON:** Thank you. Hi. My name is Haley
25 Crichton. I'm currently the Executive Director of Public Safety and Security Division with
26 the Nova Scotia Department of Justice, having held this role since approximately May
27 2021 and joining the Nova Scotia Department of Justice in August of 2020.

28 So our division, Public Safety and Security Division, is leading a

1 number of large-scale projects pursuant to the authorities of the Minister of Justice
2 under the *Police Act* that are related to today's discussion or pertinent to today's
3 discussion, including modernization of the provincial policing standards, a new modern
4 police audit program and generally our relationship with police across Nova Scotia, so
5 we work directly with both independent municipal police and the RCMP as well.

6 So I look forward to today's discussion.

7 **CHIEF DWAYNE PIKE:** Thank you. My name is Dwayne Pike.
8 I'm Chief of the Amherst Police Department.

9 As a small police department on the border with New Brunswick,
10 one of our challenges sometimes is ensuring that we can provide an effective service to
11 our community, and we do that by working with the agencies around us, including other
12 police agencies and other community agencies. So when we talk about interoperability
13 and collaboration and those kinds of concepts, it's something that's core to what we
14 need and what we utilize to make sure that we're effective, and that's obviously very
15 appropriate for this discussion today.

16 I'm looking very forward to the discussion, learning some things
17 and just talking about those things in general. Thank you.

18 **MR. TERRY CANNING:** Good morning. My name is Terry
19 Canning. I came to what eventually came to be the Public Safety and Field
20 Communications Office for the Province of Nova Scotia in 2000 after 20 years as a
21 deputy -- or sorry, a volunteer deputy fire chief.

22 I was initially the volunteer coordinator for the TMR implementation
23 in the Province of Nova Scotia and eventually the role transitioned, I guess I'll say, to
24 become interoperability coordinator with roles for responsibility, I should say, for fleet
25 map coordination between and amongst various agencies. Moved again to Emergency
26 Communications Coordinator. And at that time, I served as the Nova Scotia
27 representative on the FTP interoperability Working Group.

28 In about 2008, I think it was, we developed the RINSAC Radio

1 Interoperability Nova Scotia Advisory Council. And I chaired that for a number of years.

2 We also developed the Nova Scotia Communications
3 Interoperability Plan, and I was lead developer on that.

4 And I think the most useful tool that I was involved in developing
5 was the Mutual Aid Talk Group MOU and a document that triggers the assignment of
6 Mutual Aid Talk Groups for multi-agency incidents.

7 **MS. KRISTA SMITH:** Thank you, Terry. I'm just going to follow up,
8 actually, with you, on a couple of things just so that everyone understands some of the
9 language or lingo that you're using. And we will be defining terms in the course of this
10 roundtable to make sure that technical terms make sense for everyone.

11 The first thing you mentioned was TMR.

12 **MR. TERRY CANNING:** Trunked Mobile Radio

13 **MS. KRISTA SMITH:** Okay. So the radio system in Nova Scotia?

14 **MR. TERRY CANNING:** Yes.

15 **MS. KRISTA SMITH:** All right. And then you mentioned a fleet
16 map?

17 **MR. TERRY CANNING:** Fleet map is a combination of -- well, it's
18 not -- it's the radio programming. Both the channels that are in the radio, as well as the
19 functionality of the various user interface buttons and dials and so on.

20 **MS. KRISTA SMITH:** All right. And FTP?

21 **MR. TERRY CANNING:** Federal/Provincial/Territorial.

22 **MS. KRISTA SMITH:** Yeah. Thank you. And you defined
23 RINSAC for us. So that's a governing agency that we're going to speak about later
24 today.

25 And then just very quickly, Mutual Aid Talk Group?

26 **MR. TERRY CANNING:** Mutual Aid Talk Group was a concept, I
27 guess, that was introduced to us in Nova Scotia in 2000 as we were beginning the
28 implementation of the first-generation trunk radio system here in Nova Scotia. And it

1 came, I believe, and I deferred to Todd's better knowledge on it, because it was a term
2 that was developed when I came on to the project. But it was -- it's basically a concept
3 where all participating agencies in an incident, in this case, have shared channels and
4 don't have to share radios or have radios reprogrammed. Those channels, those talk
5 groups, are already in the radio. So everybody -- in Nova Scotia, the policy was, from
6 2000 on, every radio that's on the system has those channels.

7 We've extended that same approach across the entire region. I
8 was involved in the implementation in New Brunswick in 2015 to '17. We did the same
9 thing there. We also did the same thing in P.E.I. So all three Maritime provinces had
10 that same approach to interagency communications.

11 **MS. KRISTA SMITH:** All right. So a Mutual Aid Talk Group is a
12 place where people can meet from different agencies ---

13 **MR. TERRY CANNING:** That's a good way to describe it.

14 **MS. KRISTA SMITH:** --- and communicate?

15 **MR. TERRY CANNING:** Yeah.

16 **MS. KRISTA SMITH:** Okay. Thank you. All right.

17 Over to Chris Davis.

18 **MR. CHRIS DAVIS:** Good morning, everyone. My name is Chris
19 Davis from Lansdowne Technologies, part of the Lansdowne Consulting Group. I was
20 one of the contributing authors to the commission paper on Communications
21 Interoperability and the Alert Ready System.

22 Over the course of my professional career, I've spent close to 20
23 years as a member of the Military Police with the Canadian Armed Forces. And for the
24 last 17 years, I've had the privilege of working with organizations and agencies across
25 Canada on interoperability, specifically communications interoperability, with really a
26 focus on trying to enable timely, effective, accurate communications between agencies,
27 between jurisdictions.

28 I've also had direct involvement in working with stakeholders to

1 develop the communication interoperability strategy for Canada, and continuing to work
2 with jurisdictions either on assessing the robustness of their current capabilities, or in
3 some cases helping them implement new and enhanced interoperability capabilities.

4 I certainly look forward to contributing any way I can this morning.

5 **MR. LANCE VALCOUR:** Good morning, everyone. My name is
6 Lance Valcour. I'm a retired inspector from the Ottawa Police Service, where I spent 33
7 years.

8 And much of my passion, which is probably going to become quite
9 evident today, about this topic of interoperability comes from many, many failings of
10 mine and ours at the Ottawa Police during major events, where we just couldn't get the
11 right information to the right people at the right time, due to various -- could have been
12 cultural things, could have been technical things, it could have been policy things.

13 So all of these issues, for example, in 2004 I was the Incident
14 Commander when President Bush visited Ottawa. He then flew and I think, Bill, you
15 were involved in the visit. We were just very happy to say -- the best words on those
16 visits are "Wheels up". It means they're somebody else's thing. But we had two weeks
17 to plan for that event. We had seven different radio systems and none of them talked to
18 each other. We had multiple failings, failings I made, as a result of not having the right
19 information at the right time. So you'll see that kind of -- some of that passion come out.

20 So post-retirement, I was fortunate enough to work with the
21 Canadian Association of Chiefs of Police, the Fire Chiefs, and the Paramedic Chiefs as
22 the executive director of a not-for-profit group called the Canadian Interoperability
23 Technology Interest Group, which I know the Commission has heard multiple times.

24 Bill was actually the -- my boss on that. He was on the Board. And
25 that group led to the creation of the strategy that we're going to talk about today, and
26 the continuum that we're going to talk about today.

27 So that's where I got the chance to meet multiple people around
28 this table and learned, quite frankly, what a great job was happening in Nova Scotia,

1 from a radio perspective, and something that we all kind of aspire to.

2 So that's -- I'm not almost fully retired. And it's an honour to be
3 here. This is, in my opinion -- I have family here -- just such an important job, what
4 you're doing. And if we can help improve things going forward, not only in Nova Scotia,
5 but across the country and around the world, and to be a small part of that, I'm very
6 honoured. Thank you.

7 **MR. WILLIAM MOORE:** Good morning. I'm Bill Moore. I'm
8 presently the Public Safety Project Lead at Halifax Regional Municipality. But prior to
9 that, I was the former Executive Director for the Canadian Association of Chiefs of
10 Police nationally. And prior to that, I had a 31-year career in Halifax Regional Police,
11 retiring as the deputy chief.

12 In my role in policing, I've had a number of interactions on the
13 communications side.

14 While with the City of Halifax, I was seconded to be the Project
15 Manager and lead of the design, build, of the integrated emergency services, which is
16 the combined 9-1-1 police/fire dispatch system for Halifax Regional Municipality. And in
17 that also was officer in charge of the ETMR digital transfer when we went from TMR to
18 the new digital platform.

19 In addition to that work, I was, as Lance mentioned, with the
20 Canadian Association of Chiefs of Police, I was the first Chair of CIIG, Canadian
21 Interoperability Interest Group, which looked at interoperability issues nationally and
22 internationally. And in that role, I was the Canadian liaison to the State-wide
23 interoperability coordinators in the Homeland Security in the United States and also
24 worked on the allocation of the 700-megahertz spectrum to harmonize broadband
25 communications between us and the United States and provide a public safety platform.

26 Thank you.

27 **CMDR DARRYL MACDONALD:** Good morning. My name is
28 Darryl MacDonald. I'm the commander of the RCMP Communications Centre located in

1 Charlottetown, Prince Edward Island. We dispatch for all of Prince Edward Island,
2 Kensington Police Service, and Conservation officers in Prince Edward Island as well.

3 My role here in Nova Scotia has been that I worked 20 years in the
4 Communication Centre here as a 9-1-1 call taker, supervisor, trainer, and on the
5 management side.

6 I also led projects to integrate dispatching for Department of
7 Fisheries and Oceans for Nova Scotia, New Brunswick, and Prince Edward Island.

8 And I currently sit on the National CAD Working Group. And I know
9 you're going to ask me what CAD is. Computer Aided Dispatch for the RCMP. And so I
10 lead the CAD Working Group nationally for development of our national CAD.

11 And also, I sit on the advisory counsel for our National Operational
12 Communication Centre, National Policy Centre, and providing direction in relation to
13 where we're going with dispatch centres across the country.

14 My -- I spent 20 years here in Truro working and raised our family
15 here. And I just want to take a moment to recognize the tremendous loss that the
16 families and the community here have suffered. My wife and I are grieved by that, my
17 children are grieved by that. And Truro has a special place for us, and Colchester
18 County does as well. And so anything that I can do personally to help in the
19 Commission's work, I'm more than glad to do that. And I just want to recognize the
20 families and their tremendous loss today.

21 **MR. TODD BROWN:** Good morning. Morning, Commissioners.
22 My name is Todd Brown. I am Director of Strategic Initiatives for Public Safety and
23 Field Communications, which is the division of Service Nova Scotia and internal
24 services that is responsible for contract administration of the Trunked Mobile Radio
25 Agreement. The Trunked Mobile Radio Agreement services about 80 different
26 organizations and sectors in Nova Scotia, being the primary mission critical field
27 communications network for the RCMP, the volunteer public safety community, which
28 includes volunteer firefighters, ground search and rescue organizations, municipal

1 emergency management organizations, Government of Canada departments that
2 require field communications services. And so I've worked on this kind of thing for most
3 of my career. So I've been with the provincial government for 32 years, 27 of those
4 years were as director of public safety and field communications. In that role, I was
5 responsible for leading the teams that developed the TMR1 system and the TMR2
6 system.

7 In the last two years, I've been seconded to another role within
8 public safety and field communications, working with the federal government on the
9 establishment of a public safety broadband network, which is a longer-term initiative to
10 establish a public safety grade mission critical and mobile data system, communications
11 system for all of Canada so.

12 **MS. KRISTA SMITH:** Thank you very much, Todd.

13 We're going to spend some time over technical concepts next to
14 sort of set the stage for our conversation, to make sure that everyone listening has the
15 opportunity to understand some of the concepts, as well as some of the -- you know, I'm
16 learning about this as we go, what feels to me rather complex structures that exist
17 around governance of communications both nationally and provincially. So I think it's
18 worth just going slow in the beginning, so that then the conversation that will follow
19 makes good sense to everyone.

20 The first thing I'd like to do is we had planned to bring up on the
21 screen the -- there it is, the Interoperability Continuum. And this -- I'm hoping that this
22 will give us a way of keeping ourselves organized and all the concepts clear.

23 So just to start off, I'd like -- maybe I'll ask Lance to give us a
24 definition of interoperability, because it seems to mean different things to different
25 people sometimes.

26 **MR. LANCE VALCOUR:** If we look at the document or the -- a
27 model of the continuum that's in front of you that I believe Chris is going to go into some
28 detail on, that's inside of something called the Communications Interoperability Strategy

1 for Canada. And in that document, I apologize, I didn't write down the words in the my
2 notebook, but there is an actual definition of interoperability. In the simplest terms, what
3 that means is getting, as I said before, the right information to the right people at the
4 right time. How that happens, frankly, the public doesn't care. The police officers on
5 the street doesn't care. The firefighters don't care. The paramedics don't care. The
6 technical pieces of it, there are really, really smart people in our country that can make
7 all that happen. It's defining the mission; right? And that includes a concept which
8 we've been espousing, and one of the documents that the Commission provided us is in
9 the past, frankly, the policing community, we were the worst at this. We were you don't
10 need to know that. Just trust me. You don't need to know that. And what we now are --
11 where we -- we're not there yet. Where we need to be is moving from the need to know
12 to the need to share. So the starting ground should be everything should be shared,
13 whenever possible, as quickly as possible, with the right -- and right is defined as the
14 people that really need it.

15 So not every police officer needs to have every piece of information
16 at a crime scene; right? At the higher level, as the incident commander, I need to know
17 the vast majority of that. But even at that, for example, during the Bush visit, I'm not
18 listening to radios. I'm not looking at computer screens. I have a team surrounding me
19 that are saying, "Boss, you need to know this piece of information, or that piece of
20 information." Because I'm literally only making a few decisions at that time.

21 So the actual definition is in something that's already been tabled, I
22 believe, as evidence with the Commission, so I'll leave it at that.

23 **MS. KRISTA SMITH:** Thank you. Does anyone else have
24 anything to add to the understanding of interoperability, or does that give us a good
25 working definition for our conversation today?

26 **MR. TODD BROWN:** Well, I think there's a larger interoperability
27 concept in terms of how agencies work together, and kind of a subset of that is
28 communications interoperability, which is kind of more about technology and making

1 technology work to enable communications.

2 **MS. KRISTA SMITH:** M'hm.

3 **MR. TODD BROWN:** It's a subtlety but I think it's important.

4 **MS. KRISTA SMITH:** Okay. Thanks. And I hope we'll -- we are
5 going to tease that out today.

6 So as Lance alluded to, we were going to ask Chris who prepared a
7 -- one of the commissioned reports for the Commission to kind of walk us through the
8 diagram on the screen.

9 **MR. CHRIS DAVIS:** Wonderful. And I guess just maybe to answer
10 your initial question, just so we ---

11 **MS. KRISTA SMITH:** Sure.

12 **MR. CHRIS DAVIS:** --- have it as working text for today, so
13 officially, within the Interoperability Strategy for Canada, interoperability is defined as
14 the ability of emergency responders to exchange information via data, voice and video,
15 on demand, in real time, as needed, and as authorized to complete their missions. And
16 as Lance said, it's really about getting the right information to the right people at the
17 right time.

18 So on the screen, we do have what we referred to as the Canadian
19 Communications Interoperability Continuum. I think it's important to appreciate that a lot
20 of this foundational work was inspired by work done by the United States of America.
21 So following the tragedy of 9/11 where they could not advise firefighters to evacuate the
22 twin towers because they didn't have the ability to get the information to their first
23 responders in a timely fashion, they took a very significant national initiative to make
24 communications interoperability a priority.

25 So as we look at the continuum, we refer to five lanes or five core
26 elements. The first is governance. And I think that's really a people component. It's
27 about bringing the right decision makers, the right funders, the right stakeholders
28 together to build that culture and strategy and collaborative environment to make

1 communication interoperability a priority.

2 Standard operating procedures is really about the plans, the
3 procedures and the practices that have to be in place, so that what Lance described as
4 almost a seamless activity during operations and activities is based on well-established
5 protocols. So what does that mean? And you'll see the continuum kind of breaks it
6 down from what we'll call the left side to the right side, and you can be very successful
7 without being at the far-right side of the continuum. Where there's less technology,
8 there has to be more reliance on less traditional, less technical scenarios. For example,
9 it could be a liaison officer who can provide information rather than the ability for them to
10 share it with technology.

11 In technology, you'll see there's two components. One is data
12 centric, and one is voice centric. So voice is the radio. Data is everything else that is
13 increasingly available to -- through technologies today.

14 What is true? Although technology evolves almost daily, most
15 jurisdictions have the opportunity to get their significant technology investments right
16 once a decade. And that just underscores how important it is when you go through a
17 procurement cycle to make sure that that multimillion-dollar investment is based on, to
18 use Lance's words, the mission. We know form follows function. What do you want
19 your technology to do? And sometimes we don't define all those parameters. How
20 important are encrypted channels? How important are mutual aid channels? How
21 important is coverage in rural parts of Canada or your jurisdiction?

22 The next part is all around training and exercises. So in my
23 experience, not all jurisdictions do a great job of really training and exercising the
24 communications component when they do major event planning or major exercises. So
25 we want to make sure that the people who have the technology are as comfortable with
26 that as any other tool they have. The firefighters need to know how to use the
27 apparatus. Police officers need to understand all the tools they have in their use of
28 force continuum. Paramedics need to be, obviously, medical practitioners, they need to

1 understand how to use that radio or the data technology available to them in a
2 meaningful way.

3 And the final one is usage, and I think that really goes back to the
4 planned use and intent for the use of any technology. What was it designed for? When
5 do we use it? How do we use it? And we need to have confidence in how it's going to
6 be used, and understand what the capabilities are, but equally, what the limitations are.

7 So I hope that provides a good introduction to these core concepts,
8 but ultimately, this is optimizing people, process and technology for a very important
9 public safety contributor to community safety at large.

10 **MS. KRISTA SMITH:** Thanks, Chris.

11 I'm going to keep the conversation with Chris and Lance for another
12 couple of moments.

13 Lance, you were telling me about how some of the work that's
14 come out of this strategy has -- since then, has focused on the recognition that you
15 might have all the tools in place, but there still isn't the means to use it well. And there's
16 some reference to an enabling framework that needs to be in place in order for the
17 technology to be used well. Can you explain that to us a little bit more?

18 **MR. LANCE VALCOUR:** Yeah. So the last line, "Usage," it also
19 denotes daily usage. So one of the mistakes when this model was first created in the
20 States -- and then we use the term, "Borrowed with pride"; you might say, "Stole" this
21 model and kind of Canadianized it; got the spelling correct, for example -- was people
22 thought you always -- to Chris's point, you always had to be at the far right, which is not
23 correct, right? If you're only going to work together once every -- you know, once a
24 year, well then just, you know, arrive at the scene, swap radios or chat and do you what
25 you have to do, move on.

26 If it's something you're going to be doing on a regular basis, then,
27 yes, you want to move further to the right and have -- to the point in the model, have,
28 you know, MoUs or policies in place, and how do we do this; when do we do this; who

1 turns it on; who has the authority to say yes, we're going to do this or that?

2 But just the fact that you've got a radio system that works -- and
3 there's a really tragic example from the United Kingdom. They have a system in the
4 United Kingdom called "Airwave"; they've had it for a long time. And it's kind of a
5 different technology but it's similar to land-mobile radio. Every police, fire, and
6 paramedic member in the United Kingdom can talk to each other; everyone, which is
7 pretty phenomenal, right? Yet, they've had multiple inquiries and inquests where
8 people that needed to share information didn't share that information because they
9 didn't know how to get to that specific channel, mutual-aid channel, because you had to
10 flick a couple of switches or a knob or whatever it was on their radio.

11 So just because you have a technical capability to communicate,
12 doesn't necessarily mean that the communication happens. Which goes back to the
13 exercises where we run these exercises on a regular basis. I know in Nova Scotia the
14 TMR folks, the radio folks have done a really good of that.

15 It's not just the operationalizing, "Okay; who's in charge?" We use
16 something called, "Actions-on briefings". So if you're at a major event and a protester
17 breaks a window, "S/Sgt. Jones, what's the action on that incident?" So you kind of
18 walk through that, right? And, "Well, I think we should arrest him. We should do this.
19 We should do that." "Okay. But now there's 300 protesters surrounding two officers.
20 What's the action on that?" So you work your way up.

21 You can do these exercises around a table like this in an hour,
22 right? Not maybe massively complex ones but -- and then you throw in, "And so how
23 would we actually share that information with our paramedic friends if someone got
24 injured?" "Oh, I don't know." "Okay, do you remember the training we had last year?"

25 So we need to operationalize it and train with it so that on the day,
26 the worst day -- the worst day of our lives -- it all works.

27 My wife is a sport psychology consultant, and she practices what's
28 called Neurolinguistic Programming, NLP. This is something where -- for example,

1 when we're training as police officers, when I was first trained, we would fire our pistol,
2 like, once a year. And we would literally put the bullets into our hands and then into our
3 pocket because the rangemaster didn't want us -- didn't want to have to pick up empty
4 shell casings. Well, that's really bad training because you're training your mind and
5 your muscles to do something that you've never actually going to do, or shouldn't be
6 doing, on a really bad day.

7 So in the same way, when we run these exercises, we try to make
8 them as real as possible, and then codify that in policy, but recognizing that policies
9 need to change on a -- they're very dynamic, right? We learn lessons.

10 Does that help?

11 **MS. KRISTA SMITH:** Very much so.

12 So the other piece that I wanted to ask of the two of you, and then
13 we'll move on and make sure everyone gets to weigh in, is in your experience, which of
14 the lanes have proven trickiest to improve or work on?

15 **MR. CHRIS DAVIS:** So that's a great question, Krista, thank you.
16 And I think the hierarchy of the continuum, I think, answers the question. In my
17 experience it's governance. And I know governance means a lot of different things to
18 different people. I really see governance about the organizations, the agencies, all
19 around collaboration. It's around funding, it's about procurement, it's about culture.

20 And I always like to highlight that if I had my preference, I would
21 actually turn the interoperability about 90 degrees clockwise. And if you do that, you'll
22 see the important words that typically hide on the slide that very few people appreciate
23 when they look at the continuum. I'd like to share those now.

24 So the anchor to everything really leans -- or resides in these
25 words, I believe:

26 "High degree of leadership, planning and
27 collaboration among areas, with commitment to an
28 investment in the sustainability of systems and

1 documentation.” (As read)

2 And, again, it hides in plain sight for many people, and we wonder
3 why we don’t always achieve the target outcomes when we make these significant
4 investments in technology.

5 So again, we go back to procurement and the whole concept of
6 form follows function. Governance is where you define those shared operational
7 requirements. You do have to establish the constraints and funding may be, and
8 frequently is, a legitimate constraint.

9 So the value of any technology investment is going to be contingent
10 on three things, from a typical project perspective: The time you have to implement it,
11 or arguably, when you’re implementing it; the scope of the project, and then the funding
12 that goes with that. So we can have visions for technology that doesn’t exist yet or isn’t
13 readily available. Or the technology could be available but we’re not able to get
14 consensus on that is a core critical capability, so whether that’s radio, whether that’s
15 Alert Ready.

16 And then other thing too that I just want to highlight very quickly
17 before I wrap up is that rarely do you have jurisdictions who are going through the
18 procurement cycles at the same time. And I think it’s a real credit to New Brunswick,
19 PEI, and Nova Scotia for landing a tri-province radio system. That has been
20 inspirational and aspirational for a lot of other jurisdictions. In many cases there are
21 radio systems within 10 square miles of each other; no procurement coordination, no
22 interoperability coordination, world-class technology that really doesn’t live up to the
23 expectations that I think we should have in terms of achieving both interoperability and,
24 more importantly, communications interoperability.

25 **MS. KRISTA SMITH:** Okay, thank you, Chris.

26 Anything you would add, Lance?

27 **MR. LANCE VALCOUR:** Yeah, just that, again, you know, if I was
28 looking at this province and seeing, you know, going forward -- and we’re probably

1 getting a bit ahead of ourselves, but is that there's another strategy that isn't -- that we
2 haven't kind of shown here but it is available, it wasn't approved by the Federal,
3 Provincial, Territorial governments like this one was, but it's around information
4 management.

5 And in a nutshell, every jurisdiction -- for example, the province --
6 should have an information management strategy for all of public safety. The problem
7 is they're all done, to Chris's point, in silos.

8 I had an opportunity to brief the Deputy Minister Sol Gen in Ontario
9 a number of years ago, and I'm talking about this and there's a massive radio project in
10 Ontario. And there was NG, next generation 9-1-1, and I listed about a dozen projects
11 that they were doing at the Ministry at that time, all very expensive projects. No-one in
12 that room had any idea what was happening in Department of Health or the Corrections
13 or -- et cetera, et cetera, et cetera. So someone -- taking Stephen Covey's kind of
14 vision -- needs to climb to the top of the tallest tree and say to all departments from all
15 across the province, and all communities, "Okay, what information does everybody
16 need, when do they need it, how do they need it?" And once that mission is defined,
17 then really smart people can go out and start to procure that in a timely fashion or build
18 that. Because if you're not saying that whatever we buy shall be open-standards based,
19 which is around the world, right, you're literally -- if the three of you bought three
20 different things at three different times, they probably won't talk to each other. But if
21 each of your procurements says, "Whatever we buy has to talk to everybody else in the
22 province whenever I need it to," whether it be talking on a radio or sending information
23 or showing a picture of Blue Force Tracking, then you will get where you want to go, but
24 Chris regularly says, from Lewis Carroll, "If you don't know where you're going, any road
25 will get you there."

26 **MS. KRISTA SMITH:** Thank you.

27 Bill, I'd like to take it over you now to speak a little bit more about
28 the governance piece and how it works nationally and provincially. I know that you have

1 experience at both levels.

2 **MR. WILLIAM MOORE:** So I'm going to really lean on what Lance
3 had just mentioned, the structure of policing is basically provincial; with the exception of
4 the Federal force is a provincial responsibility. Most police agencies are municipally
5 based. So you end up with a strange mix of FTP that doesn't have an "M" in it.

6 So the municipalities become a child of the province. So it really
7 comes down to the ability of the province to work with the municipalities if they're going
8 to go with the provincial piece, which obviously that's Haley's office that has that now.

9 The radio -- the TMR was a godsend, a godsend, but it was a
10 voluntary godsend and the work around the field communications people to bring
11 people together was all done on a collaborative basis, so there was nobody saying you
12 had to do that.

13 So therefore, the amount of cooperation, collaboration, governance
14 work, continuum work was all based on the good intentions of those who decided to
15 show up at things like the RINSAC meetings or show up meetings when Todd had
16 meetings and go from there.

17 And we achieved, I think, some good things but, at the same time, it
18 was not -- from a governance perspective, but not everybody was singing from the
19 same song sheet, quite frankly. And when you have that, that lack of governance or --
20 that impacts all the other pieces in the continuum, so if you don't have governance,
21 you're not going to have standard operating procedures.

22 You may have technology and the technology, quite frankly, was
23 the easiest thing. We have great technology. The hard work, the hard work is the other
24 four continuums.

25 Getting people to show up at a training exercise. I can remember
26 basically having to order people to go to training exercises because everyone's busy.

27 And then usage. It takes time and energy for people to actually
28 pretend -- pretend your radio doesn't work on the primary channel today and you're

1 going to work off the back-up channel or you're going to go to the back-up
2 communication centre for the entire day and work from there. Why? Because when
3 you have a really bad day, that's going to be complicated because you're now going to
4 be in a space that you don't -- you've never been in or you've never done.

5 So from the governance perspective in this -- this is achievable.
6 And I think because the technology is so good, it has put us in a position where we've
7 got this. Our TMR radio is great. We're coverage. We've got all this. We don't need
8 the other stuff. We don't need it because we've got -- look at this radio. I can talk to -- I
9 can talk to Commission Fitch in Fredericton on the radio if I wanted to.

10 But that does not help us when we have the worst day, bad day for
11 all the other pieces.

12 And what this really does, in my mind, for interoperability --
13 interoperability is not the end state. Interoperability is a capability to allow teams to
14 function at a high performing level, so if you go to team dynamics, the forming,
15 storming, norming, performing of Tuckman, doing this background gets teams to the
16 point of norming.

17 You've already done the storming. You've already done that stuff.
18 So when something bad happens and teams come together -- spare teams may not be
19 working together all the time. You're already at a position that you're norming and
20 you're just peeking around the edges and hopefully getting to a performance stage very
21 quickly.

22 Without the background information, you're potentially stuck in a
23 storming phase, who does what, how do I do that, who's in charge, how do I get that.
24 And that's why the background stuff is important.

25 So when we look at the continuum, it's a -- it's a process, but I
26 applaud the work that has been done in relation to moving this, but I think we still have a
27 lot of work to do. And I've said this a number of times in my policing career. The piece
28 of kit that a police officer uses the most is the radio and I would argue probably the least

1 understood, which is unfortunate.

2 **MS. KRISTA SMITH:** Bill, I think that's a really helpful concept that
3 you mentioned that I've heard in other places, but not in this context. The Tuckman's
4 forming, storming, norming and performing.

5 So I just want to -- I want to pause over it so that everyone heard it
6 because I think that that's a useful way to think about this, that on your worst day you
7 want to be performing or norming -- norming or performing, and/or, but not forming and
8 not storming.

9 **MR. WILLIAM MOORE:** And just on the team dynamic piece of
10 this, I mean, interoperability's brining together different teams, and sometimes they gel.
11 Sometimes they gel. But that's -- I'm going to suggest that doesn't happen all the time.

12 When you have multiple agency responses, all these teams
13 coming, they're forming a new team and all those questions, those pieces happen all
14 the time. And if you're not conscious of the process, then leadership may not be doing
15 the correct things at the right times to help move those teams through those pieces.

16 So in some cases, I'm talking about leadership, a leader may have
17 to actually be very directive and say no, this is the way we're going to do things to
18 alleviate the conflict to move them from the storming period to get -- because there are
19 a lot of teams and probably some are participating on some now in workplaces where
20 they never get out of storming. They just never achieve performance because they're
21 so stuck in this kind of grind of not being able to move forward.

22 And when I was thinking about the continuum and how it relates to
23 team dynamics, which is really what we're talking about here.

24 This positions us in a position to get a lot of that stuff done ahead of
25 time so when the dark day comes, we're not worried about doing that churn. We're just
26 worrying about trying to get the mission going back to what is our mission at the end of
27 the day.

28 **MS. KRISTA SMITH:** Thank you.

1 So the other area I wanted to explore with you that we haven't
2 really yet is to talk a little bit about governance at the national level and really just to
3 explain to everyone listening how that works and how it impacts or does not impact the
4 province.

5 **MR. WILLIAM MOORE:** So I've been a little bit removed. I may
6 have to defer to Chris. But the work -- there was, I would suggest, a recognize void in
7 working in governance around the issue. Coming out of the federal government --
8 actually, Lance was there for the Centre for Security Science.

9 What came out of that was the CITIG not for profit. So CITIG was a
10 not for profit run by the Canadian Chiefs of Police, the Canadian Association of Fire
11 Chiefs and the Paramedic Chiefs of Canada. And what it was, was a recognized need
12 to bring the service providers together, so you had a federal-provincial-territorial
13 framework of government officials and then all -- but there was no -- if I can use -- I'm
14 talking with my hands here -- no lateral across service providers, the people that were
15 actually responding to events.

16 Through CITIG, it took some work, but in the strategy CITIG -- and
17 the associations were actually formally recognized in the federal-provincial strategy.

18 So there was a model that was working, I think, to start moving
19 ahead and then that spawned off into the work on the public safety broadband where
20 that same group worked with Industry Canada and Public Safety Canada in trying to
21 receive the allocation of the 700 megahertz which we were successful in doing so.

22 But there's -- CITIG is now defunct. You know, it ran a good 10
23 years -- 10 years. And you know, I could pontificate on a lot of reasons why it
24 happened, but it stopped working.

25 So right now, I would suggest other than maybe some groups
26 working within police, fire and paramedics, there is a -- maybe a governmental piece,
27 but I can't speak to that right now as to who is actually leading this work.

28 And I would defer to Chris to see if there's any -- I mean, there was

1 a lot of time and energy being placed in the mid-2000s around that work. A lot of
2 meetings. A lot of people. And for some reason, it seemed to wain off.

3 **MR. CHRIS DAVIS:** So I think Bill provided a great context and
4 maybe to -- maybe look at some of the building blocks within the governance model as
5 currently reflected. And I think even some of those organizations may not be as active
6 now as we'd like them to be.

7 So understandably, the whole concept of communication falls under
8 the federal, provincial and territorial Minister's portfolio. In practical terms, we have an
9 organization called the Senior Officials Responsible for Emergency Management, or
10 SOREM, and they're really recognized as the leadership group that's looking to set
11 strategic guidance and priorities. And below them, there are a number of working
12 groups.

13 So there's a response working group, which really has the -- on
14 paper, the mandate to implement and to champion and to move the interoperability
15 strategy forward.

16 Then there are, again, federal-provincial-territorial interoperability
17 working groups, but to Bill's point, EM has been perhaps a silent partner, an invisible
18 partner, and in many occasions they feel like the forgotten paper in the discussions.

19 And then there was CTIG and the associations.

20 There's also a Canada-U.S. interoperability working group as well
21 which was looking at not only are we having to resolve interoperability issues in
22 Canada, we border many partners, many friends on the United States side where that is
23 equally important, too. And that's not always well understood.

24 So at the end of the day, it's not always clear how active these
25 groups are and what the next steps are in relation to those.

26 So I'm sure there's some great work being done, but more, I guess,
27 visibility and transparency into that work would be useful.

28 **MS. KRISTA SMITH:** Thank you.

1 Lance?

2 **MR. LANCE VALCOUR:** I'll start a quick story. Many years ago,
3 our technical team came to us and said, you know, "We're going to do a study of cellular
4 phones for the front line." And the result of that study was they said, "Well, nobody
5 really wants them. Nobody -- no police officer really wants a cellphone." And I'm going,
6 "That doesn't seem right. Seems everybody is coming to my office saying they'd like a
7 cellphone. And it came out that nobody had ever given them one or let them use them
8 from an operational perspective.

9 So the same kind of thing has happened at the national level,
10 specific to, for example, alerting.

11 If I was to say to Terry as a, you know, retired fire member, you
12 know, "What kind of capabilities do you need?" He's going to go, "Oh, we need this.
13 We need this. It has to be in-building coverage." Whatever. If I go to a paramedic and
14 say, "Well what do you need?" "Well I need, you know, 3-D imaging, or I need -- all the
15 kind of stuff I have at the hospital, I'd really like to have that out on the road so I can see
16 what's going on here." And if I went to a police officer, they're going to give me their
17 requirements.

18 Unfortunately, in the case of the alerting, because it was an FTP
19 working group, the police, and the fire, and the paramedics weren't involved in those
20 discussions about requirements. So as a result, when bad things happen and, "Hey,
21 we'd like to be able to send out an alert," or, "We'd like to do this," or, "We'd like to do
22 that," those requirements weren't, to the best of my knowledge, ever presented,
23 because the people weren't in the room, which goes to what both Chris and Bill are
24 saying, is that when we think about requirements and we have to actively, including the
25 public, say, "Well what are your requirements?"

26 Now, we can't always meet everyone's requirements, because to
27 do that, we'd need a trillion dollars; right? But there is a line where we could try to,
28 "Okay. If you tell me what you really need, then what's number 1 priority, what's

1 number 19?" Well let's work on number 1 and, you know, get to number 10, if we could.
2 But overtime, we do want to get to number 19.

3 Does that help?

4 **MS. KRISTA SMITH:** Thank you.

5 Todd, I wanted to take it over to you now. You had mentioned that
6 you've been -- you're currently seconded and have been involved with the Public Safety
7 Broadband Network, which Bill mentioned. Can you tell us a little bit about that and how
8 it fits into this picture of governance that we're talking about?

9 **MR. TODD BROWN:** Sure. Well Public Safety Broadband,
10 Broadband is kind of the next field communications technology that's kind of coming
11 down the pipe, to use an expression. It's probably five to 10 years away, at least. And
12 maybe I should just talk a little bit about why mobile data, for example, will maybe add
13 something to the emergency scene, just in terms of communications.

14 So for example, we're beginning to envision all kinds of new
15 functionality that could be supported over and above the voice networks that we now
16 manage through secure mobile data networks. I'll give you one example. Something
17 that is referred to as an accountability mechanism. So we can envision a time in the
18 future when police officers will be tied into a network that when, for example, they
19 remove a gun from their holster, a text message will be sent to a dispatch facility and
20 that will be recorded. And so that will help with the process of auditing why a police
21 officer has withdrawn a gun from their holster. So that's a data application.

22 A couple of other examples. Biometric monitoring, for example.
23 We're soon going to see the ability to monitor first responders' vitals while they are
24 engaged in first response activity. That's a data application.

25 Right. So all of those things, all of those things that are going to
26 very important in tomorrow's emergency scene are kind of being developed now.

27 And the Federal Government has recognized the need to move the
28 yard sticks on this and create a national network. In many jurisdictions across the

1 world, especially across the western world, there are national projects underway to
2 establish national broadband networks to service these kinds of functionality in kind of --
3 in the public sector.

4 So the Federal Government has tried to provide some leadership in
5 this area. I was involved in something called the Public Safety Broadband Initiative,
6 which worked for a couple of years to do a lot of the necessary policy development work
7 that would be the foundation of such a network when it comes to be in the future. So
8 that would be, you know, the type of commercial organization that you'll engage with to
9 manage a future mobile data system, the kind of governance -- you know, what kind of
10 input will the provinces have, what role will the Federal Government have, and the
11 management of the contracts to provide this service across the country. So a lot of that
12 is very good and necessary work.

13 Although I do see an absence of something in that area that was
14 necessary for us to have success in Nova Scotia in the way that we have had success
15 in Nova Scotia pushing interoperability.

16 So we're now into our second generation of Trunked Mobile Radio
17 now. And for five years previous to each one of those generations of technology being
18 implemented, there was a constant dialogue going on between the Provincial
19 Government and the stakeholder community about enabling that system; right? There
20 was considerable interaction with elected officials, for example. There was
21 considerable interaction with senior bureaucrats at every level of government. We
22 spoke a lot to the stakeholder community. And through that process, we were able to
23 create a consensus about what to do.

24 So by the time we were moving our procurement cycle through the
25 Provincial Government, Cabinet Ministers knew what we were talking about, Deputy
26 Ministers knew what we were talking about. There was a great level of support because
27 the stakeholders were communicating to government about what was important in terms
28 of providing leadership and making specific investments.

1 I don't see that dynamic yet in the federal system and the Federal
2 Government is going to have to pull together this next generation technology because
3 it's going to be a national network. So the Federal Government has to step up to the
4 plate.

5 I mean, they have been doing very important work. The policy
6 development work that I was involved with was very important. But we're talking about
7 something that's going to take billions of dollars of investment. So the Federal
8 Government has to step up to the plate with money and that hasn't yet happened.

9 **MS. KRISTA SMITH:** Okay. And part of what I want to understand
10 is the purpose and function of CITIG, and that has now become defunct, those -- the
11 gap that's left by that organization isn't filled by PSBN?

12 **MR. TODD BROWN:** No.

13 **MS. KRISTA SMITH:** Just ---

14 **MR. TODD BROWN:** No, I mean, CITIG was a very important
15 voice ---

16 **MS. KRISTA SMITH:** M'hm.

17 **MR. TODD BROWN:** --- with the Federal Government, just in
18 terms of fighting the fight on this. And right now, there's really an absence ---

19 **MS. KRISTA SMITH:** Okay.

20 **MR. TODD BROWN:** --- in that regard.

21 But it also is a question of capability within the Federal Government
22 as well; right? Because nobody has ever built a national network before. So a lot of the
23 skillsets that we developed over 20 years just don't exist in the federal system, just in
24 terms of almost acting as a permanent secretariat to the idea of pushing interoperability.
25 Right? That doesn't exist in the federal system and that was critical. I don't know Terry
26 agrees. He and I worked together very closely for many years. But that was a critical
27 success factor in what we achieved in interoperability here.

28 **MS. KRISTA SMITH:** M'hm.

1 **MR. TERRY CANNING:** I think I would to what Todd just said, with
2 respect to the lack of initiative, if you will, with respect to the data side of things, that's
3 really for those of us at the front-line level, if you will, that's pie in the sky stuff.

4 **MS. KRISTA SMITH:** M'hm.

5 **MR. TERRY CANNING:** We experience, as Chief Pike will attest,
6 we experience voice interoperability on a day-to-day basis.

7 This whole concept of being able to share -- to first of all collect,
8 and then share the data side, that's like Dick Tracy, you know. We just can't visualize
9 what that can do for us, and therefore we can't advocate for it, because we don't know
10 what we're asking for.

11 **MR. TODD BROWN:** Yeah. And we played a critical role, for
12 example -- that same dynamic existed before we built the first generation of TMR.
13 Right? So that was a lot of the work that you and I did, was out in front of municipal
14 councils, talking to stakeholders in fire halls, talking to technologists who worked with
15 the police department, kind of building a consensus. And that takes a long time. It also
16 takes the Provincial Government. And in our case, we were very lucky. The Provincial
17 Government has accepted a leadership and investment role. Right? It's more than just
18 leading. You've got to bring the bucks. This stuff is very expensive. If you want to
19 create the level of interoperability that we have in Nova Scotia, I mean, a little province
20 like Nova Scotia, we have committed over \$250 million to the establishment of
21 interoperable networks in the last 20 years. A little province like Nova Scotia.

22 So I see that as something that needs to be developed within the
23 Federal Government, and also in conjunction with an interest group like CITIG, ---

24 **MS. KRISTA SMITH:** M'hm.

25 **MR. TODD BROWN:** --- in the function that it has performed in the
26 past.

27 **MS. KRISTA SMITH:** So the other piece that I want to tease out
28 here is the RINSAC organization and how that sort of provincial governance body helps

1 build consensus. I'm happy for either of you to speak.

2 Terry?

3 **MR. TERRY CANNING:** I'll start. Todd can probably fill in details
4 because my memory fades. But RINSAC was a concept, I guess, that developed after
5 CITIG, and I don't remember exactly the timing, the relationship timing, but we had had
6 at least two of the CITIG sessions, annual CITIG sessions, and then recognized that we
7 had a gap, if you will, of the government -- governance lane within Nova Scotia. We
8 had, at that point, most of the public safety community participating in the radio system,
9 and we were reasonably well along towards the right of the national continuum, but we
10 just didn't have a structure within Nova Scotia to regularly get the participants together,
11 face-to-face, and not only find out what their vision was going forward, but to keep them
12 apprised of what was happening on the national level, for example, and opportunities
13 that were coming from the perspective of the supplier community as well, because, of
14 course, our suppliers, Motorola being the one in Nova Scotia for the most part, are way
15 in advance of the users in developing opportunities, technology capabilities and so on.
16 So we felt a need to kind of pull all those pieces together, and we worked very closely
17 with Sergeant Glen Hudson with the RCMP to develop RINSAC initially, and then
18 brought in various other players. But it became a provincial replication, I guess I would
19 say, of CITIG basically, and kind of pull all the players together.

20 **MS. KRISTA SMITH:** Todd? Oh, Bill?

21 **MR. LANCE VALCOUR:** Just you hit it right on the head. What --
22 at CITIG, at their national meetings, what we would do is we would divide the attendees
23 into where they came from geographically, and we put them in rooms. So they would
24 start the conversation, so we had the Atlantic room and Ontario, and then we would
25 challenge them to talk about where they were. And we actually did an exercise where
26 they took this continuum and circled where are you.

27 **MS. KRISTA SMITH:** M'hm.

28 **MR. LANCE VALCOUR:** Show me where you -- it was almost

1 used as a scorecard. And then from that group, the RINSAC group came back to them,
2 and they said, "Well, we should be continuing this conversation here on a provincial
3 basis," which was fantastic. It was what we wanted to have happen on a national level
4 and Nova Scotia moved it ahead. So just that was the background on some of that.

5 **MR. TODD BROWN:** We also kind of incorporated it into our
6 contract model as well, RINSAC into our contract model with the service provider. So
7 we have something in Nova Scotia that we call an integrated governance model. So
8 what that means is we were the first -- I'm talking about the provincial government -- we
9 were the first entity to negotiate an agreement to establish the network across the
10 province. This is for the current generation of TMR2. So as part of that negotiation, we
11 negotiated terms with the service provider whereby they -- if they went around and
12 started selling that network service to municipalities and federal government
13 organizations, they would have to put certain terms and conditions in their service level
14 agreement. For example, you have to participate in RINSAC. You know, you have to
15 receive training from our trainers. You have to agree to meet with Public Safety and
16 Field Communication staff at least once a year to review your experience of using the
17 system. And so that was really a primary mechanism that helped us understand where
18 the users were coming from, where -- what they were frustrated with, what they felt
19 worked well, and that really informed almost everything that we did just in terms of our
20 interaction with the service provider, and just about everything that we did.

21 **MS. KRISTA SMITH:** Thank you.

22 So, Darryl, I'd like you to tell us a little bit about your experiences
23 with RINSAC in your position as a -- involved with the OCC.

24 **CMDR. DARRYL MACDONALD:** Sure. I didn't sit on RINSAC, but
25 certainly very aware of it. And I think when you look at the continuum there,
26 governance we often think of as government setting policy perhaps, or somebody
27 putting things in place, these are the rules. But really, governance is about relationships
28 as well as that. And I think that the Nova Scotia model quickly grew into relationships

1 because of things like RINSAC, and we're probably going to talk about the
2 interoperability form later on. But those things are key in getting players to the table to
3 have those discussions.

4 And I like what Todd said about including in your policy that you will
5 meet with the governing bodies, and you will have a discussion about how things are
6 going. Because if you don't have those discussions, what happens is, at the very
7 bottom of that scale is usage, and most people are content to just be able to use the
8 system that they have, regardless of the system, whether it's a computer-aided
9 dispatch, or whether if it's a radio. And a good example of that happened in my own
10 province that I'm working in now, and that is we had the only mass evacuation of all
11 schools in a province in this country a few years back. The school buses and the
12 school systems have TMR radios. When they were provided the TMR radios, they were
13 offered training. This is how we turn it on, this is how we turn off, this is how we talk.
14 Oh, we're fine; right? That was not communicated to other agencies within the province
15 who would be responding to an emergency at the school. So the difficulty that we ran
16 into is if you can imagine how many schools we would have to evacuate, by the time
17 members got onto the scene of some of the schools to check on them, there was
18 nobody there, or they were in complete lockdown and no means to communicate,
19 although we had the means to communicate instantly. And so people get lost in usage.
20 I'm fine. I work in this detachment area. I can talk with the people in this detachment
21 area.

22 And in my own province as well -- because we are young on the
23 system, I lived through Nova Scotia, and I learned a lot of lessons here. There were
24 issues, there were mistakes, and we learned from every one of those and put things into
25 place here, and we continue to learn. But in my own province, we started on the TMR2
26 system a little bit late, and we did our training, and the desire is I just want to be able to
27 use this, but I only want to use it for what I know to use it for now. And that continues,
28 so that's a struggle. Here we are six years in, and we still have that struggle.

1 And so it comes down to governance by relationship. So the first
2 thing I did is started to form relationships with other responding agencies. And we have
3 a good response agency in our Island EMS who answer our 9-1-1 calls, and dispatch
4 ambulance service, and fire, and in most of the municipal police departments there, we
5 have a good discussion about how we use things, how we'll communicate. If somebody
6 has an idea how to make things better, then we implement that. And that was kind of
7 built on what happened here in Nova Scotia with the TMR1 system and continues on.

8 And so I really think that governance by relationship is extremely
9 important and I think it needs to be legislated into any contracts that we have to use the
10 system, because we're -- the technology is great. It's fantastic. And Nova Scotia has --
11 the region has the best radio system in the world as far as interoperability, I think. It's
12 amazing that you can travel right to Quebec and talk to anybody in this region. That's
13 amazing. Are we using it to the best of our ability? And when we get to the next level,
14 as Todd said, what are we going to be using and how are we going to be governing that
15 as well. Because we do need to look across the country. And our organization, the
16 RCMP, is looking at how are we expanding communications east and west and north
17 and south, because technology is not available in some areas, and that's very difficult,
18 but we're very blessed.

19 And in Prince Edward Island, we have the best coverage on the
20 radio system probably in the world. There may be a couple of little dips in the road that
21 it might drop off. So we've been able to leverage that, and I think that leveraging the
22 technology to build those relationships is a help as well.

23 So I currently dispatch for a couple of agencies that are -- one
24 police agency that's municipal and the other one is a provincial agency that does
25 enforcement. Very important, they came to us prior to COVID, and they became --
26 Conservation in Prince Edward Island, Provincial Conservation, they became key to the
27 COVID response. And so their numbers of interaction with us just went up. So they
28 came to us a couple years before that looking for some dispatching, and some status

1 keeping, and using, again, the TMR technology and our CAD technology. And so that
2 was very key to have that relationship started, here's what we can do with you, and
3 putting an agreement together, and so we work together on these things.

4 So I've also seen the other side of it when people don't work
5 together, and that makes it extremely difficult.

6 **MS. KRISTA SMITH:** The other piece I want to make sure doesn't
7 get dropped, you said we might talk about it later, but I think we should talk about it now,
8 is that RINSAC was doing an interoperability forum. Can you tell us about that and
9 what impact it may play on users, on improving usage?

10 **CMDR DARRYL MACDONALD:** Sure.

11 Todd can tell me, was that before RINSAC or after when it started?

12 **MR. TODD BROWN:** Probably at the same time. RINSAC started
13 probably around 2007, so 2007 or 2008.

14 **CMDR DARRYL MACDONALD:** Yeah. So my first experience
15 with that was my boss had gone the year before and he came back and he said, "Oh,
16 you got to go to this".

17 And so I said, "Well, what is it?". He said, "Oh, just go. You'll get to
18 see everybody".

19 And he was so excited, right. And that's exactly what it was, is all
20 the players were there from agencies, every different stripe, every -- fire departments,
21 ambulance. We had military. We had -- I can't imagine all the agencies that were
22 there, but people who respond. And Public Safety Field Communications put on an
23 excellent conference.

24 I actually, one year, got to speak and show we were using
25 interoperability to integrate our four comm centres into one using the technology.

26 And every year -- it's an annual conference -- we've expanded,
27 obviously, to inviting New Brunswick and Prince Edward Island participants to that. And
28 just the physical presence of getting together and having a discussion about what are

1 you doing, how are you using the technology, the radio system, how are you
2 communicating and then there was guest speakers who would share about critical
3 incidents that they had dealt with.

4 And I believe, Commissioner Fitch, you made a presentation as
5 well at that.

6 And that was extremely important for people to hear, to understand
7 why the technology is so important, why the process is so important and why the
8 relationships are so important.

9 And I think from that, the organizers probably don't even realize
10 how many relationships were started that ended up in MOUs and agreements and just a
11 real productive opportunity for responders to communicate with each other. And we
12 learned a lot from those.

13 And they continue on, and there's more to come, for sure.

14 **MS. KRISTA SMITH:** Thank you, Darryl.

15 **MR. TERRY CANNING:** I just wanted to pick up on an earlier point
16 Darryl had made in his comments with respect to the PEI situation and the fact that
17 there was some disconnect, I guess you might say, amongst the various response
18 agencies on the Island.

19 I was very much involved in the implementation over there to the
20 extent that I was allowed to be, and I say that intentionally because, unfortunately, that
21 entire implement was done in silos and much different than what we did in Nova Scotia,
22 so there was very little correlation, I guess I'll say, or coordination of the fleet maps of
23 the various agencies that used the system in PEI. In fact, in the entire six to eight
24 months that I was involved with their implementation, I never did meet anybody from the
25 RCMP in PEI.

26 That's a failing, from my perspective. I mean, we put the mutual aid
27 talk groups in the radios. We helped them get the button configurations correct and so
28 on and so forth, but there was no coordination, if you will, as we had had in Nova Scotia

1 in both generations of implementation.

2 So that's part of the reason why, as Darryl points out, there was
3 silos, if you will.

4 **MS. KRISTA SMITH:** Thanks.

5 **CMDR DARRYL MACDONALD:** If I could just add to that as well, I
6 know we're talking -- I've talked a little bit about Prince Edward Island, but the examples
7 are really good from the differences in provinces and governance and so on. And New
8 Brunswick, similar situation.

9 Those of us who have been through this say, "Why didn't they just
10 come ask?", you know, because we could give a lot of -- a lot of good things.

11 But I think that one of the things the RCMP has done in the region -
12 - Terry, you'll be happy about this -- is that the OCC Commanders in all Nova Scotia,
13 New Brunswick and Prince Edward Island, we meet every single month and we meet
14 physically at least twice a year and we bring our division informatics officers or the
15 people who look after our technology for those face-to-face meetings. They come with
16 us, and we're actually having one in August in Newfoundland.

17 And so we continuously communicate best practices, and so the
18 lessons learned in Nova Scotia are certainly influencing what's happening in the region.
19 And we know that Newfoundland is going to eventually get on a new radio system, and
20 so they're ahead of the game as well.

21 So -- and I know this Commission has a national perspective as
22 well as just Nova Scotia, and I think it's important for us to highlight the fact that once
23 you have those working relationships at the governance level, then you have the
24 opportunity to make positive change and to have an impact at the local level and with
25 each agency.

26 So it's a fight, it's an argument sometimes, but it's certainly making
27 some progress, and we learned a lot. And again, the model of getting together and
28 having that conversation is very, very important, especially with the technology changes

1 that are coming.

2 **MS. KRISTA SMITH:** Thank you.

3 I'd like to take it down the table. Thank you for your patience.

4 We're a big group.

5 Chief Pike, I'm hoping you can just tell us a little bit about the local
6 experience of interoperability.

7 **CHIEF DWAYNE PIKE:** Thank you.

8 No, I certainly agree with a lot of the comments that are being
9 made here. And a smaller agency, we were probably one of the latters to kind of move
10 on to TMR-2. For years, we had our own system which worked well for us locally or
11 seemed to work well for local events or even local emergencies we were able to
12 communicate amongst ourselves, amongst our fire department, public works and those
13 kinds of things.

14 But as we moved on and the world changed over the last number of
15 years, then it became very apparent that we needed to work outside of our own silo, I
16 guess if you want to call it that.

17 Luckily, I had a very understanding police commission, support of
18 Council, senior management who really understood the need to grow and the need to
19 move forward because the TMR-2 system is not a mandatory system. We didn't have
20 to go to it.

21 So when it came to the cost-benefit analysis and saying, well, you
22 know, it is expensive, but here's the benefits, here's what we get out of it, here's what's
23 important, here's how we could communicate and work with other partners. It's not just
24 in Amherst, but outside across the province and provincially.

25 So when we did that presentation, it was -- you know, hands down
26 it was understood that this was an important thing.

27 Luckily, you know, a lot of the help that we got came from Public
28 Safety. We relied on Public Safety enormously for guidance, especially for governance

1 and SOPs, training, those kinds of things. And every year, you know, at least three or
2 four of our members or staff, you know, attend RINSAC. Every Tuesday at the end of
3 the month we do Project Handshake, which is that exercise to make sure that we can
4 switch to the channels properly and all that.

5 But even the SOPs that they provided in regards to some of the
6 simple things which is often what you trip over when it comes to a critical incident. How
7 do we do this, how do we come up with that. You know, something as simple as what
8 channel are we going to, how do we determine that, who makes those decisions, who
9 inhibits the radio, who can do that, who has the authority.

10 So for us, it was just like a breath of fresh air. You know, Public
11 Safety came in, trained all of our members, we had brand new equipment and it really
12 enabled us to operate on a much larger level.

13 Like I have a portable that I bring everywhere I go. If I'm on
14 vacation, I have a portable and I can always talk to home and it just makes it that much
15 easier and that much, you know, able to talk to people and know what's going on. And
16 it's not only within my own department, obviously. It's other departments.

17 And it's just -- it's just an amazing piece of technology and I know
18 that as soon as we had it in place, our members and our staff and our Council, police
19 commission, really understood exactly the importance of the tools that we were given,
20 especially when you look around and you'd see all the incidents that have happened not
21 only in Atlantic Canada, but across the -- you know, around the world and that whole
22 idea of communication and interoperability.

23 Let's face it, if you can't communicate with each other, you're not
24 building the Tower of Babel, right. It just starts there. You can't do anything if you can't
25 talk to each other, so.

26 **MS. KRISTA SMITH:** One thing I want to clarify is -- we've got a
27 couple of provincial public safety departments at this table, so I just want to clarify that,
28 Todd is Executive Director of the Public Safety Field Communications, so I think of

1 them, if I -- did I get that right?

2 **MR. TODD BROWN:** You promoted me to Executive Director, so I
3 really appreciate that. Thank you.

4 I'm Director.

5 **MS. KRISTA SMITH:** Oh, I thought you were Executive Director.
6 Sorry.

7 PSFC is how I tend to think about them.

8 And then Haley is going to speak to us in a moment about Public
9 Safety within the Department of Justice.

10 But before I turn it over to Haley, I'd like to ask you as well a little bit
11 about your historical experience. You've been with the Amherst Police Department for
12 many years, even before TMR.

13 **CHIEF DWAYNE PIKE:** Yes.

14 **MS. KRISTA SMITH:** And so TMR is not the end-all/be-all of
15 interoperability. In what ways did you see interoperability happening day to day?

16 **CHIEF DWAYNE PIKE:** We were fortunate that we've always had
17 a really close relationship with the Cumberland RCMP. And lots of times we had to
18 work together on projects. You know, we have a street crime unit that's been working
19 out there at the detachment that's integrated together.

20 But, you know, we've built that relationship over a number of years.
21 And prior to even us getting TMR2, when the RCMP had it, we didn't. Lots of times
22 what would happen was we would have to share portables, and that would be our first
23 step, knowing that when we've got to work together, "Hey, here's a bunch of our
24 portables," or vice versa, and -- just to keep on the same page.

25 So lots of times it would be -- our members would be going around
26 with two portables in the car and you'd have to do it that way.

27 But we would always make it work as best we could, realizing, look,
28 these are the limitations, these are the barriers. How do we get past that? So that was

1 always one way that we did it.

2 And same thing with Sackville PD. Prior to Sackville PD, you know,
3 rolling into the RCMP, we had the same thing.

4 But go back many years ago before TMR1, ---

5 **MS. KRISTA SMITH:** M'hm.

6 **CHIEF DWAYNE PIKE:** --- and we had the older radios. You
7 know, we had Sackville PD on one channel, we had Amherst RCMP on another
8 channel. So we did have that, but it was still very limited to our local area. So like
9 Channel 7 was the RCMP channel, 3 was Amherst Fire Department, Channel 2 was,
10 you know. So you knew that. And that was kind of -- it was on your radio, and these
11 are the channels, kind of thing.

12 But once departments, and especially the larger departments,
13 recognized the importance of a bigger system, such as TMR, they went to that, and
14 then we had to try to find, okay, now how do we move past these barriers and make
15 sure that we can still work together? Because ultimately we have to work together.
16 Ultimately, we all are doing the same job and we need to make sure that somehow, we
17 make it work. And that was usually how we did it.

18 **MS. KRISTA SMITH:** Okay. Just one quick. The other thing that
19 I've had to learn about in all of this is encryption, encrypted radios, and what impact that
20 has on interoperability. So in the days before TMR, and then TMR2 is encrypted, it
21 changes the nature of interoperability; doesn't it?

22 **CHIEF DWAYNE PIKE:** It certainly does. On the system that we
23 had prior to us going to TMR2, we actually did have encrypted radios on our own, ---

24 **MS. KRISTA SMITH:** M'hm.

25 **CHIEF DWAYNE PIKE:** --- but we were still able to switch to
26 different channels and talk to Public Works and what not. But it just enabled us to talk
27 more freely and share information that was protected and not have to worry about that
28 information being used against us or whatever. It didn't -- because people, for the most

1 part, always wanted to listen to scanners and know what was going on. And that was a
2 big thing. And it still is for people that can tune into the fire department or whatever.

3 But for us, it just meant that we were able to talk without having to
4 worry about some of those things that could harm law enforcement, or some of our
5 projects or our goals, without that information getting into the wrong hands.

6 Now, there was also sometimes things, you know, that worked well
7 for us, if we were looking for somebody and got across the scanner, someone would
8 call and say, "Hey, if you're looking for this guy, this is where he is." That worked out
9 well for us. But by far and large, I mean, the benefit for us is to have encrypted
10 channels because we can talk, we can share, you know, information that is protected,
11 information that is very -- that needs to be secured.

12 **MS. KRISTA SMITH:** And do you find that there are encrypted law
13 enforcement channels that are shared ---

14 **CHIEF DWAYNE PIKE:** Yes.

15 **MS. KRISTA SMITH:** --- among the different police agencies.
16 What's usage like?

17 **CHIEF DWAYNE PIKE:** We use those quite a bit. For example,
18 we live right on the border, as I said. So lots of times, if we have any issues at the
19 border, such as we've had a couple times through covid with some of the blockades and
20 things like that, and we're working closely with the RCMP, we knew that people were
21 monitoring some of the other channels they could monitor, whereas we would be on an
22 encrypted channel that -- so tactically, you know, it was sound.

23 **MS. KRISTA SMITH:** M'hm.

24 **CHIEF DWAYNE PIKE:** You knew that whatever was being
25 discussed, whatever was being decided, those decisions weren't going out to
26 unauthorized ears. And we used that quite a bit. That's usually our go-to channel.

27 The unfortunate part of that is that if you're using an encrypted
28 channel, then all of a sudden, you know, you're not communicating with other agencies

1 that don't have access. So you have to think about that. So that -- sometimes that's
2 where you have, you know, maybe your EMO person would be in the room with you so
3 that they can kind of say, "Here's what's going on. Here's what you need to know." And
4 the other stuff you don't need to know, so they can kind of filter through some of that
5 information.

6 **MS. KRISTA SMITH:** So an EMO is an emergency management --

7 -

8 **CHIEF DWAYNE PIKE:** Emergency management, yes.

9 **MS. KRISTA SMITH:** --- officer? And I know that paramedics have
10 moved to encrypted, but fire is still not encrypted?

11 **CHIEF DWAYNE PIKE:** To my knowledge, they're not.

12 **MS. KRISTA SMITH:** Yeah. And they're -- my understanding is
13 that there will also be a need for unencrypted sort of mutual aid channels because of
14 that?

15 **CHIEF DWAYNE PIKE:** Yeah.

16 **MS. KRISTA SMITH:** Okay. Terry, are you ---

17 **MR. TERRY CANNING:** Yeah, I just wanted to emphasize, I
18 guess, or highlight many of Chief Pike's comments relate to the issue that we
19 mentioned earlier, fleet mapping.

20 **MS. KRISTA SMITH:** M'hm.

21 **MR. TERRY CANNING:** Because not only does Chief Pike need a
22 set of channels in his radio to suit his needs, but somebody has to coordinate the
23 channels in his radio with the channels that the RCMP has, with the channels that the
24 Sackville Police have, and that the Conservation officers have, and so on and so forth.

25 And so one of the efforts in fleet mapping that we made or took was
26 to ensure that everybody's radio was programmed such that those were easy to find.

27 **MS. KRISTA SMITH:** H'm.

28 **MR. TERRY CANNING:** So in New Brunswick, I can speak to the

1 New Brunswick situation, it will probably be easier, in New Brunswick, the policy was
2 every -- the channels are arranged in banks of 16 channels. In the second channel
3 bank, so Channel Bank B in every radio in New Brunswick are the Mutual Aid Channels.
4 Doesn't matter whether it's a police radio, a fire radio, a paramedic radio, the dog
5 catcher's radio. Every radio in New Brunswick on the Trunked Radio System, Channel
6 Bank B is the Mutual Aid topics or channels. That's a learning that we took away from
7 our first 10 years of operation in Nova Scotia and moved forward with in the second
8 generation, ---

9 **MS. KRISTA SMITH:** M'hm.

10 **MR. TERRY CANNING:** --- much to the benefit of users that don't
11 use those channels every day sort of thing. So.

12 **MS. KRISTA SMITH:** Make it easier. Yeah.

13 Haley, welcome. I'm sorry that we have not gotten to speak with
14 you yet. I'm hoping that you can tell us a little bit about the work of your division and
15 how it fits in with this interoperability continuum that we've been working on here?

16 **MS. HALEY CRICHTON:** Yes, absolutely. So I think it might help
17 if I give a very brief overview of the division that I work in itself ---

18 **MS. KRISTA SMITH:** M'hm.

19 **MS. HALEY CRICHTON:** --- and then kind of move in how our
20 work lends itself to the continuum that we're talking about today.

21 So I'll be very careful, as you said, to differentiate with my
22 colleague, Todd, with Public Safety and Field Communications.

23 So Public Safety and Security Division with the Department of
24 Justice really has legislative and regulatory oversight over a number of distinct but
25 interrelated areas that support the public safety of Nova Scotians in this province.

26 So very briefly, those areas are the provincial firearms program that
27 administers the federal firearms legislation through the Chief Firearms Officer, the
28 private security industry, so we regulate the private security industry and appointment of

1 civil constables through our provincial registrar.

2 We also do work with Cyberscan, which is the administration of
3 *Intimate Images and Cyber Protection Act*. Our scan unit, which is the *Safer*
4 *Communities and Neighbourhoods Act*, corporate security, and then more pointedly for
5 this discussion is, of course, our policing strategy section.

6 So policing strategies and public safety section really works under
7 the authorities of the provincial Nova Scotia *Police Act*. And we work to further, kind of,
8 the authorities of the Minister under that Act. And though that's the most prominent
9 piece of legislation we work with, obviously there's tangential legislation that we also
10 look to support and assist our law enforcement partners for awareness and things like
11 that, including the very recent, you know, *Police Identity Management Act* would be one
12 example.

13 So all that to say there's a lot of work being done in the division
14 through the various units, but it really supports that overarching system of public safety
15 for Nova Scotians.

16 And when we're talking about the communications interoperability
17 continuum, which is up on the screen there, our position is very unique in its discussion.
18 Obviously there's a lot of talk of communications, and that's kind of what this discussion
19 is broadly about. But we know that communications is only one part of true police
20 interoperability. There are multiple systems that support overarching policing
21 interoperability. So that's including communications, of course, yes. Technology
22 interoperability, equipment interoperability, training, culture, and that's culture in
23 policing, but also culture external to policing, agreements for mutual aid, and practicing.
24 So scenario-based training and ensuring that our neighbours are embedded in our
25 critical incident response protocols.

26 So for a Public Safety and Security Division, really we look at all of
27 these different systems areas, or buckets if you will, of interoperability, and we look at
28 the overarching framework for that. How can we support police interoperability through

1 that overarching umbrella of governance, so I'll say governance is kind of where we fit
2 in, but more of the umbrella looking at governance, the standards to ensure police have
3 a base minimum set of standards to meet to be police agencies in Nova Scotia, and
4 then, of course, the accountability to those standards as well, so systems of auditing
5 compliance with the standards developed to support policing in Nova Scotia and build
6 capacity towards interoperability.

7 **MS. KRISTA SMITH:** And then the other area I wondered about
8 was with training. Is there a role for public safety within creating some of the
9 relationships that occur when opportunities are offered for training through ---

10 **MS. HALEY CRICHTON:** Yes.

11 **MS. KRISTA SMITH:** --- public safety?

12 **MS. HALEY CRICHTON:** Absolutely. So, again, because of our
13 unique position in working with all police agencies in Nova Scotia, both our independent
14 municipal partners and the RCMP, to Lance's point at the very beginning, really, it's our
15 job to bring people together, to have people come into the same room and have these
16 very important discussions. We also do facilitate some training for police in Nova Scotia
17 as well, so I'm careful -- we're not responsible for core police training, so we're not say,
18 for example, the Police Cadet Academy for Nova Scotia, but we do support
19 supplemental training that brings police agencies in Nova Scotia, again, both
20 independent municipal and the RCMP together for training exercises, and that's been a
21 very productive method, I would say, of bringing our partners together and having kind
22 of a collaborative approach to problem solving.

23 **MS. KRISTA SMITH:** Okay. Thank you very much.

24 I think I'd like to ask if we can take a 15-minute break now.

25 **COMMISSIONER MacDONALD:** Absolutely. We'll break for 15
26 minutes. Thank you.

27 --- Upon breaking at 11:02 a.m.

28 --- Upon resuming at 11:21 a.m.

1 **COMMISSIONER MacDONALD:** Hello again, everyone.

2 Ms. Smith?

3 **MS. KRISTA SMITH:** Thank you very much.

4 So we have about an hour before the lunch break, and I hope that
5 we can do a couple of things in that time. We have a big group and that I want to make
6 sure everyone gets a chance to weigh in. So I think what we'll do is, still referring to the
7 interoperability continuum, I'd like to think about each of your experiences in Nova
8 Scotia, and comment on where there's work to be done along the continuum in Nova
9 Scotia. So it's a fairly wide open question. You can take it where you wish. There's a
10 few things I'm curious to hear about, and I may prompt that if -- if it doesn't come up
11 naturally.

12 So I think, let's just -- we'll go around the table. Maybe -- I'll start
13 with Todd, though, is that all right, and then we'll give you -- give this end time to think
14 about their answer? Okay. Yes.

15 **MR. TODD BROWN:** Now, just with respect to the continuum, I'd
16 be interested to hear Terry's comments because we worked so closely together on it. I
17 think Nova Scotia probably is as far to the right side of the continuum as any jurisdiction.
18 We're fairly far advanced. If you look at governance, you know, we -- I would say that
19 we are up to the key multi-disciplinary staff collaborating on a regular basis, and we
20 would be at the extreme right end with national and regional working group on
21 communications interoperability, but there is no national. Right? There's regional. We
22 have regional working groups that work very frequently together in the three Atlantic
23 provinces, and hopefully soon to be the four -- or three Maritime provinces, soon to be
24 the four Atlantic provinces. So I don't know if there's much further we can do on the
25 governance end of things. RINSAC seems to be working very well. This integrated
26 contract model that we have that ties together all of the different partners at different
27 levels of government, that's been very effective, especially as it relates to our work with
28 RINSAC. So I think we're doing very well there.

1 On standard operating procedures, it's kind of the same case;
2 right? I think we have many, many detailed regional standard operating procedures
3 because we have to, it's a regional system. We have service providers going across
4 provincial jurisdictions in the performance of their duties every day, and so they are --
5 they are guided in the use of the system by the SOPs that we have developed with
6 them, not for them, but developed with them. So I think we're in good shape there.

7 Now, technology is a little bit more of a split, but again, I think we're
8 as far to the right as you can be and be of provincial jurisdiction on voice for sure.
9 Right? So we have the TMR system, it is a standards-based system that's used
10 throughout the region on a daily basis. On data, we are about where everybody else is.
11 There is no national equivalent data network to the voice network that we have in the
12 region. So I would say we are probably around, on data, custom interfaced
13 applications.

14 I -- when I think about mobile data as it relates to first response, I
15 think about organisations like Emergency Health Services. They have a custom-
16 developed app, so they work with IT service providers to develop patient care reporting
17 application. It's proprietary. It's on a commercial grade cell system. That's -- so that's
18 about as far as you can get in Canada right now. There is no national data network or
19 even large regional public safety grade data network, so I think we're as far as we can
20 go there.

21 I mentioned voice, training and exercises. I think we're fairly far
22 down towards the right on -- on that as -- as well. We sometimes sponsor and
23 participate in multi-agency exercises, so sometimes we are sponsoring exercises in
24 which communications is the focus or we participate in larger exercises with first
25 responders for which communications is the component or an inject into the process.

26 I would say in -- more in general, training and exercises, even --
27 and I'm really just looking at our first response services, we could probably improve
28 there. But -- training is -- is challenging to organise, but you know, making exercises

1 work is much, much harder. It's primarily because it's difficult for organisations to make
2 staff available. I mean, it's -- it's a real decision that has to get made for, say for an
3 RCMP constable to participate all day in a -- in a communications exercise, that's tough
4 to get -- to get that. And I -- I completely understand where the RCMP is coming from,
5 you know, they don't have unlimited bodies to throw at things, so you know, that -- that's
6 a factor kind of throughout the first response community. People being made available
7 to actually do the exercises is -- is a very tough get.

8 If I look at usage, I think we're as far as you can be daily usage
9 throughout the region. So if I had to pick one thing, I would say exercises is probably
10 something that a further investment could be made and to make that more effective in
11 our situation.

12 **MS. KRISTA SMITH:** So what does -- what would that look like?

13 **MR. TODD BROWN:** Well, that's a more difficult question. I don't
14 know if got -- if I've got a ready answer for that. You know, I think if we could get
15 organisations to buy in that it's a necessary investment. So I think it's probably more
16 about marketing that concept to first response agencies and making sure that senior
17 leaders understand the importance of exercising and why, you know, a budget needs to
18 be made available and people need to be made available, especially for critical systems
19 like radio systems.

20 **MS. KRISTA SMITH:** Okay. Thank you.

21 So Darryl, I'll move over to you. Wide open, of the five lanes where
22 is there some work to be done?

23 **CMDR DARRYL MACDONALD:** It may be Pandora's Box with
24 me. You may be opening Pandora's Box with me. No, there -- there is always
25 something to be done because technology is always changing. As well as we learn
26 from all of the events that happen nationally and regionally as well, and so there's
27 always something to be learned.

28 Todd spoke about where we are. I think -- I think largely with radio,

1 I've often said Nova Scotia has the best radio system in the world. I agree with my own
2 statement on that because I think it's played out in my life of dispatching here in the
3 incidents that we've responded to, and I think it continues to improve over time because
4 we learn every time we have an issue that we have to deal with.

5 Swiss Air was the thing that probably prompted all of this. I worked
6 the Stewiacke train derailment, and mutual aid became very important after that
7 incident, and was not used for that incident. Acadia Lines bus crash in Antigonish was
8 a good exercise in training in how to get people to use mutual aid, and that's actually
9 used on our national core training that the audio from that. So the users -- some users
10 knew how to use it perfectly, some users didn't, but it was in such a remote area that by
11 the time they got there everybody was talking to each other and working well together.
12 So that's part of our national training for our operators.

13 The real issue is, at this point now, is CAD, and records
14 management systems, and that's a real challenge within this province, especially. We
15 have three police agencies on different CADs that do not communicate with each other.
16 We have an ambulance service on a different CAD that does not communicate. We
17 have a 9-1-1 system that has a -- a workaround to communicate to the CADs, of the
18 agencies that have them, and then we have other police agencies that are...

19 Like, when I started my started my career, pen and paper. You
20 know, answer the phone, write down some things, dispatch it. And -- and I think we'll
21 get into culture at some point, but I think that needs to change, that we have to
22 understand that what the expectation I that we have the best systems. And I think there
23 may be a -- sometimes a public perception that emergency services have the best of
24 everything, and the reality is, is the public has probably the best of everything in their
25 hand because they're sold something new every few years. And -- and as we heard,
26 that these systems have a lifespan of about 10-years, and the procurement process,
27 you know -- TMR is fantastic, I'm sure we need to start a process, if we haven't already,
28 to replace it. And so -- but CAD is a real issue because these large centres need to be

1 able to share information.

2 On the RCMP front, the regional OCC commanders here have
3 begun the process a couple of years ago to be able to share CAD information, because
4 we actually, even though we're on the same CAD, we're still in our own silos, and so
5 we've begun work to be able to do that. And when we achieve the ability to
6 communicate digitally and through voice, then we will see a huge uptick in how we can
7 process information, how we can assist each other. And so we're -- and with 9-1-1
8 changing to NG911, everybody's going to need a cell phone solution. We're working
9 towards a joint cell phone solution where we can again be interoperable with each
10 other. So virtually, what will happen in the future is that we -- even though we have five
11 regional comm centres for the RCMP in the Maritimes, you could be sitting in my shop,
12 and you could be dispatching in Nova Scotia with the technology and the training and
13 the ability.

14 And I think lastly, I'm a trainer at heart, at the national level as well
15 as the local and regional level, and I really think that training interprovincially as well as
16 interagency and between different -- not just police, talking to police, but police talking to
17 fire, police talking to ambulance, police talking to EMO, we've learned from the COVID
18 lockdowns that we can communicate in different ways that we never thought of before.
19 So my organization, we used to always have to arrange meetings, and we spent a lot of
20 time getting there, and arrange training, and spend a lot of time getting there, and
21 accommodations and so on. Now you can just type in a date and a time and you can
22 send it to everybody, and we meet virtually. So tabletop exercise in interoperability, we
23 don't physically have to be there to practice using our equipment and our procedures,
24 and so we have a lot to go there. But CAD is a real problem, especially in this province
25 where we have agencies that are on a CAD and they cannot send information back and
26 forth.

27 I -- if I was working in the RCMP Com Centre here, I could not see
28 RCMP members who are working in Halifax Regional on my CAD. That makes no

1 sense. And especially if we're going to provide assistance in Halifax or they're going to
2 provide assistance outside and the rest of Nova Scotia, makes no sense. Cape Breton
3 Regional, the same way. They're surrounded by police officers that could assist them,
4 or that we could call on for assistance, and we can't see them, we can't dispatch for
5 them, we can't share that information. So they can talk by voice, but what's happening
6 with information and response to incidents is most of the information -- because the
7 airways get clogged when you have a large-scale event. Most of the critical information
8 gets pushed through a CAD, and that's important to note where we're going, is the CAD
9 pushes the vital information that's happening right now. And they're being designed so
10 that they can do that instantaneously to all users. And yet, in this province, we have
11 three CADs enabled for police agencies and they can't send any information. And we're
12 relying on telephones to communicate a lot of times. And so what happens is we revert
13 back to what we know when we don't have the technology. And what we know is
14 picking up the phone, waiting for someone to answer, passing information, and that
15 takes time. And so we see that in incident after incident.

16 And so one of the things I've tried to do with the console in our
17 centre is anybody who's got a console that we can talk to them on, I want to be able to
18 press on the radio and talk directly to that dispatch centre. But what I would love to do
19 is be able to just send them what I have electronically, so it pops up right in front of their
20 face. So I don't have to talk to them, I just say send, and we're -- we can do this. We
21 just have to be able to do it. And that takes money, it takes investment in that, and it
22 takes the will of the agencies to be able to share the information.

23 **MS. KRISTA SMITH:** So that was one piece I wanted to clarify
24 with you is, you know, they -- it's been explained how extended the procurement
25 process is and how what a huge investment it is for an agency to buy technology. So is
26 this an issue of aligning procurement and funding, or is it something else that's
27 preventing CAD from being ---

28 **CMDR. DARRYL MACDONALD:** I think it's a combination of

1 things, but I also think will is the biggest issue. The will of agencies to say I need to be
2 able to share information outside of my agency. We don't need any more examples.

3 **MR. TODD BROWN:** If I could perhaps add to that, I think the
4 reason that that situation developed in Nova Scotia was that CAD systems were
5 developed by departments individually in silos at different times. And so they all
6 evolved with different CAD systems. In the case of CAD systems in Nova Scotia, and
7 I'm sure this is true in other jurisdictions, there wasn't a central agency such as we were
8 with voice radio communications to pull all of those departments together towards a
9 common solution, and that's one of the reasons we are where we are with CAD systems
10 today. And that's definitely something that should be fixed, because as Darryl says, it's
11 fixable.

12 **CMDR. DARRYL MACDONALD:** And just in relation to that as
13 well, that'll be hopefully enough time for me, the -- a lot of agencies are going with
14 commercial off-the-shelf products for whatever they need, and there are good ones that
15 exist. And so as Todd said, we do build our systems in silo. The RCMP asked and built
16 their own CAD, but Bell basically has the exact equivalent, and so is there a will to go to
17 a COTS system, commercial off-the-shelf system for your CAD. And we attempted that
18 a decade ago, and we're in the process of replacing our CAD nationally as well, and
19 clearly, we have the leadership to make sure that that happens at this point. But that is
20 a difficulty and procurement's a huge issue.

21 The other thing that's hard with procurement with the RCMP is
22 we're a federal force, and most of these systems are developed in one language. Most
23 of them come from the United States or Great Britain, and they are written in English.
24 We need them to be bilingual. We need them to function bilingual, and that makes it
25 sometimes difficult to partner with us as well, because it takes time through that
26 procurement system in relation to that.

27 So there's lots of challenges, but I am confident it can be done.
28 There needs to be a will. And I'm also hoping that through this Commission that there'll

1 be some push to make it happen in this province.

2 **MR. TODD BROWN:** There's also a cultural aspect to the
3 development of CAD systems as well. It gets to the point where the user agency that's
4 developed the CAD, like, takes ownership of it. And if somebody wants to come in and
5 create a standardized way of doing it, there sometimes is resistance.

6 **MS. KRISTA SMITH:** Yeah. Yeah, so we're going to go to culture
7 next, but I want to make sure we can get around the table first.

8 So, Bill, I'm going to hand it to you.

9 **MR. WILLIAM MOORE:** Sure. Just coming off of Darryl's
10 comments there, I think there's another aspect of this around, so I'm going to talk about
11 the Halifax experience for a second. So Halifax, when -- after amalgamation in the early
12 2000s needed to replace -- they had a separate fire CAD, separate police CAD, and the
13 RCMP had a -- their own CAD. So a decision was made in Halifax for Halifax that the
14 agencies responding in Halifax were all going to be on the same CAD. So they went to
15 market and purchased a CAD that would do both police and fire dispatching in broad,
16 and we were just discussing it in the hall, that's one of the reasons that the RCMP in
17 Halifax, that police Halifax District are on the CAD, HRM CAD, because when a call
18 comes in through the PSAP, it can be sent to both fire and police, so they are
19 interoperable from a CAD perspective in Halifax. But it's one of perspective. So that
20 was the perspective that the City of Halifax -- I'm sorry, the Municipality of Halifax took
21 because, quite frankly, they were the one writing the cheque. That's the reality. And
22 that was the best approach for them. But if we were to look at provincial RCMP
23 operations, is that the best approach for provincial RCMP operations?

24 So when we look at these issues, it is a cultural piece. It is a
25 governmental piece. It is who is writing the cheque piece on this. So these were some
26 of the decisions that were made, and at that time. So right now, the first responder
27 agencies within HRM are all on the same CAD, and they're all on the same TMR radio
28 system.

1 So when you look at it from a provincial piece, if we wanted to do
2 that provincially, then you have a number of agencies who are going to have to migrate.
3 And I only bring this up for just a practical question around who's going to lead it?
4 Who's going to pay for it? You know, you still have life -- so those are some of the
5 realities of the discussion. Not insurmountable. Not something -- but those are the
6 realities.

7 And just coming to the continuum piece really quickly, I'm on the
8 bottom line in usage. I would still -- I still wonder today if we had five constables show
9 up from different agencies right now, would they know how to go to a channel? Would
10 they know were they allowed to go to a channel? Who's going to -- which dispatch
11 centre is going to monitor them if they go to a mutual aid channel? Like, that's the
12 practical stuff that I still worry about today.

13 We have a lot of good material, but is that material and the training
14 getting down into the hands of the person that's responding at 2:00 in the morning with
15 someone that they'd never met before from another -- and that's just police to police.

16 Let's take police and let's bring a fire response into that as well.
17 Let's bring an EMO response into that as well.

18 You now have multiple layers of people. And those -- again, it's not
19 insurmountable, but that takes time and energy for people to be able to understand the
20 practicalities of how they're doing to do it.

21 A simple question like do they -- Terry said it. So standardization of
22 mutual aid channels. They're all in one spot. That's good. You know where to get it.
23 But who do I ask if I want to use it? Simple.

24 In Halifax, we tried to -- pieces around a traffic accident. Let's
25 simply have a fire truck and a police car go to a traffic accident and let's see how they
26 work on the mutual aid channel. Sounds pretty simple. Not because you've got a fire
27 dispatcher on one end wondering what the fire truck's doing, you've got a police
28 dispatcher wondering what the police are doing out on the channel. They've got other

1 units on their channels that they're monitoring, so they can't monitor the mutual aid
2 channel at the same time. Who actually gets -- so it -- there's just a lot of things around
3 incident command that come into it.

4 So I'm on the usage line. You know, we could have as many
5 documents and all that kind of stuff, but if we're not driving that down to that firefighter,
6 paramedic, young constable and they don't know how to do it, the rest of it's for naught.

7 That's my two cents.

8 **MS. KRISTA SMITH:** Thank you.

9 **MR. LANCE VALCOUR:** Totally support what Bill is saying there
10 on the usage line.

11 And another example of that is plain language. A group in the
12 United States called the National Public Safety Telecommunications -- can't remember
13 the last -- Council -- Council, which we borrowed and we were members of -- did a lot of
14 work in this area, like to go on plain language.

15 So if I was to say in that common channel -- and there's police and
16 fire and paramedic on the same channel and I said, "Incident Command here. Charge
17 the line", well, to the police that means, okay, we're -- it's a public order thing. We're
18 going to start moving forward. To the firefighters, it means put some water in a hose.
19 To a paramedic, it means put some kind of a fluid, ringer's lactate -- that's in an old TV
20 show there -- into a tube.

21 So it gets even worse than that, so these are the kinds of things if
22 you look at plain language and usage and training exercises in the policing community -
23 - I know in New Brunswick a number of years ago they did a tactical exercise. I can't go
24 into great detail. Three tactical teams, including the RCMP, working together, one of
25 the challenges was there's certain terminologies the tactical teams use to describe
26 situations and they weren't all using the same vernacular, so when someone is saying
27 X, someone else thinks it means Y. And in a tactical situation, that's very dangerous,
28 right.

1 So that's the bad news. I'm hoping that at the provincial level
2 looking at Haley and lots of work she's got to do there, and I'm sure she'll get it all done.
3 And lots of work to be done on these issues.

4 And running exercises, let's do that and have -- if it isn't a
5 communications exercise, let's make sure we exercise the communications component.

6 Now, the good news is, very briefly, is I've had the opportunity to
7 work with some phenomenal technology companies around the world. Many of -- if you
8 look at that middle lane, this is not a problem. There are issues around security and
9 encryption and these things, but these have been solved literally around the world by
10 the London Metropolitan Police, by over and over and over, the CIA, the FBI, the -- so
11 from a technical perspective, again, it goes back to defining the mission, right, and we
12 now have things like the Cloud, right.

13 I call it the democratization of technology. An agency like Chief
14 Pike's can literally get the best technology in the world for X number of dollars per
15 member per year with an evergreening procurement that sees that for the next 10 years
16 of that procurement, every two years or every 30 months or whatever the contract says,
17 they will get whatever the newest piece of kit is. The piece of kit should be and is
18 disposable.

19 Land mobile radios currently, less so. They're thousands and
20 thousands of dollars and add encryption, it's even more.

21 No. No. This is where the community has to say no, we're not
22 doing that any more, right. And the technology's out there.

23 So this -- please don't focus, in my opinion, on the technology lane
24 because it's all out there. It really goes back to defining the mission, to Bill's point, and
25 who's paying and how are we going to put it all together.

26 **MR. CHRIS DAVIS:** And this morning when I spoke, I talked how I
27 thought governance was appropriately at the top lane.

28 If you kind of look at it in terms of importance on the outside lanes

1 and moving towards the middle, I think there's relevance there.

2 Governance is where elected officials and leaders get to articulate
3 the way forward, to give us that north star. Usage, I think, should be a reflection of the
4 expectations, be it public or from a public safety perspective, and then other enablers so
5 that, ultimately, whatever technology you have will be critical.

6 I'm still very much focused on governance from my perspective and
7 I want to go back and add another important community that I didn't speak to
8 specifically this morning. And certainly I think Nova Scotia has already initiated this in
9 the jurisdictions, and that's our indigenous communities and our indigenous emergency
10 management partners as well.

11 So it's really about F-P-T-M and I. And I think they bring a very
12 important perspective.

13 This, I believe, is a public policy discussion. This is about what
14 level of technology do we need to support whatever level of emergency services you
15 want in a given jurisdiction.

16 And so you know, when we talked about we're always going to
17 have to have unencrypted mutual aid channels, that's really driven by cost. And I think,
18 you know, if I could challenge technology partners, there shouldn't be a cost
19 differentiator between an unencrypted radio and an encrypted radio. And there are
20 realities and may have accountabilities there.

21 Also going back to governance, you've heard a lot of the Nova
22 Scotian and Maritime experiences, good people coming together, trying to do the right
23 thing for the right reasons in the absence of formal legislation, formal obligations that we
24 have to take into account.

25 And again, we've talked quite significantly this morning about
26 borrowing with pride from the U.S. When the U.S. rolled out their communication
27 interoperability program, there are centres of excellence, there are portfolio managers,
28 and there was funding.

1 So going back to one of the challenges about procurement,
2 somebody has to give something up.

3 You may be midlife on a technology. It may be in community safety
4 best interests to walk away early, to pay a penalty because we want to move forward
5 collectively to achieve those public safety communication interoperability expectations.

6 So governance and usage are, I'm going to say, almost mirror
7 images of each other. Usage should reflect what the governance expectations are.
8 And I think going back to Bill's point, the fact that the average frontline emergency
9 services member doesn't know how to use the tools that they're given is probably a
10 reflection on the lack of a true north star coming from the governance and leadership.

11 **MS. KRISTA SMITH:** Terry?

12 **MR. TERRY CANNING:** This is a real darling topic for me, for
13 sure, because that's been my focus for the best part of 20 years.

14 I want to pick up on a comment that Darryl made first off. And back
15 in the spring of 2001 -- April of 2001, in fact, it was the Eastern weekend of 2001, we
16 had a very interesting incident in Nova Scotia where a Via Rail train took a dirt road, if
17 you will, went off the rails in Stewiacke and, fortunately, there were no fatalities and no
18 serious injuries. And therefore, we were able to do a very thorough debrief of that
19 incident.

20 And the outcome of that debrief was that the folks from EHS, the
21 ambulance service, that were involved reported no problems. They had ground
22 ambulances there. They had helicopter on the -- in the air and so on and so forth, dealt
23 with the injuries.

24 RCMP, on the other hand, reported the incident as an absolute
25 disaster as far as communications was concerned.

26 So we took all of the information that came out of the debrief and
27 did an analysis of it and discovered a couple of pretty important pieces that we
28 obviously needed to deal with.

1 The first one was, the algorithm that Motorola uses to design radio
2 systems is based on fixed population, so the population of Truro would dictate X
3 number of radio channels. The population of Antigonish would dictate X number of
4 radio channels. The population of Stewiacke would dictate X number of radio channels.
5 But the population of Milford, which is between Stewiacke and Elmsdale, is zero,
6 basically, and so it doesn't get any radio -- or doesn't get any radio channels assigned.

7 However, the highway corridor between Truro and Halifax carries a
8 whack of traffic, as many of you have experienced, I'm sure. And that was where that
9 train derailment occurred, along that highway corridor.

10 So the first learning was the Motorola algorithm for capacity doesn't
11 work for rural situations.

12 The second thing that came out of that analysis was that when we
13 implemented the radio system in 2000/2001, the RCMP was one of the first agencies to
14 go on board. And the premise was that each agency would designate a trainer to do --
15 train the trainer -- train a trainer to do training with the organization.

16 Unfortunately, for whatever reason, there were a couple of
17 agencies that dropped the ball. RCMP unfortunately being one of them. And we
18 discovered that virtually no user training had taken place between their roll out in late
19 2000, as I recall, and the spring of 2001.

20 And the third piece of information that came out of that analysis
21 was that the RCMP had adopted two or three operational policies with respect to
22 communications that, while technically appropriate and viable with respect to the
23 system, didn't work very well operationally, and they discovered that much to their
24 displeasure, I guess I would say.

25 So the follow up that came out of that between 2002 and 2005 on
26 the part of the Province, we increased the minimum site capacity from two to four --
27 sorry, from two to three repeaters on a site. So the site that carried the traffic around
28 that Stewiacke train derailment had two repeaters, two voice channels available. So

1 now it has, I believe, four, Todd? If I remember correctly.

2 We added fixed generators. So we just realized that there was a
3 number of sites around the province that occasionally had power outages and didn't
4 have any back up generators. So when the batteries on the radio site, on the tower site,
5 died, the site went off the air. So we added a number of fixed generators.

6 We developed what we call the Mobile Communications Support
7 Program, which was about a quarter of a million dollars, half a million dollars, where we
8 put vehicles on the road with backup equipment, with extra radios, spare batteries,
9 leaking devices, and so on and so forth.

10 We -- one of the most critical pieces, I think, was that we hired a
11 full-time trainer. And one of the first tasks that he was assigned was to get with the
12 RCMP and build a training program, and then deliver it. And that had great success,
13 Darryl will recall when we rolled that out, mentioned earlier Cpl Glenn Hudson was the
14 key player from the RCMP at the time. He's since retired. But we worked with Glenn
15 and Glen Byrne here at the OCC to develop a user training program. In fact, it was
16 made mandatory, I believe. And Darryl, you may be able to speak to that. It was
17 something that was added to their HRMIS records, so they had to receive that radio
18 training within, I think, a year of arriving in Nova Scotia from other parts of the country.

19 And the other thing that we were able to help the RCMP with was to
20 adjust, I guess I'll say, a couple of those operational policies to improve their situation.
21 One was situation awareness. Their original plan, because the system allowed for it,
22 when a member left, let's say, Antigonish to drive to Halifax for training, they left their
23 radio sitting on the Antigonish channel. When they passed through Antigonish County,
24 and Pictou County, and Colchester County, and East Hants, and eventually Halifax,
25 their radio was still on the Antigonish channel and it was attracting traffic from
26 Antigonish into the Halifax system, putting unnecessary loading on the Halifax system,
27 also missing any traffic that was happening in Pictou County, and Colchester County,
28 and East Hants in the process.

1 So we helped them understand that when their members travelled
2 from this jurisdiction to this jurisdiction, they needed to change channels as they
3 crossed boundaries, their own boundaries, I should say.

4 Yeah, so I think those were the main points I wanted to make.

5 The other thing, I think picking up on Bill's comment with respect to
6 usage, I would raise this document, which was written -- or last revised while I was
7 involved in March of, in fact, it was on my birthday in 2015, the Memorandum of
8 Understanding of Assignment and Usage of the Nova Scotia Trunked Mobile Radio
9 System Mutual Aid Talk Groups. And it's a fairly comprehensive document that's
10 signed by the Province of Nova Scotia, Public Safety and Field Communications, the
11 RCMP, the Department of Health, Emergency Health Services, Halifax Regional Police,
12 and Cape Breton Regional Police.

13 And basically, what it says is that anybody that needs a mutual aid
14 talk group for any kind of incident that's above and beyond their specific agency's role
15 and responsibility should get it. and all they need to do is contact their dispatch agency,
16 any of those five, and it will be assigned, and it will be followed up on. And if it was
17 inappropriate, we'll discuss that after the fact and correct. But there should be no
18 question, you know, to Bill's point, there should be no question whether it's the raw
19 constable or the 30-year veteran, if they did the Mutual Aid Talk Group, the
20 Memorandum says it shall be assigned.

21 The other piece I would note is that I've tracked the assignment of
22 Mutual Aid Talk Groups over the past 20 years, and as you can see, the graph is
23 moving fairly steadily upwards. The reality is, the RCMP in particular has been very
24 aggressive, I would say, in assigning Mutual Aid Talk Groups. And why is that? Well,
25 the reason is because the RCMP is the primary 9-1-1 PSAP in Nova Scotia. And so
26 virtually all emergency calls, other than HRM and CBRM go to the RCMP PSAP. And
27 they recognize pretty quickly, whether this is a single agency incident or a multi-agency
28 incident. And if it's multi-agency, they automatically assign a Mutual Aid Talk Group

1 and transfer that information to the EHS dispatch, and the fire dispatch, and so on and
2 so forth.

3 So if you look at the record, I think, without having the numbers
4 right in front of me, I believe probably somewhere between 75 and 80 percent of the
5 Mutual Aid Talk Group assignments come from the RCMP.

6 So they have the experience, they have the background, they have
7 the information, and they make those assignments right up front.

8 **MS. KRISTA SMITH:** Thank you. Commissioners, we do have this
9 MOU in our materials. We'll make sure that it's entered as an exhibit. And I think we'll
10 need to enter the chart that you've just provided us, Terry. And we'll have that entered
11 in due course.

12 **MR. TODD BROWN:** Perhaps ---

13 **MS. KRISTA SMITH:** Would you like ---

14 **MR. TODD BROWN:** --- I could clarify one thing. That document,
15 the MOU, has been revised and it's now a standard operating procedure. So we have --
16 it basically says the same thing.

17 **MS. KRISTA SMITH:** Okay. I'll make sure that we may even put
18 both in just so we have the historical context and then where we are today. Thank you.

19 Chief Pike, I'll take you to the very broad question of where, in your
20 experience, on the interoperability continuum, is there some work to be done?

21 **CHIEF DWAYNE PIKE:** Yeah, it's interesting because at the
22 break, Terry and I were just talking briefly about the technology and how we made it
23 work for us in Amherst and how we chose our channels and what not. One of the things
24 we did do was for our fifth channel, we ended up using something we call "Announce",
25 so that our dispatch can, at any given time, just go on to that channel and make some
26 kind of an announcement that goes across all the other channels. So in the case of a
27 critical incident or something like that, regardless of what channel you're on, or whether
28 you were just doing regular duties, or maybe you're in training, they can come out and

1 say, "Hey, we've got this going on" and everybody knows what to do and how to
2 respond.

3 And Terry had mentioned about, you know, I think was working in
4 New Brunswick?

5 **MR. TERRY CANNING:** M'hm.

6 **CHIEF DWAYNE PIKE:** There was a lot of things that, you know,
7 people kind of thinking outside of the box. And the question comes to mind of, you
8 know, what can the technology do for us that maybe we're not using it for? And how
9 can I, in my jurisdiction, make that work for us in our situation?

10 So that's kind of one thing that I wonder about, you know, is there a
11 lot of stuff there that we're not using that we really could make useful? And what can
12 we learn from other jurisdictions in regards to how they're using the technology?

13 And then we talk about next gen and wondering, okay, what does
14 that have to offer? And you mentioned earlier about the pie in the sky thing. And it is.
15 It is kind of a little bit intimidating when you think about, "Oh my God, we just got used to
16 this and we just got trained in this and now they're talking about sending pictures and
17 videos and all this."

18 And I have a dispatcher who is really tuned into this kind of stuff
19 and keeps coming to me and saying, you know, "What are we doing to prepare? What
20 are we doing to prepare?" And it's one of those things where you need to look at it and
21 say, "Well, okay, what exactly does it have to offer to us as a smaller police department
22 in a police agency?" Because again, you know, whether or not it's going to be
23 mandatory or not, then you've got to look at the cost benefit analysis. How is it going to
24 wok for us? How is it going to increase our ability, you know, to promote public safety,
25 work with other agencies, and all those things. And how do we measure that, you
26 know, in regards to saying, "Hey, we're so much better now because we have this new
27 technology." That kind of thing.

28 One other thing that Terry mentioned as well, going to fall on you

1 for a lot of this, but ---

2 **MR. TERRY CANNING:** That's all right.

3 **CHIEF DWAYNE PIKE:** --- is capacity. We have found that from
4 time to time, especially when covid first hit, and again, we're so close to the border. All
5 of a sudden, we had an increased presence at the border and we were finding that
6 things were busy a lot more than what they had been.

7 So I remember sometimes when they were trying to communicate,
8 weren't always getting through as easier -- as easy as they were before. So sometimes
9 capacity, just keeping track of that and knowing, okay, what's going on in our area, so
10 that, you know, we understand that if there's a problem it's because of this reason, you
11 got a whole bunch of people at the border that are using the same technology and it's
12 interfering with capacity.

13 The thing about training and exercises, it -- it's almost -- you can
14 integrate training, exercises, technology, usage all into one kind of thing in some ways.
15 And none of these, you know, things are kind of all on their own, they all integrate,
16 they're all involved in everything. And what we like to do, and again, it's something I
17 think we're going to be doing a lot more of in the future, is we integrate the technology
18 into the training.

19 So when we're doing carbine training, when we're doing
20 containment training, when we're doing regular firearms training in our scenarios and
21 stuff, part of the training is "How well do you know how to use your technology? How
22 well do you know how to use your equipment and your radio?" You know, "What can
23 you do with that, and what if you do run into a problem with the Comms?" You know,
24 "How are you going to overcome that?" And then throw in, "Okay, now you got other
25 agencies involved. You need to speak to someone in the fire department or EHS" or
26 what have you. And we use that a lot, especially if we build a big scenario when we're
27 doing containment training, kind of using that, because these are the tools that when
28 things go back we need to make sure that we know exactly how to use them and how to

1 get in contact and communicate back and forth.

2 Which brings to another point, you know, Lance talked about the
3 terminology aspect of things. Because I can tell you, if you go out there and you ask
4 different police departments, "Well, what's your 10-Code?" You know, it's as simple as
5 that. I mean, for the most part, there's some standard things, 10-4, you know, that kind
6 of stuff that everybody understands that's an acknowledgement, but I mean, if you go to
7 St. John's, you know, the RNC, and you say, "Well, what do you use?", and they'll
8 probably say something a little bit different. And I go to a scene and I say, "Hey, I'm 23
9 at the scene, and now I'm leaving the scene, I'm 24, 10-24." In Amherst, we use
10 something completely different, you know.

11 Maybe that might be on the 10-Code, but it just depends on what
12 your culture is of what you actually use, and -- you know, especially when you go
13 agency to agency it's "Do they have any idea of what I'm talking about?" Right?
14 Because I can tell you, when you talk about charging a line, I know what that is because
15 I work closely with Chief Jones all the time, and, you know -- but a lot of the members
16 wouldn't; right?

17 **MR. CHRIS DAVIS:** 10-24 for me is a gun. So if you say "10-24"
18 things are ---

19 **CHIEF DWAYNE PIKE** Exactly.

20 **MR. CHRIS DAVIS:** --- ramping up real fast.

21 **CHIEF DWAYNE PIKE** Exactly. So you can see how confusing
22 things can really get with -- and that's -- that's your basic communications. If you don't
23 understand what the other person is saying and what they mean, you could be going off
24 in the complete opposite direction.

25 Darryl talked about, you know, CAD and records management
26 systems and things like that. When we first got on PROS a number of years ago, it was
27 a huge eyeopener. We had PIRS prior to that, so PIRS wasn't bad, but even years ago
28 in the nineties we had our own standalone system that was our files only, our people

1 only. And if you went to Springhill PD, Springhill had their own system, and you know,
2 aside from going down there and reading our files you had no idea what was going on
3 down there; right?

4 With PROS, you know, and now all of a sudden I could go on and I
5 could see I got a warrant for so-and-so, and I run them on PROS and I see that, hey,
6 they dealt with them out in, you know, out on the West Coast somewhere; right? Now,
7 PROS, you know, it has its advantages and stuff like that, but it really hasn't been
8 updated in the last number of years in regards to...

9 I know there's a lot of other systems out there that really embrace
10 some of the future technology, and I've talked to some of the other chiefs, not only in
11 Nova Scotia, but in PEI and other places about, you know, what do you -- what do you
12 really think we should have as a -- as a file management system that could really work
13 for police officers and really embrace the technology that's out there; right? But there's
14 a lot of stuff there that...

15 You know, we're really moving in the right direction. In some
16 places, with the technology we have, we've done really well, but you know, the sky's the
17 limit, it really is. And it's a matter of thinking outside of the box, but on top of that, it's
18 also trying to say, now that cost-benefit analysis thing. I go to my police commission
19 and my council and say, "Hey, I'd like to go and buy this and here is the reasons why.
20 Here's why, and here's how I measure it. Here's how I can show this is an important
21 piece of technology or an important tool that we need to make sure that our community
22 is safe."

23 **MS. KRISTA SMITH:** One thing I wanted to check in about was
24 the state of interoperability or information sharing with records management systems
25 between agencies. Is that working well enough or is there some work to be done there?

26 **CHIEF DWAYNE PIKE** It works. Like I can access a lot of the
27 basic information from other systems, but really, if I want to go and I want to get
28 something from Versadex, I really need to, you know, make a request for that. Now, Bill

1 might be able to talk about that a little bit better.

2 **MR. WILLIAM MOORE:** There is an application called the Police
3 Information Portal. It's a -- an ability for disparate records management systems to be
4 able to publish -- the agency that is publishing has the full rights to decide how much or
5 how little they want to publish. And that was in a program that came about shortly after
6 the Bernardo issues, and much the same conversation around not knowing and having
7 situational awareness of people. But that was a product, it was called LEAP at one
8 point, and then moved to the Police Information Portal, and that's now part of I think of
9 the suite that's held under the RCMP.

10 **CMDR DARRYL MACDONALD:** It's changed its name again.

11 **MR. WILLIAM MOORE:** It changed its name again. There you go.

12 **CMDR DARRYL MACDONALD:** Yes.

13 **MS. KRISTA SMITH:** What's the name now?

14 **CMDR DARRYL MACDONALD:** PSP, Public Safety Portal, I
15 believe. I've seen two documents, one said Police Safety Portal and the other one says
16 Public. I think it's Public. That's just recently changed.

17 But it -- it is -- it has -- it certainly is used, it's integrated into our
18 CAD, and so we run queries on that as well as on CPIC. It certainly has an advantage.
19 But it is difficult when we have different systems, and PROS is due for an upgrade, but it
20 -- you know, that's on our radar nationally as well. But it is used nationally.

21 It's very difficult when you're trying to develop national programs
22 and then you have players that don't join in, and that -- and that's really a struggle. And
23 so the RCMP does try to get the best technology available to us, but it does take time
24 with us, and some people get frustrated with that and -- and they move on to other
25 vendors. And that -- and that makes it very difficult because when you make that
26 decision to go to another vendor you have to decide "Am I cutting myself off from an
27 important piece of information that will be coming to me?"

28 I know you have more to do on this, but I do want to get into a

1 fundamental issue about the radio system that we haven't talked about, and I think we
2 need to recognise this when we talk about other systems.

3 If you think of a radio system and the talk groups like a room where
4 people gather, and this is -- this is the biggest issue in relation to a radio, we can have
5 as much interoperability as we want, but if the people who need to come into that room
6 and talk to each other are numerous, radio systems, police radio systems are one
7 person talks, everybody listens. Works great in a forum this size, sort of. If we all in this
8 room decided we need to talk to each other because we had an important piece of
9 information to share, the downfall of police radio systems worldwide it is that one person
10 talks, everybody else listens. And we need to recognise that.

11 That's why I'm such a proponent of systems that can share data,
12 such as CAD systems, and get information out quickly. So we've made great strides
13 with our CAD in the RCMP to handle critical systems through our CAD and through our
14 Mobile Workstations, and we're about to make another leap in that area as well. The
15 problem is, it always comes down to will people use them or will they revert back to the
16 other system?

17 So what we see is they'll go back to the radio because that's what
18 they use primarily every day when they're talking to a small group of people, and they
19 neglect to learn how to use the other technology. And if the radio is busy, then they
20 make a phone call. The problem with phone calls, on cellular, is, number one, you need
21 coverage; number two, there's only the two people in the room then. And when there's
22 just two people who know something it's very hard to disseminate that information
23 outside.

24 Those are fundamental things that we need to understand when we
25 talk about interoperability, is you have to think not just a couple of people talking, but
26 you need to be able to think about a mass event where numerous people have to be
27 communicated the same thing simultaneously. That cannot be accomplished well on a
28 radio system, it needs to be accomplished through some other form of system that will

1 disseminate that information.

2 **MR. TODD BROWN:** And if I could add to that, that's why public
3 safety broadband is so important, and basically all of those arguments that Darryl has
4 made. And I'm a little concerned that we don't have the ingredients for success to pull a
5 broadband network off across Canada right now, primarily because there's a disconnect
6 between people like us and elected officials.

7 **MS. KRISTA SMITH:** Okay. Thank you for raising that.

8 Okay.

9 **CHIEF DWAYNE PIKE** Just to go back to the PROS thing, and
10 again, absolutely right in regards to the one person talks everyone else has to listen.
11 And lots of times if we're dealing with a critical incident the very first thing that someone
12 will say, usually someone who's taking command of it will say, "Guys, only speak if you
13 really got something to add to it; otherwise radio silence, just listen."

14 Back to the PROS, the advantage to PROS really is that anyone
15 who's on that system, you know, I can go into the file, I can read the file, I can add a
16 report to their file, I can add a task under their file, they could -- and vice versa. The
17 difference being is that, you know, a file that's generated under an RCMP domain,
18 RCMP can reassign files to themselves and to other people, but where we have our
19 own domain, I can't reassign my file to an RCMP member and RCMP can't reassign
20 their file to me. It creates problems with scoring, the UCR, and those kinds of things, so
21 I end up having to edit my file. So if I start a file on an assault and didn't realize, oh,
22 hang on, this happened down in Joggins, I can't reassign my profile and say, hey, a
23 member from Cumberland Detachment's going to take it. I have to make sure they
24 open their own file, so that they can work on their own file, do their own UCR scoring,
25 add their own charges, and all those kinds of things, and then I got to change the
26 scoring on my file, so it reflects that I'm assisting or something like -- even assisting is
27 not the proper scoring, but it -- that's the only real problem. But for the most part, I can
28 go into the file, I can read all the information that's there, I can put my own report in

1 there, if I have some kind of thing to add to it, so it is really good like that. And I can
2 throw tasks in there and say, "Hey, you know, you need to read my report," or if I need
3 something done on one of my files, I can task someone in another agency or jurisdiction
4 or anything like that.

5 **MS. KRISTA SMITH:** Thank you.
6 Haley?

7 **MS. HALEY CRICHTON:** Thank you. Well, you gave the leniency
8 that this is going to be an open-ended question, so I'll tell you that from my perspective,
9 I'm going to be certainly taking some of that leniency, because, of course, from my seat,
10 looking at interoperability more holistically, so interoperability of policing in its totality
11 instead of just the communications continuum that we've been talking about.

12 So as I said previously, oversight of policing in Nova Scotia is a
13 provincial responsibility. But really, the administration of policing is a municipal
14 responsibility under our legislation, and this is kind of speaking to some of Bill's points
15 earlier. So the current organization in Nova Scotia is quite localized, so police are
16 accountable to local boards and local councils, and therefore, they're asked to invest
17 their resources, both human and financial resources, in local priorities. So, you know --
18 and community level concerns as well. So, of course, this is inherently a very good
19 thing. You have a police agency that's responsible -- responsive, excuse me, to local
20 needs and responsible to the constituents and the municipal taxpayers as well.

21 So, for example, if you have town X and they have a police agency,
22 that agency is responsible to that board, and their budget will be allocated through the
23 lens of those kind of localized priorities and understandings.

24 So while there's great value in localization certainly, one of the
25 unintended outcomes of this tends to be fragmentation. So each agency and
26 detachment looks inward to their community to meet their localized needs and priorities,
27 and this challenge is in part for two reasons. The first is that crime doesn't,
28 unfortunately, abide by jurisdictional boundaries. It's not like a rumba. It doesn't hit the

1 end of the town border and then turn around and come back and move elsewhere. And
2 secondly, also, you know, in single exigent or emergency circumstances, a single
3 incident can exceed the capacity of any single agency, whether that's just in the
4 province and kind of overall as well.

5 So true police interoperability in its totality, and I, you know, remind
6 people as well, Nova Scotia has about one million people, and in some provinces, that's
7 a mid-sized city. So we are kind of in a very particular circumstance here. But true
8 interoperability really requires us to look beyond localization, to consider the investment
9 and resources to support our neighbours, to support a more overarching framework of
10 interoperability.

11 So if I go back to my example of town X neighbored with town Y,
12 you really need to look at both those and be able to come to your council, come to your
13 board, and say, "I need to invest my resources to support my neighbour in times of
14 exigent circumstances through mutual aid agreements, things like that, and training, and
15 all of that within a kind of interoperability framework, so that I can protect the citizens of
16 my town too, because it's all interrelated." Protecting your neighbour is indeed
17 protecting your own community, but it's very difficult to have that buy-in because your
18 budget is allocated through this very particular localized lens.

19 So that's kind of really what I wanted to add to the conversation
20 about interoperability noting that, again, bit of a different framework for this discussion
21 than just the communications continuum.

22 **MS. KRISTA SMITH:** Yeah, thank you for that. I wonder, is there
23 more for us to understand around your division's role in organizing or even promoting
24 dialogue around funding and procurement decisions among and between police
25 agencies when it comes to these type of issues?

26 **MS. HALEY CRICHTON:** Absolutely. So one of the most
27 important things we're working on now is a refurbishing or modernization of the
28 provincial policing standards, and I speak about it a lot, but it's because it's so far

1 reaching in its effects for assisting to start building collaborative relationships and
2 building capacity towards interoperability. And that is setting a base minimum that
3 police agencies meet collectively across the province. And so an agency can go to their
4 board and say, "This is the base minimum standard. To meet this standard, I need to
5 invest financial resources, human resources, equipment resources to meet this
6 standard." And therefore, kind of having the discussion about investments start to
7 broaden outside the town jurisdiction, outside the detachment jurisdiction, and start to
8 be a provincial, holistic, consistent approach to addressing interoperability.

9 **MS. KRISTA SMITH:** Okay. Yeah.

10 **CHIEF DWAYNE PIKE:** Again, what Haley's saying there is
11 actually absolutely true. You know, again, as a smaller agency, and I mentioned this
12 earlier I think when I introduced myself, you know, we often rely on our partners, you
13 know, in the community, other police agencies, both municipal and RCMP for a lot of
14 help, and we provide the same kind of help. You know, and a lot of that kind of gets
15 reflected in, you know, our successes. We live right on the New Brunswick border, so
16 lots of times, you know, we're dealing with things that happened just on the other side in
17 the next province that really affect us. And I'm sure, you know, municipalities like Truro
18 probably have, you know, they're close to Halifax, they have the same kind of dynamic
19 happening all the time. So a lot of the times when we're looking at things, we got to kind
20 of say, okay, we just can't think inside the box, or we got to think about, you know, that
21 person that's coming in from out, or people that are leaving. It's a much bigger picture
22 that you got to keep your eye on, and, you know, I've had this discussion with my police
23 commission and my council many times, you know, about the importance of being --
24 understanding when they say, well, why are we doing work over here, or why are we
25 doing work over there? What's that got to do with us? It's, again, the same thing. I
26 never thought about the rumba thing, that's a new one, but, you know, we all know that,
27 you know, that crime doesn't recognize those borders, but it's, like, the old adage, it's
28 kind of, like, you feel as if you got to stop right then and there because I don't have

1 jurisdiction on the other side. So we do have things in play that we work with and have
2 worked with, and we've seen many successes, you know, of working with our partners
3 on the other side of the border.

4 But even in regards to policies and things like that, and standards,
5 when we're drafting policies, you know, when my deputy chief and I and staff sergeant,
6 when we're drafting policies, most of the time, a big part of our research is I'll go to
7 Halifax, I'll go to Truro, I'll go to the RCMP, I'll -- and I'll look and say, "What do you guys
8 have in your policy on this?" You know, and just look at it and get the ideas there and
9 understand I need to try to make my policies work with that, so we're kind of thinking on
10 the same page, you know, especially in regards to jurisdictional issues. You know,
11 who's going to investigate this if this is what happened, you know. Because all of a
12 sudden, if someone says, hey, my policy says we don't deal with that, well, my policy
13 says you do. Well, I'm sorry, our policy says -- so getting all those things in line is, you
14 know, paramount to trying to be, you know, successful in some kind of cooperative
15 manner. So lots of times, that's one of the first things we do when we're drafting
16 policies is looking around to say what's your policy on this.

17 And ideally, you'd all have a lot of similar things in your policy. So if
18 you have a policy on emergency vehicle operation, you know, you should be able to go
19 to another police agency and say, yeah, they're pretty similar. There's a lot of stuff in
20 there that is -- is kind of flows along the same lines. The last thing we need is two
21 policies that are completely opposite and contradict each other; right? And that's kind of
22 where lots of times we kind of look to provincial standards or whatever. And I know
23 many years ago, and, Bill, you can probably remember this or anyone that was in
24 policing back in the '90s, you know, we had our provincial SOPs. And about the mid-
25 90s, '92, '93 or so, I think they dropped off, or whatever happened. It was just prior
26 before I -- in my 26 years of policing and then we started going our own kind of thing.
27 But up until that time, I think a lot of the policies and a lot of the way that we did things
28 was, you know, based on those provincial SOPs so.

1 **MS. HALEY CRICHTON:** Sorry, I just wanted to add one thing as
2 well to my response there. And that is the importance of training and exercising,
3 scenario-based training, live scenario-based training. You can have, if I go back to my
4 very elaborate example of town X and town Y, if both of those agencies had
5 standardized equipment, they had the same communications networks and channels,
6 they had the same technology. Those two agencies still, in my opinion, would not be
7 interoperable because their resources are not embedded in their protocols for
8 emergency response.

9 It's not inherent that you call your neighbouring police agency to
10 have those resources come. It's -- needs to be established through scenario-based
11 training, building your SOPs around that scenario-based training so that you start to
12 avoid role ambiguity in times of serious emergency. And role ambiguity in time of
13 serious emergency is crucial to avoid.

14 **MS. KRISTA SMITH:** Last word before lunch.

15 **CMDR DARRYL MACDONALD:** It'll be a short one.

16 I totally agree with what Haley said in relation to that. And coming
17 from a province where, when I arrived, most of the agencies that responded to
18 emergencies were not talking very well with each other, let alone ever practising that,
19 we still have a long way to go but we're making efforts that way.

20 And as a dispatcher, when I was dispatching, it was always very
21 nice to deal with Amherst Police Department and when were dispatching Cumberland
22 because many times, we'd just hear over the radio, "Yeah, Amherst is covering us for a
23 few minutes while we deal with this. Give anything else to them", and vice versa.

24 And it -- where policy and legislation doesn't exist, the end users
25 often find a way, and -- which has been my large experience in relation to this because
26 most of our BC plans and our usages of the radios and so on, they've all grown out of
27 handshake agreements, but if you don't have that relationship, you can't make the
28 handshake agreement, so there's -- those two things have to go hand in hand. And it's

1 been my experience to see when that works and it's been my experience to see when it
2 doesn't work.

3 I currently have a police agency in my province that doesn't think
4 that they need to talk to anybody else, and that is setting up for tragedy. And so I hope
5 that people will listen and I hope that the Commission will push that forward even
6 stronger in this province. Those relationships and that policy working together is going
7 to resolve a lot of these issues. And when it's the worst day ever, you need friends.
8 You need help. You need support.

9 And thankfully, we're working towards that.

10 **MS. KRISTA SMITH:** Thank you.

11 **COMMISSIONER MacDONALD:** Thank you.

12 We'll break, then, for 45 minutes, approximately, to 1:15. Thank
13 you.

14 --- Upon breaking at 12:32 p.m.

15 --- Upon resuming at 1:25 p.m.

16 **COMMISSIONER MacDONALD:** Thank you. Welcome back,
17 everyone.

18 Ms. Smith.

19 **MS. KRISTA SMITH:** Thank you very much.

20 So we're going to spend the last bit of our time together this
21 afternoon thinking about matters of culture and how that influences interoperability and
22 cooperation, collaboration between agencies, particularly in Nova Scotia.

23 So I'd like to start this conversation by referring to an article that we
24 put into the roundtable package. It's Exhibit P-002343, and its title is "When the Flames
25 and Water are Gone".

26 And that article discusses barriers to integration between
27 government agencies, including the complexity that exists between coordinating
28 agencies that are -- some agencies are more political in nature, some are bureaucratic,

1 and some are more operational. And to have those three very distinct types of
2 organizations trying to interact can get quite complicated. Each of them have their own
3 cultures, language, priorities, and ways of doing things.

4 So this article suggests that the following factors are key
5 determinants in building a whole of government approach to crisis response. And I'm
6 going to just sort of identify those and then ask -- go around and ask people to comment
7 on whether they agree and whether there are other factors that need to be considered.

8 So some of the factors mentioned are the establishment of
9 appropriate communication mechanisms, I think we've spent some time on that today,
10 organizational culture within agencies, and then social capital and trust relationships
11 between agencies, individuals, and communities. And then the last being leadership,
12 particularly from the highest levels of the executive.

13 So I'd like to start with Haley, if I might, to comment on sort of your
14 take on this and how the work your division does might tie in and help with some of
15 this?

16 **MS. HALEY CRICHTON:** Certainly. Thank you. And there's one
17 subheading in the report that you've provided that I thought was very apt, and it is
18 "complex, but not impossible". And I think that's really the position that we're in in Nova
19 Scotia, is true police interoperability is complex, involves multiple organizations, you can
20 see the number of people at this table that's, you know, representing communications
21 interoperability. And then you add all the other, kind of, buckets, and you can imagine
22 how big this stage would have to be to fit us all on it. So it can be very complex, but
23 certainly it's doable.

24 From my own perspective, I think Public Safety is in a really unique
25 position to support interagency and also interdepartmental collaboration as well, through
26 the facilitation of sessions to bring the people together to look at specific programs and
27 problem solve collaboratively.

28 And I'm thinking about, you know, exogen circumstance being one

1 example. But there's certainly many. And part of that is formalizing processes. So
2 social capital and trust, especially in policing in an emergency response, is largely built
3 on predictability. You need to be able to understand what the other agencies are going
4 to do in an exogen circumstance so that you can then build your actions on that as well.
5 So there's something to be said about predictability.

6 And one example of how we've recently come together in kind of an
7 all of government approach to problem solving is covid. The enforcement of the covid
8 restrictions.

9 We were bringing together departments and agencies that wouldn't
10 normally have interaction on a day to day, Department of Health and Wellness, Nova
11 Scotia Health Authority, Police, regulatory compliance officers, sheriff services,
12 community partners, with a common goal, with a common end game, and that was to
13 support the safety of Nova Scotians through the pandemic.

14 So we can see that even though it's complex and there was a lot of
15 players at that table, that we can work together collaboratively to resolve a problem and
16 move forward together.

17 In this specific context, I think policing standards and auditing
18 compliance with those standards is of the utmost importance because, again, it's that
19 line of consistency and predictability. And ensuring that there's an understanding in
20 emergency situations of what the reaction will be. And then everybody has a role and
21 responsibility to play during those circumstances, and people know where they fit within
22 the larger mechanism.

23 **MS. KRISTA SMITH:** Thank you, Haley.

24 Chief Pike, how does that play out? How has that played out, in
25 your experience?

26 **CHIEF DWAYNE PIKE:** You know, we talked a lot about
27 communications and how important it is, and obviously we've been working on
28 communications for a number of years and we've gotten to a point where, you know,

1 operability and communications is quite a bit better than where we were a number of
2 years ago. But in order for us to communicate properly, we have the tools, you know,
3 we have the training, you know, we need to keep exercising those kinds of things.

4 And I think we've done fairly well with that, but it's ultimately
5 effected how well are we going to use those tools if we have an organizational culture
6 that kind of plays against that, or whatever. Or, you know, maybe there's issues with
7 trust or social capital.

8 So when you talk about organizational culture, there's a lot of
9 different things that can really influence the culture of your agency, your department,
10 your community, you know, whether or not you're from that town, whether you're from
11 away, the age of the people that are in your agency, you know, the kind of training or
12 the influence that they've had from maybe senior members or anything like that,
13 especially when it relates to working with other agencies and working with other
14 departments. We see that, you know, where some people have -- you know, you have
15 a pride in your department, you have a pride in what your department can accomplish
16 and whatever. And sometimes that can kind of play some issues there in regards to
17 that relationship with other agencies. And it kind of ties in with your social capital and
18 your trust issues.

19 For example, you know, it's easier for me to work with someone
20 that I've known for a long time, you know, because we've worked on projects together, I
21 know what they're capabilities are, I know what their agency's capabilities are, I know
22 what their leadership skills and where they're coming from.

23 So if it comes down to someone that I've known for a number of
24 years and I know, you know, very intimately what they're able to do or what their
25 concerns are, versus someone that I just met and, you know, they may have a great
26 resume and stuff, but it really boils down to do I really know?

27 And it's the same vice versa. Someone who doesn't know me, you
28 know, they're going to come and say, "Well, can I trust this person? Is this person able

1 to do the job that is expected of them?" Right?

2 So that kind of plays into that culture as well, where, you know, as a
3 police department in Amherst, a municipal agency, you know, my members are usually
4 there for their entire career. I've been there for 26 years. You know, my deputy chief
5 has been there for over 30 years. My staff sergeant has been there for over 30 years.

6 So they have that relationship, not only with our community, but
7 with the other members, the other agencies, the fire department, those kinds of things.
8 And if you talk about another agency where maybe you don't have that longstanding,
9 you know, appearance, they're not there for that long, or they're just coming into the
10 community, sometimes those relationships take time to build. So when I talk about the
11 relationships I have with other departments, or my department has with other
12 departments, a lot of those relationships have really been built over a number of years,
13 whether it's at conferences or training that you've, you know, spoken to different people,
14 or met different people.

15 And, I mean, I know I've gone on course in Ottawa and I've met a
16 guy that, you know, works in Fredericton and said, "Hey, how you doing? You know, I
17 haven't seen you in five years. How have things been?" And sometimes you can just
18 pick up and, you know, you work with that, so if something does happen and you need
19 to work with that person on something, you have that contact and you have that trust
20 because you know that's a solid relationship. And that builds into your leadership too,
21 you know, trying to say, you know, "What can I do with the tools that I have around
22 me?" You know, "Do I have faith in my people? Do my people have the right training?
23 Have I provided them with what they need?" And those kinds of issues; right?

24 But without that trust and without those solid relationships, it's really
25 hard to get that interoperability you need, especially when you're trying to move past,
26 you know, coordination all the way to the other side to collaboration.

27 **MS. KRISTA SMITH:** M'hm.

28 **CHIEF DWAYNE PIKE:** Right. We're fortunate in Amherst, again,

1 like I said, because we still do -- we always have a good relationship with the RCMP.
2 We have a good relationship with Truro, New Glasgow, and the other agencies around
3 us.

4 And for the most part, you know, a lot of the things that we deal
5 with together, it's just like, you know, a handshake to say, "When you need my help, I'm
6 there."

7 And I know one of the comments here, you know, in this article and
8 stuff, is also to the point, when it really gets bad, you know, and we just kind of get
9 thrown into a crisis, you know, how well do things work?

10 A lot of times, that's when things often do work the best, because
11 I'll be prone to say, "You know what? I don't care about what it's going to cost or this or
12 that. You know what you've got to do. Call people out. Call this out. Do that and get it
13 done right."

14 **MS. KRISTA SMITH:** M'hm.

15 **CHIEF DWAYNE PIKE:** As opposed to sometimes, you know,
16 trying to think about all the different things.

17 Now, if you have an MOU and stuff in place, that works well too,
18 because you know those things will be taken care of.

19 But again, it's those relationships that are our core. Making sure
20 that you have that trust and that ability to know how are the other agencies going to
21 respond, and knowing that they know how we're going to respond.

22 **MS. KRISTA SMITH:** Thank you. It really ties in with what we
23 were talking this morning about the networks and relationships that have built over the
24 years with TMR.

25 So Bill, if you don't mind, I'd like to take it over to you to help us
26 understand, I think, organizational culture. That's a fairly Morpheus term, I would say,
27 and how -- what do you think they mean when they bring this up in this context of
28 fostering interoperability?

1 **MR. WILLIAM MOORE:** So I wrote a question down, when you
2 said a whole government approach. My question was, "Which government?"

3 And I -- I've used this term a couple of times, you fight for the team
4 you play for; right? So most of what's happening in policing is a reflection of what's
5 happening in the politics that are going around, it is not done in a vacuum. So you've
6 got the ability, I'm sorry, you have the issues around that that helps shape some of the
7 relationships that we have, and things that may have nothing to do with policing may
8 impact in getting things done.

9 But clearly, there are different cultures in the big three, police, fire,
10 and ambulance, you know, those are -- they're different cultures. And I think one of the
11 things that happens is each one of them think they understand what the other one
12 actually does or thinks or -- without actually really knowing it. So you make a lot of
13 assumptions, and based on those assumptions, you then start taking actions and
14 decisions as opposed to...

15 So a very -- example. When I took over the Integrated Emergency
16 Services, fire dispatch was part of it. Now, I had been a police dispatcher in my
17 younger years as a constable when I -- "Okay. Just -- I know dispatching." I thought I
18 knew fire dispatching. Well, ring, ring, ring. There's a fire, you send a firetruck. You
19 know, how difficult can that be? And what I realised is that, no, no, no, no, it's a
20 different culture, a different outlook. And you kind of have to walk a mile in someone
21 else's shoes to be able to get it, and that takes time. It takes relationships, it takes
22 questioning and answering, it takes exploring things that are uncomfortable.

23 You know, I'm -- you know, this is really one of the -- this is a great
24 example here, but you have to peel back the layers of the onion to really start to
25 understand where they're coming... And only when that happens, I shouldn't say only,
26 because things could happen, it can happen organically, but you have a much higher
27 probability of things happening positively if you take the time to really understand the --
28 and look at it from both sides.

1 And the other piece that I throw, and this is kind of -- and Dwayne
2 kind of mentioned it, is this whole kind of thing around team dynamics, again, around
3 task and social cohesion. You know, social cohesion is a really good thing because
4 people will work together, but it reaches a point where the social aspect overtakes your
5 actual mission, you start making decisions because you're a member of that group or
6 whatever. Whereas in task cohesion the more you start focussing on the mission
7 collectively the performance level will continue to rise.

8 And I think that's where we need to start breaking some of the
9 social pieces down. Are we so aligned with our organisation that we're willing to
10 sacrifice the betterment of the taxpayer or the response? And we all do it. You know,
11 I'm not -- this is not one, this is the reality. And we -- if it's the reality, you might as well
12 put it right on the floor at the very beginning and start talking about it and work through
13 it. If -- at the end of the day, it should be are we providing the best level of service to
14 those that we serve, not about the best service of the organisation I work for. We're in
15 public service, not service to ourselves.

16 So I think those are some of the things that when I think about
17 organisational development that's just where my mind goes. And the other thing I'll
18 throw out is I think actually Lance mentioned it to begin with, when I hear the terms
19 "security", "privacy", they're roadblocks. If the conversation starts with those, they're
20 thrown up as roadblocks, as opposed to starting with "We should be sharing
21 information. Now, how are we going to deal with these other things?", as opposed to...

22 Because in my previous role, one of the things I did I was the
23 freedom of information person for the regional police, and I have not exhaustively
24 looked at it, but most of freedom of information across the country have a piece in there
25 around health and safety. You can share if it's going to be for the betterment of
26 someone's health and safety. So why don't we use that as the base and work from
27 there, as opposed to the other way, which is "Hold it. Can't talk to you. No, security.
28 No, security grounds. Can't..." I get that conversation, but I think we need to change

1 the conversation.

2 **MS. KRISTA SMITH:** So you're leading me into the next question I
3 was planning to ask.

4 And Chris, you mentioned earlier this morning, but this kind of need
5 to know versus need to share. And I think that's what you're getting at as well, Bill, is
6 that some of the law and ways of doing things can be roadblocks.

7 **MR. CHRIS DAVIS:** Yeah, it's a really important construct, and I
8 think it's at the centre of trust as well. So I think trust is a big part of it. I would argue
9 we talk so much about trust, A, because it's important; but B, we have to work way too
10 hard to build trust in the absence of clear policies, procedures, guidance, and
11 obligations. So when I hear Chief Pike talk about how hard he and other stakeholders
12 had to work to build trust, encouraging but a little bit maddening at the same time.

13 So I mentioned earlier this morning, I spent time with the Canadian
14 Armed Forces. I won't suggest it's perfect, but I could work with anyone from across the
15 Canadian Armed Forces from coast to coast to coast the next day because we trained,
16 we understood what each other did. I could go to NATO and work with NATO partners
17 because we had not had the opportunity to build these wonderful relationships every
18 single day, but we were unified by standards, policies, and procedures that gave me an
19 inherent trust to put my life on the line as a member of the Canadian Armed Forces.

20 We want our policing services to have that same trust without
21 having to know the individual in the vehicle next to them, the fire service member, the
22 paramedic. So let's not lose trust, but let's understand that there are other pieces that
23 should make that trust relationship easier so that...

24 Because when we look at interoperability, let's go back, we didn't
25 talk about this morning, operability is the first step towards interoperability. So why are
26 organisations hesitant to go their own, or sorry, to collaborate with others? They are
27 first and foremost committed to the health and safety of their members and of their
28 community, and then if they know that by being collaborative, which is proved out more

1 often than not that they'll be better able to take care of their members, and more
2 importantly take care of their communities, then that's important.

3 And we use the word trust, and we haven't defined it. And there's a
4 whole bunch of definitions, but there's one that I reflected on earlier this week. First, it
5 acknowledges that trust is central to the success of democratic institutions. So we need
6 to have community trust in order for any institution to be successful. And the other part
7 of the definition I really like, it empowers us to demonstrate solidarity for each other.
8 And I think that's really important, is if the outcome of trust is solidarity and an openness
9 to have open and frank discussions but to say "I support my police service. Do they
10 need to be better? Yes, but I support them."

11 And so the communities that we serve have every right to question
12 some of the decisions that frontline organisations make. We know we need their trust.
13 We need to work hard to maintain that trust, and it also starts interagency as well. And I
14 think going to Haley's comments, that's the cornerstone of interoperability.

15 I just want to make one last comment, please, if I could, Krista. If
16 we look at the demographic around the table here today, there is a disproportionate
17 number of people who come from a policing background, and I want to make sure that
18 we understand this is not a policing issue. Interoperability and communication
19 interoperability is all of our community safety, public safety partners. And so they have
20 to be part of the dialogue, they have to want to see us be as successful as the people
21 you're hearing from here today.

22 **MS. KRISTA SMITH:** Thank you, Chris.

23 Haley, I wanted to take it back to you, if I could, just picking up on
24 some of what Chris was saying earlier about how standards and training and policy can
25 really step in in moments when strangers need to cooperate and function well together.
26 And I feel -- so the other thing we heard this morning is that there were provincial police
27 standards in before 2000, and that it's not -- it's not so much a thing now, and I want to -
28 - I want to hear about the kind of work that's happening in your division in this area.

1 **MS. HALEY CRICHTON:** Sure. So what we're building now is,
2 yes, there were standards in place, but things need to be refreshed, they need to be
3 renewed, they need to be updated. Policing has changed markedly in the last five
4 years, let alone the last decade, last twenty years.

5 And so the process that we're moving through is a collaborative
6 process to modernise the policing standards. And standards are developed under the
7 authorities of the Minister and the *Police Act*, so we could have done so as government,
8 presented them to our policing partners and said, "Here. Here is the standards for the
9 province", you know, "best of luck implementing them." But we didn't do that. We
10 chose to move forward with a collaborative framework that includes participation from all
11 of our policing partners, municipal police and RCMP, and also with civilian participation
12 in that process as well.

13 So we have a person sitting on the steering committee from our
14 police boards of commission and police advisory boards as well. So they're actually
15 integral to our process of building a modern policing organization in this province. And I
16 think it's that collaborative approach to setting the framework that's going to really set us
17 up for success in the end, because we've set the expectation that we will get together at
18 a table and we'll have productive conversation. And when you set that expectation,
19 then everything flows afterwards.

20 And part of that too is the outcome of formalization of agreements.
21 And I think what agreements get you and what mutual aid agreements get you, and
22 MOUs get you is, yes, you remove role ambiguity. But again, you set the expectation
23 that people need to come to the table to have the discussions, and sometimes very
24 difficult discussions, about roles and responsibilities. What am I responsible for? And
25 then also, in an exogen circumstance, what am I not responsible for? Because each of
26 those are equally as important in that discussion.

27 **MS. KRISTA SMITH:** So picking up on what Haley said about
28 setting expectations, a big piece of that is leadership.

1 And Lance, can you talk to us about how leadership plays into
2 culture in an organization?

3 **MR. LANCE VALCOUR:** Sure. I'll take us back to the report that
4 you mentioned, and I was fortunate enough -- so that happened -- the event that they're
5 describing there happened, it's called Black Saturday, in February of 2009. And I've
6 done research in Australia before and after that. I was there two weeks after Black
7 Saturday doing research on this exact topic and was fortunate enough to be able to go
8 into the room where -- coordination centre. It's all, you know, pin maps. And it was
9 quite a while ago. Not much technology in place.

10 And the reality -- it was a very difficult time because some of the
11 questions I asked, I would get answers and it's, like, I really want to probe that deeper,
12 but 200 people had died. Two hundred (200) people had died in wildfires. So it was a
13 difficult time to kind of ask those types of probing questions. But what was evident, and
14 if you read the Royal Commission Report that flowed after that, which is excellent, was
15 there was a culture or a lack of culture of leadership in -- at the top levels of the
16 organizations involved.

17 Now, again, we have to remember that in Australia, there are only
18 eight police services; right? There are 16 fire services. There's always one urban. So
19 Sydney, or sorry, New South Wales in downtown Sydney is a fire service. But outside
20 that is a rural fire service, which has one of the largest air forces in the world; right? So
21 it's a very different -- in some respects they have a federal government and states,
22 states and feds, there's intention there. So it's very similar to Canada, not the weather.
23 But very similar. But some of the culture things.

24 But the leadership, and this is public information, the leadership
25 didn't like the other leadership and wouldn't share with the other leadership and there
26 was all sorts of issues that flowed around that.

27 So back to the point that the Chief was making and others were
28 making, that leadership is key. And on the topic of leadership, we talked about this

1 before, about -- I've said this literally around the world, to drive forward on the broadest
2 terms, in my opinion, we need vision, leadership, and funding.

3 However, if I was asked, "Okay. You can only have two of those
4 three," 100 percent of the time, I will take vision and leadership. The funding will follow.
5 We'll find a way. We can be creative. We can be, you know, as Sir Winston Churchill
6 said so famously, "Gentlemen, we're out of money. Now we must think."

7 So defining the mission, setting that vision, all right, and then
8 having the leaders to kind of drive that forward, that, to me, is what's critical. The
9 funding, we can -- you can work on that. But if there isn't a clear mission, and I would --
10 I know how Haley's really busy, but I would really hope that the work that you're doing,
11 hopefully somewhere else in government, all the government, the fire service, the
12 paramedic service, the other services are kind of looking over your shoulder and going,
13 "Oh, that's an interesting policy." We need to kind of have a similar policy so that that is
14 very collaborative in nature, that it isn't -- I realize there's a legislative need for you to do
15 it that way, but hopefully if we're nudging each other and saying, "Come take a look at
16 this."

17 **MS. KRISTA SMITH:** Thank you. And I was just thinking, as you
18 were describing leaders or governments who don't talk to each other, how do we -- I
19 want to take it back to Bill, I know change management has been one of your areas that
20 you've worked on throughout your career. How do you -- how do you nudge chain
21 among -- in an organization, among leaders? How does that -- how does it happen?

22 **MR. WILLIAM MOORE:** I'm going to simplify it. It's carrot and
23 stick. You know? If we value leadership and that leadership style is collaborative,
24 open, with the best interests of those we serve on the front, then that should be
25 rewarded. And if it doesn't appear, then it's -- you know, the person is not a leader.
26 They're not following what they need to happen. That's the fundamental piece.

27 Now, I -- there's sometimes a reluctance to actually move forward
28 on moving people out of the way. You know, and I understand. I'm a realist. I

1 understand there's lots of those kinds of things. But if it is going to the vision and if this
2 is where the collective -- in a democratic society, if this is collectively where we want to
3 go to, and if public safety is a fundamental tenant of our democratized -- then that's --
4 then line the people up that are prepared to go that way, and those that say, "No, I don't
5 agree with that," when then they probably should not be our leaders. It's really as
6 simple as that in my mind.

7 And there will be some that will absolutely say, "No, I don't want to
8 do that." There will be others that will sit back and wait and go, "Well, I'll see if this
9 actually sticks," because a lot of things we'll say we want to do, we'll try for a while, and
10 it stops, and then they revert back to what they were doing before. And then there will
11 be others saying, "I've been waiting for this to come for a long time," and will move that
12 way.

13 But it's about deciding where we want to go, what's important, and
14 then making sure that we have the people, and the people that are willing to lead.

15 And I fundamentally believe there's not many people arguing
16 against public safety.

17 Actually, it's probably one of the biggest discussions right now, and
18 I'm going to suggest that public safety has morphed into a much more community safety
19 and wellbeing approach.

20 The fact that the defund discussion, de-tasking, whatever you want
21 to talk about those, responses that were historically police related responses, those are
22 all on the table now. We are at, I think, a very, very interesting time, because there's
23 momentum, there are a lot of really good consultation reports out there on what should
24 or shouldn't be done. Now it's an opportunity to be able to set what the new vision is
25 going to look like and then move towards that vision. It's -- you know, I know there's
26 probably a lot of change managers out there going, "Oh, there's a lot more to that." But
27 fundamentally, that's what it is.

28 And, you know, when I look around not just locally, but nationally

1 and internationally, I can see a path forward, and it's really a matter of solidifying that
2 path, putting the people in place to be able to move it forward, creating a good
3 implementation plan, just don't throw it over the fence and hope it can happen
4 organically, you know, put some planning around it. And the other thing is, be prepared
5 to move and be flexible, because, you know, no plan survives first contact with the
6 enemy. We need to be nimble and agile, which I would suggest has not been terms
7 used to associate with policing for a very long time. Nimble and agile are not normally --
8 or were broadly with government. I don't want to get myself in trouble now.

9 But those are the pieces that we need to be able to do.

10 And this is no longer just the discussion of police leaders. This has
11 opened up. There's a lot more voices that want to be heard in relation to the public
12 safety, community safety, and wellbeing.

13 So when we start thinking about how well we are going to be
14 interoperable within the Big 3 or within those, well guess what? There's a whole new
15 wave of people coming that are going to be part of that solution into the future, and it's
16 going to really challenge us to maybe revisit the way we've done things in the past.
17 That's just the way I see it.

18 **MS. KRISTA SMITH:** Okay.

19 **MR. LANCE VALCOUR:** Krista?

20 **MS. KRISTA SMITH:** Thank you.

21 Yes?

22 **MR. LANCE VALCOUR:** Can I just -- just add to that that if you
23 have an opportunity to take a look at Gen. Stanley McChrystal's book called *Team of*
24 *Teams*, there's a forward. The book is great. The forward, I won't read it, but it kind of
25 talks about what Bill's talking about, that their need that they learned in the forest, and
26 Chris would know this, is to be much more adaptive, much more making quick mistakes,
27 but then moving on, right, and learning from that, that the traditional -- okay, "Here's
28 your policy and our policy set for the next 15 years," just doesn't work anymore. So I

1 recommend reading the forward to *Team of Teams* by Gen. Stanley McChrystal.

2 **MS. KRISTA SMITH:** Thank you.

3 So I'd like to -- maybe we'll think about how some of these
4 concepts play out in other workplaces and cultures.

5 So maybe, Todd, you could tell us a little bit about how your
6 division ---

7 **MR. TODD BROWN:** Sure.

8 **MS. KRISTA SMITH:** --- plays a role?

9 **MR. TODD BROWN:** It was an interesting concept in one of the
10 papers we were asked to read. It's the paper by Dr. Griffiths out of Simon Fraser
11 University. The title is Interagency Communication, Collaboration, and Interoperability
12 within Police Services and between Police Services and Other Emergency Services".

13 He discusses a concept there. This was new to me when I read the
14 paper, but it almost perfectly described what our role -- what our shop's role is in the --
15 in this environment.

16 I'm just going to read from it if that's all right. So:

17 "A boundary spanner is a person in an organization
18 whose role it is to link the organization with external
19 environment and thereby facilitate interagency
20 relationships, using information gathered from first
21 responders... Boundary spanners, especially those
22 with frontline experience, can be effective as a means
23 of improving communication among multiple
24 personnel and agencies."

25 It goes to the trust issue, right. And I think boundary spanners are
26 the mechanism for creating trust among -- especially in situations where you have many
27 agencies using the same system. And that is the role that we have filled for the last 22
28 years in Nova Scotia, so we can bring different interest groups together on things of a

1 common nature.

2 I'll give you a good example of something we're working on,
3 actually, today. We have an air-to-ground communication system in Nova Scotia that's
4 different than any other air-to-ground communication system almost in North America.
5 We have TMR radios, trunk mobile radios, in aircraft so the radios are really integrated
6 with ground-based forces, and this offers a lot of advantages.

7 It allows us to do things like flight-following operations to make sure
8 that aircraft are safe when they're in transit. There's a system in Nova Scotia where we
9 have over 2,000 firefighters trained to work with Emergency Health Services on
10 developing -- not developing, but coming up with *ad hoc* landing zone locations, so the
11 firefighters are trained to do this to make sure it's free of obstructions and obstacles and
12 is a safe place for an air ambulance to land

13 So we're -- we have had that system for 20 years. There is a new
14 regulatory regime that's covering the United States and Canada that's being developed
15 and we're now currently in discussions with Industry Canada and they basically want to
16 change that as the result of a treaty that they have with the United States which focuses
17 on preventing interference between systems on either side of the Canada-U.S. border.

18 So the regulator wants us to change to what's known as a
19 conventional system, which would mean we wouldn't have trunked radios available to
20 us in aircraft, and so all of those things that have developed over the course of 20 years
21 would not be available to these first response agencies any more, so we are working
22 with all of -- I think it's six response agencies that need to use aircraft to represent that
23 common position among those six different agencies to the regulator.

24 And we certainly hope that we can convince the regulator to allow
25 us to continue to use that system because we've become so reliant on it in so many
26 ways.

27 So that's an example of what a boundary spanner does, right. It
28 tries to pull those threads together, those threads of different interests between police

1 agencies and other first responders and makes the case where it needs to be made.

2 Sometimes that's for funding, you know, but sometimes that's for
3 regulation, but it's a very important mechanism that doesn't really exist in very many
4 places. It exists in the Maritime provinces, but I can't see where it exists in many other -
5 - many other jurisdictions. And I don't know every jurisdiction -- the details of every
6 jurisdiction, but I know it's been really the driver for us for interoperability.

7 **MS. KRISTA SMITH:** Boundary spanners is a helpful phrase. I'm
8 glad you brought it up.

9 It also sounds a bit like leadership.

10 **MR. TODD BROWN:** Yeah. I mean, I see leadership as related.
11 It's the way in which you exercise leadership at the working level. There's another
12 aspect to that. That's one of the reasons why we've been successful in Nova Scotia,
13 and that is the government -- the provincial government -- and this was touched upon by
14 some of our colleagues earlier -- has, you know, decided to take a role of leadership in
15 the development of this common system for all levels of government. That's a big leap
16 for one government to do because, you know, mostly you're told to stick to your knitting,
17 you know, deal with the problems of the agencies of your level of government.

18 So in Nova Scotia, the Nova Scotia government took a conscious
19 decision and it's been reinforced by, you know, multiple governments of every political
20 persuasion, that it's important to invest in this area, right. And as a result, whenever
21 we've gone to the government, I think we've had a very powerful argument because
22 when we go to the government to make a huge investment in a new system, 120 or 130
23 million dollars, big lift for a poor province, you know, we go as a community. And the
24 government can see, you know, there's consensus on how to deal with that. And that's
25 what boundary spanners can do, and that's what leadership is.

26 I mean, especially at the political level government, you know, they
27 purposely took a leadership role in which they knew they would have to spend money to
28 benefit other levels of government that had more money than the province, so that was

1 hard to convince the provincial government to do that, but we were successful in doing
2 that. And as a result, they continue to invest in the system.

3 So pretty hard for a poor province but, you know, boundary
4 spanners and accepting leadership, I think those are the two biggest things. And I think
5 that helps you deal with many of the other things that have been discussed here today,
6 distrust among different services that are using common systems, for example.

7 **MS. KRISTA SMITH:** That's helpful. Thank you.

8 And I thank you, too, for raising Curt Taylor Griffiths' report. He
9 was supposed to join us today and is actually in the field doing some work, so he
10 couldn't just us, but his Commissioned Report is Exhibit P-002324.

11 And there are several concepts I actually had hoped we'd have
12 time to talk about, and we are not going to have time to talk about. So in our last few
13 minutes together, I want to make sure that the Commissioners have an opportunity to
14 ask a couple questions, but before we do that, I'd like to quickly go around the table and
15 there are many things we didn't get to talk about, so if there's something that you would
16 most like to share in two to three minutes, we'd be pleased to hear from you.

17 I'm going to start at the end.

18 **MS. HAYLEY CRICHTON:** I think from my perspective, it's one of
19 opportunity, and that is, that we have to have extremely difficult conversations, both on
20 this forum but then, of course, all the tangential forums that will come off of this as well.

21 We have to have really difficult conversations to build our ability to
22 look forward and look towards the opportunity because there's a lot of people who are
23 willing to come to the table and work together and come to positive solutions, so for my
24 own work with Public Safety Division, it is excellent that we do have all of our policing
25 partners at the table, the independent municipal police and the RCMP, our community
26 partners, municipal partners, subject matter experts that policing touches but it's not
27 necessarily a part of the policing community that are all willing to come to the table and
28 actually have those discussions.

1 So we are at a place where change is needed, but I think we're
2 actually in a position where people are wanting to come to the table now and having
3 those discussions.

4 **MS. KRISTA SMITH:** Thank you.

5 **CHIEF DWAYNE PIKE:** Thank you.

6 I agree with Hayley. You know, this is an opportunity for us to sit
7 around and actually, as someone had mentioned earlier about, you know, define the
8 mission, define exactly what it is we're trying to do and look at the opportunities that are
9 before us to try to build capacity, you know, in regards to our response to critical
10 incidents and how to build that responsibility amongst the different agencies and share
11 that so that we -- you know, we're stronger together. If we share resources, share
12 responsibility, we certainly build in our capacity and what we can accomplish.

13 And I certainly see this as an opportunity to look into that. And
14 tragically, sometimes it's after something that's tragic like this that it provides that
15 opportunity, but it is an opportunity, I think something we really shouldn't miss.

16 **MR. TERRY CANNING:** I guess I want to pick up on a comment
17 that I think it was Bill made earlier, and that's the idea of speaking the same language
18 when we're dealing with different parties from different backgrounds, different
19 specialties, if you will. And I want to give just an illustration of how valuable that has
20 been for us.

21 When we responded to the Stewiacke train derailment back in
22 2001, as I said, we did a thorough debrief and were able to react to that. And one of the
23 first things we did was hire a full-time trainer. But the trainer we hired had a background
24 as a volunteer firefighter, first of all, but also as a winter operator with the Department of
25 Transportation and as a summer firefighter with the Department of Natural Resources,
26 so he spoke three different languages, basically, and brought that knowledge to our
27 process.

28 I, as I mentioned at the beginning, was a volunteer firefighter for 20

1 years, but also had been a key player in developing the Medical First Responder
2 program, so I had had fairly close relationships with the ambulance service in Nova
3 Scotia. And so between the two of us, we had a lot of contacts, if you will, and spoke
4 five different languages. The one piece of the puzzle that was missing, of course, as
5 you can see, was RCMP, but fortunately, about that time, the RCMP appointed, as I
6 mentioned, Hudson, Glen Hudson to work with us, and so that kind of closed the loop, if
7 you will. And the success of our efforts, and training, and education, and use, I think, is
8 a result of that collaboration experience.

9 **MS. KRISTA SMITH:** Thank you.

10 Chris?

11 **MR. CHRIS DAVIS:** Great, thanks, Krista. I think the last thing I'd
12 like to leave on the table is sort of this alignment between public policy and
13 expectations. And I think that our communities deserve the best we can provide. I think
14 it's a reasonable expectation that every Canadian should have a family doctor. We
15 can't fulfil that expectation. I think it's a reasonable expectation that Canadians should
16 be served by well-equipped, well-trained organizations that can communicate
17 seamlessly and effectively. Reality is, we're not as robust as we'd like to be and I think
18 it's fair for our communities to know what we can and cannot do, but we need to
19 continue this journey, so that we make every possible effort to achieve the vision that's
20 set and to try our very best to meet what I think are very reasonable expectations on the
21 part of Canadians.

22 **MR. LANCE VALCOUR:** So one thing that I was hoping I would be
23 able to talk about, so I'll just throw it out quickly now and then a couple of
24 recommendations, we used to have something in Canada called the Emergency
25 Preparedness College, and it was in Arnprior, and then it moved to Ottawa. And I think
26 I was a sergeant when I took my first course there on emergency management,
27 emergency preparedness, and I learned so much. One of the scenarios -- Terry will get
28 a lot of this -- was a -- it was an actual real thing that happened but we're running it as a

1 scenario. And it involved a fire and a train crash, and this rail truck which was filled with
2 gas was on fire. And I was playing the role of an assistant fire chief, and the fire chief
3 was actually a Public Works person, or -- we were all moving around to understand
4 each other's roles, each other's cultures and leadership; right? And multiple times,
5 somebody came whispering in my ear and said, "You know, that thing's on fire. You
6 might want to do something about that." Yeah, whatever. I'm a police. I didn't,
7 whatever. Eventually, long story short, the thing BLEVEd. I go, okay, what's a BLEVE?
8 Well, it means you're dead; right? It's blown up and it's evaporated. Oh. So that
9 course, it doesn't exist anymore. It was run by the federal government. I highly
10 recommend from a going forward, if that can't be done at the national level, certainly at
11 the provincial level. That course was phenomenal for me.

12 And then specifically to recommendations and kind of the
13 opportunities, the Commissioners have already heard about the Canadian Association
14 of Chiefs of Police Resolution on Alerting. I'm very proud to have been a very -- a part
15 of that and wrote the first draft. Highly recommend that people endorse that and
16 because that chart that we've been looking at all day long, that is part of a national level
17 strategy. It still sits on the Public Safety Canada website, but nothing has happened.
18 There have been no updates, no action plan updates, nothing in years; right? And
19 that's an FPT, federal provincial territorial group. Chiefs of police, fire and paramedics,
20 CITIG doesn't exist anymore. We were all a part of that. So if we want to do this at a
21 national level and across border, which is what Todd was saying, that, in my opinion,
22 needs to happen.

23 Secondly, from a provincial, and I've already kind of said this, a
24 provincial-wide information management strategy, not a continuum, but an actual
25 strategy, and we have a national model that you can leverage and borrow, that kind of
26 looks at who needs to do what with whom, from a data perspective, from an operations
27 perspective, from a policy perspective, and develop that. This is not massive work;
28 right? It can be done quite quickly.

1 And then finally, I'm -- try to get people to understand, I've written
2 on this is that it's not about individual technologies. If each one of these things on our
3 table were individual technologies, and we have hundreds more in the public safety
4 community, they are not individual technologies. They are part of an ecosystem; right?
5 In this room right now, there are literally thousands of sensors, thousands of sensors.
6 Each one of your phones has multiple sensors that are all doing certain things. If a
7 police officer or a firefighter, if a paramedic needs some of that information,
8 remembering privacy, remembering security, right, and to Bill's point, safety trumps
9 privacy. Doesn't mean you willy-nilly kind of go out there and throw someone's personal
10 information out there. You need to be accountable for that. But when push comes to
11 shove, the legislation Bill talked about, it actually says it in there. If a child is in danger,
12 then we're going to breach privacy for a very short period of time and get that child the
13 help that they need.

14 And then finally, big -- I guess as you've been able to tell, a big
15 believer in Covey. So the main thing is to keep the main thing the main thing; right?
16 And hopefully, this Commission can help everybody figure out what's the main thing.

17 **MR. WILLIAM MOORE:** I guess my comment would be is there
18 was a lot of heavy lifting done and there's been a lot of heavy lifting done since the
19 creation of that nationally, locally, but there's still a lot of heavy lifting to be done. This is
20 not a one and done. This is something that needs consistent focus. It needs leadership
21 around it. And entropy can kill. It'll suck the energy out of it. If you don't continually put
22 energy into the system, your system will degrade. And we have an opportunity, and I'm
23 actually optimistic that we have an opportunity because of the size of our province, and
24 because of the work that we have done, that if we really sit down, collaborate, have
25 hard discussions, that we have the ability to actually make a transformative change
26 because of our size. We're not talking millions and millions of people, or thousands and
27 thousands of miles apart. We just have the ability. And I look at it, out of a tragedy, I
28 would love to see some positive things come out, and I think there's an opportunity for

1 that to happen.

2 **CMDR. DARRYL MACDONALD:** So many things on my mind, just
3 as I've been hearing others present on this, but one of the things I think we need to
4 have is a deliberate shift in our thinking.

5 **MS. KRISTA SMITH:** Is a what?

6 **CMDR. DARRYL MACDONALD:** A deliberate shift in our thinking.
7 And that starts with individuals. And I'll just give you a personal example. I worked
8 several years in the RCMP where I had a notebook just like this, and I took my files by
9 hand with paper, and then I added them to the system before I left my shift, and then I
10 went home. And we brought in a CAD system in one of our larger centres, happened to
11 be in Halifax. And I said, I'm doing such a great job. It's so fast what I'm doing. I take a
12 little bit of information, I scribble it down, I give it out really quick. Now you're asking me
13 to type details into a computer and not be the one who dispatches the police officer.
14 And I thought, I don't want to do this. I'm not going to do this.

15 And so here I am, more than 20 years later, I went on my own,
16 volunteered for a shift to have a look at it and use it. You don't know what you don't
17 know until you finally know it. And now I'm a national advisor for our CAD system. And
18 I think that's true of all of these areas. The RCMP is in a very difficult situation. We --
19 our members move around. They move from community to community, from province
20 to province. We don't have the time to establish the relationships perhaps to the level
21 that we would like to do. And so that puts an awful lot of pressure on officers to be able
22 to do community policing, for sure, but they do, and they are doing it. And the officers
23 that were involved here, I've known them for years. And they're deeply affected by
24 everything that happens in whatever community they work in. And they're deeply
25 affected by whatever happens in any of the other policing community jurisdictions.

26 Sometimes jurisdictions really do disappear. And I think NG 9-1-1
27 is going to help us have an opportunity as well nationally, provincially, municipally, to
28 recognize what can I share, who can I work with, because we're going to have this data

1 on a platform that everybody is going to have to be compliant with. And so I already
2 had an inquiry from Alberta. They want to be able to share data from 9-1-1 calls that
3 the police respond to with the hospital. Not just the ambulance, but the hospital. And
4 the police response, there's too many police around this table, but there's a reason for
5 it, is because we have a different job in many respects. The others are to preserve life.
6 Sometimes we have to take it in preserving life. It's a different job. And we get our
7 backs up because we say, oh, but privacy and policy and everything, and that's where
8 the trust piece comes in. I have to trust that your agency will do the right thing with the
9 information that I give you.

10 And we experience that as police every single day. When
11 someone calls 9-1-1, I am given the authority and the right to infringe on your privacy
12 when I answer that 9-1-1 call because I now have your name and your address and
13 your phone number and I know something about you that you've given me that right
14 when you've reached out for an emergency.

15 The minute I dispatch that to a police officer, I no longer have any
16 other rights as a 9-1-1 call-taker. And my organization has to trust me that I'm not going
17 to go in and look at the file three days later to see how that turned out because I no
18 longer have that access.

19 We have to trust ambulance, we have to trust our fire partners who
20 show up at the scene that they won't take a picture and post it on social media. Do we
21 have that trust? Yes. That gets built through the experience of dealing with our
22 partners.

23 And sometimes, as police, we get so caught up in the policy that we
24 sometimes forget to have that conversation with our partners.

25 And I think 9-1-1, the technology, is going to lead us down a path
26 where we can say am I going to share for the betterment of the community and when I
27 share, am I going to be the keeper of this information for a short period of time and
28 protect the privacy of those people after the fact.

1 And it's a -- it's a great day in this country to be seeing the future
2 and where we could go. We can't go back and change the past very much, but we can
3 definitely learn from it.

4 And I know trust is a big issue in relation to policing in this province
5 in some areas, but as we sit around this table, the trust issue, you can see that there is
6 trust at many, many levels and we just need to build on that.

7 You know, we have to trust those who we respond with and they
8 have to trust us. And the people who need to trust us the most are the people of this
9 province who are going to call us and need us and know that we will do whatever we
10 can to respond to them.

11 So I see the future as being positive and I think technology and all
12 of these experiences will help us and we will broaden the table where we get to chat
13 with each other.

14 **MS. KRISTA SMITH:** Thank you, Darryl.

15 **MR. TODD BROWN:** I'll be quick. I know we have not a lot of
16 time. Just two very quick things.

17 Sorry. Did you want to say something?

18 Okay. Two very quick things.

19 One thing that we didn't get a chance to talk about that's important,
20 we've talked about how users do or don't work together and all of the things that go into
21 that. One thing we haven't talked about is vendor relationship management.

22 The vendor is your strong right arm, right. The vendor will animate
23 your vision, you know, so you have to have a good and constructive working
24 relationship with your vendor that's providing your -- vendors that are providing your
25 service. So that's something we didn't get a chance to talk about, but I just wanted to
26 kind of punch that.

27 And I guess the other thing, I'll just go back to the earlier comments
28 I made on boundary spanners. I can see evidence of that in the provinces, but I don't

1 see that at the federal level, and that's going to be very important to the development of
2 the next generation of technology, an organization that can pull all of those strands
3 together, create trust and get action out of that.

4 That's it.

5 **MS. KRISTA SMITH:** Thank you.

6 Commissioners, we're over time. I apologize.

7 **COMMISSIONER MacDONALD:** Oh, no. No need to apologize.

8 It's been a fascinating discussion.

9 Commissioner Fitch, do you have any questions?

10 **COMMISSIONER FITCH:** I'm going to pass on questions today,
11 but extend my gratitude. It was very enlightening. Thank you very much, and love to
12 continue the conversation for another week, but I'll pass is back to Commissioner
13 MacDonald and Commissioner Stanton.

14 **COMMISSIONER MacDONALD:** Commissioner Stanton?

15 **COMMISSIONER STANTON:** I have a number of questions, but
16 given the time I guess the one question that would assist me in the immediate term is
17 whether any of you heard anything you disagreed with from one another because there
18 seems to be to be quite a bit of consensus at the table and I'm just trying to determine
19 whether there's anything that we didn't surface that we ought to have surfaced.

20 **MR. WILLIAM MOORE:** I don't know if it's disagreement as much,
21 I think there's been a lot of really, really, really good work on setting the training
22 standards around the top end of the organizations. I'm just not sure if we really know if
23 that's driven down through the organizations.

24 That's the one thing that -- and it goes back to my user comment, is
25 do we have anything empirical. And I would suggest that that may be something to look
26 at, is if we're going to provide the training modules on the top end, how do we know that
27 the training is actually working and are we seeing those behaviours change or seeing
28 those behaviours that we want to see in a response.

1 That would be the one piece that I'm still not -- and I qualify that in
2 the fact that I've been five years out of operations that way, but I still wondered that.
3 And I've not really seen.

4 Now, there maybe some testing done in some agencies, but across
5 the -- across the entire system, that was -- that would be the one question that I would
6 have.

7 **CMDR DARRYL MACDONALD:** I'll quickly answer a little bit of
8 that because I do have some knowledge.

9 I know in Nova Scotia here the RCMP does an interoperability test
10 weekly with municipal police departments throughout, basically a handshake. They get
11 onto the joint talk groups so they make sure they can do that, and they also do testing
12 with other agencies within the province as well.

13 And I know your provincial trainer, whenever they go out, they do
14 the interoperability testing with the fire departments, with ambulance and so on, so there
15 is -- on that end of the technology, there certainly is, but we've got a long way to go on
16 the other spectrums of the technology.

17 **MR. CHRIS DAVIS:** I think the other thing I might add -- and it's a
18 great question.

19 I think there are people who are hesitant to embrace
20 communication interoperability in the continuum as a road map for success, but when
21 you look at the body of knowledge, the U.S. has done their analysis and come up with
22 the interoperability continuum which is very similar to what Canada has.

23 You look at Australia, the UK and other countries, the fundamental
24 ingredients for success are all the same. I think it goes back to, you know, Halley's
25 Comet. It's complex, but it's achievable, but it's expensive. It needs to have a public
26 policy framework around it so that this becomes an expectation and a fundamental right
27 for organizations and Canadians.

28 **COMMISSIONER STANTON:** Thanks.

1 It's interesting because the papers reference a number of concepts
2 that all of you have referenced, so I think, you know, it does appear that the concepts
3 are fairly clear. It's -- it seems to be the operation of them.

4 And just thinking through the shift that you mentioned from public
5 safety to community safety and wellness and thinking through, okay, who are the
6 boundary spanners for community for community members to agencies and then also
7 thinking about, okay, great, have all this training, have all these systems, but who are
8 we recruiting in the first place into those and how does that look and are we thinking
9 ahead on those terms as well.

10 So I think there's a few strands still left to explore, but it's -- but it's
11 extremely rich discussion. Thank you very much.

12 **COMMISSIONER MacDONALD:** Yeah. Thank you.

13 I have a number of questions as well, but I think in the interests of
14 time I will pass. Maybe I'll just make an observation and if anybody disagrees with me,
15 they can put their mics on.

16 But it strikes me that when you're trying to achieve trust and
17 collaboration, an important cousin of that is humility. And regardless of what service
18 provider we're talking about, whether it's police, ambulance or fire, I know you've -- as,
19 Bill, I think you said, you fight for the team you play on, but it strikes me that successful
20 will also require humility from the various institutions.

21 But nobody's jumping to argue that -- argue against that, so Krista,
22 thank you so much.

23 Did you want to close?

24 **MS. KRISTA SMITH:** Yes. So thank you so much for your time
25 today. I wish we had -- I wish we had a week. There's a lot to talk about. But I just
26 really loved having such a diverse group around you and it was interesting to discover
27 how many connections there were and that we are -- the conversation has been going
28 on long before I came along.

1 And it's wonderful to get to hear a little bit of that at this table, so it's
2 a huge time commitment you've given us. You've educated me over the months, so
3 thank you so much.

4 **COMMISSIONER MacDONALD:** And Krista, if I could just add to
5 thank you yet again for an excellent job facilitating and express -- add to Krista's thanks
6 on behalf of my fellow Commissioners.

7 And I've said this often, and I -- and it often bears repeating that in
8 the important and challenging work we're doing, people in this province and this country
9 are stepping up, and elsewhere I should say, beyond our borders in Canada. We've
10 had a lot of international assistance.

11 People are motivated to help us because they are motivated to help
12 everyone impacted by this mass casualty. And I'm so impressed with the collective
13 knowledge around the table and the enthusiasm within which you bring it to the -- to us.
14 And we really appreciate that.

15 Probably a word cloud would depict collaboration and relationships
16 as the two most frequently used words today. And maybe we could just take it back to
17 the motivation we should all have for moving forward in a collaborative and strong
18 relationship building, and that is the memories of the lives taken, that they will not be
19 taken in vain, the families, those injured, those wonderful communities around, not just
20 in Nova Scotia, but communities like those all over the country, our province, our
21 country, and beyond. That ought to serve as a driving motivator for collaboration and
22 relationship building going forward.

23 And I was struck by you, Mr. Macdonald, when you said "We don't
24 need another example."

25 So I would like to close and incorporate those -- that into our thanks
26 to all of you for coming here and assisting us in a very important way. So thank you.

27 And I understand that we will probably, because of our set up,
28 require 20 minutes to continue.

1 And Mr. Macdonald, I think you will be providing some
2 supplementary evidence for us. So we'll break for 20 minutes. Thank you.

3 --- Upon breaking at 2:25 p.m.

4 --- Upon resuming at 2:52 p.m.

5 **REGISTRAR DARLENE SUTHERLAND:** Welcome back. The
6 proceedings are again in session.

7 **COMMISSIONER MacDONALD:** Thank you. Good afternoon.
8 Mr. VanWart?

9 **MR. JAMIE VanWART:** Thank you, Commissioners.

10 Just before we move on to our next witness this afternoon, perhaps
11 I could just take a moment to address some exhibits. And this is with regards to next
12 week. There are three roundtables. And I would like to just tender some exhibits
13 relevant to those roundtables.

14 So on June 28th, there's a roundtable, Needs of Family and
15 Community After Mass Casualty Incidents. And with regards to that roundtable, there
16 are nine exhibits. If those could be entered?

17 **REGISTRAR DARLENE SUTHERLAND:** Those will be marked
18 Exhibit 2618 to 2626.

19 **--- EXHIBIT No. 2618 to 2626:**

20 Needs of Family and Community After Mass Casualty
21 Incidents exhibits

22 **MR. JAMIE VanWART:** And then on -- in the morning on June 30th
23 is a roundtable, Needs of First Responders After Mass Casualty Incident. And with
24 regards to that roundtable, there are six exhibits.

25 **REGISTRAR DARLENE SUTHERLAND:** And those will be
26 marked Exhibit 2627 to 2632.

27 **--- EXHIBIT No 2627 to 2632:**

28 Needs of First Responders After Mass Casualty Incident

1 exhibits

2 **MR. JAMIE VanWART:** And next, in the afternoon on June 30th,
3 there is a roundtable, Rural Communities, Policing, and Crime, for which there are nine
4 exhibits.

5 **REGISTRAR DARLENE SUTHERLAND:** Exhibit 2633 to 2641.

6 **--- EXHIBIT No 2633 to 2641:**

7 Rural Communities, Policing, and Crime exhibits

8 **MR. JAMIE VanWART:** And just before -- again, before I invite the
9 witness to come forward, the next witness will be Darryl Macdonald. And I just --
10 certainly the Commissioner and those viewing may recall, he was a witness back on
11 March 1st, 2022. Mr. MacDonald is the Commander of the RCMP Operational
12 Communications Centre in P.E.I. He was also part of the roundtable earlier today.

13 Subsequent to his testimony on March 1st, Commission Counsel
14 disclosed a statement or an interview that he provided with the Mass Casualty
15 Commission that was not available to Participants at the time of his testimony, so we
16 had a caucus today in one of the breaks and the Participants would like to ask him a
17 few follow up questions. Ms. Lenehan is going to ask questions on behalf of the
18 Participants.

19 **COMMISSIONER MacDONALD:** Thank you so much.

20 **MR. JAMIE VanWART:** So assuming that's agreeable, we'll invite
21 Mr. Macdonald to come and sit at the table. And I understand that he would prefer to be
22 sworn.

23 **COMMISSIONER MacDONALD:** Thank you. Ms. Lenehan,
24 whenever you're ready. Thank you.

25 **--- CMDR. DARRYL MACDONALD, Sworn:**

26 **--- EXAMINATION BY MS. JANE LENEHAN:**

27 **MS. JANE LENEHAN:** Good afternoon, Mr. Macdonald. My name
28 is Jane Lenehan and I represent the Goulet family.

1 I wanted to ask you first a couple of questions about your interview
2 comments.

3 And the first page is page 25, Madam Registrar.

4 So Mr. Macdonald, I just wanted to draw your attention to that first
5 paragraph of yours, that starts at 1:10:44. I'll give you a moment to read that. Done?
6 And then I wanted to refer you as well to a very long paragraph that starts at the bottom
7 of that page and goes on to the next page.

8 So, Mr. Macdonald, I'm paraphrasing here, but I believe that what
9 you're saying is that if these two things, two particular things are resolved before your
10 career is done, you'll retire a happy man as they're your priority. And the two things are,
11 one, mapping and situational awareness of police vehicles. And again, if I understand
12 your comments correctly, you're saying that Constable Stevenson and Constable
13 Morrison could have known where the other's car was on April 19 when Constable
14 Morrison asked who was coming up on him if they were using the available technology
15 in the vehicles correctly. Is that what you were saying?

16 **CMDR. DARRYL MACDONALD:** Not necessarily correctly, but if
17 they -- it was a common practice to be able to use that and if it was relatively easy for
18 the user to use -- and you have to understand the situation they were in was very high
19 stress, and so the expectation of a member to be using something that is cumbersome
20 is not something that we want to see happen. But the ability to be able to see
21 Constable Stevenson as she approached would have been there for Constable
22 Morrison as he was -- he was not mobile at the time. He was still in his vehicle, but he
23 was stopped.

24 **MS. JANE LENEHAN:** All right. So I guess that answers my next
25 question was, was it a member training deficit or a technology deficit that resulted in the
26 two members -- and I'm not trying to criticize these two members, and I do have another
27 question that will relate to that. I might jump to it right after this.

28 **CMDR. DARRYL MACDONALD:** Certainly.

1 **MS. JANE LENEHAN:** But so it sounds like it's really a training
2 and usage issue, not a technology issue.

3 **CMDR. DARRYL MACDONALD:** No, I don't believe that it is. I
4 believe it's more a -- our organization let these members down and the technology that
5 they have in front of them, this ham application has not been updated in 20 years.
6 Although it has the technology in it, it's not on a platform that's easily used at this time.
7 And especially given the technology of today, and that technology is being replaced,
8 and we're working on that at this time. I'm involved in a working group in relation to
9 replacing that technology, to -- has -- I can't comment as to whether both of these
10 members were trained in this technology. I'm saying it was there and it was available. I
11 also say in this part of the statement that H-Division had, you know, very high usage
12 amongst the members of how to understand and use the mobile. But in this situation, I
13 would have to say that it was -- it's too cumbersome for it to be in real time, and so
14 definitely, Constable Stevenson would not be operating her MWS to query the locations
15 of both members. Constable Morrison could have because he was stopped and maybe
16 at that time. But given the situation, I would never, ever expect a member to take the
17 steps on their mobile to try and find out where the other person is.

18 **MS. JANE LENEHAN:** But you're saying that there is better
19 technology available that the RCMP are adding to ---

20 **CMDR. DARRYL MACDONALD:** We're in the process of
21 procuring, yes.

22 **MS. JANE LENEHAN:** Okay. And what is that technology,
23 please?

24 **CMDR. DARRYL MACDONALD:** We have an interim agreement
25 coming up to sole source from Bell because they are a CAD vendor, Bell Mobile, which
26 is an updated version running on a different platform of the mobile workstation. And it
27 does have some enhanced features, including mapping that's visible on the screen,
28 without having to interact with your screen. You can have the window open, and you

1 can see.

2 **MS. JANE LENEHAN:** So it would be -- if it was available to those
3 members two years ago, it would be a less cumbersome way to see ---

4 **CMDR. DARRYL MACDONALD:** Absolutely.

5 **MS. JANE LENEHAN:** --- who was coming up on them?

6 **CMDR. DARRYL MACDONALD:** Absolutely it would have been.

7 **MS. JANE LENEHAN:** Okay.

8 **CMDR. DARRYL MACDONALD:** And that's the crux of my
9 statement in relation to this is that we did not provide that for the members in a timely
10 fashion, I'll be honest with you, in my opinion, because, you know, I deal with
11 technology every day. And in my opinion, that we failed the situation because the
12 members did not have the tool that they needed in their hands at the time.

13 **MS. JANE LENEHAN:** So if they were using a tool, if they had the
14 ability, if they were calm and collected enough to use it, how long would it take
15 Constable Morrison to figure out who was coming up on him in that situation?

16 **CMDR. DARRYL MACDONALD:** So it's a -- he would have had to
17 either interacted with the screen, which is touchscreen, or with the keyboard functions,
18 two or three buttons he would have to press and to refresh the query that will be on it,
19 and then the map would display who was around him. So if you think about in the
20 timeframe in relation to all the things that were going on during this time, that's not
21 something that we should expect a member to be doing.

22 **MS. JANE LENEHAN:** So would you say that that would take how
23 many seconds, do you think, to do all of that? And I'm not criticizing ---

24 **CMDR. DARRYL MACDONALD:** No, I ---

25 **MS. JANE LENEHAN:** --- Constable Morrison. I'm just trying to
26 understand.

27 **CMDR. DARRYL MACDONALD:** Absolutely. I would say
28 probably 10 or so seconds to look down, to press that, so give that in the light of he's

1 seeing a vehicle coming up to him and asking the question. He's not going to drop his
2 head down and look at a screen.

3 **MS. JANE LENEHAN:** And so this is absolutely not something that
4 a police officer could do while they were driving?

5 **CMDR. DARRYL MACDONALD:** Absolutely not. We don't
6 recommend that they use the mobile -- some have the screen open. Most put the
7 screen down when they're driving. I -- some people can interact. I mean, it is a
8 touchscreen, so you can do it, so we don't expect them to do anything more than what a
9 normal person would do driving a vehicle, touching their radio, or anything along those
10 lines.

11 **MS. JANE LENEHAN:** All right. So I'm going to jump to another
12 question. It's a bit longwinded, but just bear with me.

13 **CMDR. DARRYL MACDONALD:** Sure.

14 **MS. JANE LENEHAN:** So for the most part in this -- in the
15 response to the mass casualty, what we've heard is that members were working alone,
16 one member, one vehicle. And as I understand it, the tasks for that member would be
17 to drive safely to the scene. And we've heard that someone -- some of them were going
18 at fairly high rates of speeds, trying to get there on winding rural roads, figure out where
19 the scene was, if they weren't intimately familiar with the area, possibly access the map,
20 which is also on their MSW; correct?

21 **CMDR. DARRYL MACDONALD:** Yes.

22 **MS. JANE LENEHAN:** Okay. And access and absorb information
23 that could be coming in on the MSW or on the radio?

24 **CMDR. DARRYL MACDONALD:** They're accessing information
25 on the radio and on the mobile workstation so ---

26 **MS. JANE LENEHAN:** And possibly using the radio themselves to
27 ask questions or convey information?

28 **CMDR. DARRYL MACDONALD:** Yes.

1 **MS. JANE LENEHAN:** All right. So my question is this, are we
2 asking too much of a sole member in one vehicle to do all of these jobs effectively?
3 Wouldn't it make more sense to have somebody in the passenger seat that can do all
4 the other stuff while one's driving safely?

5 **CMDR. DARRYL MACDONALD:** It's not something I can speak to
6 operationally as far as the RCMP is concerned. I don't determine how many people are
7 in a vehicle. Do I have an opinion in relation to the equipment if we're going to expect
8 people to interact with it? We may need to make it as simple and straightforward as
9 possible. Police officers are trained extensively on the use of an emergency vehicle in
10 responding. They're trained in high-speed response as well, and they're also trained in
11 using the equipment that's at hand during that time. So I don't think it's unreasonable,
12 but I think the equipment needs to be as user-friendly and easily accessed. So like I
13 said, the SAM application has a touchscreen. To respond to an incident, it gets sent
14 electronically from the CAD system to their mobile. They can touch the screen or press
15 one button to make themselves respond to it. They press the screen when they get on
16 scene and that makes them -- shows them that they've arrived on scene. And as soon
17 as they press that button, it displays for them information from the incident log that they
18 would need to respond.

19 In the vast majority of all of our responses, that's a very efficient
20 and effective way of transmitting that information. The mapping component of that is a
21 couple of extra buttons to press. If they're dispatched to a file, telling them to map the
22 file, the system knows that they want to map the file, it picks their location, and it shows
23 where the location is, and just like anybody's GPS that you would have in your car, it's
24 as safe as that to observe your GPS in your car. It's as safe as that.

25 **MS. JANE LENEHAN:** So is the where am I going map the same
26 as where are the other people that I'm working with map, or are those two different
27 maps?

28 **CMDR. DARRYL MACDONALD:** It's the same map base, but it's

1 not the same functionality at the time.

2 **MS. JANE LENEHAN:** Okay. So it's switching to another screen?

3 **CMDR. DARRYL MACDONALD:** If they want to see everybody
4 around them, then they have to pull who is around them. It doesn't update in real time.
5 And the Operational Communications Centre, it updates in near real time automatically,
6 but the member has to do -- request a poll of where people are on their SAM mobile,
7 and that's something that needs to be corrected.

8 **MS. JANE LENEHAN:** All right. Thank you.

9 So the second one, the second point that I believe you'd like to see
10 resolved is situational awareness of members after they dismount from their police
11 vehicle. And at the end of that long paragraph at page 26, you state:

12 "When the members went down Portapique Road and
13 as an IARD team, their vehicles appear in the map
14 where they left them from start to finish of the incident.
15 It's 2020 when this happened and no excuse for us
16 not having the ability to see them when they dismount
17 from their vehicles, especially after Moncton. And I
18 say that universally, not just in Nova Scotia. And if
19 you're to quote me on anything, please quote me on
20 that, that that's not acceptable. We should know
21 where they are when they're in their car and we
22 should know where they are when they get out and
23 they should be GPS tracked from start to finish. The
24 technology has been sitting in the radio since TMR2
25 was implemented and the RCMP has not, for various
26 reasons, implemented it."

27 Now, again, this is a bit of a long-winded question from a luddite, so
28 be patient with me. But on June 9th, we heard from a witness panel of technical experts

1 regarding radio communications in Nova Scotia, Trevor MacLeod, Matthew Boyle, Todd
2 Brown that we heard from again today, and Christian Gallant.

3 And in response to concerns about blue-on-blue situations when
4 responding to something like the mass casualty and the need for situational awareness
5 of members when out of their vehicles, Mr. Boyle was asked about recommendations to
6 address this problem and he said the following. And maybe we could bring that up.

7 It's 2022/06/09 public hearings transcript at page 129. And I just
8 want to start at line 26. So Mr. Boyle says:

9 "I think from a radio perspective, there wouldn't be
10 anything that we would offer through our program, so
11 it would have to be a technology that would be outside
12 of the radio system, in order to have the capacity for
13 tactical level use."

14 And he talked about that in a lot more detail earlier on in this
15 discussion, but evidence does seem to contradict, if I'm understanding it correctly, what
16 you said in your interview about the GPS on the radio and what it could be used for.

17 Can you comment on that?

18 **CMDR DARRYL MACDONALD:** Sure. I don't believe it
19 contradicts, although we're in a different situation and he's talking about it from his
20 perspective. I'm talking about from an end user perspective.

21 The technology was there. We knew about the technology in 2015
22 when the procurement was going through on the new radio system for Nova Scotia, the
23 TMR2. And it's a pole only technology, but we're sitting here in 2022 and we still have
24 not piloted this technology.

25 It does interact with CAD. The whole purpose was for this to
26 interact with our CAD. If a member hits an emergency request to talk to on their radio,
27 the GPS will be sent directly to the operator who will be responding to that and then the
28 operators have the ability to poll the system to see where that radio is as well outside of

1 the emergency request to talk.

2 My viewpoint in relation to this and why I made this statement was
3 after Moncton, there was a request -- or sorry, there was a direction given that members
4 should be seen when they dismount from their police vehicles.

5 We had in our hands in 2016 a technology that would give us some
6 indication of where a member was then they dismounted from their police vehicle. That
7 still has not been implemented even though it was there. The pilot was set to go in my
8 province of Prince Edward Island and it has been delayed and delayed and delayed.

9 We are still proceeding with that. When we got a new Criminal
10 Operations Officer in Prince Edward Island, the first day I met him, I sat down with him
11 and he said, "Is there something I can do?". And I said, "Yes, you can get this back on
12 the rails". And he did.

13 And we've continued to push for that.

14 The technology that exists currently gives us those two abilities.
15 Had we implemented it earlier, my thoughts are that we would operationally find a way
16 to use the technology to locate members in an operational theatre as needed. And I
17 believe in the situation in Portapique, it would have been an asset to have.

18 The other silo that the RCMP is working in relation to is ATAK. And
19 so when I met with senior management in relation to this whole issue between the GPS
20 and the radios and ATAK, they said, "Well, we're investing in ATAK. Is it not ready to
21 go?". And of course, it's not.

22 It has not been deployed and I'm saying this is technology that
23 existed. If we had started on the project back at the time and continued with the project,
24 I believe it would have made a difference in this situation. My personal belief.

25 **MS. JANE LENEHAN:** So -- pardon me.

26 So is there any -- is there a difference between using a GPS to find
27 a member who needs assistance and using the GPS to track a number of members in a
28 situation like inside Portapique that night?

1 **CMDR DARRYL MACDONALD:** Well, the systems do that, so as
2 long as the whatever device it is communicating with the CAD system, then you have
3 the technology there.

4 Whether -- whatever form that comes in -- and as an OCC
5 Commander and someone who's worked in the OCC for 26 years, my viewpoint is that
6 when a member gets out of their vehicle, we should be tracking them. And whether
7 that's a puck in their vest, whether that's technology in their radio, I don't care what it is.
8 We need to be able to see them.

9 And my child can drive from Halifax to Prince Edward Island and I
10 can track her on my phone. Been able to do that for a while.

11 **MS. JANE LENEHAN:** So we heard a lot in that panel about the
12 difference between the radio communication and the cellular communication. And it
13 was my understanding that you would sacrifice the radio communication if you were to
14 use the GPS to track people and that the cellular was probably the better system.

15 Do you have a comment on that?

16 **CMDR DARRYL MACDONALD:** I don't know the technical side of
17 it. I'm an end user.

18 **MS. JANE LENEHAN:** Yeah.

19 **CMDR DARRYL MACDONALD:** To me, if there's data that's
20 available, and Motorola tells us that the data is there, then somebody needs to find out
21 how to get that data to our CAD system.

22 **MS. JANE LENEHAN:** So if we opt for -- if the police opt for a
23 system that's cellular based, do you see that as an issue in rural Nova Scotia?

24 **CMDR DARRYL MACDONALD:** I see it as an issue nationally
25 because we don't have complete coverage across the country, so I'm concerned about
26 that. But my concern when I made the -- these statements is we don't have it
27 anywhere, and we need it. And that's a personal frustration, but it's also -- like I said, I
28 will retire a happy man if the RCMP enables this ability to track members.

1 It was a Moncton recommendation and it needs to be done,
2 however that is accomplished

3 **MS. JANE LENEHAN:** Okay. Thank you.

4 Is there an ability for dispatch and/or police officers to monitor a
5 radio channel that's being used in a critical incident, for instance, so they can follow the
6 incident in real time but not be part of the channel so they're clogging up the channel or
7 overloading it? Is that a possibility?

8 **CMDR DARRYL MACDONALD:** In real time, no, based on the
9 structure of the system.

10 I mean, any user that's on the talk group is putting some load on
11 the system in some way, but we do have a very robust system. In near real time, you
12 can monitor radio traffic because it's all recorded as well as all the phone calls and so
13 on, as I'm sure you've seen the transcripts of all of that.

14 So there is the ability in near real time to view any entire daily
15 incident.

16 **MS. JANE LENEHAN:** And this question is specifically in relation
17 to Truro dispatch. Did they have that same ability to monitor in near real time but not be
18 a user?

19 **CMDR DARRYL MACDONALD:** Yes.

20 **MR. JANE LENEHAN:** Okay.

21 **CMDR DARRYL MACDONALD:** Not be a user in that they're not
22 holding a radio? Is that what you mean?

23 **MR. JANE LENEHAN:** Yes.

24 **CMDR DARRYL MACDONALD:** Yes. And I mean, there are --
25 there are through the console, especially, in the dispatch centre then such as what the
26 risk manager uses, he's listening to multiple radio talk groups at a single time if he
27 needs to. And so he can monitor those. And I'm thinking more along the lines of
28 somebody whose job is to just come in and listen to that. We don't have that, but we

1 could in real time.

2 **MS. JANE LENEHAN:** My next question is just in relation to the
3 Colchester radio channel.

4 I'll give you the COMM number there, Madam Registrar. It's lines
5 423 to 425 that I think we're all pretty familiar with at this point.

6 So this is Constable Colford's broadcast, and we now know that
7 what she was broadcasting was critical information. It seems that this information didn't
8 get to the right people, and it didn't get funneled up the chain of command. And do you
9 have a recommendation as to how to fix that?

10 **CMDR. DARRYL MACDONALD:** I provided Glen Byrne a
11 recommendation in relation to this and in relation to any critical incident, that once we
12 get to a situation where it's a significant incident like this, that a analyst be brought in
13 and they have the ability to review the CAD information. They have the ability to review
14 the audio recordings of both radio, 9-1-1 and police line calls. And so my
15 recommendation was that somebody be brought in and assigned that task early on in a
16 critical incident. And he has that with him, and I think it's been disclosed to the
17 Commission as well. And that comes from being a person who came in after the fact
18 and listened to all of the audio and pulled out all of the GPS information.

19 It also, in 2018, we had the ability to travel to several large police
20 jurisdictions throughout the country including OPP, York Regional Police, Calgary
21 Police, and most of them are moving towards a model where there's a real-time crime
22 centre associated with the Operational Communications Centre. Now I know we're a
23 small province here in Nova Scotia, getting bigger, but that is a good model as far as
24 having present analysts who can start working on investigations right away. And so that
25 is one of my recommendations in relation to that is that somebody come in and start
26 analyzing the data as it comes in.

27 **MS. JANE LENEHAN:** Okay. Thank you. Just going back to your
28 interview, and this is at page 28, you talked about the bulletin board feature in the CAD.

1 And you indicated that the bulletin board feature was used during the mass casualty to
2 distribute important photos to the members. I used important. You didn't say that in
3 there, but it's midway down in that first big paragraph. So my question is, we now know
4 that there was a couple of very critical photographs that members responding needed to
5 see, the photograph of the perpetrator and also the photograph of his replica police car.
6 We heard repeatedly that those photographs were sent around by text, and it seemed to
7 be somewhat of a cumbersome and random process. People were just requesting can
8 you send me that photograph. Do you have any recommendations on how to effectively
9 get important photographs out to first responders?

10 **CMDR. DARRYL MACDONALD:** I do, and I have a ticket in, in
11 relation to this for an enhancement for our mobile workstations, and that is the ability to
12 transmit to the mobiles photos. And so CPIC has recently gone to including photos with
13 the CPIC application, which is also embedded in our CAD. And we don't have it
14 upgraded to the level where that can be done, so I have an enhancement request
15 nationally to have that done. So the bulletin board was a good use of the technology
16 that exists. Again, you're putting a lot on the user at the other end to know how to do
17 that. OCC had preparations for that long before this incident happened, so the
18 instructions exactly how do it, because it's something that the members don't do very
19 much, very often. Only in very extreme situations do they need to see a photo in this --
20 typical of this situation. And so the OCC kept instructions that they can cut and paste
21 into a message and send to a member if needed, if the member didn't know how to
22 access those. But it's viable to transmit a picture that way, but it's not the most efficient
23 way. And so my enhancement request nationally is that the CAD will be improved so
24 that the mobile workstation can see pictures.

25 **MS. JANE LENEHAN:** Thank you. We heard evidence earlier this
26 week, I think, from Constable Dorrington that there was significant -- there are
27 significant limitations to members access to CAD on their mobile workstations. And
28 specifically, my understanding is, is that the member when they log on say partway

1 through some sort of an incident like this, they'll see the first posting, and he described it
2 as the seven or eight lines that came across just describing the call out. But after that,
3 they only see what was posted after the member logs in. Is this correct?

4 **CMDR. DARRYL MACDONALD:** Yeah, so we have a -- we made
5 a significant change to our CAD nationally in 2016 -- 2015, 2016 when we tolled out the
6 current version of the CAD that we're on, and that was to include an incident activity log,
7 or incident log. And so that enables users to enter data in real time into the incident and
8 then the CAD will take that and distribute that to every unit that is attached to that
9 incident, so all of the units get it simultaneously. And we did not have that feature in
10 Moncton, which would have been extremely helpful, but we certainly have it now. And
11 there's other CADs operating in much bigger centres that don't have that capability. So
12 this actually is very effective. I would say Constable Dorrington probably isn't aware
13 that that log could have been put into a message and sent to him.

14 **MS. JANE LENEHAN:** So the technology was available at the time
15 in Portapique?

16 **CMDR. DARRYL MACDONALD:** Yes, but not probably known ---

17 **MS. JANE LENEHAN:** Okay.

18 **CMDR. DARRYL MACDONALD:** --- because as I've said on the
19 round panel -- or the round table, you don't know what you don't know. And I made
20 presentations both in H-Division and in Prince Edward Island in relation to that
21 functionality from 2016 going forward. It's been implemented by the OCC operationally
22 in both provinces, and in several other provinces as well. But I don't believe there's a
23 great awareness of that functionality with the members. It can also be cut and paste
24 into an email and sent to somebody who's coming new into an operational theatre. And
25 so that's one of the advantages to this CAD. You can actually see 2,000 lines of entry,
26 if need be. They can be sent in a Word document that can be cut and paste into an
27 email. It can be distributed through mobile workstation internal messaging with, you
28 know, at whatever time. So that's -- what happens once you're logged on and attached

1 to the event, every update gets sent to your mobile, and that's what Constable
2 Dorrington was referring to. So he was thinking he was not seeing the past, but had he
3 asked for the log to be sent to him, he could do that.

4 So knowledge of that will probably improve after today, I hope.

5 **MS. JANE LENEHAN:** And part of your recommendation that
6 there be an analyst who's, as I understand it, summarizing the critical pieces of
7 information, would that be uploaded onto the CAD as well, so as sort of a briefing for
8 people coming onto the scene?

9 **CMDR. DARRYL MACDONALD:** I mean, once the information is
10 in the CAD, we have lots of ways that we can share it, and we can analyze it as well.
11 So I believe that one of the solutions is to make sure that the CAD is used at every facet
12 of an operation that's ongoing. The CAD is the operational software for a police
13 response, not the records management system, PROS. So the CAD is what we need
14 the training and the knowledge of in our organization. And that's true of any
15 organization that has a CAD. And so information gets shared through the CAD on the
16 operational end of things.

17 **MS. JANE LENEHAN:** So it's not just information sharing as the
18 information comes in, but also a briefing tool if you know how to use it properly?

19 **CMDR. DARRYL MACDONALD:** It can be used as a briefing tool
20 because if you have access to our network and our -- and the CAD system itself, then
21 you can log on and you can have a look at what's happening based on your user profile.

22 **MS. JANE LENEHAN:** So my last question is in relation to the file
23 management systems and that we've heard in Nova Scotia that there's both PROS and
24 Versadex ---

25 **CMDR DARRYL MACDONALD:** Yes.

26 **MS. JANE LENEHAN:** --- and heard some frustration from risk
27 managers that they don't have automatic access to both, and also heard evidence that,
28 really, it would be ideal for policing agencies in Nova Scotia to use one system, not two.

1 Would you agree with that?

2 **CMDR DARRYL MACDONALD:** I think when IES was built and
3 Halifax Regional began dispatching RCMP members, I think that would have been the
4 time to enforce that they need to be on one CAD. I think technology has progressed in
5 this day and age and so what we need to be looking forward to is the ability to share
6 information across CADs and to interact CAD to CAD because some agencies use
7 specific CADs because they have other tasks to do as well such as fire dispatch, as we
8 heard this morning.

9 So one way or another, you either have to be on the same CAD or
10 you have to have the ability to share across those two platforms with their different
11 CADs. And so that needs to be pursued and that needs to be part of any procurement
12 that they can talk to other CADs.

13 With NG 911, some data is going to be formalized across the
14 country and so hopefully that will bring some changes as far as information sharing.

15 I can understand the risk managers' frustration in not being able to
16 see everybody involved.

17 Also, to let you know, we -- regionally, as commanders, we've been
18 working on the ability to have a very large scale CAD for the region that we can look at
19 all of the RCMP members within Nova Scotia, Prince Edward Island and New
20 Brunswick, and so we're getting close on having that completed, but we see that as key
21 because whenever there's a large-scale incident in any of those provinces, RCMP
22 members respond interprovincially because of our geographic size.

23 And I think that's a good model and so any CAD going forward
24 needs to have the ability to allow other police agencies to see where all the units are
25 that are responding to your incident.

26 **MS. JANE LENEHAN:** So the CAD is for the active investigation
27 and then the Versadex or PROS is where you file it away after it's closed; correct?

28 **CMDR DARRYL MACDONALD:** Absolutely.

1 So when the incident is over and concluded, all of that data goes
2 down to the records management system and then if it's an going investigation, then
3 everything that happens after that is done through the records management system.

4 So the CAD is for the actual response. Up until they clear of the
5 response, the CAD is where everything happens.

6 **MS. JANE LENEHAN:** So the frustration that I was referring to is
7 wanting to get some background information on the perpetrator and being in a position
8 where the risk manager had to contact somebody in Halifax to get them to check their
9 files. So he could check PROS, but he couldn't check Versadex.

10 Would it also not be better to have one of those systems that
11 everyone has access to?

12 **CMDR DARRYL MACDONALD:** So the solution to that nationally
13 is the PSP program. And I don't have the exact figure in front of me. Somebody sent it
14 to me on break, I believe. I think it's 186 police agencies contribute to that from their
15 records management systems, and there's only a small handful in the country that do
16 not contribute to that.

17 And so you can see Halifax -- you can see basic information from
18 Halifax Regional's RMS system if you do a PSP query, and the RCMP has PSP
19 integrated in our CAD system, so just like we have CPIC integrated in our CAD system,
20 if we put in a name and a date of birth, we can check all the boxes or it's automatically
21 done. However, we have it set up and it can query both PSP, so that's all the records
22 management systems, of all the participating police agencies or the CPIC system,
23 which again, is all participating police agencies in the country feed into those databases.

24 The deep dive -- just to give you an idea, the deep dive into a file
25 cannot be done through that system.

26 **MS. JANE LENEHAN:** Right, because the agency decides what
27 they're going to put into the police information portal; right?

28 **CMDR DARRYL MACDONALD:** It's basically -- it's basically a

1 standard amount of information that they put from the front end of their occurrences.

2 **MS. JANE LENEHAN:** So in a situation like this where we had a
3 perpetrator with a residence in Colchester County and a residence in Halifax and the
4 investigators thought it'd be useful to know if there was some history with this guy in
5 both places, this seemed to have presented a problem that they couldn't get -- the
6 RCMP could not get to the Versadex. They had to ask Halifax to check.

7 **CMDR DARRYL MACDONALD:** They would have been able to
8 access files in Versadex through a PSP query.

9 **MS. JANE LENEHAN:** Oh, it's not just a summary. They can
10 actually pull up the full file.

11 **CMDR DARRYL MACDONALD:** It will give them information on
12 the file. It displays a summary. You can do a deeper dive with another query, but you
13 cannot dive in and see everything that is in that agency's file.

14 And so that's -- that would be normal during the course of an
15 investigation because you would want to talk to officers about interaction and so on, and
16 so that's -- you know, this is a very unique situation happening in real time in -- under
17 very, very unique circumstances, so 99.9999 percent of the time you do a query, you'd
18 see they have a file. It's regarding this. And you would be using it as an investigation
19 tool after the fact. Not necessarily in the response.

20 CPIC is more on the response side of things. Our records
21 management system when my operators do a query in PROS, they're going to get
22 some tombstone information. They're not doing a deep dive. They're not looking at the
23 reports, those kinds of things. That's usually all done in another light.

24 So just I want to put it in context because I think it needs to be
25 understood the PSP is to say -- is to link certain factors.

26 So if you run a name and a date of birth and you see that I have
27 five tickets in Halifax for motor vehicle infraction and I've got 10 in Colchester County
28 and I've got 15 in Charlottetown and you stop me for a traffic infraction, then you have

1 some information. That's what that is designed for for the policeman on the road to be
2 making decisions about what kind of person that I'm dealing with here.

3 So they would have that kind of access about the suspect in
4 relation to Halifax Regional with a PSP query.

5 **MS. JANE LENEHAN:** So do you see a justification for having two
6 separate file management systems for police in a province of this size?

7 **CMDR DARRYL MACDONALD:** My opinion, we should have a
8 national standard, whether that's one single CAD or the ability for all CADs to be able to
9 communicate in the policing world.

10 **MS. JANE LENEHAN:** And the same goes to the records
11 management system.

12 **CMDR DARRYL MACDONALD:** For Nova Scotia, I would
13 recommend the same CAD and the same records management system. If that is the
14 most -- if that's the most useful way to get this project done, to get this done.

15 Technology is ever changing and there are really smart people who
16 know how to make computers talk to each other.

17 **MS. JANE LENEHAN:** Thank you. Those are all my questions.

18 **CMDR DARRYL MACDONALD:** Okay. Thanks.

19 **COMMISSIONER MacDONALD:** Thank you, Ms. Lenehan.
20 Commissioner Fitch?

21 **COMMISSIONER FITCH:** Thank you, Mr. Macdonald, for joining
22 us again.

23 We talked recently about culture and policing organizations and
24 public safety. And Ms. Lenehan just asked you some questions about GPS capabilities
25 on individual officers. And knowing that we are looking at recommendations, supporting
26 recommendations and this is something you identify had been recommended out of the
27 McNeil report, and yet to be implemented, can you share with us what your thoughts are
28 on what those barriers to implementation would be?

1 And I'm reflecting on past experiences when AVL was first
2 introduced into policing and I know that at the frontline unionized level, there was
3 significant cultural resistance to that tracking ability.

4 So can you share with us your thoughts and your experiences on
5 where those barriers to implementation are? Are they budgetary, are they cultural, are
6 they systemic?

7 I'd like to hear what you have to say, please.

8 **CMDR DARRYL MACDONALD:** Sure. I think your experience
9 with AVL has been the same as mine when we introduced it and -- because this
10 province rolled out mobile workstations into the larger detachments and then eventually
11 to the smaller ones. And it was the same response over several years from people that,
12 oh, they're tracking me now with probably not the recognition back then that the reason
13 why they're tracking you is for your own safety primarily, and then there's the liability
14 side of it as well that we see from this. I think that is changing. I think that culture is
15 changing. And I think also that members are recognizing the importance of situational
16 awareness like never before, after several incidents across this country. And for me,
17 seeing a few members shot when I know there's technology there, it's very difficult,
18 because a big part of my career has been technology. And I think that we need to just
19 bite the bullet on this and go and do it. It's the right thing to do. And whether there's
20 pushback from individuals saying I don't want you tracking me or not, we want to track
21 you because we want you safe, and we want to track you because we want you to know
22 where your partners are. And we want to make sure that we never have a blue-on-blue
23 situation, but we also want to have a situation where everybody responds in the most
24 efficient and effective manner.

25 **COMMISSIONER FITCH:** Thank you for that. So knowing that
26 there's a cultural shift around technology and the reasons for tracking individual
27 members, to my overarching question, what would the barriers to change be, knowing
28 that this recommendation was made out of the MacNeil Report ---

1 **CMDR. DARRYL MACDONALD:** Yeah.

2 **COMMISSIONER FITCH:** --- and has yet to be implemented?

3 **CMDR. DARRYL MACDONALD:** I think for our organization, one
4 of the barriers is that when we have a recommendation like this, we go hard and fast at
5 the recommendation to find a solution, but we forget to look at incorporating that
6 solution with our other solutions. So ATAK has been pursued and a lot invested into it.
7 It's a commercial off-the-shelf product that's been running for a number of years. We
8 still haven't implemented it nationally. And the members, there's good and bad
9 feedback on it. But the reality is, is when we bring that back into the Communications
10 Centre, it doesn't integrate with our CAD. And so now you're asking the operators to do
11 yet another log on to another screen, and to observe that, when the operational CAD is
12 what we do all of our work on day in and day out. And so that is just prone for error.
13 And so the working in silos that you heard on the round table earlier, it's a big issue, and
14 it's one of my biggest concerns in relation to any new technology that we implement. It
15 must be integrated. So that's why our CAD has CPIC integrated, it sends to RMS, and
16 it also queries PSP. And the more -- having a hard time with the word -- integration that
17 we do, the better. So that's one of the biggest barriers is that we go hard at a project,
18 but we forget to incorporate it into everything that we need in addition to.

19 **COMMISSIONER FITCH:** And just stemming from your answer,
20 and forgive me if you've already answered this before, when was the Nova Scotia CAD
21 last updated? How recent is that technology?

22 **CMDR. DARRYL MACDONALD:** So we rolled the new -- a new
23 form of our CIIDS platform in 2015, late 2015. And one of the advantages of what we're
24 currently doing with this is that we have yearly or twice a year updates of the
25 technology, so that addresses enhancements and any new technology that comes
26 along, and also bug fixes for anything that isn't working quite right. And so every year or
27 every six months we are updating that CAD. So we actually just had one a couple
28 weeks ago here in Nova Scotia.

1 **COMMISSIONER FITCH:** Thank you. I just have a couple more,
2 Commissioner MacDonald.

3 Just for clarification for the sake of the record, when you referred to
4 the bulletin board on the mobile workstation, is that the same thing as BOLO?

5 **CMDR. DARRYL MACDONALD:** No, it's -- the bulletin board is
6 another integration within the CAD, and it was designed basically to put information
7 there that you could, at the start of your watch, go on and look, and there might be
8 some notes put there, or there might be some photos, or here's a stolen vehicle that we
9 might be looking for tonight. So that would be posted, and you could look at your own
10 jurisdiction or you could look at the entire province. So that does communicate with the
11 SAM application in the car. It's more along the lines of a large municipal policing type of
12 function. But in the situation with Portapique, the photos of the vehicle and the suspect
13 were posted to that, so the members could go in and query that. And it's a web-based
14 query into the CAD database for the member on the road.

15 **COMMISSIONER FITCH:** Okay. So it was the bulletin board that
16 the pictures of the replica vehicle and the perpetrator were posted?

17 **CMDR. DARRYL MACDONALD:** Yes.

18 **COMMISSIONER FITCH:** Is there that same capability to post
19 those photos to BOLO?

20 **CMDR. DARRYL MACDONALD:** So we don't have -- so BOLOs
21 are done in two different ways.

22 **COMMISSIONER FITCH:** M'hm.

23 **CMDR. DARRYL MACDONALD:** The standard through CPIC, as
24 you're ---

25 **COMMISSIONER FITCH:** M'hm.

26 **CMDR. DARRYL MACDONALD:** --- familiar with, and that is only
27 text at this point. And then the other one is internal messaging through the CAD, and
28 that again is only text.

1 **COMMISSIONER FITCH:** Okay.

2 **CMDR. DARRYL MACDONALD:** Yeah.

3 **COMMISSIONER FITCH:** And one more question. The text-to-text
4 capability between the mobile workstations between vehicles, in your experience, is that
5 used quite frequently between members?

6 **CMDR. DARRYL MACDONALD:** Yeah, so again, it's what we call
7 in the CAD internal messaging, so it's not like we would say a text, but it should -- you
8 can write a long or a short message.

9 **COMMISSIONER FITCH:** M'hm.

10 **CMDR. DARRYL MACDONALD:** And you can send that to
11 groups, or you can send it car to car, or workstation to workstation. So it's very effective
12 in distributing information very quickly. So if we have a BOLO in this province, the OCC
13 will use the CPIC system to cover all the partner agencies, because that's the standard
14 across the country. And within the CAD, they will use the CAD, they can direct it to a
15 detachment, they can direct it to a geographic area, or they can direct it provincewide to
16 everybody who's logged into mobile at the time.

17 **COMMISSIONER FITCH:** Thank you. And the reason I'm drilling
18 down on that, in case some of the technologies have changed in the last few years, it
19 sounds like there still remains a number of avenues that information can be shared
20 through data ---

21 **CMDR. DARRYL MACDONALD:** Yes.

22 **COMMISSIONER FITCH:** --- through data sharing. And some
23 members may have preference over using one source for information than another. So
24 in your experience, would you think that going forward there would be an advantage to
25 having one communication stream for the data, or perhaps one that is specifically
26 designated to urgent communication?

27 **CMDR. DARRYL MACDONALD:** That's a fantastic question
28 because I'm in a province where we see very little internal messaging car-to-car, and we

1 see a lot of texting or phone calls. And if anything, any system that is used to be
2 communicating information between members, police officers on the road, needs to be
3 a system that is, number one, you can acquire that information after the fact, and
4 number two, that that information can be shared broadly. And so that's one of the
5 biggest difficulties, whenever we've had a critical incident in my province, there's a lot of
6 phone calls, and the phone calls are, again, just shared between two people. And so
7 same with text messaging. And somebody may have a piece of information that's not
8 been shared. So a broader base of technology for sharing that is seen. The ability to
9 see that information from anybody who is involved in the situation is very key to a
10 response.

11 **COMMISSIONER FITCH:** Thank you very much.

12 **COMMISSIONER MacDONALD:** Commissioner Stanton?

13 **COMMISSIONER STANTON:** Just one small clarification. You
14 said that the OCCs have -- that their screens with the maps that show where the
15 different units are essentially auto-refresh and that you would need to correct that for
16 member's mobile workstations because they currently don't. Is that in process?

17 **CMDR. DARRYL MACDONALD:** Yeah, so we'll have to change
18 our mobile application in order for that to happen, but that's what we want is for them to
19 see it the same as the OCC does, which is -- it's very near real time. It's based on a
20 distance travelled or a timeframe update. And so on the mobile currently, they have to
21 refresh to get the latest picture. In the OCC, it's done automatically. And so that's very
22 important I think to have that those two things matched.

23 **COMMISSIONER STANTON:** So what needs to happen for the
24 member's mobile workstations to auto-refresh?

25 **CMDR. DARRYL MACDONALD:** They have to actually request ---

26 **COMMISSIONER STANTON:** Right, but, I mean, what needs to
27 happen for that to change? Is it an update in software or ---

28 **CMDR. DARRYL MACDONALD:** Yes, a complete update of the

1 software of ---

2 **COMMISSIONER STANTON:** I see.

3 **CMDR. DARRYL MACDONALD:** --- our mobile that
4 communicates with the CAD.

5 **COMMISSIONER STANTON:** Okay. Thank you.

6 **CMDR. DARRYL MACDONALD:** And that project has -- it's -- I
7 want to say it's started, we're in the preliminary stages, but we've agreed to pursue a
8 solution in the interim, and we're also going to eventually replace our CAD nationally, so
9 that'll be included in that RFP when it comes out.

10 **COMMISSIONER STANTON:** Thank you.

11 **COMMISSIONER MacDONALD:** Well, thank you so much, Mr.
12 Macdonald for not once, not twice, but three times now sharing your in-depth
13 experience with us, and your insights, and it's a particularly difficult session this
14 afternoon, and we really appreciate your candour and for helping us with our work so ---

15 **CMDR. DARRYL MACDONALD:** Thank you.

16 **COMMISSIONER MacDONALD:** --- thank you so much again.

17 **CMDR. DARRYL MACDONALD:** Thanks.

18 **COMMISSIONER MacDONALD:** And you're free to go, of course.
19 Thank you.

20 Ms. Hill?

21 **MS. EMILY HILL:** Commissioners, we will next have Dr. Jaclyn
22 Schildkraut appear. She is attending by Zoom, so I think I'll just have a moment. There
23 she is.

24 I think we can start, Madam Registrar, by having Dr. Schildkraut
25 affirmed.

26 **DR. JACLYN SCHILDKRAUT, Affirmed:**

27 **REGISTRAR DARLENE SUTHERLAND:** Thank you.

28 **MS. EMILY HILL:** Thank you.

1 Good afternoon, Dr. Schildkraut.

2 **DR. JACLYN SCHILDKRAUT:** Good afternoon.

3 **MS. EMILY HILL:** Thank you for joining us here at the Mass
4 Casualty Commission.

5 Madam Registrar, if I could ask that the report that Dr. Schildkraut
6 prepared for the Commission, which is COMM 0058367 be marked as an exhibit?

7 **REGISTRAR DARLENE SUTHERLAND:** It's Exhibit 2642.

8 **--- EXHIBIT NO. 2642:**

9 (COMM0058367) Report of Dr. Jaclyn Schildkraut

10 **MS. EMILY HILL:** Thank you. And if I could also ask that her
11 curriculum vitae be marked as an exhibit?

12 **REGISTRAR DARLENE SUTHERLAND:** 2643.

13 **--- EXHIBIT NO. 2643:**

14 Curriculum vitae of Dr. Jaclyn Schildkraut

15 **MS. EMILY HILL:** Thank you. And if that could be brought up on
16 the screen, please?

17 Commissioners, Dr. Schildkraut is here today to give some expert
18 evidence, and so I'll just very briefly walk through her CV and ask that she be qualified
19 as an expert. I understand that there's no objection from other counsel here today.

20 **COMMISSIONER MacDONALD:** Thank you.

21 **--- EXAMINATION ON QUALIFICATIONS BY MS. EMILY HILL:**

22 **MS. EMILY HILL:** Dr. Schildkraut, what is your current position?

23 **DR. JACLYN SCHILDKRAUT:** I am an associate professor of
24 criminal justice -- excuse me -- at SUNY Oswego and also currently serve as the interim
25 executive director for the Regional Gun Violence Research Consortium housed at the
26 Rockefeller Institute of Government.

27 **MS. EMILY HILL:** Thank you. You have a PhD. Where did you
28 receive your PhD?

1 **DR. JACLYN SCHILDKRAUT:** Texas State University in San
2 Marcos, Texas.

3 **MS. EMILY HILL:** Thank you. And if you can just very briefly
4 describe what your dissertation was about?

5 **DR. JACLYN SCHILDKRAUT:** Sure. I looked at the media
6 representations of mass shootings in a post-Columbine era. So I analyzed the New
7 York Times coverage of I believe it was 91 shootings occurring between 2000 and
8 2012.

9 **MS. EMILY HILL:** Thank you. And turning to the next page of your
10 CV, I see you have published a number of books. I understand you have four books
11 published and two more forthcoming; is that right?

12 **DR. JACLYN SCHILDKRAUT:** Yes.

13 **MS. EMILY HILL:** You have a number of articles published in peer
14 reviewed journals. Those are set out at pages 2 to 5 of your CV. I won't take everyone
15 through them all, but on page 3 in the middle, I see a journal article entitled "The
16 Survivor Network: The Role of Shared Experiences in Mass Shootings Recovery,"
17 published I believe in a journal called Victims and Offenders. Can you just describe
18 briefly that publication?

19 **DR. JACLYN SCHILDKRAUT:** Sure. So I had sought to
20 understand the experiences of mass shooting survivors directly from them, from their
21 own perspectives, and so I began interviewing mass shooting survivors in October of
22 2017 and continued through May of 2018 and interviewed 38 individuals. It happened
23 that out of those individuals, 16 of them were from Columbine. And since Columbine is
24 often viewed as sort of this first or most pivotal moment in the conversation about mass
25 shooting, I isolated them as an initial paper to then set a foundation and build from. So
26 that particular article explores, through their perspectives, what types of supports were
27 helpful, what types of supports were harmful, and how effectively peer support was
28 probably their best resource.

1 **MS. EMILY HILL:** Thank you. So clearly supporting survivors of
2 mass shootings is a research area. Is that the only research area that you work in?

3 **DR. JACLYN SCHILDKRAUT:** No, I've spent the last four years
4 examining the impact of lockdown drills on individuals who participate in them, both
5 related to psychological or psychosocial impacts as well as procedural integrity of the
6 lockdown drills.

7 **MS. EMILY HILL:** Okay. And is work in the area of supporting
8 survivors research that you intend to continue?

9 **DR. JACLYN SCHILDKRAUT:** Yes, I actually -- two days before
10 the shooting here in Buffalo, New York, I actually submitted a grant proposal to the
11 National Institute of Justice here in the United States to continue that work.

12 **MS. EMILY HILL:** Do you have a personal connection to the issue
13 of mass shootings?

14 **DR. JACLYN SCHILDKRAUT:** I grew up in the Parkland, Florida
15 area, where in 2018 we had a mass shooting in our local high school where 17 people
16 were killed and 17 others were injured, and I went to college in Orlando, Florida, which
17 is where in 2016 the Pulse Nightclub shooting was where 49 people were killed and 53
18 others were injured.

19 **MS. EMILY HILL:** Thank you. The Mass Casualty Commission
20 retained Dr. Schildkraut to provide an independent expert report about the needs of
21 survivors and communities in the wake of mass casualty events, including
22 recommendations about how survivors and communities needs should be understood,
23 how these needs may change over time, and how they may change with the context of
24 a given event in the community in which it occurs, as well as how needs for support may
25 be distributed within a community, beyond the circle of those most directly affected by
26 the events.

27 Commissioners, I propose that Dr. Schildkraut be accepted as an
28 expert witness in this area.

1 **COMMISSIONER MacDONALD:** Yes, thank you so much.

2 Indeed, she is so qualified and so accepted. Thank you.

3 **MS. EMILY HILL:** Thank you, Commissioner.

4 **--- EXAMINATION-IN-CHIEF BY MS. EMILY HILL:**

5 **MS. EMILY HILL:** Dr. Schildkraut, I'd like to ask you about the
6 report that you prepared, and that has been marked as an exhibit and is available on
7 our website. Can you speak briefly about your research methods, just with regard to
8 preparing this report?

9 **DR. JACLYN SCHILDKRAUT:** Yes, so the basis of the report was
10 the initial interviews that I had conducted, as I mentioned, between October of 2017 and
11 May of 2018, and prior to conducting those interviews, the entire project was reviewed
12 and subsequently approved by our University's Institutional Review Board. I do work
13 with a group known as the Rebel's Project, which is a peer support group for mass
14 shooting survivors, and they disseminated my call for participants. Individuals could
15 sign up on a form and then I contacted them to schedule interviews at their
16 convenience, either via phone or via Zoom, or I believe it was Skype at the time
17 because it was pre-pandemic. And then I conducted the interviews, which usually
18 lasted between about 45 to an hour-and-a-half, had the interviews transcribed, and then
19 conducted my analysis. For this particular report, being cognisant of the needs of the
20 community, being, you know, potentially rural or having other, you know, sort of cultural
21 challenges to consider, I did expand to include an additional survivor, who was from a
22 rural community and a specific group here in the United States, and I also conducted
23 interviews with two resiliency centre directors as well as two other community service
24 providers that support mass shooting survivors.

25 **MS. EMILY HILL:** Thank you. In your report, starting at page 1
26 and going through to page 2 and 3, you provide some commentary on how survivors,
27 the term survivor should be defined when it comes to mass casualty events. I'm
28 wondering if you can explain the different definitions of survivors and what makes

1 sense?

2 **DR. JACLYN SCHILDKRAUT:** Sure. In this particular instance,
3 the term survivor, as I've learned through my work, is often a self-applied label.
4 Individuals see themselves as survivors after going through these events, and they
5 have been impacted in very different ways. And so what was interesting and something
6 I noticed is that a lot of individuals who self-identified as survivors weren't necessarily in
7 the buildings, but had connections to the buildings or the locations where the shootings
8 happened, and so as I detail in my report, I sort of, you know, visually thought about this
9 as like an earthquake where you have those most affected at the very centre with the
10 individuals who are physically injured and the families of those who are killed in the
11 attacks and then, as you move further and further out, there are differential layers of
12 impact, so people who may be at the physical location or locations who are not
13 physically injured but certainly bear psychological trauma and psychological scars, and
14 then moving out to the community members.

15 Also, I should mention on that second layer, we need to be very
16 mindful of first responders as well as secondary responders who are responding to
17 these events and also supporting those in the aftermath and the potential for trauma
18 and victimization there.

19 **MS. EMILY HILL:** Thank you.

20 The next part of your report deals with phases of -- the title of the
21 section is called "The Phases of Disaster" and it begins with the observation that
22 although individuals who are impacted by a mass casualty event may move through the
23 recovery process differently, the way in which such a disaster and corresponding
24 psychological responses to it unfold is largely consistent across cases.

25 I'm wondering if you can walk us through those consistent phases
26 that you've seen in your research.

27 **DR. JACLYN SCHILDKRAUT:** Sure.

28 So the figure that I included in my report is actually from an

1 organization here in the United States, the Substance Abuse and Mental Health
2 Administration. And so the image, if you will, or model is something that applies to a lot
3 of different types of disasters. And so when I was going through and kind of looking at
4 the way that the aftermath of a mass shooting or mass casualty event unfolds, it very
5 similarly mimicked that, which is why I thought it was so important to include it in the
6 report.

7 And so you have the pre-disaster phase, which is, you know, prior
8 to when the incident happens and there may or may not be warning signs. Oftentimes,
9 at least in our country, there are ample warning signs that precede a mass casualty
10 event.

11 And then you have the impact, which is the event itself. And then
12 from there is when you start to get into the aftermath, so you have the heroic phase,
13 which is when the threat has been terminated, and now you're switching to, you know,
14 getting people out of the location, getting medical response and treating the injured and
15 sort of dealing with that immediate aftermath in the hours and probably a couple of days
16 afterwards.

17 And then you see the honeymoon phase that emerges, and that's
18 where there's a high rate of group cohesion and bonding over the shared experience of
19 the trauma and the tragedy that's just occurred. This is the time period when you may
20 see memorials emerge, when there will be funerals and other community-based events
21 that bring everyone together to effectively unite them in grief.

22 And then, as you progress further, you end up in the disillusion
23 phase. And this tends to happen basically -- and I can only relate -- you know, speak to
24 how this occurs in our country. There tends to be a very short-lived focus on the
25 community that is impacted both in terms of resources and even just public awareness.
26 And so as sort of that spotlight, you know, dims and everybody moves on, then the
27 community has to figure out how to deal with trying to figure out what -- you know, how
28 to move forward in this effectively new normal.

1 And so this is when you see resources are pulling out. As I
2 mentioned, the cameras are pulling out. And now they're sort of, you know, having to
3 really focus on picking up the pieces, returning to business as usual and then, you
4 know, navigating the aftermath with things like, you know, bureaucratic processes to
5 obtain financial support and other support.

6 And then finally, you know, you can potentially end up in a
7 reconstruction phase that usually happens after the one-year mark. And this is really
8 where that rebuilding begins and where you start to see more and more people enter a
9 state of resiliency. Not necessarily recovery, but resiliency.

10 **MS. EMILY HILL:** Thank you for that explanation.

11 We've spent most of our time today talking about the resources that
12 are needed by individuals and communities, but just before we get there I do want to
13 just ask you to speak briefly about some of the psychosocial impacts of mass shootings
14 that you outline in your report.

15 **DR. JACLYN SCHILDKRAUT:** Yes. Much of the research that is
16 currently available focuses on Post-Traumatic Stress Disorder, or PTSD, and Post-
17 Traumatic Stress Symptomology, or PTSS. PTSS tends to be more short-lived,
18 whereas PTSD requires a longer period of symptomology to be diagnosed.

19 Other research has focused on anxiety and depression, alcohol
20 abuse or alcohol-related disorders. And then there's, you know, the non-diagnosable,
21 the things like worry and grief, experiencing intrusions and flashbacks and nightmares,
22 being retriggered and retraumatized at earmarks with other events that happen that
23 remind individuals of their own tragedies and even things that occur in our daily lives.

24 You know, I've talked with a number of survivors who say that when
25 balloons pop or fireworks go off or a car backfires, it's incredibly triggering to them and
26 can sort of reignite that symptomology because it's very reminiscent of what they
27 experienced during the incident.

28 **MS. EMILY HILL:** I think in your report that you note that,

1 obviously, individuals have different reactions, have different psychosocial impacts, and
2 there may be other factors that affect their reaction to it.

3 You list -- you note individuals, for example, with previous
4 psychological distress or trauma exposure may have experienced different impacts.

5 **DR. JACLYN SCHILDKRAUT:** Correct, yes.

6 You know, certainly if you come into a situation like this already
7 having adverse challenges against you, it doesn't make the process easier. It can
8 actually exacerbate it and make it worse.

9 You know, if you come from a place where you don't have a
10 tremendous amount of social support and, you know -- or you have people providing
11 actually negative support, it can be incredibly difficult to navigate this road.

12 And you know, one thing that I will add, if I may, is that not all
13 support or resources are beneficial. It has a lot to do with the needs of the receiver and
14 not the needs of the giver.

15 **MS. EMILY HILL:** You used the term "negative support". Can you
16 explain what you mean by that?

17 **DR. JACLYN SCHILDKRAUT:** Sure. So negative support refers
18 to the idea that even support that's well-intentioned may not be viewed as helpful by the
19 survivors, so one thing that mass shooting survivors talk a lot about is when people try
20 to support them by saying, "I know what you've been through". And the reality is, is that
21 very few of us know what they've been through.

22 And so you know, trying to have -- even when the comments are
23 well-intentioned and you're trying to provide support, if it's viewed as, you know,
24 negative, then it's not -- it's not helpful to the survivor.

25 **MS. EMILY HILL:** I'd like to talk now a little bit about some of the
26 resources that are needed by individuals and communities following mass shootings
27 and mass casualties.

28 Is it fair to say it's a major theme of your paper that there is a great

1 deal of variability in what different individuals needs?

2 **DR. JACLYN SCHILDKRAUT:** Yes. You could have two
3 individuals who were in the same place and experienced the shooting in the same way
4 and have very different needs.

5 **MS. EMILY HILL:** One type of support that is offered or
6 sometimes, I suppose, needed is formal resources like counselling and therapy. Can
7 you talk a bit about that?

8 **DR. JACLYN SCHILDKRAUT:** Sure. Certainly formalized therapy
9 can be incredibly helpful to survivors as long as it is trauma informed and the individuals
10 who are providing that support are trauma trained. There are a number of different
11 types of therapies that are recommended by the American Psychological Association,
12 things like cognitive behavioural therapy, cognitive processing therapy.

13 One of the ones that I hear a lot about from survivors is EMDR, and
14 I apologize. I'm going to butcher it. May I look at my report to get what the acronym
15 stands for?

16 **MS. EMILY HILL:** Yes.

17 **DR. JACLYN SCHILDKRAUT:** Thank you.

18 EMDR stands for Eye Movement Desensitization and
19 Reprocessing. And that's one of the ones that has been talked about quite a lot. It's a
20 newer type of therapy, and one of the challenges, especially for survivors who, you
21 know, are 20 plus years in is that in the initial, you know, years after their tragedy, they
22 weren't able to access these resources because having enough people trained in them,
23 they weren't available.

24 **MS. EMILY HILL:** Is there a set timeframe when counselling and
25 therapy should be made available or a set window for how long it should be made
26 available for?

27 **DR. JACLYN SCHILDKRAUT:** No. Certainly there's -- there's two
28 considerations with regards to mental health resources.

1 The first is sort of the crisis response or disaster mental health.
2 That you typically will see in the immediate aftermath.

3 Here, the American Red Cross provides those types of services
4 where they will send trauma trained therapists who specialise in crisis therapy to
5 communities that have been affected by mass casualty events and provide support and
6 resources available. But then you also have the longer term therapy, like those that I
7 mentioned, that are often delivered through independent therapists.

8 One of the challenges that we run into in our country is how long
9 financial resources are made available to be able to support accessing those types of
10 resources, like professional therapy, in the event that individuals don't have their own
11 private insurance. So here, if you -- if your perpetrator dies in the attack, then you can -
12 - the community can receive funding for up to 18 months. If you -- if the perpetrator
13 survives and there will be a trial, then it's up to three years. But in most of the instances
14 with the survivors I have spoken to, it could be well beyond that point when those
15 resources are no longer available that they even begin seeking that type of help, and so
16 by the time that they need the resources they're often -- they're no longer available and
17 they have to figure out how to get them on their own.

18 **MS. EMILY HILL:** You also talk in your report about informal
19 resources and social support. Can you talk about those, please?

20 **DR. JACKLYN SCHILDKRAUT:** Yes. That was actually one of
21 the main themes of the article that you referenced earlier about the survivor network.
22 So one of the greatest resources that survivors talk about is having the connection with
23 other survivors, and particularly, other survivors who experience the tragedy in the
24 same way. So being in the same location, or, for instance, with Columbine, the families
25 the deceased students and teacher, they all experienced the same loss of losing
26 someone in the tragedy. Other students who were in the same room together during
27 the tragedy found greater comfort being around the people who were in the room with
28 them.

1 And so, you know, with that informal network of other survivors, it
2 allows people to connect with individuals who have experienced something that, while
3 these events, at least in our country, are unfortunately becoming more frequent, they
4 are still very, very rare, and so by being able to connect with individuals who understand
5 what you've gone through is incredibly important. And I think one thing that we have to
6 be really mindful of is the fact that, you know, certainly losing a loved one to a homicide
7 is incredibly, incredibly difficult, but when it is a mass casualty event, that adds many
8 other layers of complexity to dealing with that.

9 **MS. EMILY HILL:** So picking up on that theme of peer support or
10 of support from others who have been through a similar experience, can you just talk a
11 bit more about how using that show up in the research that you've done, and also speak
12 about the Rebels Project?

13 **DR. JACKLYN SCHILDKRAUT:** Sure. The Rebels Project is a
14 peer support network that was started in 2012, following the Aurora, Colorado movie
15 theatre shooting, and it was started by several of the, well they weren't students
16 anymore, but they were students at the time of the Columbine shooting. Columbine, for
17 record, is about 30, 35-minutes away from where the Aurora shooting was, so they had
18 sort of that proximity element to it.

19 And so these survivors got together and said, you know, "We've
20 learned, basically, so much over the last 13-years of having to figure out how to
21 navigate, you know, these uncharted waters, and maybe all that we have learned can
22 be helpful to others." And so they started this sort of informal group, it began with about
23 a hundred members, where it was survivors connecting with other survivors. And of
24 course since that time, unfortunately these tragedies have continued to occur.

25 And so today, the organisation, which is a non-profit, again run by
26 survivors, they have more than 1,400 members representing over a hundred
27 communities across the United States and also into Canada that have been affected by
28 mass casualty incidents. Most of them are mass shootings, but they do have members

1 who have been affected by acts of terrorism and other mass casualty events.

2 And you know, that's one of the most prominent ones that's out
3 there, and it also tends to be the one that's sort of the most apolitical, they're
4 non-partisan, they don't talk about politics. But there are other groups, both informally
5 within, you know, sort of the events themselves. So for instance, out of Las Vegas,
6 there were, you know, different groups for survivors to connect with other Las Vegas
7 survivors, and then also broader national groups that connect survivors in numerous
8 tragedies.

9 **MS. EMILY HILL:** In terms of the resources that are often provided
10 immediately after an event like this, you talk in your report about family assistance
11 centres, and I'm wondering if you can talk about what those are what types of services
12 they provide.

13 **DR. JACKLYN SCHILDKRAUT:** Yes. Actually, I was just at the
14 Family Assistance Centre in Uvalde, Texas, on Monday, and they are sort of these
15 popup centres where in the immediate aftermath of a tragedy individuals can come to
16 get information, they could come to get resources. Sometimes you'll have sort of lower
17 stakes therapy, like art therapy, that is available there; some crisis counselling, that's
18 usually where crisis counselling will occur in the immediate aftermath. But they're
19 basically community based centres where people can come who have been affected to
20 get information and resources.

21 **MS. EMILY HILL:** And who usually runs them?

22 **DR. JACKLYN SCHILDKRAUT:** I believe that they are often done
23 in conjunction with local based, local community service providers and also national
24 resources. I know, for instance, the Office of Victims of Crime provides resources, the
25 Red Cross provides resources. It may vary a little bit by community, but it's usually a
26 collaborative effort.

27 **MS. EMILY HILL:** And you also talk in your report about resiliency
28 centres, and I'm wondering if you can describe what those are, the history of them and

1 what sort of services they provide.

2 **DR. JACKLYN SCHILDKRAUT:** Sure. Resiliency centres tend to
3 be what family assistance centres evolve into as sort of longer term community support
4 centres, and you -- often these will be funded, at least in here, often by government
5 funding in part, and then from funds that are raised through community initiatives,
6 through philanthropists who may donate, through well-intentioned people from all over
7 who donate. And these are centres that tend to be a little bit more permanent. They
8 offer a range of different therapies from art therapy to group therapy to Yoga and
9 mindfulness and wellness, basically anything that you can imagine they'll often try. And
10 they tend to be run by one organisation that will be designated with the responsibility of
11 running them, and they're usually centred within the affected community, and basically
12 provide different resources that anyone can take advantage of who's been affected.

13 The first one, to my understanding, was in Aurora after the
14 shooting, and I've actually visited that one, it's since closed. It opened in 2013 and
15 closed in, I believe it was 2019. And other communities that have been affected also
16 have them. Parkland, Florida has one, Pittsburgh has one, Thousand Oakes had one, I
17 believe the Las Vegas one is still open. So there's quite a number of communities that
18 have these.

19 **MS. EMILY HILL:** It sounds like some of them that you visited are
20 still open, you mentioned one that was closed. Is there a model for how long such a
21 service should be available?

22 **DR. JACKLYN SCHILDKRAUT:** No. From what I learned in my
23 conversations with the resiliency centre directors that I -- that I spoke with for the
24 purpose of my report, it really is based on community desire. So one community
25 resiliency director that I talked to, their community pretty much wanted it gone. They
26 said it was a reminder of what had happened, and they really wanted to move forward
27 and not have that reminder. Whereas another community that I spoke with, their
28 resiliency director, there was really a desire to maintain it for as long as possible

1 because it was seen as a positive asset within the community.

2 **MS. EMILY HILL:** Dr. Schildkraut, we're here at the Commission
3 examining an event that occurred more than two years ago. And based on your
4 experience, is there value for a resiliency centre in a community, even if it hasn't yet
5 been established, and more than two years has already passed?

6 **DR. JACKLYN SCHILDKRAUT:** Absolutely. One of the
7 challenges to establishing a resiliency centre in our country is it takes time, and the
8 majority of the resiliency centres that I'm aware of didn't open until a year or more after
9 the tragedy. So you know, I certainly think that there's never a wrong time to provide
10 the resources. You know, the challenges, of course, having the -- the funding and the
11 location to be able to do so.

12 **MS. EMILY HILL:** And our work here is aimed at ultimately making
13 recommendations, and I'm wondering if I could ask you a few questions about things
14 that perhaps we should have in our mind as we do that work. First of all, in your
15 experience, is there a timetable for healing for survivors?

16 **DR. JACLYN SCHILDKRAUT:** No, there is no timetable and
17 you're never really fully healed. There tends to be an expectation that after some
18 amount of time, and it varies based on what people believe that amount of time to be,
19 that everybody returns to normal, and the reality is, is that you never fully return to
20 normal. You have to figure out how to exist in a new normal.

21 You can rebuild physical structures, but you can't bring back the
22 pieces that are missing to make your community whole.

23 And you know, a number of the Columbine survivors I talked to
24 were 23 years later since that tragedy, and they're still dealing with it. And every new
25 event that happens, they deal with it again.

26 And so you know, one of the things that I would urge the
27 Commission to consider is really preparing for the long term because, unfortunately, our
28 country doesn't do that.

1 **MS. EMILY HILL:** You've mentioned the Rebels Project. And if
2 that was something that somebody here wanted to access, how could they do that?

3 **DR. JACLYN SCHILDKRAUT:** You can actually reach out to their
4 Executive Director, Heather Martin. Heather is a Columbine survivor and she was one
5 of the original founders of the Rebels Project. And they -- I mean, they have a number
6 of different members on their sort of Board that runs it, but they travel to affected
7 communities across our country and elsewhere.

8 They do host in-person gatherings every single year and then also
9 supplement those with online resources, so there would be opportunities to bring
10 members to the community to do sort of town hall sessions or to do one-on-ones based
11 on how people are affected or even smaller group sessions. But there are many ways
12 in which the Commission could help to bring those affected in Nova Scotia and the
13 Rebels Project together.

14 **MS. EMILY HILL:** We're thinking about recommendations. I'm
15 wondering if you can think about what sort of we might be thinking about in relation to
16 your comments about not defining survivor narrowly. What have you seen either be
17 successful or be a barrier in how services are provided as it relates to who is defined as
18 a survivor?

19 **DR. JACLYN SCHILDKRAUT:** In our country, survivor -- or sorry,
20 the term "survivor" is actually not used for the -- for our government to provide
21 resources. They use "crime victim". And so crime victim is very narrowly defined,
22 effectively only encompassing the people who lose a loved one in the event, so
23 immediate family, those who are physically injured and first responders.

24 And as I've discussed and describe in my report, there are so many
25 others who are impacted, whether they see the events or hear them, you know, if
26 they're exposed to them, if they have a connection to that location but weren't there that
27 day. There's so many people that need help and the challenge for places like the
28 resiliency centres is that the money that they receive from, let's say, our Office for

1 Victims of Crime if they are awarded that money is that it can only be used for people
2 who qualify under the definition of crime victim in our federal statutes. And so what that
3 means is that there has to be alternate funding sources to support those who need
4 resources but don't qualify under the federal government's definition of crime victim.

5 **MS. EMILY HILL:** Dr. Schildkraut, I imagine that there may be
6 some other lawyers here or the Commissioners may have some questions for you, but
7 before we move to that phase I wonder if there's anything else you wanted to say, any
8 questions that I haven't asked you about your research or the report that you've written.

9 **DR. JACLYN SCHILDKRAUT:** Sorry. I'm just thinking really
10 quick.

11 I think one thing that I would urge everybody to consider -- and I
12 touch upon this in my report, but since that report was written I've spent time in the
13 Uvalde, Texas community. I would encourage everybody to recognize that the hard
14 work begins when the cameras leave. And you know, when the cameras are there, it
15 makes everybody who's been affected feel as though they're grieving in a fishbowl and I
16 can't take credit for that phrase. That is -- that was given to me by a father who lost
17 their child at Columbine.

18 But once the cameras leave and the attention is gone and the
19 community is left to grapple with effectively a second loss of that attention, that's really
20 when the hard work begins. And I would encourage everybody to really think about that
21 and to think about the long term and how to support those who have been affected and
22 all who have been affected because, you know, everybody needs resources, but as I
23 say here, it's a privilege to be able to turn off your TV when you don't want to hear any
24 more. The community doesn't get to do that and those who are affected don't get to do
25 that.

26 And so it's really going to take all of us to support those who have
27 been impacted by these tragedies.

28 **MS. EMILY HILL:** Thank you very much.

1 So I don't have any other questions, so what we normally do now is
2 take a break and talk amongst ourselves about who else might have questions and then
3 we'll come back.

4 So if you're available to stay on, I think our tech people can tell you
5 what you need to do, but you can probably take a small break and we'll come back.

6 **DR. JACLYN SCHILDKRAUT:** Thank you very much.

7 **MS. EMILY HILL:** Thank you.

8 **COMMISSIONER MacDONALD:** Ten (10) minutes, would you
9 recommend, Ms. Hill? Thank you.

10 We'll break for 10 minutes.

11 **REGISTRAR DARLENE SUTHERLAND:** Thank you.

12 The proceedings are now on break and will resume in 10 minutes.

13 --- Upon breaking at 4:23 p.m.

14 --- Upon resuming at 4:43 p.m.

15 **REGISTRAR DARLENE SUTHERLAND:** Welcome back. The
16 proceedings are again in session.

17 **COMMISSIONER MacDONALD:** Ms. Hill.

18 **MS. EMILY HILL:** Thank you, Commissioner MacDonald.

19 I just have one piece of housekeeping and then I will step away
20 from the podium and I understand that Mr. Pineo will have some questions for Dr.
21 Schildkraut.

22 So Dr. Schildkraut's expert report, which is COMM0058367, was
23 marked as Exhibit P-002642. It was also included in the bundle of roundtable
24 documents tendered by Mr. Van Wart, which was marked as Exhibit P-002619. And so
25 therefore, Exhibit No. P-002642 can be used for the next exhibit.

26 **COMMISSIONER MacDONALD:** Thank you. So noted.

27 **MS. EMILY HILL:** Thank you.

28 **COMMISSIONER MacDONALD:** Mr. Pineo.

1 **DR. JACLYN SCHILDKRAUT, Resumed**

2 **COMMISSIONER MacDONALD:** Thank you very much, Dr.
3 Schildkraut.

4 One of the counsel representing various Participants, and he will
5 describe his retainer in more detail to you. Mr. Rob Pineo, will be asking questions I
6 think in a representative way, Mr. Pineo, for ---

7 **MR. ROBERT PINEO:** Yes.

8 **COMMISSIONER MacDONALD:** --- various Participants.
9 So it'll just be Mr. Pineo who will have some questions for you.

10 **DR. JACKLYN SCHILDKRAUT:** Thank you.

11 **MR. ROBERT PINEO** Thank you.

12 **--- CROSS-EXAMINATION BY MR. ROBERT PINEO:**

13 **MR. ROBERT PINEO** Thank you, Dr. Schildkraut. Am I saying
14 your name ---

15 **DR. JACKLYN SCHILDKRAUT:** Yes.

16 **MR. ROBERT PINEO** --- close enough? Okay. I apologise if I -- if
17 I'm not saying it exactly the way it should be.

18 So I have a -- I have a number of questions, and I just want to start
19 out by saying I'm not asking the questions in any way to discredit you or your report. I
20 find your report very interesting and actually helpful in dealing with the majority of my
21 clients. My firm represents a majority of the families and individuals who were injured in
22 this -- in this horrible event.

23 So I'm going to be referring probably most frequently to Figure 2 on
24 page 3 of your report.

25 Could I have that brought up, Madam Registrar.

26 **DR. JACKLYN SCHILDKRAUT:** Oh, okay. I was scanning it on
27 mine, but that works out great.

28 **MR. ROBERT PINEO** Oh, okay. Sure.

1 Okay, thank you.

2 So Dr. Schildkraut, I take it that the majority of the cases that
3 formed the factual basis for your report were mass casualty events that had victims in
4 one area. Am I correct in that assumption?

5 **DR. JACKLYN SCHILDKRAUT:** I'm just running through the list in
6 my head.

7 **MR. ROBERT PINEO** Sure.

8 **DR. JACKLYN SCHILDKRAUT:** Yes, I believe that's correct.

9 **MR. ROBERT PINEO** Okay. So for example, it would -- it would
10 normally be one perpetrator going to one scene committing the casualties and then the
11 event being completed. Is that correct?

12 **DR. JACKLYN SCHILDKRAUT:** Yes.

13 **MR. ROBERT PINEO** Okay. And given that, you know, given that
14 it's in one, one area, it makes sense that victims would generally have been in -- from
15 the same community?

16 **DR. JACKLYN SCHILDKRAUT:** With the exception of the Las
17 Vegas shooting, yes.

18 **MR. ROBERT PINEO** Correct. Yes, because that was a high
19 number of tourists; correct?

20 **DR. JACKLYN SCHILDKRAUT:** Correct. Yes, there were people
21 from all across the United States and also from Canada who were -- who came to Las
22 Vegas for the concert and then went back home.

23 **MR. ROBERT PINEO** Okay. So leaving aside that one exception,
24 the balance of them, though, were -- would be people generally from the same
25 community?

26 **DR. JACKLYN SCHILDKRAUT:** Yes.

27 **MR. ROBERT PINEO** Okay. Now, you understand that the mass
28 casualty in Nova Scotia was an event that took place over two days?

1 **DR. JACKLYN SCHILDKRAUT:** Yes.

2 **MR. ROBERT PINEO** And over quite a number of scenes?

3 **DR. JACKLYN SCHILDKRAUT:** Yes.

4 **MR. ROBERT PINEO** And in a number of different communities?

5 **DR. JACKLYN SCHILDKRAUT:** Yes.

6 **MR. ROBERT PINEO** Okay. And I'm going to ask you if in relation
7 to Figure 2, where you have -- you know, it's well set out the different phases, and I'm
8 most interested in the disillusionment and reconstruction phases. I'm going to ask you if
9 you're able to comment, and maybe you're not, but if you are, would the fact that the
10 people, the victims are from different communities, could that -- could that have an
11 impact on the disillusionment phase?

12 **DR. JACKLYN SCHILDKRAUT:** It could, based on the existing
13 resources that were in the community and the resources that came into the respective
14 communities. So if different communities had different resources to support survivors
15 differently, that certainly could affect that, yes.

16 **MR. ROBERT PINEO** Okay. And similarly, given the same
17 question, except for regarding the reconstruction phase?

18 **DR. JACKLYN SCHILDKRAUT:** Yes, same thing. It would be a
19 resource-based issue I would -- I would assume.

20 **MR. ROBERT PINEO** Okay. Now, also, I'm going to ask you to
21 acknowledge that generally in the mass casualty events that formed the factual basis of
22 your report, the -- in a very short period of time, the victims, the identity of the victims
23 becomes known; correct?

24 **DR. JACKLYN SCHILDKRAUT:** Yes, within a couple of days, yes.

25 **MR. ROBERT PINEO** Okay. And also, the identity of the
26 perpetrator becomes known fairly quickly as well?

27 **DR. JACKLYN SCHILDKRAUT:** Yes.

28 **MR. ROBERT PINEO** And his background generally hits the media

1 and becomes known to the survivors of the victims?

2 **DR. JACKLYN SCHILDKRAUT:** Yes, with some misreporting that
3 needs to be corrected often.

4 **MR. ROBERT PINEO** Sure. Okay. I'm going to ask you if the
5 amount of, if you know, if the amount of time it takes for the survivors to receive
6 information about the mass casualty event, if that has an impact on the phases, that is,
7 the length of time that it takes to go through the phases?

8 **DR. JACKLYN SCHILDKRAUT:** That I cannot answer, to be
9 honest. It -- the context in which I spoke to families most affected had to do with
10 notifications and sort of how that process went, but it would certainly be reflective only
11 of their specific experiences. And I think a challenge in answering that question is it's
12 very hard to quantify, you know, discretely how these phases unfold. They're very fluid.

13 **MR. ROBERT PINEO** Okay. Do you agree with me that the length
14 of time it takes to receive information about your loved ones' deaths in a mass casualty
15 or injuries in a mass casualty can impact the -- certainly, the reconstruction phase?

16 **DR. JACKLYN SCHILDKRAUT:** I think it's all related. You know,
17 certainly information, or lack thereof, can certainly impact an individuals ability to
18 process and make sense of their tragedy, yes.

19 **MR. ROBERT PINEO** Okay. For example, if specific facts about
20 one's family members or loved ones isn't known until after the first year anniversary,
21 that would likely push the reconstruction phase farther out into the future than the, you
22 know, post anniversary period from Figure 2?

23 **DR. JACKLYN SCHILDKRAUT:** Yes. And as Figure 2 also
24 illustrates, there are what are called triggering events, which can cause individuals to be
25 retraumatized or revictimized and sort of retreat further back into a previous phase. You
26 know, they're not necessarily as linear as the image might depict. Even though the lines
27 are a little squiggly, you can sort of kind of go back and forth between the phases. And
28 so certainly, you know, finding out more information or different information at a later

1 time could be perceived by that individual as a triggering event, yes.

2 **MR. ROBERT PINEO** Sure. So the receipt of that information can
3 be a triggering event?

4 **DR. JACKLYN SCHILDKRAUT:** Yes.

5 **MR. ROBERT PINEO** And if they continue to learn information in
6 dribs and drabs along the way each time they receive more information could be a
7 triggering event?

8 **DR. JACKLYN SCHILDKRAUT:** Yes, it could set back their
9 progress.

10 **MR. ROBERT PINEO** And if, for example, and this a hypothetical,
11 if a person holding the information, for example, the police force, later changes their
12 story, or changes -- you know, they have given a statement that the family members
13 relied on and then later that information changes, that change could be a triggering
14 event as well, couldn't it?

15 **DR. JACKLYN SCHILDKRAUT:** Absolutely. I hate to say that we
16 are witnessing that in our own country right now.

17 **MR. ROBERT PINEO** And just to be clear, your report isn't based
18 on the fact pattern of the Nova Scotia report, that's evident on the face of it, but that's a
19 fact; right?

20 **DR. JACKLYN SCHILDKRAUT:** That is a fact. I did not interview
21 or speak with anybody from Nova Scotia in crafting that report.

22 **MR. ROBERT PINEO** Okay. Thank you, those are my questions.

23 **DR. JACKLYN SCHILDKRAUT:** Thank you.

24 **COMMISSIONER MacDONALD:** Commissioner Stanton?

25 **COMMISSIONER STANTON:** No questions. Thank you.

26 **DR. JACKLYN SCHILDKRAUT:** Thank you.

27 **COMMISSIONER MacDONALD:** I don't know what you can see
28 on your screen, but it's Commissioner Michael MacDonald speaking to you, Doctor, and

1 I -- it falls to me to thank you, not just for your report, which was very practical,
2 insightful, instructive, and helpful for us, and we're very grateful for that, but added to
3 that of course is your attendance here today to assist us with our important work. And
4 we thank you for adding value to the report that you've presented, and providing further
5 explanations for us. So we're engaged in very difficult work, and very important work
6 nonetheless, and you've helped us significantly, so we're very grateful for that. Thank
7 you so much.

8 **DR. JACKLYN SCHILDKRAUT:** Thank you. I'm very grateful for
9 the opportunity.

10 **COMMISSIONER MacDONALD:** Thank you.

11 **COMMISSIONER STANTON:** Okay. So in our Orders in Council
12 in our mandate, we're directed to examine communications between and within the
13 RCMP, municipal police forces, and other agencies and programs, and we're also
14 directed to examine information and support provided to families, affected citizens,
15 police and communities. And so the roundtable today and both witnesses have
16 assisted us in fulfilling that part of our mandate, so thanks again to all of the -- all of the
17 attendees. They're helping us build our growing understanding, I would say, of both
18 what happened, but also, how and why it happened.

19 The Commission -- Commission Counsel have now shared all of
20 the Foundational Documents related to what happened, reflecting the Commission's
21 understanding of the facts at this time. All of these Foundational Documents, of course,
22 along with their supporting source materials, are available on the website.

23 You'll notice in the source materials a growing number of
24 supplementary reports that are reflecting new information that we're learning during the
25 proceedings and the assistance of -- with the assistance of Participants, witnesses, and
26 others. This week, Commission Counsel also shared the first two Foundational
27 Documents related to the how and the why Phase 2 part of our mandate. We've also, of
28 course, shared many commissioned reports at this point, exploring the issues set out in

1 the mandate, and we're hearing from a growing number of people at roundtables, and of
2 course, the small group sessions last week as well.

3 Of course, still much to do ahead, including hearing from senior
4 RCMP officers in the coming weeks. Your ongoing engagement and support is crucial
5 because all of us have a role to play in making our communities safer or helping to do
6 so. Thanks to the public, then, to the Participants and their counsel, to the Commission
7 team, the media, and all the people making these proceedings possible.

8 We're wrapping up our stint in Truro at this point, and we're very
9 grateful to all of the folks here in Truro who have been so kind in their assistance while
10 we've been here. We will return back in September, I believe, but in the meantime we
11 just wanted to express our gratitude to the really terrific people that have -- that have
12 worked very hard to ensure everyone had what they needed to to have these
13 proceedings go ahead here in Truro.

14 And we'll be back in the Halifax Convention Centre with roundtables
15 focussed on understanding how to address the needs of people who have been
16 affected by mass casualties on Tuesday, so we'll see you all then.

17 Take care everybody. Thank you.

18 **REGISTRAR DARLENE SUTHERLAND:** Thank you. The
19 proceedings are adjourned until June the 28th, 2022 at 9:30 a.m.

20 --- Upon adjourning at 4:58 p.m.

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CERTIFICATION

I, Sandrine Marineau-Lupien, a certified court reporter, hereby certify the foregoing pages to be an accurate transcription of my notes/records to the best of my skill and ability, and I so swear.

Je, Sandrine Marineau-Lupien, une sténographe officiel, certifie que les pages ci-hautes sont une transcription conforme de mes notes/enregistrements au meilleur de mes capacités, et je le jure.

A handwritten signature in dark ink, appearing to read 'S. Marineau-Lupien', is written over a horizontal line.

Sandrine Marineau-Lupien