

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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Halifax, Nova Scotia

--- Upon commencing on Monday, August 29, 2022 at 9:37 a.m.

COMMISSIONER MacDONALD: Bonjour et bienvenue. Hello and welcome.

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

Please join us in remembering those whose lives were taken, those who were harmed, their families, and all those affected by the April 2020 mass casualty in Nova Scotia.

One of the best ways we can honour the memories of all those people who were affected is to bring forward recommendations that can help prevent and respond to similar incidents in the future. This is what all our work is leading towards, recommendations that will help to make our communities safer.

L'une des meilleures façons d'honorer la mémoire de toutes les personnes touchées est de formuler des recommandations qui peuvent prévenir des incidents similaires et améliorer l'intervention, le cas échéant. Voilà l'objectif de nos travaux, émettre des recommandations pour renforcer la sécurité des collectivités.

Our goal is to develop recommendations that are built on everything we have learned, are informed by the perspectives of many people with different kinds of expertise and experience, that draw on recommendations from earlier inquiries and reports, including an understanding of what has worked and what has prevented progress in the past. Recommendations that are clear, pragmatic and ready to be implemented, so that people across our governments, institutions and communities can take action right away.

Today, we begin the third and final phase of our work, which is focused on potential recommendations.

Through a range of public proceedings and other kinds of consultations, we will continue to hear from Participants, experts, institutions,

1 community groups, and from you, the Canadian public, and those following this work
2 from beyond our borders.

3 We have come a long way together in the course of the
4 Commission's work. Since we began our work in early 2021 and opened public
5 proceedings in February of 2022, the Commission has shared our best understanding of
6 what happened at all 17 crime scenes involved in the mass casualty.

7 We have shared 31 Foundational Documents and over 3,000
8 supporting source materials and additional exhibits that provide extensive information
9 about what happened on and leading up to April 18th and 19th, 2020. We have shared
10 19 Commissioned Reports prepared by independent experts that focus on the related
11 issues in our mandate. We have shared more than 1,100 documents of research and
12 policy relevant to our mandate, and 20 Investigations Supplementary Reports that
13 include the results of further investigation into specific questions, events and particular
14 topics.

15 Through hundreds of hours of our investigative work and public
16 proceedings, we have conducted over 240 witness interviews, including 79 RCMP
17 members. We have learned from over 90 experts as witnesses in roundtables, gaining
18 from their experience and knowledge. And we have heard from a variety of others with
19 direct experience of the mass casualty including first responders, support services and
20 elected officials.

21 We have done this while working to meet an ambitious timeline set
22 for us by government, and while dealing with the challenges arising from COVID-19, the
23 sheer scale of information we have needed to gather and organize, and the pace,
24 unpredictability and volume of document disclosure.

25 These documents, research and public proceedings webcasts are
26 available to you on our website. They are there to help answer your questions about
27 what happened, and how and why it happened, and they are there to help inform your
28 suggestions for recommendations.

1 Thanks to the hard work of many people over many months, we
2 know we are up to this momentous task set before us. Thank you again to the
3 Participants and their counsel, to the witnesses, roundtable members, the public, the
4 media, the Commission team and all the teams who make proceedings possible.
5 Together we will continue our momentum heading into the final phase of our work.

6 We are committed to doing our utmost to ensure that the lives
7 taken and injuries suffered and all the ensuing pain will not have been in vain.

8 To honour that commitment, we must bring forward
9 recommendations that can help to improve safety for the communities most affected by
10 the mass casualty, and for all communities across Nova Scotia, Canada and beyond.

11 Although the mass casualty took place in rural communities in Nova
12 Scotia, our role as an independent joint federal and provincial inquiry means our focus
13 encompasses all of Canada. We have been looking at relevant expertise, policy and
14 lessons learned from beyond our borders, too. This inquiry is of national importance,
15 and that scope will continue to inform our approach in our final phase.

16 I will now ask Commissioner Stanton to talk more about what to
17 expect in Phase 3. Thank you.

18 **COMMISSIONER STANTON:** Thank you, Commissioner
19 MacDonald, and good morning, everyone.

20 As we shift to focus on developing recommendations, our
21 proceedings will look a little different compared to the earlier phases of our work. Some
22 activities will continue to be held in larger public venues, while others will be smaller,
23 intimate conversations with individuals and groups who will share their perspectives in
24 smaller settings.

25 We will continue to hold roundtables where experts and other
26 individuals with helpful knowledge will provide insights on relevant issues through public
27 facilitated discussions.

28 Members of the public will be able to attend in person or watch the

1 webcast of coming roundtables, which will cover contemporary community policing,
2 community safety and well-being, the structure of policing in Nova Scotia, and police
3 oversight, supervision and accountability.

4 ‘ During Phase 3 the Commission team will also be hosting two kinds
5 of Participant consultations. We will be meeting with those most affected by the mass
6 casualty to hear their views about key issues and suggestions for change. These
7 conversations will involve specific Participants, their counsel, members of the
8 Commission team and us Commissioners.

9 Transcripts will be made available for the public afterwards.

10 We will also be hearing from Participant Organizations through
11 facilitated conversations held during public proceedings, similar to the roundtables. The
12 first of these will take place this afternoon.

13 Towards the end of Phase 3, Participants will be invited to make
14 their final oral and written submissions. As before, oral submissions will take place in
15 public proceedings.

16 Members of the Commission team will be hosting a series of
17 stakeholder conversations, consultations for organizations that are not Participants.
18 This is an opportunity for these groups to share their suggestions for recommendations.
19 Sessions will cover gender-based and intimate partner violence, early childhood and
20 youth education on community safety, support services in rural communities, community
21 safety in rural communities.

22 Transcripts of these stakeholder consultations will be shared with
23 the public afterwards.

24 We'll also hear from a small number of additional witnesses as we
25 wrap up our work from earlier phases.

26 We're still on track to complete public proceedings and
27 opportunities for input by the end of September 2022 as planned. Additionally, work is
28 under way to prepare the final report, which will be completed by March 31st, 2023.

1 This additional time will allow us to adequately adapt to a number of
2 factors that have affected our progress, including the pace, unpredictability and volume
3 of document disclosures. It means we'll be able to complete the final report, which will
4 be substantial, with the care it deserves.

5 The schedule of proceedings and activities for Phase 3 is available
6 on our website. As you can see, we do still have much to do before proceedings
7 conclude at the end of September.

8 Thanks to our earlier phases, we've built a substantial evidentiary
9 foundation regarding the mass casualty's factual basis and its causes, context and
10 circumstances. Now we have the opportunity to build on those foundations and have
11 conversations about the kinds of recommendations that will make a real difference.

12 We owe it to those whose lives were taken and all those affected by
13 the mass casualty to take what we have learned and use it to help make all our
14 communities safer. We can all support this shared goal of community safety and we
15 can all be involved in helping to shape recommendations.

16 Commissioner Fitch will now speak to you about who will take part
17 in Phase 3, as well as some new tools that can assist you.

18 **COMMISSIONER FITCH:** Thank you, Commissioners Stanton and
19 MacDonald.

20 We have encouraged participation throughout our process and we
21 emphasize now that this is the last phase in which to share your thinking with the
22 Commission. As Commissioner Stanton has outlined, we have just a few more weeks
23 of public proceedings and consultations before we focus exclusively on preparing our
24 final report.

25 If you have ideas to share that can help shape our
26 recommendations, please don't wait to share them. Please speak up through one of
27 our many forums available to you.

28 We emphasize is that community safety is a shared responsibility,

1 and it's also a shared opportunity. We all have a role to play in helping to make our
2 communities safer, sharing our recommendations and then taking action to drive
3 change.

4 When all the different parts of our communities work together,
5 including first responders and public institutions, private enterprise, community groups
6 and individual community members, we can make things safer and better for
7 everyone.

8 We do not need to wait until the final report is released to live up to
9 your community potential. This is your opportunity and our call to you during this final
10 phase of the Commission's work.

11 For Participants, this is the time to reflect and share your
12 suggestions for change. You continue to be an integral part of this public inquiry, taking
13 part in everyday work and helping to build our shared understanding of what happened
14 and how and why it happened. We know many of you have already been thinking
15 about and sharing potential recommendations during your submissions to date, and we
16 look forward to hearing more in the weeks ahead as you prepare for your final written
17 and oral submissions. In particular, we encourage Participants who have been less
18 vocal up till now to please share their input. It is important we hear all of your voices,
19 including those of you representing organizations with expertise and perspectives that
20 can expand our thinking.

21 As we have said all along, you do not need to be an official
22 Participant to take part in the Commission's work. If you are part of an organization or
23 community group with relevant perspectives to share, we want to hear from you, too.
24 And of course, we want to continue to hear from individual members of the public.

25 There are a number of ways you can share your suggestions for
26 potential recommendations. You can submit your ideas online at
27 MassCasualtyCommission.ca/PublicSubmissions. You can email them to
28 info@MassCasualtyCommission.ca.

1 You can also call our team or mail us a letter. The contact details
2 are available on our website.

3 We are committed to considering all of your submissions and input
4 as we prepare the final report and recommendations. Some of your submissions may
5 be referenced or publicly shared as part of our work, including in the final report. There
6 is an option to submit your ideas anonymously, as well, if you prefer.

7 There are a number of resources and tools available to help you in
8 thinking about your suggestions for recommendations. First, please make use of the
9 extensive information and recordings of our proceedings available on our website,
10 including the Foundational Documents, Commissioned Reports and recordings of
11 roundtable discussions.

12 We have also developed a Discussion Guide summarizing the
13 kinds of issues we are exploring and asking questions to help you think about
14 recommendations. We hope this will help you as you talk about potential changes you
15 would like to see with your colleagues, with family, friends and neighbours. The
16 Discussion Guide is available on our website.

17 Soon on our website you will find a lengthy document, which we
18 refer to as the Environmental Scan of Prior Recommendations. Today, following our
19 opening remarks, Commission Counsel, Jennifer Cox, will share a presentation
20 introducing the environmental scan, which captures over 2,000 relevant
21 recommendations from earlier public inquiries and other kinds of reviews and
22 investigations. Our hope in sharing this scan is that seeing previous recommendations
23 may inspire new thinking, and also spark discussions about what has worked in the past
24 and what may have been -- what may have prevented action from being taken, so we
25 can avoid those barriers this time.

26 To recap, please remember time is running out to share your
27 suggestions for recommendations. Community safety is a responsibility we all share.
28 Regardless of the role you play in your workplace or in your community, ultimately we

1 need you to be a champion. A champion of ideas that can shape our
2 recommendations, and a champion of action by finding ways to take the
3 recommendations from the final report and help implement them in your organization
4 and your community.

5 Later today, we will be hearing from representatives from a number
6 of victim advocacy organizations as part of our Participant consultations. But first, I will
7 ask Senior Commission Counsel, Jennifer Cox, to share a presentation introducing the
8 Environmental Scan of Prior Recommendations.

9 Ms. Cox?

10 **--- ENVIRONMENTAL SCAN OF PRIOR RECOMMENDATIONS:**

11 **--- PRESENTATION BY MS. JENNIFER COX:**

12 **MS. JENNIFER COX:** Good morning, Commissioners, members of
13 the public, Participants and Counsel.

14 Before I get into the presentation with respect to the environmental
15 scan, I do have a couple of housekeeping items I need to address. Primarily as a result
16 of the late disclosure that we have had, there have been some delays in terms of getting
17 some of this information before the Commission. And the main issue right now is the
18 disclosure of a report from the death of a constable in Spiritwood, Saskatchewan that
19 was received just recently that would have been part of this environmental scan, but is
20 not part of the environmental scan because of the fact that we just received the
21 document.

22 And I think it's important for people to understand that the
23 Commission can only do their work if the information is before it. So although we would
24 like to have included it in the environmental scan, it isn't part of it, and there may be
25 other documents as well, given that they were very late disclosure.

26 So one of the things that we are going to be talking about today is
27 the Butlin Report, and that is one of the source documents here in the environmental
28 scan. This document was initially received by the Commission with the names of the

1 police officers redacted, and because of the fact that we received these document -- this
2 document with the police officers' names redacted, it impacted our ability to do the work
3 as we interviewed witnesses or had them before the Commission. So we did potentially
4 lose some opportunities to question them at that time.

5 The names were redacted or removed from the -- or blackened --
6 blackened out, is probably the best way to describe it, from the document on the basis
7 that the RCMP believed that it was irrelevant for us to know the names of the police
8 officers.

9 This has now been corrected. So today, one of the things that I will
10 be doing is asking that we tender -- because the report has already been tendered, but
11 we are now going to replace it with the document, or sorry, tender the document that
12 has now been provided to us without the names redacted. And of course, as always,
13 the Commission will take further steps to rectify or deal with this situation to see if we
14 can't find a way to overcome the fact that we might have missed opportunities to
15 question witnesses when they appeared before the Commission by going back and
16 seeing what we can do to address the situation.

17 So as I indicated, we have previously filed a document,
18 Exhibit 3649, which was the report named Independent Officer Review: Susan Olive
19 Butlin, Ernie "Junior" Duggan Complaints ("H"-Division RCMP). And as it was originally
20 produced, the names of the police officers were redacted. We are going to be
21 correcting that document and providing a new copy of the document with redactions to
22 protect the dignity of Ms. Butlin and her family. In addition, we will be tendering the new
23 document with the names of the police officers unredacted. So there will be two copies
24 of the same document in the -- and that will be part of the bundle that I'm tendering
25 today, and, like I said, that will be the document without the police officers' names -- with
26 the police officers' names included.

27 So those were a couple of my preliminary comments before I get
28 into the presentation. And as is customary, the environmental scan that I'm speaking to,

1 which is COMM0048906, we will be seeking or I am seeking to have exhibited, and as
2 well, there are a number of source documents. All of the reports that are referred to in
3 the environmental scan also are going to be exhibited.

4 So Madam Registrar, if we could have those exhibited.

5 **REGISTRAR DARLENE SUTHERLAND:** The scan will be
6 Exhibit 4461.

7 **--- EXHIBIT NO. 4461:**

8 (COMM0063226) Environmental Scan of Prior
9 Recommendations

10 **MS. JENNIFER COX:** And the accompanying documents as
11 exhibited. Thank you.

12 Commissioners?

13 So one of the things that is important I think before we get into this
14 document is to talk a little bit about what an environmental scan is. It's a tool that is
15 quite familiar to someone like me, who has done some public inquiry work in the past,
16 and it's an opportunity for us to look at the history of policy initiatives in a relevant field.

17 So how did the policies evolve? So one of the things that comes to
18 mind when I read that particular sentence is, you know, when we looked at the history of
19 gun legislation in Canada, we looked at how it evolved over time because it evolved in
20 response to what were perceived to be safety concerns and the public.

21 One of the other things we do is look at earlier approaches and
22 findings or recommendations. So in this particular document, we're looking at the
23 recommendations that are relevant to the Mass Casualty Commission, and those are in
24 the document.

25 We are looking at gaps. So of the recommendations that have
26 already been made, are there things that could have been recommended and have not
27 been recommended? Is there a missing piece to a recommendation that's there? You
28 know, it needs a little bit more fine tuning for example.

1 The other thing we want to do is gather ideas on how to make
2 improvements in the future. So what are the ideas and recommendations that we are
3 seeking to deal with this Commission. So it's to stimulate the conversation, and also
4 give you a sense of what a recommendation looks like.

5 So sources for recommendations that are in this particular report
6 are reports from commission's of inquiry; reports from government standing committees;
7 law reform commissions; commission evaluation sites, such as parliamentary
8 committees; reports of civilian review and complaints for the RCMP, so that's the body
9 that looks at complaints about RCMP officers; and things like coroner's inquests. So
10 coroner's inquest is a term that's very family to people in Ontario, but not here in Nova
11 Scotia. We have what we call fatality inquiries.

12 And these are the tools -- these recommendations are the tools that
13 we use in Canada, or one of the tools, to reform laws and policies after the -- particular
14 facts of a matter are fully considered. Public inquiries, such as this Commission, are
15 one of the many types of processes, and as I indicated, in Ontario they have things like
16 coroner's inquest. Some of these processes, too, are automatic, and some of them
17 occur when the government initiates an application for such a thing as an inquiry. So
18 you may very well recall that this Commission came to be as a result of the
19 governments deciding that they were going to call for a Commission of Inquiry. And it's
20 not only a federal inquiry, it's a provincial inquiry. So it's a joint provincial/federal
21 inquiry.

22 The particular environmental scan that's before you is not an
23 exhaustive list of all of the possible reports that exist in Canada, but it is a very
24 comprehensive document. There are 71 past reports, and as indicated by
25 Commissioner Fitch, there were over 2,000 recommendations. And the time span of
26 the report is from 1989 to 2022.

27 It captures, as I indicated earlier, recommendations that relate to
28 the Mass Casualty Commission. So not all of the recommendations of each report are

1 in there. It's only the ones that are relevant to the mandate of the Mass Casualty
2 Commission. It was prepared by the Research and Policy Team. And as I indicated,
3 it's not an exhaustive list of all of the reports.

4 Because of the fact that we've had late disclosure with respect to
5 some of this material, there may be more reports that we would add, potentially, or
6 would have considered, had we had the material at the time of offering this, but we've
7 done the best we can with what we have for now.

8 The purpose of the environmental scan is, of course, and it's being
9 presented to you now as we enter the phase, the third phase of the Commission, is to
10 assist with shaping the recommendations. And because we need to know what has
11 already been asked, you know, we don't want to reinvent the wheel, we also need to
12 know what have been implemented and what have not. So if there have been
13 recommendations made in the past, and there have been some that were made many
14 years ago, that have not been implemented, what is it that's caused them not to be
15 implemented, or vice versa, what has been implemented and why has it been
16 implemented? There are certain approaches that have worked with respect to some --
17 the implementation of some recommendations, and some have not.

18 This is a very important phase of the Commission. So this is the
19 culmination of all the hard work we've done to date, and we will be sort of looking at sort
20 of getting these clear actionable recommendations coming out of this Commission in
21 memory of all of those who have lost their lives in this tragedy. And we want to be able
22 to breath life into those recommendations with clear strong recommendations.

23 And, you know, I'm a personal example of recommendations
24 coming to light. So in 1989, the Royal Commission on the Donald Marshall Jr.
25 prosecution recommended that governments fund a special initiative at Dalhousie Law
26 School to increase the number of Indigenous and Black law students, and I'm one of the
27 Indigenous lawyers who graduated from Dalhousie Law School in 1994 as a result of
28 this initiative. So 27 years later, I stand before you as a result of one of those

1 recommendations.

2 Who can use the environmental scan? So this document is -- has
3 got a lot of purposes because a public inquiry or commission such as this is a different
4 process that most people are not very used to. So for the Participants, those of you
5 who are Participants, we will be asking you to make final written and oral submissions,
6 and we're hoping that this will assist you to narrow down or focus your
7 recommendations.

8 The institutions and groups, so people who are representing public
9 institutions, advocacy groups, and community-based organizations who are not
10 participants but have expertise or perspectives, we also want to encourage you to
11 review and provide input on this.

12 The public. The Commission is also inviting members of the public
13 to make suggestions for recommendations. And the scan is a resource that may help
14 communities, policy makers, and others to understand the history of relevant findings
15 and recommendations.

16 And then finally, the Commissioners. So the Commissioners are
17 going to want to know what has been recommended in the past, why it was
18 recommended, the facts that supported that -- those recommendations, and they'll want
19 to take that into consideration.

20 I think it's important for people to really understand that because
21 this is a unique process, and because this is a process that I've now been involved in, --
22 this is my third public inquiry, I do know that it's a little bit different for people, including
23 lawyers. So an environmental scan or a document like this will give you a real heads up
24 in terms of how to make recommendations and how to make those submissions. So
25 people assume that we, as lawyers, know everything about the law, but the reality is, if
26 you've not done a public inquiry before, you're willing not that familiar, or a coroner's
27 inquest, you're really not familiar with what recommendations look like or what past
28 processes have happened, unless you're usually right involved in it.

1 So the structure of the environmental scan categorizes the
2 recommendations into five main areas based on the Commission's mandate. And the
3 Commission's mandate, of course, is the Order in Council that sets out what we are to
4 look at as part of the Commission's marching orders. Police oversight and training. So
5 there's five different areas: police oversight and training; preparation and culture;
6 communications among and within law enforcement agencies; communications with
7 community; contemptuous response to victims and community engagement and
8 emergency alerts; mass casualty events and gender-based and intimate partner
9 violence.

10 So when you look through the scan, you see a brief summary of the
11 background on the mandate of each one of the reports, the 71 reports that are
12 mentioned, and then it goes into the recommendations that are relevant to the
13 Commission's mandate.

14 There are some edits in the report with respect to the text of the
15 recommendations just to make it a little bit more concise or clear. And in some cases,
16 there is conversations in the report about whether the recommendations were
17 implemented, and in some instances, and I can remember some of the comments with
18 respect to the Aboriginal Justice Inquiry in Manitoba, a lot of the recommendations
19 made from that Commission were not implemented, much to the dismay of the former
20 Commissioner, the Honourable Murray Sinclair.

21 One of the things too, and again, as Commissioner Fitch has
22 mentioned, we have a discussion guide that is now going to be up on the website, this is
23 to assist you to work through this phase. It summarizes the key issues that we are
24 exploring, what the Commission -- and what the Commission has learned, and it
25 includes some questions to help you get started again because, you know, if you ask
26 yourself from questions in the right areas, you might very well, as you ask the question,
27 come up with a recommendation. And the environmental scan, which sets out the prior
28 recommendations, and the discussion guide, should help you come together with some

1 questions that would be some sort of form of a recommendation.

2 As I work through this particular presentation, and bear with me,
3 because it is a long document, it's not realistic for me to go through each report and
4 each set of recommendations on the time frame, and quite frankly, I'll spare you and me
5 the pain of such.

6 However, there is an -- it's important for you to sort of understand
7 the flavour of what is here so that you have a sense of what it is you need to look for in
8 the document.

9 Each of the topics it covers on how the mandate is part of what I
10 will talk about. So those five topics that I just indicated, the kinds of questions these
11 prior recommendations can help us think about. So I will talk a little bit about the types
12 of questions we might want to ask ourselves in those particular areas, themes and
13 patterns that emerge across the recommendations from the different reports and what
14 this might mean for future recommendations, and which recommendations address the
15 culture and structure of law enforcement and public institutions versus those that
16 address the day-to-day function of these bodies.

17 So the culture and structure of law enforcement, another word for
18 that you'll often hear is governance.

19 So sometimes there are buzz words or words we use regularly in
20 these areas, but they might not mean something to the average person. And one of the
21 things I often find people don't know is what governance is. Governance is the -- you
22 know, what are the rules and the structure in place to affect the organization?

23 So the first area is police oversight, training, preparation, and
24 culture. And again, the reason that this is part of the environmental scan is because of
25 the Order in Council and the marching orders or the rules that the Commissioners are --
26 the issues that the Commissioners are supposed to be considering. So that is the
27 responses of police, including the Royal Canadian Mounted Police and municipal police
28 forces, and police operations, including operational tactics, response decision-making

1 and supervision, policies with respect to gender-based and intimate partner violence,
2 active shooter incidents, police vehicles and equipment and reports of prohibited
3 firearms. These are some of the themes that are addressed in this section and, again,
4 these are the rules with respect to the Orders in Council, which is the document that
5 said here's the rules for the Commission.

6 In the police oversight, training and preparation and culture, there
7 are a number of reports, and I'm not going to read or discuss all of them. The next
8 three slides outlines those 22 reports and those that have recommended improvements,
9 particularly in the area of police oversight, although a lot of these reports overlap in
10 different areas.

11 There are a broad range of reports, and I think that's really helpful
12 for people to see that not only are there many reports with respect to Nova Scotia, but
13 there's reports from Canada, the federal government level and then other parts of
14 Canada.

15 Some of these reports, such as the Royal Commission in the
16 Donald Marshall, Jr. Prosecution from 1989, that's now 33 years old, so we have had
17 reports that talk about police oversight and some of the training needs of the police for
18 some time. We also have different processes, so in this list it shows you that some of
19 these are commissions of inquiry, some of them are coroners' investigations and some
20 of them are just federal commissions that have been put together either at
21 Parliamentary committees or other.

22 So I think what's interesting, too, when you look at these reports is
23 the types -- different types of processes. And you know, we're now in a Commission of
24 Inquiry. We have had fatality inquiries. But one of the other things that struck me when
25 I reviewed this report was the report from the Missing and -- independent civilian review
26 into Missing Person Investigations, the Toronto Police Services Board.

27 So that was a process where the Toronto Police Services Board
28 hired retired Justice Gloria Epstein to review the deaths of the eight men who were the

1 victims of Mr. McArthur in the Toronto Gay Village area, and Justice Epstein reviewed
2 all the files and indicated where the missteps perhaps were, among other things.

3 And that just gives you an idea that there are so many different
4 processes that can exist across Canada and there are different ways that these
5 recommendations come to light. But there are also a lot of similarities when you review
6 these documents.

7 The environmental scan has done a really nice job of summarizing
8 the reports, so it's actually a fairly easy read in terms of understanding the material.

9 The other thing is, you know, we look at things like from the
10 Braidwood Commission, so much of us are familiar with the death of Robert Dziekanski
11 at the Vancouver International Airport back in 2010.

12 We also look at things like the review of the Yukon's Police Force in
13 2012, and then here in Nova Scotia, we recently had the Nova Scotia Human Rights
14 Commission Streets Checks, so that's where the individuals -- the police behaviour with
15 respect to African-Nova Scotian in particular and indigenous or under-represented
16 people were the subject of the Human Rights Commission oversight, which is a different
17 process, but has done a lot of work in terms of trying to breathe life into the event to the
18 issue of individuals being improperly detained or questioned by the police in the Halifax
19 Regional area.

20 So police oversight is a term that you hear often but it also, again,
21 is probably something that most people wouldn't necessarily understand. I think about it
22 as sort of big brother. Who is looking at what the police are doing and making sure that
23 they're doing what they're supposed to be doing? Either they're following their own
24 rules or they're actually looking at implementing recommendations.

25 So the definition here in this particular document, which is taken
26 from the Toronto Police Services Board in 2012 Relating to the G20 Summit involves --
27 police oversight involves:

28 "...governance, which includes responsibility for

1 developing the framework [so the rules] within which
2 policing decisions and actions will take place and
3 which ensures that the police fulfills its function under
4 the law while respecting community norms; and
5 accountability, whereby the conduct of police is
6 reviewed and evaluated against those frameworks
7 and norms.”

8 And police culture is the officers -- officers' values and behaviours.

9 And you'll note in the corner there's a quote from the Toronto Police
10 Service Encounters with People in Crisis:

11 “[Culture] eats training’ and that while formal training
12 of officers is relatively short, the culture of policing
13 surrounds officers at all times.”

14 And I think that's a really important quote because it gives you a
15 sense of how difficult it is to simply implement training policies and procedures unless
16 the culture, so all of those folks that are involved in the day-to-day operations of a police
17 force, embrace the changes that are being suggested.

18 Most of the literature shows that values and behaviours exhibited
19 by police in practice do not reflect or even challenge official police organization values
20 or narratives. There's a difference, basically, between the practical reality of what
21 happens on the street and what's on paper.

22 So again, you know, looking at the culture, how can we change the
23 culture if there are difficulties?

24 We have several reports that are in this material that explain police
25 culture or the Commission's reports that have been already tendered and before the
26 roundtables, including Campeau, Goold, Loftus and Souhami, all posted on our website,
27 and we will have more of these, but the police culture, I think, is something that is really
28 important and something that people are going to need to pay attention to.

1 So some of the potential questions we might look at in this
2 particular area if you're considering suggestions for recommendations related to police
3 oversight, training, preparation and culture, is change required to our current structure
4 and approach to policing. If so, what changes could work?

5 So we remember that here in Nova Scotia, we do have more than
6 one type of policing. We have the RCMP and we do have municipal police forces
7 across the province. So are there changes required to that structure? What are the
8 tasks that police services are well equipped to do? Are they well equipped to respond
9 to crisis calls or are there other people that are better equipped to do that. Are there
10 some tasks they are presently doing that could be better done by others? What are the
11 steps that should be taken to improve how police services with other agencies, so are
12 they talking with each other, are they speaking to the other agencies, are they, you
13 know, coordinating their activities whether it's with other police forces, whether it's with
14 the hospital?

15 And as you look at some of these reports, particularly I can think of
16 the one that comes to mind immediately is the Hyde report here from Nova Scotia. One
17 of the difficulties that happened during Mr. Hyde's time in custody where he passed
18 away was the communication between the hospitals, the police and the detention or the
19 corrections folks was not adequate and the information was not being passed back and
20 forth. And we'll see that time and time again.

21 One of the other -- another question would be, how can we
22 consider the needs of vulnerable or marginalized individuals and communities in
23 designing and implementing police reform.

24 So we do need to be mindful that there are -- is an impact,
25 potentially, on marginalized individuals when we look at police reform because they're
26 not well represented within the force, to start with, and when we look at things like the
27 street checks, they have obviously had a fair bit of policing that's probably been
28 inappropriate for some time. So we have to be mindful of how those policies and

1 procedures, anything that's recommended has an impact on those as well.

2 With respect to police oversight, training, preparation and culture,
3 the more questions. What resources do the police need? What are the strategies that
4 help keep rural communities safe, welcoming and inclusive places for everyone?

5 So thinking about where we live and what are the things that look
6 like safety to us and what are the things that look unsafe to us.

7 I think it's probably clear, you know, to most of us that we live in a
8 province that isn't necessarily as well off as perhaps other parts of Canada, so what are
9 the strategies that we have learned? What's the resourcefulness that we have here in
10 Nova Scotia, and particularly in rural Nova Scotia that help us to keep safe?

11 What do police services need to do or understand better to
12 contribute to community safety in rural areas. So is there something missing from the
13 dialogue with the police services where they are not understanding what the needs of
14 the safety -- the community safety is in the rural area?

15 And finally the good news stories. So are there initiatives that you
16 were either involved in or aware of that are designed to improve community safety since
17 the mass casualty? So has there been anything that you've seen or heard that
18 suggests, "Hey, there's a good idea," or, "Here's something that's working"?

19 So community policing is one of the recommendations. That is very
20 consistent with a lot of the recommendations, the Aboriginal Justice Inquiry in Manitoba,
21 as well as the Sharing Common Ground Review of Yukon's Police Force in 2011.

22 It's important -- and I mean, this is something that came across
23 loud and clear when I worked on the National Inquiry into Missing and Murdered
24 Indigenous Women and Girls, relationship building is very, very important. If we don't
25 know one another, we're not going to be able to work together very well.

26 So if police don't know the community and the community doesn't
27 know them, it's very difficult for the police to understand what their priorities should be,
28 and it's also important for the police to know who the informal networks or leaders might

1 be. Who should they be speaking to to find out more information? And the same goes
2 for the community. If the police are not known to the community members, then it's very
3 likely that there might be some trust problems or a lack of reaching out that should take
4 place. So again, that communication that comes from that relationship building or that
5 community policing strategy.

6 Police communications within the agency itself. And I think one of
7 the things that struck me when I reviewed this Report was the federal Task Force on
8 Governance and Cultural Change in 2007, there were very significant recommendations
9 with respect to the governance of the RCMP and some really specific recommendations
10 with respect to public affairs and communicating. So these things have been in place
11 for some time, and although communication within the agency itself is a problem,
12 there's also problems with companion agencies, so other police forces or other service
13 providers. And if you look through the other reports, so the MacNeil Report from 2014
14 with respect to the Moncton shooting, you know, very common that there were some
15 difficulties communicating. Critical information that would have been helpful to people
16 to properly understand what was happening around them or what was before them was
17 not provided or not accessible, and it may very well have been helpful at the time.

18 And again, as I mentioned with Mr. Hyde, one of the things that was
19 noted in Justice Derrick's report was that his information with respect to his past mental
20 health difficulties and some of the medical issues he presented with, there was
21 misunderstandings all along the way and Mr. Hyde passed away in custody as a result,
22 primarily, of the fact that that information wasn't necessarily going back and forth.

23 And communication with the public is very much a part of the
24 themes in these reports as well.

25 So these are things that have already been spoken to and will be
26 very important for us to take into consideration and for you to take into consideration as
27 we look at this phase.

28 Education and preparedness. So it's pretty clear that police officers

1 need training, but what is it that they need training in? So police training needs to be
2 current, so up to date is how we got the best techniques, and are we also following a
3 legislative requirement? So in Nova Scotia, we have the *Police Act* and in most parts of
4 Canada, there is legislation with respect to the basic standards of policing. But is there
5 a mechanism to review? To make sure the training is meeting those obligations? Is
6 there opportunities to recruit people from different places? Is there training being
7 provided in the policing environment?

8 So we see the need for training because people don't understand
9 the systems they're working within, for example.

10 I think it's pretty clear to us that, you know, during this Commission,
11 there were some difficulties utilizing some of the tools that perhaps were available
12 because there was a lack of understanding of how to work those tools.

13 So it could be education with respect to how do you respond to a
14 crisis, mental health wise. Could it be, you know, using technology, such as radios?
15 There's a whole bunch of different pieces here, but making sure that people have the
16 training and education that they need to do the work is important.

17 If we look at the Ipperwash Inquiry from 2007, one of the things that
18 was suggested was that there be third party evaluations of the Framework for Police
19 Preparedness and Aboriginal Critical Incidents and Aboriginal Relations Team. So that
20 talks about how some of the policies and procedures that are in place need to be
21 collaborative. So in other words, you can put policies and procedures in place, but if
22 you don't know or have good relationships with those who are in receipt of those
23 policies and procedures, it might not be a good idea or they may not work very well.

24 The other thing that is interesting is that police studies and law
25 enforcement related course -- so people often take some sort of education before going
26 into the policing career, whether they take it in university or in community college levels.
27 They often take some sort of training. And the idea would be that there would be more
28 opportunities for training in those particular -- like, better opportunities to address the

1 curriculum at that level. So before they even become police. And again, the Broken
2 Dreams Broken Lives report, so the Merlo Davidson Settlement Agreement in 2020
3 talks a little bit about training experts being retained from the outside.

4 Police officers being recruited. So this is a really important piece.
5 You know, and this also stems to the Royal Commission on the Donald Marshall Jr.
6 prosecution from 1989 here in Nova Scotia. You know, one of the recommendations of
7 that report was to include more diverse members of the community.

8 So in policing, you know, there was sort of traditional places where
9 you would draw people from, but looking at other educational programs, such as social
10 work or others, that might be sort of an underrecruited group, and that having a more
11 collaborative team, if you have people from those groups. And of course, this is in
12 response to the Public Encounters with People in Crisis in 2014. So creating members
13 of the police force that have a different skill set.

14 The selection criteria. So whether the selection criteria should be
15 standardized. So when you become a lawyer in Nova Scotia, or in other parts of
16 Canada, you have to go through a process of meeting a certain standard of criteria to
17 have a license. So should there be something like that?

18 And then some of the barriers. So there is a requirement of a level
19 of two years of post-secondary education to apply to the RCMP, but is that a barrier to
20 good applicants? Is there another way to overcome that criteria to meet that
21 requirement? Is two years of post-secondary education the only way to get some
22 previous experience that's relevant to the work of a police officer?

23 Considering how police are recruited, again, as I just mentioned,
24 the applications from diverse groups, including women, LGBTQ2S people, and
25 racialized communities, it's important that the police officers that are policing the
26 community reflect the community they serve.

27 You know, we've seen this as far back as 1989 in the Donald
28 Marshall Jr. Royal Commission. At the end of the day, if you don't know the community

1 and you don't have those relationships, you have those biases, then you're not able to
2 really communicate, it would be my view, how I would communicate that to you.

3 So in-stream training is the next theme. So what type of training is
4 needed for the police in -- while they're in the policing role? Like, updating the content
5 and the curriculum. And I think most people know, but here in Canada, most people
6 receive police training either at the police college. Well, so here in Nova Scotia, it's at
7 the Holland College in Prince Edward Island for most of the municipal police forces in
8 Nova Scotia, Prince Edward Island and New Brunswick, or the RCMP Depot. And most
9 police officers, at one point anyway, also had a prior post secondary or community
10 college level education before entering. So again, improving the training before and
11 during that process.

12 Reassess of the use of force might be one of the recommendations
13 that we would look at in the areas. And use of force is a term that we're hearing more
14 and more, and I think more people are understanding that, you know, it's something that
15 -- how the police respond to a situation, it's becoming more of a routine word, but you
16 know, we understand use of force to be things like the taser, the firearms or the physical
17 restraint tactics that police might use, and how the police respond to a situation. And
18 what policies and procedures that help them to know how to respond can mean the life
19 and death of an individual they are responding to.

20 We do have multiple examples here in Canada where people have
21 died while in custody, and some of the reasons for that was the type of force that was
22 used to detain the individuals. If there was an improvement in the use of force, there
23 would be both community safety and public confidence improvements in the system.

24 Diversity polices, I talked a little about that already, but the policies
25 also with respect to the data that's being collected during the processes, so race-based
26 and other demographic data so that can be some understanding systemically of what is
27 going on and some of the policies and processes that are needing amendment to
28 address underrepresented individuals.

1 We think about the death of Victoria Rose Paul, that's a situation
2 where an Indigenous woman died in police custody of a stroke. And the individuals who
3 were involved, either in the cells or the police that were involved, really failed to
4 appreciate that she was in medical distress and just made assumptions based on race
5 that she was intoxicated and just sleeping it off. So there's an example of a situation
6 where there was a recommendation that there be more cultural sensitivity and
7 awareness. Had they had a proper relationship with Ms. Paul or members of the
8 Indigenous Mi'kmaq community in the Truro area, they probably would have had a
9 better appreciation of the fact that she was in medical distress.

10 And for example, the Broken Dreams and Broken Lives Report
11 from the Merlo Division [sic] Settlement, it talks about, again, the external folks being
12 appointed to look at the modern police force and promoting positive training that
13 addresses the issues of harassment and discrimination. And that's from 2020. So this
14 is a very recent example of some of these policies and procedures that are being still
15 recommended in terms of inclusiveness of people of diverse backgrounds.

16 There's a suggestion with respect to a National Police College to
17 provide preparation and training for police -- modern, professional and bias-free
18 policing. So that -- you know, there is a whole new type of training addressed.

19 Then, ensuring Indigenous communities have direct input into their
20 police services and structure from the Routley Report, which was in 2022. Again, a very
21 recent report, but I think as you look at the reports or you look at the information, you
22 can see that if there isn't good communication there isn't a one slice fits all answer to
23 how to develop a policing strategy for Community X in Nova Scotia and Community Y in
24 British Columbia, and even Indigenous communities vary across the country. So it's
25 really important that you have those relationships and you understand how to engage
26 the community, find the helpers, and also identify priorities that make some sense.

27 Police oversight, training, preparation and culture, establishing
28 formal mechanisms for accountability, both within the police force and to the public. So

1 are there tools in place to make sure that the police officers do the work they're
2 supposed to do within the force, and also, are there -- you know, so are they doing, are
3 they taking the right reports, are they doing the things they need to do, but are there
4 also things that make them respond or coordinate their work with the public.

5 And the quote on the side here is:

6 "In order for citizens to have confidence in their
7 police, they must have confidence in those who
8 ensure [the] accountability of police to the public.'

9 Rebuilding the Trust [of the] Federal Task Force on
10 Governance and Cultural Change in...(2007)"

11 And that's the one that I mentioned earlier.

12 So 2007, they were talking about what it is that needs to happen in
13 terms of the oversight and confidence that is necessary -- the transparency that builds
14 the confidence that is necessary for trust. . So there's a suggestion in the 1991
15 Aboriginal Justice Inquiry of Manitoba, so you know, that's a long time ago, that they
16 implemented -- the RCMP instituted a process similar to the Ontario Office of the Public
17 Complaints Commissioner. So that's an example of a recommendation where there
18 was a process that was identified that seemed to be working well, so the
19 Commissioners recommended that the RCMP also adopt a process that seemed to be
20 working well.

21 The next one is the street checks. Establishing a committee
22 consisting of community members, police officers, and government stakeholders to
23 study the strength and integrity of the current police complaints process.

24 So in that particular situation, it was an -- you know, the Nova
25 Scotia Human Rights Commission brought that report forward with respect to street
26 checks, but there could have been complaints being made by the communities if they
27 had understood the process and felt that the process was something they could trust.
28 So the idea there is to build a process that people will actually trust and use because

1 that's the oversight available.

2 One other one, the Government of Canada clarify and strengthen
3 the mandate of the independence and efficacy of the Civilian Review and Complaints
4 Commission for the Royal Canadian Mounted Police. And again, that's from 2021.
5 That is the main board or place that you go when you have complaints with respect to
6 the RCMP, the Civilian Review and Complaints Commission, and there are lots of
7 conversations in this report about that particular review mechanism and how it may
8 need some modifications.

9 And the laws on Civilian and Police Oversight body should be set
10 out in statute and regulations. So what does that mean? Well, if there are rules that are
11 in, like for example, you can't drive a vehicle while you're impaired, that's in a statute so
12 there's something that can be enforced so the police can -- or others can be required to
13 follow up on. But if it's not in a statute or some sort of rule, then it makes it more difficult
14 to enforce. So that's one of the things that we have to think about as we look at this,
15 what can be enforced?

16 Some of the things that have been also recommended is the
17 response and accountability mechanisms be put in place at the senior officer level. So
18 officers monitor continuously the progress of any sensitive and large-scale
19 investigations to assure the public, transparency, effectiveness and impartiality.

20 And another one that's been recommended, and this comes from
21 the 2017 Civilian Review and Complaints Commission, is section, and this is a very
22 specific example, section 2.2.4 of the National Headquarters Operational Manual,
23 Chapter 2.4:

24 "...enhance [community] -- enhance accountability by
25 requiring members who do not obtain victim and
26 witness statements to document the reasons they
27 were not obtained."

28 This is an important observation. If there was a complaint made,

1 but there was no statement taken, there's no way of knowing why that happened. If we
2 have people coming forward regularly and not giving statements or victim impact
3 statements, then we need to know what the system's doing that's making that not
4 happen. So if we don't record the reasons we don't know why those things did not
5 happen.

6 Establish a clear understanding of the roles and responsibilities in
7 policing. I think it's fairly clear from, particularly this Commission, that interoperability
8 and how things work in an active situation, who is responsible for what is really
9 important. And the more complex the police response is, the more clarity,
10 understanding of whose role is what is very important, and that is noted in 2007,
11 "Rebuilding the Trust, Federal Task Force on Governance and Cultural Change in the
12 RCMP."

13 The suggestion in the 2015 RCMP Security Posture Parliament Hill,
14 October 22, 2014, that there be scenario-based training, so practising, you know, the
15 work of the operations, not just talking about them but actually actively practising. And
16 you probably remember one of the talks -- one of the witnesses for the radio panel that I
17 remember talked about muscle memory. So learning how to automatically do certain
18 things, and you can only do that with practice.

19 And then finally the note here is the Missing and Mised
20 Independent Civilian Review from 2021, how police communicate with families. There's
21 a clear point of contact and a clear idea for the expectations of that role, making sure --
22 that's a very, very fundamental role, as we see here in this Commission; what
23 information is needed by the individuals who are the family members of the missing or
24 murdered folks, and how can we best get that information to them and the times that we
25 can reasonably expect.

26 I think because I've had the opportunity of speaking to many
27 murdered and missing families, I really resonate with the importance of making sure that
28 that is a role that is well-defined and well-supported.

1 Addressing concerns related to police disclosure. Unfortunately, a
2 pattern of late disclosure is something that you see in these reports. So if you look at
3 the Braidwood Commission from the death of Robert Dziekanski, three weeks after the
4 public hearings ended in that Commission, and before oral submissions were to start,
5 the Federal Department of Justice disclosed to the Commission an email between
6 senior RCMP members. It did not -- it did not delay the Commission's work, but it was,
7 you know, very inappropriate and it was described as "Appalling"; so that was in 2010.

8 Then we look in the course of the Independent Civilian Review
9 matters related to the G20 summit. Access to documents were given by the Toronto
10 Police Service and the Toronto Police Service Board, but the RCMP did not agree to
11 produce documents to the review until nine months after the request.

12 With respect to the Colten Boushie matter, so that was the
13 complaint and public interest investigation into the RCMP investigation of Colten
14 Boushie. The RCMP was slow to provide the requested material, and, more
15 significantly, the RCMP had destroyed recordings and transcripts of telephone calls and
16 radio communications two years after their creation after deciding they had no
17 evidentiary value. And that's correlating a little bit with what we've experienced with this
18 Commission, the material that was provided to us in relation to Ms. Butlin, the police
19 officers' names were removed for being unilaterally decided as irrelevant to the work of
20 the Commission.

21 So this is something that has been a process that has a consistent
22 pattern and has an impact on things like this Commission. So it's important, I think, that
23 it's not lost that this issue get overcome because in a two-year mandate -- so this
24 Commission has no choice but to provide reports and documents based on the Orders
25 in Council. If we don't have the material until the last minute or well after the process, it
26 makes it very difficult for the Commission to really be inquisitorial and really come up
27 with recommendations that are meaningful.

28 Reconsider how policing is structured and delivered. This goes

1 back to the Federal Task Force of 2007 and the Broken Dreams, Broken Lives Report
2 from 2020.

3 The structure and governance of the policing has been an ongoing
4 conversation. So how does the RCMP decide who does what, when, and how is it
5 funded? These conversations have been going on for so long that it's really important
6 that we really think about this particular piece because, at the end of the day, there are
7 different pieces to it and it's quite complex. But as the 2007 report points out, the
8 Treasury Board policies and funding are also part of the difficulties with respect to how
9 the RCMP configures itself and some of the applicable policies -- so human resources
10 policies, for example, can really tie up the RCMP's ability to do their work in a timely
11 manner; i.e., hire new staff, for example.

12 So there's a lot of really sort of good things in that material, and
13 again, it's been going on for some time, so it's important that we perhaps have a look at
14 that.

15 Communications among and within law enforcement agencies, and
16 communications with community contemporaneous response to victims and community,
17 and emergency alerts.

18 So again, these are all things that come from the Order in Council
19 because the Mass Casualty Commission was to examine communications with the
20 public during and after the event, including the appropriate use of the public alerting
21 system established under the Alert Ready program; information and support provided
22 to the families of victims, affected citizens, personal -- police personnel and the
23 community; and whether the Alert Ready program was -- why the Alert Ready program
24 was not used during the events of 18th and 19th. And, again, what I said earlier, the
25 Order in Council is the marching orders or the rules of what the Commission has to
26 follow.

27 A number of the reports that are here listed talk about this particular
28 area. So, again, there's a broad range, and you'll see the first date is 1999, the sexual

1 assaults of the Toronto Police Service; the Ipperwash Inquiry from 2007; the Kaufman
2 Commission; the inquest in to the death of Jonathan Yeo from 1992; Bernardo, 1996;
3 the Maher Arar Inquiry, which is something that most of us are familiar with; the Missing
4 Women's Commission from British Columbia in 2012. And there are other reports that
5 speak to the communications among and within law enforcement agencies and some of
6 the difficulties those pose.

7 Interoperability is one of the terms that we've talked about a lot, but
8 it's basically how different police services and other public agencies work together
9 within the same or adjacent jurisdictions. How do we best work together in a time of
10 crisis and communicate the information we have, to what information needs to be
11 shared, how do we share it, and what are the barriers to that information or -- being
12 shared.

13 So here are the potential questions:

14 How can we ensure that the community members received the
15 information they need to stay safe during an emergency? What's the beset way to
16 communicate that information? It may be very different, depending on the community
17 that you're policing.

18 What is the role of public aid education and ensuring emergency
19 public communications produce the desired result of increased safety?

20 How can we consider the needs of vulnerable and marginalized
21 individuals and communities designed -- in designing and implementing these systems?
22 Again, if we're looking at vulnerable and marginalized individuals, they may have a
23 different way of communicating important information, and it's important to ask them.
24 Go out and ask them, "What works for you?"

25 What kinds of supports do individuals, families, first and secondary
26 responders, and communities affected by mass casualty need? I think it's pretty clear
27 to us that we know there's support needed, but what does that look like?

28 What role should communities and governments play in designing

1 and delivering these supports? What role can individuals play?

2 Implement continued -- so the recommendation is; implement
3 continued upgraded training based on external reviews. We've talked about this a little
4 bit already but ultimately making sure that police officers are given a wide range of
5 skillsets and that they're -- the people who are training them are also properly trained.
6 That there's mandatory, ongoing experimental -- experiential and interactive training.
7 So, again, hands-on. And these things occur in many of the reports repeatedly, so
8 when you read this document, the Environmental Scan, it will be pretty clear, I think, at
9 times, what some of these common recommendations are, and how maybe we would
10 think of this Commission and some of the recommendations that would apply.

11 Foster cooperative police investigations, so working with other
12 police officers. The review of the investigation of sexual assaults, Toronto Police
13 Services, the Chief of Police develop a written protocol, so what are the rules detailing
14 the circumstances in which a general warning should be given to the public that a
15 suspected serial sexual predator is active.

16 Community consultation should take place in the preparation of this
17 directive. How is it best to get the information out that there is potentially a sexual
18 predator in -- a serial sexual predator out in the community? It's important to figure out
19 what the best way is to do that. But the Chief of Police probably who, you know, is most
20 familiar, or hopefully most familiar with the community, would be the person that
21 perhaps would be able to articulate what that -- what the rules should be.

22 One of the other things would be the Director of Police Services
23 consult with the BC Association of Police Chiefs and the RCMP to create a protocol or
24 framework for multi-jurisdictional major case investigations to ensure timely and
25 seamless implementation of multi-agency teams for the provision of an independent
26 panel to resolve disputes regarding when the protocol should be triggered.

27 So internally, there can be, as we see, sometimes disputes with
28 respect to how and when to use certain things.

1 And then when we look at Bernardo, it says the officers should
2 conduct major searches -- should be selected based on their experience and expertise
3 with an effort to combine officers and other persons selected to assist them with
4 different perspectives. A second team of searchers should be sent in after the first
5 group has exhausted all apparent possibilities.

6 That second set of eyes, we all talk about that, you know. We want
7 to have that sober second thought or that second set of eyes. It's always a great idea to
8 have people from different perspectives.

9 How police investigations take place, the Kaufman investigation.
10 Investigating officers should not attain an elevated standing in an investigation through
11 acquiring or pursuing the best suspect or lead. This promotes competition between the
12 investigative teams.

13 Again, something that probably wasn't meant to cause that
14 problem, but it eventually did through time that there was the best suspect or lead, and
15 that means that, you know, potentially people can develop what they call tunnel vision
16 or focus on the wrong person and forget or overlook other important evidence.

17 And you know, with Maher Arar, the cooperative operations in a
18 national security investigations, obviously very complex things going on at the national
19 level, especially with international matters, so communication with all of those various
20 agencies. And as we see with this Commission, communicating with people like
21 Canada Border Services Agency and all of the other police forces involved, it's
22 important that that information is available to everybody at every point in time.

23 The build community relationships. Police forces work with local
24 communities to develop communication strategies. That's the Forsaken: Missing
25 Women Commission of 2012.

26 The ability of police officers to develop and maintain community
27 relationships. So depending on who you're policing, it may take more and different skill
28 sets to build those relationships and you must put the time into it in order to be able to

1 communicate with people of different backgrounds and different experiences, whatever
2 those might be.

3 The RCMP should continue to expand upon social context training,
4 which is necessary to be able to conduct efficient investigations while ensuring fairness
5 to individuals and communities. This is the Maher Arar. And commitment to change is
6 required from the police and law enforcement communities in the Ontario government
7 and from the community at large. And that's from the Bernardo Investigation.

8 I think I've made it pretty clear that sometimes communication is
9 done in different ways, but from personal experience and working as a staff lawyer with
10 Nova Scotia Legal Aid, sometimes the fact that I was from the Mi'kmaq community
11 really helped us communicate with some of the individuals that were in the community
12 because I would know who to contact. And it might not be the traditional phone call. It
13 might be me calling somebody else and then them Facebook messaging and then
14 somebody else Snapchatting, and eventually I would find that person, but I had the tools
15 and knowhow to know how to build that. I had enough of a relationship with the
16 community to be able to find the information I needed, so it's important because if you
17 don't develop that time and put that effort into that relationship, you aren't necessarily
18 able to communicate effectively as much as you think you might be able to.

19 The case management systems is an important piece here, so this
20 is update and maintain the case management systems. This is the -- basically the
21 brains of the police operations in terms of where all of the information is stored and how
22 it's stored.

23 So it's really important that it only -- it also -- it serves the force that
24 it's been developed for, but that it also has the ability to work with others. If we're going
25 to have different systems in place and they can't talk to each other, they're not very
26 helpful.

27 And as you look through the reports, there's lots and lots of
28 situations where people in the same force did not know the information or individuals in

1 one force did not speak to another force. So it's really important that there is some real
2 sort of change with respect to the way recordkeeping is done and that there's a failsafe,
3 essentially in the system to make sure that information is being communicated.

4 And Commissioners, I think this would probably be a good time to
5 take a brief break, if that's okay.

6 **COMMISSIONER MacDONALD:** Right. Thank you so much.

7 We'll take 15 minutes.

8 **REGISTRAR DARLENE SUTHERLAND:** Thank you.

9 The proceedings are now on break and will resume at 11:15.

10 --- Upon breaking at 10: 57 a.m.

11 --- Upon resuming at 11:23 a.m.

12 **REGISTRAR DARLENE SUTHERLAND:** Welcome back. The
13 proceedings are again in session.

14 **COMMISSIONER MacDONALD:** Thank you.

15 Ms. Cox?

16 **MS. JENNIFER COX:** So thank you, Commissioners.

17 The next thing that we're going to talk about is the active shooter
18 incidents.

19 Oh, and before I get to that, I have a couple of housekeeping
20 things. Apparently I made some mistakes with respect to numbers and the exhibits, so
21 if you can just humour me for a minute?

22 The report with respect to Ms. Bultin, that was Exhibit 3649. It was
23 COMM number 0048906 for the purposes -- it's now 8906 for the purposes of the
24 record.

25 And the scan, so the environmental scan, apparently, I gave you
26 the wrong COMM number as well. That is 0063226 and not 48906.

27 **COMMISSIONER MacDONALD:** Thank you.

28 **MS. JENNIFER COX:** So I'll move on to the active shooter

1 incidents.

2 Again, this is something that comes from the Order in Council. So
3 this is part of what the Commission has been mandated to do by their marching orders,
4 to examine police policies, procedures, and training in respect of active shooter
5 incidents, police policies with respect to police response to reports of possession of
6 prohibited firearms and access to firearms.

7 There are a number of reports that look at this. So the Public
8 Fatality Inquiry into the Deaths of James Wilbert Galloway and Martin Charles
9 Ostopovich, the Galloway Inquiry, the Mayerthorpe Inquiry, which was the individual
10 police officers who were shot by an individual who was hunkered down in a barn, the
11 MacNeil Report, the Moncton shooting from 2014, -- and a lot of these are things that
12 most of us would remember, -- the Royal Canadian Mounted Police New Brunswick
13 Provincial Court 2017, the Security Posture Parliament Hill 2014, and the External
14 Engagement and Coordination, again, the After-Action Report, which is a common term,
15 by the way, for police. So after something takes place, there are often what we call
16 After-Action Reports. And that was from 2015.

17 So these things -- these reports have all looked at active shooters.

18 Some of the potential questions we might look at is how should
19 access to firearms be regulated in Canada. Do you think that current regulations are
20 sufficient or should they be revisited? Another thing might be how can laws about
21 possession, importation, and transfer of firearms be effectively enforced? So here's that
22 word again, enforced. So we can have rules in place, but how do we actually make
23 sure that they're followed?

24 Offer increased and updated training is one of the themes with
25 respect to active shooters. So making sure the training time is there for the ERT team,
26 which is the Galloway Inquiry that I just mentioned, and, you know, they're very specific
27 about training time for ERT team members be increased initially to three days per
28 month and that policy makers be prepared after a review with the teams themselves of

1 the impact of that change to increase the time. So it's a very specific recommendation.

2 With respect to the MacNeil Report or review, front-line supervisors
3 to exercise command and control during critical incidences, how it's training those folks.

4 Again, MacNeil, the IARD training.

5 So these are all folks that we've spoken with and to before this
6 Commission, the IARD team and the ERT team. So there are specific instances and
7 recommendations with respect to active shooter instances.

8 To improve internal communications and task delegation. So when
9 we look at the Mayerthorpe Inquiry, on the right-hand side, there's a quote:

10 "Although it's not clear that having more information
11 would have affected the outcome of this tragedy, more
12 information is better, particularly because threats to
13 police have increased significantly in recent years." (As
14 read)

15 So that is taken from the Mayerthorpe Inquiry.

16 Incident Commanders be required to participate in sufficient training
17 sessions to enable them to work with and become familiar with team members. So
18 again, there's that wonderful relationship theme going on, where, you know, if you don't
19 know who you're working with and know their skill level, it's very difficult to sort of give
20 people directions in time of crisis.

21 The suggestion in the Galloway was that dog handlers be involved
22 in the front line in most instances. So bringing a specific team forward.

23 The 2015 Parliament Hill, the supervisor needs the ability to
24 coordinate and direct resources. So having the specific skills being outlined.

25 Improve internal communications and task delegation.
26 Communications between members of the RCMP was beyond the capacity of one
27 person in the McNeil Review. So the individual that was receiving and delegating
28 information was one person and it was determined that that was just not possible, there

1 was nobody there to support that. So determining how the delegations of tasks are, and
2 make sure that they're appropriate.

3 Provide clear direction for equipment use. Again, the McNeil
4 Report, and McNeil Review. An ineffective or inefficient operational communications
5 from 2015 report on Parliament Hill. So -- and the individuals are not able to
6 communicate properly, they can't obviously give directions or coordinate their team and
7 their response.

8 Managing and using resources during critical incidents better, the
9 McNeil Review talks about the approval and procurement process. And for most people
10 they might not understand that there's quite a big process involved in how you purchase
11 and obtain material when you're in government, particularly the Federal Government.
12 So the process of getting that material and who is responsible for getting it, the
13 timeframes involved because sometimes it can take a really long time to get the
14 material, whatever it is you're looking for, that's why they would speak to that process
15 and why it's important to look at things like that. Because we can recommend that
16 people have certain types of equipment, but if we don't think about how that's going to
17 happen, then it's not really helpful to recommend it without thinking of the big picture.

18 The McNeil Report, the Global Positioning System devices in
19 member vehicles from other jurisdictions couldn't be tracked. Again, that's the
20 interoperability we looked at where, you know, the systems that are installed in various
21 vehicles should obviously be able to talk to each other, and if they're not, what are --
22 what are the ways we can work around that.

23 The National Operations Centre having standard operating
24 procedures, but they're not being applied or activated. So that's from the McNeil
25 Review. So again, sometimes we have things that are already in place but they're not
26 being applied.

27 Post incident supports, we have two instances from the McNeil
28 Review and the RCMP security posture from Parliament Hill where it's important to look

1 at proper support and assistance being provided to individuals and families after the
2 active shooter incidents. It's very clear that the post incidents reports are very important
3 for not only the well-being, but also the -- of the individuals, but the force and the unit
4 itself.

5 So the last area that's -- is the gender-based and intimate partner
6 violence. So again, that comes from -- this is the last of the five areas. That comes
7 from the Order in Council that requires the Commission to look at the contributing and
8 contextual factors, including the role of gender-based and intimate partner violence, and
9 police procedures and training in respect of gender-based and intimate partner violence.

10 There are a number of slides with respect to this particular area,
11 and there are a number of reports in the next five slides. I'm not going to read all of
12 them, and of course, like the others, there are a number of reports from across Canada,
13 the timeframe from 1991 through to 2002. These are mainly government reports. So it
14 could be the Government of Canada looking at some sort of a parliamentary committee
15 or it can be a coroner inquest, so after the death of individuals.

16 There are two reports that are noted on this particular slide that I
17 think are particularly relevant to those of here in Nova Scotia. Both of them are from
18 1995. So one of them is the second one, the Nova Scotia Family Violence Tracking
19 Project, and it talks about separation being the most dangerous point for women, yet
20 this is the point when the response of the justice system is the weakest, and it also
21 mentions that most women believe the criminal justice system is ineffective and does
22 not treat violence against women seriously. So that's from 1995.

23 The third entry on this particular slide is From Rhetoric to Reality:
24 Ending Domestic Violence in Nova Scotia from the Law Reform Commission of Nova
25 Scotia in 1995. And it looks at -- one of the recommendations is there is
26 Recommendation 18 to reform the *Matrimonial Property Act* to include domestic
27 violence as a factor for consideration when applications for exclusive possession are
28 being considered by the court. So what is an application for exclusive possession?

1 You're making an application to be the person that's allowed to live in the home without
2 your spouse or your domestic partner present, and that common law relationships also
3 be observed.

4 So this is in 1995, we're now in 2022, so 27 years later, and
5 common law relationships, believe it or not, are not recognised in Nova Scotia's
6 matrimonial property legislation, which, as you can probably appreciate, contributes to
7 people's inability to find independence after the breakdown of a common-law
8 relationship because it makes it much more difficult for you to know what the roles are
9 when the relationship ends.

10 The next slide talks about the *Domestic Violence Intervention Act*,
11 which is a Nova Scotia law that was introduced in 2003. So the Maxwell/George
12 murder-suicide and the 2011 Russell Review, which is listed as one of these reports,
13 talks about the -- it's called *DIVA, Domestic Violence Intervention Act*, and this is now
14 the law that allows victims of violence to seek an emergency protection order. So it's
15 somewhat like the exclusive possession that I just talked about, it gives them temporary
16 sole occupation of the home, so it gives them some respite there, but it doesn't impose
17 any of the -- and it imposes no contact provisions, but it's also time limited, and it's a
18 partial solution to the gap in the matrimonial property legislation. Because ultimately,
19 not only is who is going to live in the home important, or in the residence important, but
20 also what are the rules about when we divide up our property, and that is also an
21 equally important part of this package.

22 A lot of the reports that are here also speak to violence against
23 Indigenous women and girls. And it's important I think for the gender-based violence
24 and racialized members of Canadian society to have a particularly sort of unique spot in
25 this conversation because they're -- the amount of violence that's, you know, subject to
26 these reports anyway is particularly acute and it requires its own place. So for the
27 Indigenous communities, and again, this is from the lived experience for me, that the
28 impacts of colonialism, such as residential schools, have promoted violence. So

1 Indigenous women are particularly vulnerable, and often not listened to by authorities.

2 And I thought one of the things that I learned in my time in -- with
3 MMIWG was important, and that's that the Nova Scotia Native Women's Association
4 President sought a review of the Victoria Rose Paul death, so that's the individual who
5 passed away in Truro Police custody after the police believed that she was intoxicated,
6 and in fact she had a stroke, so they sought a review of what had happened, and even
7 though the Nova Scotia Native Women's Association President, so the leader of the
8 organisation tried to have that reviewed, it was only when she brought a non-Indigenous
9 professor with her that the actual review took place.

10 And of course, most of these reports also speak to the need for
11 stable funding for programs which support the family, including housing, and cultural
12 education for agencies responding to individual -- Indigenous women.

13 And I think the other thing, too, that is -- I thought was quite
14 remarkable was the Inuit women in the 2020 report that's noted in this group of five
15 slides, that violence has become normalised in their community. This particular slide,
16 you'll note, a lot of it is in the inquest, so from Ontario, and I thought what was
17 remarkable that these occur after the death of a domestic partner or other members of
18 the family. So some of these are not domestic partners that were killed, it would be
19 their children or others.

20 But the presence of violence in the relationship was clearly known
21 in a lot of cases, and even reported to authorities. There was poor communication
22 sometimes between the police or with other agencies, so whether it was Child Welfare
23 or other people that had relationships with the family. And in the Gakhal matter, which
24 is one of them that is listed here, I think it's -- that's an example of where the perpetrator
25 had applied for and was approved to purchase firearms, despite being flagged by
26 another RCMP detachment as a perpetrator of violence.

27 So you know, there's a recommendation that policies and
28 procedures relating to domestic violence cases were not being followed and training for

1 these policies and procedures was limited.

2 So again, those things are in place sometimes, but they're actually
3 not being applied.

4 With respect to New Brunswick and Prince Edward Island, one of
5 the things from one of those reports was the connection between firearms and coercion.
6 So forcing individuals to do different things, as well as the prevalence of animal abuse
7 as a risk factor in situations of domestic violence for rural residents.

8 And I thought was interesting with the Hennessy and Nash
9 Commission, or sorry, the Inquiry, was that high-risk families should have a safety
10 circle. So it was well known in that particular instance, where a mom took her own life
11 and that of her young son after a custody dispute, that the family and mom in particular
12 was struggling. And the recommendation from the inquest was that there be a safety
13 circle in place. So people there to support the family. It sort of reminds you of the
14 saying, "It takes a village to raise a child."

15 The gender-based violence terms and understanding what they
16 are. Gender-based violence is any act of violence that results in or is likely to result in
17 physical, sexual, or psychological harm, or suffering to people on the basis of their sex
18 or gender, including threats of such acts, coercion, forcing people, or arbitrary
19 deprivation of liberty, whether occurring in public or private life. And intimate partner
20 violence is any act or behaviour by an intimate partner or ex-partner that causes
21 physical, sexual, or psychological harm, including physical aggression, sexual coercion,
22 physical abuse, or psychological abuse and controlling behaviours.

23 So as we look at gender-based and intimate partner violence, some
24 of the questions we might ask are how can healthy domestic partnerships be cultivated
25 to avoid using violence?

26 So we often talk about the signs and symptoms, but let's talk about
27 what we can do to prevent violent relationships from forming. What resources and
28 supports do domestic partners and children need to be safe and protected from

1 violence? What resources, supports, and consequences do abusers need to break their
2 cycle of violence? And what particularly is needed in rural areas? So, you know, is
3 there a distinction of what is needed in the rural areas?

4 One of the themes that we look at is, in the reports that have been
5 cited, is the social and economic factors that contribute to economic partner violence.
6 The report from 1995:

7 "The Nova Scotia Government should recognize that
8 there are stages to intervention and intimate partner
9 violence. Those stages are prevention, crisis, and long-
10 term support. Strategies must address all three stages."

11 (As read)

12 So if we look at the social and economic factors that contribute to
13 gender-based or intimate partner violence, what are those in relation to the rural
14 communities, for example?

15 So the social and economic barriers, such as the matrimonial
16 property legislation, might be an example.

17 Developing and implementing policies for early detection. So what
18 are the risk factors of domestic violence and intimate partner violence and addressing
19 barriers and creating opportunities and pathways for services for both individuals and
20 the perpetrators, because one of the things that happens when you work in the area of
21 family law here in Nova Scotia is it's difficult to address domestic violence services.
22 There's a lot -- not a lot of services with respect to particularly male perpetrators of
23 domestic violence. So if there's no services available, then it's very difficult to address
24 the problem.

25 Gender-based and intimate partner violence. Creating and
26 enhancing a sustained service for identifying and addressing domestic violence in the
27 early stages, making early identification and referral part of a continuum of services for
28 both victims and abusers. Again, you know, making sure that we're not just dealing with

1 the victim, but we're also looking at people who are perpetrating the violence. And
2 when you have coordination between service providers, it makes it a lot easier for the
3 individual who is navigating all of these, because it can be quite overwhelming when
4 you're in time of crisis to have to deal with lawyers, and social services, and housing,
5 and landlords, and all these other things. So making sure that people communicate is
6 really helpful. And sometimes people don't know about services and supports that can
7 be out there if there's not good communication amongst the service providers.

8 Improved training for police and responders to equip them to
9 respond appropriately in instances of intimate partner violence.

10 So ultimately, training can assist the police and other responders to
11 both recognize. So they need to do that it's there in order to document it, signs of
12 gender-based violence. And it also can improve the manner in which they respond. So
13 we've talked a lot about the trauma-informed sort of approach, but making sure that
14 you're actively and appropriately listening, and listening without your biases, so that
15 complaints are taken seriously when needed and they're not addressed inappropriately.

16 And one of the things -- one of the reports that's noted in the five
17 pages of reports that are connected to this theme is the Fekete deaths. It's an inquest
18 from British Columbia. A witness to the violence was dismissed by the police. So there
19 was somebody who had spoken to the police about some of the violence that was being
20 witnessed and she was dismissed as unreliable because she had met the victim in a
21 women's shelter and was a survivor of intimate partner violence. So again, there's a
22 clear example of how biases can impact policing.

23 Understanding sort of the links between firearms and family
24 violence and animal abuse, which is one of the things that I talked about already with
25 respect to the police -- or the -- one of the risk factors in Prince Edward Island and New
26 Brunswick study.

27 Improve how the reports of intimate or gender-based violence are
28 recorded and processed. As you read through this report, the environmental scan itself

1 and the summaries, it looks like the tracking of behaviour is incredibly important in
2 identifying gender-based violence matters. Most of the inquests or inquiries into the
3 deaths of domestic situations reveal a pattern of coercive behaviour that was known to
4 exist, but not recorded or shared with those who may have been able to use this
5 information to protect the victims.

6 So it's not just the particular gender-based violence or intimate
7 partner violence singular event. It's the pattern that has predisposed -- pre-existed
8 before that.

9 Address firearms risks in connection to potential instances of
10 gender-based violence and/or intimate partner violence.

11 As you look again through those reports, many of the inquests have
12 been as a result of deaths from firearms. It's also clear in some instances that
13 authorities were actually aware that firearms were present, but steps were not taken to
14 remove them or address their presence as a risk factor.

15 So there were situations where the officers were not aware that
16 they could take steps, or they didn't necessarily believe that they needed to take the
17 steps to remove the firearms.

18 Better understand the links between racism and gender-based and
19 intimate partner violence. That is a very specific need of the individuals who are dealing
20 with domestic violence, gender-based and intimate partner violence. There are very
21 specific, unique, cultural considerations and racism has played a part in terms of people
22 coming forward and sharing with people and authorities. And also, obviously, the
23 judgement that they're being exposed to.

24 The need for adequate community supports to assist women who
25 need to leave abusive relationships. Obviously one of the community supports that is
26 very prominent and needed, for those of us who have dealt with family law here in the
27 province, is the housing and the individual's ability to support themselves and their
28 children, both financially and emotionally. So there are services to deal with their

1 wellbeing, but we also need to have some infrastructure in place, a place to go and
2 some money to pay the bills.

3 There is a consistent theme of not having enough supports and
4 services in many of these reports over the past 30 years, and here in Nova Scotia we've
5 had transition houses that were established somewhere in around the 1980s. However,
6 in my -- to my knowledge, there haven't been many of these houses increased since
7 this time and other social services such as things like social assistance have not
8 increased since the mid-1990s. So the amount of money that a family on social
9 assistance might receive has really not remarkably increased since the mid-1990s, so
10 30 years.

11 So as you can see, there's probably some room for some ways that
12 we can better assist people to leave inappropriate relationships.

13 The very end of the presentation, I talk about some of the
14 recommendations that are specific to implementation. These are embedded throughout
15 the environmental scan, but there are recommendations that people have made to
16 suggest ways that the recommendations of a report be actually implemented, so
17 implementing committees to -- or independent bodies to be established to oversee the
18 implementation of recommendations.

19 So that happened with the Kaufman Commission, the Aboriginal
20 Justice Inquiry in 1991, the Commission set out guidance for the implementation and
21 the recommendations also recommended the establishment of an implementation
22 commission.

23 Ultimately, a lot of those recommendations were never
24 implemented, as Justice Sinclair has indicated. However, that was part of the list of the
25 recommendations made.

26 And with respect to the Human Rights Commission, there was a
27 suggestion that a committee consisting of community members, police officers and
28 government officials be formed to monitor progress, so checking on the progress of the

1 implementation of the street checks.

2 Suggesting progress reports be prepared and made public by the
3 responsible body. So some of the other ways that commissions or reports have been
4 generated is that city council -- in this instance, the Toronto Police Service from 1999,
5 the suggestion was that city council forward this report to the Toronto Polices Board and
6 the Chief of Police be required to provide written response within six months, so they
7 put a timeframe there.

8 Again, with the police investigating police from 2009, recommend
9 that within two years of this report being public the provincial Minister of Public Safety
10 and Solicitor-General publicly and in writing to the Legislative Assembly report on the
11 extent to which the implementation of the recommendations has taken place.

12 Sharing Common Ground, the Yukon Police Force, there was a
13 one-year timeframe. The Minister of Justice tabled a report recommending the Royal
14 Canadian Mounted Police report to Parliament annually from 2021.

15 So there's specific ideas as to the timeframes and the type of
16 reports there.

17 Recommended -- suggested implementation team with the relevant
18 body subject to recommendations being established. So this is within the existing
19 organization. Police encounters with people in crisis review from the Toronto Police
20 Service in 2014 recommend that the Toronto Police Service create an implementation
21 team led by senior officers identified to compose those Toronto Police Services
22 members charged with responsibility to implement the recommendations.

23 So that's an interesting approach as well, that the people be
24 embedded within the organization to actually be tasked with implementing the
25 recommendations.

26 And then the final one is action planning to include implementation,
27 so a lot of government planning is -- they have what they call work plans and, you know,
28 part of -- or performance management. Some of the things that we already use to track

1 progress and to make sure projects are being completed, that the recommendations
2 also be embedded in those processes.

3 So in this instance, the systemic racism, the Government of
4 Canada work with indigenous peoples to prioritize action on all recommendations, so
5 there's been a number of reports, including the MMIWG, that, you know, have spoken to
6 either similar things or there's been recommendations that are, you know, requiring
7 attention. The idea is that there be more of this included in the actual day-to-day
8 documents that set out the governments to-do list.

9 So things to think about. How will the recommendations from the
10 Commission be different? How will they ensure implementation?

11 One of the strong recommendations that we need to make that are
12 clear, there -- so we can say yes, police officers or frontline workers or hospitals need
13 more training, but what type of training, about what, and how often do they need that,
14 for example.

15 And the other thing would how can the community help with the
16 recommendations. What can they do or how can the community help facilitate the
17 change from anything that the work of the Commission might do?

18 So you can find the environmental scan at the
19 masscasualtycommission.ca/documents/commissioned/reports/. The discussion guide
20 is also -- so the discussion guide that I mentioned earlier that sort of helps you formulate
21 some of the questions and some contact information as well, so the
22 info@masscasualtycommission.ca or the toll-free numbers as well.

23 And that concludes my presentation with respect to the
24 environmental scan.

25 **COMMISSIONER MacDONALD:** Ms. Cox, thank you. Thank you
26 so much for combing through such an immense amount of material, providing us with
27 much food for thought to help us as we set the stage and move forward to continue
28 recommendations, so thank you very much. It's greatly appreciated.

1 **MS. JENNIFER COX:** Thank you.

2 **COMMISSIONER MacDONALD:** And it's 11:56. We will not break
3 for approximately an hour, and our next session involves Participant consultations at 1
4 o'clock. Thank you.

5 **REGISTRAR DARLENE SUTHERLAND:** Thank you.

6 The proceedings are now on break and will resume at 1:00 p.m.

7 --- Upon breaking at 11:56 a.m.

8 --- Upon resuming at 1:10 p.m.

9 **REGISTRAR DARLENE SUTHERLAND:** Welcome back. The
10 proceedings are again in session.

11 **COMMISSIONER MacDONALD:** Good afternoon, everyone, and
12 welcome.

13 Mr. VanWart?

14 **MR. JAMIE VanWART:** Thank you.

15 I will start off with some housekeeping before we move into this
16 afternoon's session.

17 So we have shared with Participants and Madam Registrar an
18 itemized list of some outstanding documents to be exhibited in relation to past
19 roundtables, and so Madam Registrar, I ask that you mark each of the 67 documents
20 included in this list as exhibits.

21 **REGISTRAR DARLENE SUTHERLAND:** So exhibited.

22 **--- PARTICIPANT CONSULTATIONS: VICTIM ADVOCACY ORGANIZATIONS**

23 **MR. JAMIE VanWART:** Well, good afternoon, everyone. My
24 name is Jamie VanWart. I am Commission Counsel with the Mass Casualty
25 Commission and I'm facilitating this afternoon's session.

26 So welcome to the Participant consultation with victim advocacy
27 organizations. Our session today is situated in Phase 3 of the Mass Casualty
28 Commission hearings. In Phase 3, the Commission is continuing to build on what it has

1 learned through Phases 1 and 2, and refine its understanding as the focus shifts to how
2 best make a difference in the future.

3 Phase 3 activities create opportunities for additional input about key
4 issues and potential avenues for reform to assist the Commission to develop effective
5 and meaningful recommendations related to its mandate. These sessions, by definition,
6 are forward looking.

7 As an outline of today's activities, we have two presentations,
8 followed by an opportunity for questions from Commissioners and our invited guests.
9 After these presentations, we will take a break and return for discussion.

10 Our discussion will focus on what kind of supports individuals,
11 families, first and secondary responders and communities affected by a mass casualty
12 need and suggestions on how best to provide supports for those affected by a mass
13 casualty and what steps can be taken to incorporate a victim-centred approach.

14 Before I introduce our first presenter, I'd like to ask that we take a
15 moment for each of our Participants today to introduce themselves to the
16 Commissioners and to those viewing these proceedings.

17 This is probably as good a time as any for me to say that these
18 proceedings afternoon, they're being translated and transcribed, so if you're able to
19 speak at a pace in which it allows people to do that, that would be very helpful.

20 But why don't we start with those in the room? And I'll start on my
21 left.

22 **MS. DANA BOWDEN:** Good afternoon. My name is Dana
23 Bowden, and I am the Director of Provincial Victim Services with Department of Justice
24 here in Nova Scotia.

25 **MR. JAMIE VanWART:** And perhaps Ms. Rustad.

26 **MS. JULIA RUSTAD:** Good afternoon. My name is Julia Rustad,
27 and I am the Program Manager for RCMP Victim Services in Nova Scotia.

28 **MS. MICHELLE SEAMAN:** Good afternoon. My name is Michelle

1 Seaman. I'm the lead of the Victims of Crime Section for the RCMP at the National
2 Headquarters in Ottawa.

3 **MR. JAMIE VanWART:** And perhaps we could move virtually and
4 we start what's the bottom of the screen, which is a collection of people in a boardroom
5 in Ottawa.

6 **MS. SUE O'SULLIVAN:** I'm Sue O'Sullivan. I am the Chair of the
7 Canadian Association of Chiefs of Police National Working Group supporting victims of
8 terrorism, mass violence and mass casualty.

9 **MR. SUSHEEL GUPTA:** And I am Susheel Gupta. I'm wearing
10 several hats today, first as a member of the CACP National Working Group to support
11 victims of terrorism, mass casualty events. I'm also Board Chair of the Canadian
12 Resource Centre for Victims of Crime. I'm also here as an advisory member to the EU
13 Centre for Victims of Terrorism. And I am also an employee of the RCMP, and then last
14 and somewhat relevant is I'm a family member, Director of the Air India Victims -- Air
15 India Flight 182 Terrorism and Victim Families Association.

16 **MR. JAMES FOORD:** Good morning. My name is James Foord.
17 I'm a lawyer, sorry for that, and I'm here as counsel to the Canadian Resource Centre
18 for Victims of Crime. I'm here with Aline Vlasceanu.

19 **MS. ALINE VLASCEANU:** Hi, everyone. My name is Aline
20 Vlasceanu. I'm the Executive Director of the Canadian Resource Centre for Victims of
21 Crime.

22 **MS. MARIA MacDONALD:** Good afternoon. I'm Maria
23 MacDonald. I'm here representing the CACP National Working Group with Susheel
24 Gupta. I also am the Victim Support Strategy Lead for the Ontario Provincial Police.
25 Like Susheel, I'm also an advisor on the EU Centre for Victims of
26 Terrorism.

27 **MR. JAMIE VanWART:** Thank you.
28 And perhaps we could turn to Constable Bottineau.

1 **CST. DANIELLE BOTTINEAU:** Good afternoon, folks. My name's
2 Danielle Bottineau. I've been with the Toronto Police Service for 23 years, and I'm
3 currently the Coordinator for Victim Management Response as it relates to an extreme
4 event. And I also sit on, as a representative for the service, on our CACP National
5 Working Group as well as our Design and Development Team within that space when it
6 comes to victim specialists and/or family liaison programming.

7 Thank you.

8 **MR. JAMIE VanWART:** And finally, the Peel Regional Police
9 representatives?

10 **INSP. THOMAS WARFIELD:** Good afternoon, everybody. My
11 name is Tom Warfield. I'm the Inspector in Charge here at Peel Regional Police of the
12 Criminal Investigation Bureau. We are also part of the National Working Group.

13 Currently, I Chair the Mass Casualty Response here at Peel
14 Regional Police should an event occur.

15 **CST. HELEN BURTON:** Good afternoon. I'm Helen Burton, also
16 with Peel Police, also a member of the National Working Group and part of the Mass
17 Casualty Unit Response in Peel Region.

18 **MR. JAMIE VanWART:** Well, thank you, everyone, for your
19 introductions.

20 At this point, we'll turn to our first presentation by Constable
21 Bottineau, who has been with the Toronto Police Service for 23 years and is currently
22 the Coordinator of the Toronto Police Services Victim Management Response.

23 Constable Bottineau has created and launched the first family
24 liaison program in May of this year. She's also a member of the Canadian Association
25 of Chiefs of Police National Working Group supporting victims of terrorism and mass
26 violence and is one of the designers and developers of the -- for the CACP NWG for the
27 pilot victim specialist family liaison course.

28 And so I will turn it over to you, Constable Bottineau, and you can

1 proceed with your presentation.

2 **CST. DANIELLE BOTTINEAU:** Thank you so much.

3 I'll just wait for the PowerPoint to pop up and then I'll guide you
4 folks through a conversation.

5 I will start by saying thank you on behalf of the Toronto Police
6 Service and Chief Ramer for inviting us to this space and having this conversation.

7 I will say our entire victim management response is still a work in
8 progress, folks. And it is applicable for Toronto -- the City of Toronto and our service.
9 But like I said, and I will highlight once again, that it is a work in progress and we are
10 learning every day.

11 So let me start by saying, historically where our victim management
12 response and the conversation comes from was back in 2015 when our service actually
13 took a step back and looked at what was taking place around the world. In particular,
14 what was taking place in Paris, France with the Bataclan Concert Hall. And that's when
15 our service just kind of said, "You know what? We need to put some recommendations,
16 see what we have in place as a service, and how we can get better."

17 You can move the slide forward, please.

18 So as a result of that -- you can go on to the next slide, thanks.

19 Needless to say, there's been various forms of threats throughout
20 the entire world and these were, unfortunately, things that we have learned from and we
21 kind of build on in regards to our recommendations.

22 So in 2017, -- next slide please -- our service had put together our
23 2017 Extreme Event Recommendations. And of the -- next slide, please. And one of
24 the recommendations speaks specifically to the Mandate of the Victim Witness Support
25 Coordinator and the Introduction of the Victim Specialists Role.

26 It states right there that our thought process at the time was to
27 embed a member as a part of the Incident Management Team, and also help to -- and
28 this individual would help to coordinate an immediate on the ground response to victims

1 and their families. And that's where our family liaison program comes into play, but let
2 me just continue with our number 50 recommendation.

3 Next slide, please.

4 As I'm sure most of you are aware, an extreme event is an incident
5 that may affect a significant portion of the population, may continue for a long period,
6 and may require an extensive recovery period, i.e. mass casualties, emergency
7 services being overwhelmed, and the response is complex and time sensitive.

8 So as a result of that -- next slide please -- we put together this
9 Victim Management Response. And I will say that to the credit of our service, we put a
10 working committee together back in 2017 of various ranks of uniform and civilian
11 members across the service who started the conversation to try to figure out how we
12 were going to implement this into our IMS system, but more importantly, across the
13 service.

14 So I do give credit to that working group, because if it wasn't for
15 them to build that foundation, I wouldn't have been able to come into this position close
16 to two years ago and really kind of start the ball rolling a lot quicker if it hadn't been the
17 foundation that they provided.

18 So back then, part of the conversation, -- next slide, please -- they
19 put together what they felt and what we continue to go with, what is a victim
20 management response. The general principles of an effective response to victims can
21 be described as ensuring timely and accurate flow of information and prompt connection
22 to services. That was, like, the foundation that they built off of.

23 Next slide, please.

24 And why are we doing this? Because as a service, we recognize
25 that a coordinated approach, in collaboration with our partnering external victim support
26 agencies, will assist the victims and their families to better manage and cope what
27 impact that extreme event has on them psychologically and physically.

28 So again, as much as we're putting this response together, I think

1 it's important to highlight, folks, we can't do the work that we're doing without our
2 partnerships and relationships that we have with external stakeholders.

3 So where does that put us now?

4 Next slide, please.

5 Back early on in the conversation, we actually -- the first thing we
6 did, we implemented a victim management chief right within our incident management
7 system. There was a lot of conversation, do we wrap it up in the investigative chief?
8 But as conversation evolved and time evolved, we came to realize, A, the importance of
9 the various victims that are involved in these tragedies, and that there is so much
10 communication and coordination that is involved. So the Victim Management Chief is
11 really the beginning and the end of the start of this program, whether it be within our
12 Major Incident Command Centre or whether it be boots on the ground.

13 So part of the Victim Management Chief portfolio, -- next slide,
14 please -- the Victim Management Chief is really -- is there and responsible for the
15 carriage, collection, management, and dissemination of documentation, as well as
16 identifying all victims of an extreme event. They are the conduit for our investigative
17 chief at the time of, but also more importantly, for our relationships and our partners that
18 will be reaching out to during the time of.

19 You can move on to two -- two more slides, please.

20 So their initial functions are to activate the family liaisons and
21 manage deployment and workflow of liaisons, assist with our Family and Friends
22 Assistance Centre in consultation with their Office of the Emergency Management, and
23 to also, more importantly, liaison with our FIS or Coroner's Office and our Investigative
24 Chief.

25 These are just to name a few, but I'm highlighting that pillar that we
26 now do have, which for the family liaisons, as that program develops, the Victim
27 Management Chief will be the conduit moving forward for any tragedy that may happen.

28 Next slide, please.

1 So under the Victim Management Chief -- you can click right
2 through this -- we have our family liaisons. We're going to have two kind of streams
3 through this. We'll have uniform members and civilian members. Like was highlighted
4 in the introduction, we launched our first family liaison program back in May, so we
5 currently have 13 uniformed members from across the service that can be activated
6 within the next hour to 24 hours, if there is a need for that.

7 We also recognize that our civilian members bring a completely
8 different skill set, and important skill set, to the table. So we will be activating them and
9 they'll be assisting with a 1-800 number, data entry into these missing individuals, and
10 reunification, as well as the matching teams.

11 Under the family liaisons, we'll be deploying them to boots on the
12 ground wherever the incident has taken place, and then from there, we'll decide what
13 hospitals go to the assistance with getting up the Family and Friends Assistance Centre,
14 as well as making sure our own member wellness and that piece has been activated.
15 But also, more importantly, we'll be reaching out to our stakeholders and external
16 agencies to assist, both in the Family and Friends Assistance Centre, but more
17 importantly to highlight our -- and assist with reunification identification within the
18 hospitals once victims get there, as well as their families.

19 Next slide.

20 So further to the victim management role, underneath that piece is
21 where our family liaison officers come in to play. And I say this part, this is what we
22 currently have in place. We haven't activated the civilian piece, but we are currently in
23 the process of putting that training piece together to see what that's going to look like.

24 For in particular of our officers, we have the role of the family liaison
25 to act as a liaison between Emergency Management, stakeholders engaged in support,
26 and management of victims, their families, and their friends.

27 I will say that during our eight days of training, it was a conversation
28 that we continually had to go to within that space. And yes, these folks are police

1 officers and they are an extension of the investigation, but their focus within our
2 program, as a Toronto Police Service, is reunification and identification of our victims
3 and their families and friends. Not saying that they won't be bringing evidence to the
4 table or assisting with the investigation, but their primary role is to assist victims, their
5 families, in reunification. And that's something that we really kind of had to make them
6 kind of think outside of the box as we were going through that eight-day training.

7 So their key roles within their space as a family liaison officer are
8 identifying victims and their families, immediate needs assessment of each victim and
9 their family, assist victims and their families and connect with appropriate services,
10 whether it be physical, psychological, financial, et cetera. Folks, we're not the experts
11 within that space. We can assist and reach out to our external stakeholders to help
12 support these members and coordinate the identification and notification of next of kin.

13 That's kind of just a quick overview of what our victim management
14 response is currently looking like. And it is a work in progress. I will take questions
15 after the next presentation, but thank you, again, for the time, just to kind of give you an
16 overview of what we're doing here in Toronto. Thank you.

17 **MR. JAMIE VanWART:** Well, while the presentation is still fresh in
18 folks' minds, maybe if, Cst. Bottineau, if you are okay with taking questions now?

19 **CST. DANIELLE BOTTINEAU:** Absolutely.

20 **MR. JAMIE VanWART:** And just perhaps, I'm not sure if anyone
21 present here today physically has any questions? Ms. Seaman?

22 **MS. MICHELLE SEAMAN:** thank you so much for your
23 presentation. Very, very interesting to hear.

24 I was wondering if you could just -- I know -- I don't want to ask you
25 a lot of details about the training, but could you just highlight what the main components
26 of your eight-day training was? Specifically, is there a component around trauma-
27 informed approaches, victim-centred approaches that you might be able to tell us
28 about?

1 **CST. DANIELLE BOTTINEAU:** Right. For three days -- thank you
2 for the question. For three days of training we had a doctor of psychology, police
3 psychology from the U.S. He's actually done our critical incident response team training
4 here in Toronto for our service, and we brought him in for three days, and he helped to
5 assist in identifying that trauma piece leading into an event at the time of event and
6 thereafter. Reality is, if we can't recognise it in ourselves and our own members, we're
7 not going to do the justice that we need to do for the victims at the time of an incident.

8 And part of that component leading into our training was to make
9 sure that our members that applied were actually assessed by our psychologist within
10 the service to make sure that they're well aware of what we're getting into, but that they
11 were also the right fit. So Dr. Nicoletti was able to inform of us that piece and how we
12 can plan and preplan and prepare our own members, but also, how can we build those
13 relationships with the external services and agencies within that piece. Further to that,
14 we had some community members that had come in, and we had a victim lens to
15 everything on every single day as we went through the training.

16 I think reality is we can bring in all the specialists and all those
17 individuals that work in that field, but unless you hear from the voice of victim, whether it
18 be a family member, whether it be our own colleagues, we had a plethora of everything
19 from an Incident Commander that attended one of our mass shootings on Danforth, and
20 he was the Incident Commander at the night -- of the night, but he talked about his own
21 trauma. We also had international pieces. I'm very fortunate to sit at the National
22 Working Group Committee, and we had voices from the Manchester bombing, from Las
23 Vegas, and they were able to actually bring that lens into it as well.

24 I'm hoping I'm answering your question, but there was like a
25 plethora of the trauma that we spoke to throughout the entire eight days of our training.

26 **MS. MICHELLE SEAMAN:** Thank you so much. That's a -- that's
27 a great answer, thank you.

28 **MR. JAMIE VanWART:** Ms. Bowden?

1 **MS. DANA BOWDEN:** Thank you for your presentation. I'd just
2 like to hear more about the needs assessment.

3 **CST. DANIELLE BOTTINEAU:** Well, a huge part of that comes
4 from what we're trained as police officers. I think at the end of the day we deal with
5 victims on a day-to-day basis, right, and we are trained in how that looks, whether it be
6 domestic, sexual assaults, whatever it may be, and we are asking our uniform piece,
7 and that's why they're going boots on the ground, to tap on to what they already know to
8 a certain degree. Right? But what I will say is that part of our response and building on
9 it is do we need to have the checklist going into an incident, right, to further preplan for
10 our members as to what to look for even further than what they've been told within our
11 training space.

12 So that's still a work in progress, but I'm also asking members to --
13 we're trained police officers and we've -- I mean, within the space of those that will be
14 activated we have anywhere from three years on job to twenty-plus years on the job, so
15 we have a plethora of experience there. And more importantly, we have actually
16 members that brought their own stories to the table, and they were a victim of some
17 sort, whether it be on the job or whether it be outside of the job, that they were able to
18 share their stories, so they have that lens already.

19 And I mean, I would like to say that we have a set checklist, we
20 don't have that right now, but as trained police officers and the training we do, that's all
21 part of the conversation, if I'm making sense.

22 **MS. DANA BOWDEN:** Thank you. Just a follow-up question. I'm
23 just curious, you talked about relationship-building with your stakeholders. Are they
24 involved in contributing to the needs assessment?

25 **CST. DANIELLE BOTTINEAU:** Yeah. So we brought a
26 representation from our -- one of our trauma hospitals here in Toronto into the training,
27 and that was part of the conversation. And I'm currently doing the outreach to see how
28 we can better support our members, outside of Dr. Nicoletti, but what else can we

1 support our members in bringing those tools and resources to that space.

2 Again, we're asking them to be engaged in a very high impact, low
3 frequency situation, so it's a part of that ongoing conversation and that preplanning that
4 we need to do on a day-to-day basis, but that is definitely having our community
5 stakeholders, which in some regards they're the experts, on knowing what that should
6 look like as we move forward, absolutely.

7 **MS. DANA BOWDEN:** Thank you.

8 **MR. JAMIE VanWART:** Julia Rustad, did you have any questions?

9 **MS. JULIA RUSTAD:** No, not at this time.

10 **MR. JAMIE VanWART:** Well, perhaps I'll move to one of our
11 virtual links, and if Susheel got -- and -- or Maria MacDonald or Sue O'Sullivan, or Aline
12 Vlasceanu have any questions.

13 **MS. SUE O'SULLIVAN:** We thank you for the opportunity, but as
14 identified earlier, Danielle and Helen and Tom are all members of the National Working
15 Group, and part of what we do is we're very -- is we share the different processes and
16 frameworks that are put in place. So we're familiar, and thank you for the opportunity.

17 **MR. JAMIE VanWART:** And how about our other presenters, did
18 you have any questions?

19 **INSP. THOMAS WARFIELD:** No. Thank you, Jamie, we
20 appreciate that. As identified by Sue, we're all part of the same team.

21 **MR. JAMIE VanWART:** I will turn now to the Commissioners.

22 **MR. JAMES FOORD:** One point, James Foord speaking
23 momentarily on behalf of the Canadian Resource Centre for the Victims of Crime. Just
24 to clarify that the resource centre is not part of that group, that working group. Just so
25 we're clear, we come at it from a different perspective, as you'll see when we make our
26 comments. Thank you.

27 **COMMISSIONER STANTON:** Sorry, it's Commissioner Stanton
28 speaking. We weren't anticipating counsel being on the -- on the panel, and I didn't

1 catch your name. Could you please say what it is?

2 **MR. JAMES FOORD:** Yeah, James Foord.

3 **COMMISSIONER STANTON:** Could you spell it, please?

4 **MR. JAMES FOORD:** F -- yes, F-O-O-R-D.

5 **COMMISSIONER STANTON:** Thank you.

6 I'll go ahead and ask a question since I'm already on the
7 microphone. Thanks so much for the presentation. That's a really interesting initiative.

8 I wondered if you could just elaborate a little bit about the
9 committee that you said was formed within the service. You said it was formed with
10 various ranks, I think you said in 2017, to assist with the rollout within the service.
11 Could you just talk a little bit more about the committee and how it was composed and
12 how that has worked out as far as assisting with the rollout please?

13 **MS. DANA BOWDEN:** Yeah, absolutely. So back in 2017, we put
14 that working group together, and it comprised of various members for our Emergency
15 Management Unit who has the Incident Management teams on-call on a weekly basis.
16 They respond to all planned and unplanned events. We also had our Community
17 Partners and Engagement Unit at the table as well, recognising that they had the further
18 outreach when it came to external community partners, so we had various members
19 from there. And then we had obviously members from the Chief's Office, we had
20 memory from Intel, we had kind of a plethora of everything that people could contribute
21 to see what this would look like.

22 I did take over the reins from them, but in saying that, since that --
23 since I have come into this position, because they were working on the response from
24 the side of their tables on top of their regular duties, however that may have looked, so I
25 have taken the lead. But in saying that, a lot of them are still part as our outreach when
26 it comes to if I need a victim management chief for an event that take place, whether it
27 be planned or unplanned, and they will be part of that, but I also look to them for further
28 guidance.

1 There's some people within that space that have been highly
2 involved and ingrained in the victim centred approach for sometime, so I always balance
3 things off of them to get further guidance. So they'll continue to be part of that working
4 committee as we move forward, but more importantly, they'll be part of the response in
5 the sense of being part of our victim management team in assisting with the Family
6 Liaison Program.

7 **COMMISSIONER STANTON:** Thank you. And I guess I'm just not
8 quite clear on the timing of when all of this came together. I know the recommendations
9 -- I'm sorry, you said Extreme Event Recommendations 2017. What -- who drafted, or
10 who framed those recommendations? Is that -- could you just ---

11 **CST. DANIELLE BOTTINEAU:** Right. So it was actually our
12 current Chief, he was Deputy Chief at the time, Jim Ramer was the lead on these
13 Extreme Event Recommendations back in 2017, and then further to that, we did have
14 our two incidences that took place in 2018, which made us highlight even more of the
15 fact that we really need to get this response up and running. Because we didn't -- we
16 didn't do the best job that we could have during the van attack or the Danforth shooting
17 here in the City of Toronto, and so that kind of -- really kind of fast-forwarded it a little
18 bit. But -- and then I came into play in -- the end of 2020, but it was -- it was our current
19 chief, Jim Ramer, that was the lead on these lead on these extreme event
20 recommendations as a Deputy Chief back in 2017.

21 **COMMISSIONER STANTON:** And are the recommendations a
22 document that can be shared with the Commission?

23 **CST. DANIELLE BOTTINEAU:** I will find out for you, 100 percent.
24 I'll get direction from above and I'll let -- I'll let you know.

25 **COMMISSIONER STANTON:** Thank you. Yeah, if you could be in
26 touch with Mr. VanWart about that, that would be helpful.

27 Thank you.

28 **CST. DANIELLE BOTTINEAU:** Absolutely.

1 **COMMISSIONER STANTON:** And it's good to know that I gather
2 at this stage it's ready to be rolled out should such an event occur going forward.

3 **CST. DANIELLE BOTTINEAU:** Yeah, there's different aspects of
4 the recommendations, but in particular for the victim piece, yes, there is. For example,
5 we didn't even have a 1-800 number back in 2018. We now have that in place specific
6 for extreme events or mass casualty situations.

7 So like I said, it is a work in progress but we do have certain parts
8 of it that can be rolled out tomorrow.

9 **COMMISSIONER STANTON:** And so that 1-800 number, I gather,
10 is to take pressure off of the 9-1-1 call centre and so are there protocols around
11 educating the public about that 1-800 number so that that's what they call if they're
12 looking for family during one of these events as opposed to 9-1-1?

13 **CST. DANIELLE BOTTINEAU:** Right. That will be -- yes, there is,
14 and we are working very closely with our corporate communications office to see how
15 that rollout looks. We have an operations centre that is up and running 24/7, so a lot of
16 these activation of these pieces goes through them depending on where the resources
17 have to be allocated and stuff. The 1-800 number and the activation of that is part of
18 that.

19 In saying that, we did learn from the van attack and the Danforth
20 two different times of days, our 9-1-1 was inundated and of our 81 emergency lines that
21 we had, no other priority could get through because of the family and friends that were
22 calling in to the 9-1-1 number to find -- try to figure out what has taken place and where
23 their loved ones were.

24 So we -- there are protocols in place on how that's going to be
25 activated and how that will be rolled out to the general public, yes.

26 **COMMISSIONER STANTON:** Great. Thanks so much.

27 I'll turn it over to my fellow Commissioners if they have any
28 questions.

1 **MR. MacDONALD:** Commissioner Fitch?

2 **CST. DANIELLE BOTTINEAU:** Thank you.

3 **COMMISSIONER FITCH:** I thank you very much for joining us
4 today. Appreciate your presentation.

5 I thought at one point you'd mentioned the launch or rollout in May
6 of 2022, perhaps.

7 **CST. DANIELLE BOTTINEAU:** Yeah. And that was specifically
8 for the family liaisons.

9 **COMMISSIONER FITCH:** Okay. So that was specifically for the
10 family liaison portion ---

11 **CST. DANIELLE BOTTINEAU:** Right.

12 **COMMISSIONER FITCH:** --- portion of it. Okay. Sorry.

13 **CST. DANIELLE BOTTINEAU:** Yeah.

14 **COMMISSIONER FITCH:** I just wanted to clarify that.

15 Do you have a separate family liaison for officers who are involved?

16 **CST. DANIELLE BOTTINEAU:** Yes. We have our Critical Incident
17 Response Team members that are all part of this program, but we have a lead that
18 works through our wellness unit that will take the lead for our members, but I think, at
19 the end of the day, them being part of this conversation and part of our family liaison,
20 recognizing it in themselves, they're going to become part of that program as well at
21 some point during these incidences. But yes, we do have a lead for our CIRT program.

22 **COMMISSIONER FITCH:** Thank you.

23 And on slide 10, you have an organizational chart and I'm
24 interested in the titles of the various units on that chart. And I'm wondering if Toronto
25 Police Service -- do all of your Incident Commanders -- Critical Incident Commanders
26 go through the Canadian Police College for training or do you have a tailor-made critical
27 incident program within the Toronto Police Service?

28 **CST. DANIELLE BOTTINEAU:** Some of our members within our

1 service are actually, I do believe, qualified to deliver that training because our service is
2 so big and our incident -- emergency management unit is kind of a standalone, so we
3 need a bit of a higher turnover where it comes to that. But I can confirm that, 100
4 percent, with you as well.

5 **COMMISSIONER FITCH:** Okay. The reason I'm asking is that
6 during our proceedings, we've learned about some of the confusion between agencies
7 when we're trying to have interoperability maximized when there's different language,
8 terminology and that nomenclature, so I'm just curious as to whether or not you follow a
9 national training model or if it's kind of tailor made for TPS, so thank you if you could get
10 back to us.

11 **CST. DANIELLE BOTTINEAU:** It's -- yeah. I don't believe it's
12 tailor-made for Toronto. We're just able to -- we're qualified to be able to deliver it. But
13 I will confirm that for you, for sure.

14 **COMMISSIONER FITCH:** Thank you very much.

15 **CST. DANIELLE BOTTINEAU:** You're welcome.

16 **COMMISSIONER FITCH:** That's all my questions.

17 **COMMISSIONER MacDONALD:** Yes. Thank you so much for
18 your helpful presentation. I am fine for now.

19 Mr. VanWart.

20 **MR. JAMIE VanWART:** Well, Constable Bottineau, that was a
21 fantastic presentation and you have given such thoughtful answers to a number of
22 questions that you did not know you would receive, and it speaks to your knowledge in
23 this area. And I know you've joined us at a very inconvenient time, so I very much
24 thank you for joining us today.

25 And feel free to stay on the -- in the proceedings or exit, as I know
26 you may have some other obligations. But thank you again so much for your
27 presentation.

28 **CST. DANIELLE BOTTINEAU:** Thank you, Jamie, and thank

1 everyone again for the opportunity.

2 **MR. JAMIE VanWART:** So I will now turn to Inspector Thomas
3 Warfield and Detective/Constable Helen Burton from the Peel Regional Police, who will
4 be doing our next presentation.

5 These are two police officers from the -- that service the cities of
6 Mississauga and Brampton with a population of approximately 1.5 million people. The
7 Peel Regional Police is also the policing agency for the Pearson International Airport.
8 We are lucky to have with us Inspector Warfield, who is -- brings with him 34 years of
9 police experience and Detective/Constable Burton, who brings with her a total of 30
10 years policing experience.

11 And I will turn it over for your presentation. Thank you very much.

12 **INSP. THOMAS WARFIELD:** Thank you, Jamie.

13 First of all I wanted to start off by saying on behalf of Helen and I
14 and members of the Peel Regional Police our thoughts and prayers are with the family
15 and friends and the Province of Nova Scotia as they go through and develop and learn
16 through this tragedy and listen to the information coming out as part of this committee.
17 We thank you for the opportunity to share what we've done here in Peel.

18 As the first screen is up as you read, it says "Major Event
19 Management". Essentially, that's a piece of software.

20 We worked with a partner company, external company,
21 professionals in this field and asked them to come in to assist us in building our mass
22 casualty response. The powered case system in Ontario is coupled with the system
23 that we have built in-house called Major Event Management, which was done by a
24 company called Xanalys.

25 Helen here, just to my left, she sat and worked with the team in
26 Canada and in England to build out how we would respond and take the information in.

27 We started to develop this back in 2017, again using software
28 experts in the field and building our process out. Our focus, and I want to share with

1 you our mission statement, is to assist, support and unify all those involved in this
2 incident, being whatever we're going to be dealing with. This includes family, friends
3 and investigators, with matching those reported missing or unaccounted for and bring
4 closure to those involved.

5 Our membership in relation to our major event comes from internal
6 sources that are supported through special training that we've developed in-house.

7 Next slide, please.

8 As Danielle has already taken you through one of the components
9 here, we look at three major components in relation to managing a mass disaster, mass
10 casualty event. First, the victim list. Where are we going to get these names, how this
11 information's going to flood in.

12 Helen will bring us into another piece of this, a 1-800 number which
13 Danielle has already explained that the world will call, and it has been learned that our
14 systems will be overwhelmed. We'll build on this victim list coming from police
15 resources, documentation teams including external resources looking to hospitals,
16 families, friends that are going to be calling in to develop and self-report their own
17 people missing or unaccounted for.

18 Danielle has gone into a very in-depth process in relation to the
19 family liaison, so I won't dive into that piece as well, but know for sure that within Peel
20 Regional Police we have mechanisms in place, people who are trained, who have done
21 the training through the Ontario Police College on dealing with families and being victim
22 specialists in that realm. We are continuously building on that.

23 The other component is Disaster Victim Identification, as you see,
24 DVI. In 2019, here at Peel Regional Police, we launched a course with INTERPOL.
25 This is the national standard of dealing with a disaster.

26 We brought in services including Toronto, York, OPP, Peel, the
27 Police College. All visited our service for a course that lasted just about a week on how
28 we would process such a scene. This is an international level.

1 The documents that we have prepared within our mass casualty
2 system, within our software system, mirror those of DVI so we can take this platform
3 and move it into an urban setting, rural setting, international platform and we can share
4 the information with the world because we know that we are a very moveable world now
5 and a very close space.

6 You can go to the next slide, please.

7 Why did we do this? Well, we looked at this from the perspective of
8 a water-cooler conversation between Helen and I on how we would build and better
9 prepare.

10 Under the leadership at the time of the Chief and the Chief
11 Management Group, included with the leadership that we currently have in place, we
12 developed a single point of contact in relation to preparing for a mass casualty.

13 Again, as I've told you, in our mission statement, which I can read
14 again for you, it's simply one place to call. So all the information comes in and then
15 unify and bring closure.

16 One of our main goals, and it's very simply put when we start off
17 any training sessions which we've done in relation to a mass casualty, and we break it
18 down very simply for them, is if we can unite a family member with someone who is in
19 the hospital as quickly as possible, that would be our objective, to make sure that
20 everybody gets a voice, information coming in.

21 Now, how we do that in the background, Helen will take you
22 through very shortly. But this is the process that we are looking here. We are very
23 specific on how we are trying to do this. We are not in charge of the scene. We are in
24 charge of missing persons and those unaccounted for. We subsequently share that
25 information with investigators so that they have the information in order to move on in
26 their investigations.

27 Next slide, please.

28 **MS. HELENN BURTON:** So with the software we've also set up

1 a call-in centre. So we obviously had to be able to receive that information coming into
2 our 9-1-1 lines. And very similarly to what Toronto Police are doing, we've set up a 1-
3 800 number whereby members of the public can call in, where they can report either
4 themselves as a survivor, if they're down at the family reunification centre, or if they've
5 even been involved in the incident and since left the scene and gone home. They can
6 call and report other people who were with them who are missing, and we also have the
7 opportunity to recognize that what we see falls back to members of family who believe
8 that their loved ones have been involved in the incident, but can't get a hold of them. So
9 we'll receive those as we see people as well.

10 Staff in the call centre are trained in high stress call taking, the
11 same as what our communication staff are. So they already have that knowledge of
12 how to deal with that high stress call coming in.

13 We recognized very early in looking at this type of incident that we
14 would need that training. We didn't want to take members of civilian staff who were
15 used to taking very hard callers and putting them in a potential situation when we're
16 dealing with something that's very high stress. So we recognized that they would need
17 that training prior to coming.

18 They're also all part of our critical incident study, which means that
19 they will be seeing yearly psychological assessment through our organizational
20 wellness. So if there are any issues that come up throughout their training, then they'll
21 receive that psychological piece too.

22 We have done two test scenarios so far and they were very
23 realistic. The call centre staff were visibly moved by what they were receiving. So that
24 was a good learning practice for them to be able to receive that.

25 The call takers, they will gather information, such as identifying
26 features, marks, scars, tattoos, descriptions of the person that's missing, and they will
27 enter that onto a previously designated form which is already in their software.

28 It also allows for us to be able to receive that same information from

1 people that may be unconscious at the hospital.

2 We can also receive pictures. So if we have an identifying tattoo,
3 we can get the person who is calling in to report the person missing to send that to our
4 email address and we can attach that to the profile.

5 We can also receive information from officers who may be at the
6 hospitals and they can send identifying features, again such as tattoos, which may be
7 able to be uploaded into survivor reports. So if that person is unconscious and we
8 realize that we can attach that picture or tattoo or other identifying feature directly into
9 their profile.

10 Next slide, please.

11 So the documentation team are police officers. They will be
12 deployed out to the hospitals and family assistance centres, evacuation centres for
13 people to be able to report information, either directly to the software, or we do have
14 forms that are offline in case there's no connectivity at the scenes. And their primary
15 focus is going to be to gather that information to feed that into the software as soon as
16 possible. Without the information of people at the scene and at the survivor reception
17 centres, we won't be able to match that with any of the missing people that have been
18 reported through the 1-800 number or through our internet page.

19 Go to the next slide, please.

20 So next we have the background people. So they're going to be
21 the matching unit. So we have two computer labs which are set up for training and are
22 a training facility and if any incident actually happens, those computer labs will be taken
23 over. They are also right next to our emergency operation centre. So there will be that
24 local availability for people to walk backwards and forwards between those three rooms.

25 So the one side of the computer lab that will be our information
26 contact centre where all the calls are coming in, and then our next side of the room will
27 be our matching unit, where the officers will be look at all the missing persons forms that
28 are being reported, and they will be looking through the other forms that we've received,

1 such as the evacuees, survivors, and the deceased persons, and trying to match those
2 up with those missing people.

3 You'll see on the screen shot there's a colour coded yellow on the
4 top of that screen shot. We've tried to use the same as the Interpol forms, which is
5 what Tom mentioned, in that the yellow denotes that it's a missing person, green is a
6 survivor or evacuee, and then red will be a deceased person. That way the call takers
7 and the matching unit staff know exactly what they're looking at just by the colour
8 coding.

9 So the matching unit will look at all of the missing persons coming
10 in and they will start looking through those other lists.

11 There is some AI built into the software where as soon as we start
12 looking at that missing person, it gives us options of who it may connect to. So
13 depending on what information is in each of the forms, if I have a lion tattoo, it doesn't
14 recognize the image, but it will recognize that a lion tattoo is in there, which their call
15 takers will put in in text form, and then will also put that in in a survivor form. So it will
16 show up a potential match, and then it's up to the matching unit to be able to decide
17 what to do with that information.

18 They have various options depending on what the scale of the
19 incident is and what has been decided by the officer in charge of the mass casualty unit.
20 They could potentially make a phone call back to the caller, who would audit the person
21 missing and just say, "Yes, your family member is at the hospital or at the reunification
22 centre and this is how you can contact them." Or it may be that it requires an elevated
23 response from a family liaison officer who is trained in other resources that may be
24 needed, such as death notification, pre-death notification. Or there might also be an
25 incident where that person is not fully identified so we would need to do a follow up.

26 There is a way that in the software, we can task people. So a
27 trained staff would either be a family liaison officer or it would be part of the
28 documentation team that would be going out and do a further task to identify whether it

1 is a confirmed match or not, whether that be a result of what the coroner might need
2 through DNA collection, or photographs, finger prints, dental, et cetera, et cetera. So
3 that is the way that we would do that. like I say, depending on what the officer in charge
4 has decided at the beginning of the mass casualty response.

5 You can go to the next slide, please. I think that's ---

6 **INPS. THOMAS WARFIELD:** Subject to any questions, and I've
7 heard some of the questions you've asked of Danielle, some of those we could probably
8 answer for you.

9 I know in relation to how we would educate the public on this, we
10 are in the process of building what's called Whiteboard Animation, which is a platform
11 which we would put up immediately, or share during certain times of the year, for
12 example, Emergency Preparedness Week. What the Peel Police are doing locally, and
13 we are looking at building whiteboard animation, which we have just purchased, to
14 design a caricature to walk you through the process and educate and posting it on
15 YouTube.

16 So that's one of the process we're looking to do an ongoing process
17 of education just on that topic, which I know one of the Commissioners asked about.

18 So subject to any questions, Helen and I are both open.

19 **MR. JAMIE VanWART:** Well, thank you so much for your
20 presentation. I'll -- again, I'll turn to the people physically here today. I don't know,
21 Michelle Seaman, if you have any questions.

22 **MS. MICHELLE SEAMAN:** Thank you so much for your
23 presentation. Another very interesting and very important initiative, and I thank you for
24 your leadership on that.

25 Again, just a question, as I asked Danielle, about the training for
26 your team, about the trauma-informed approach, and victim-centred approach. Are
27 your -- is there special training for this particular team related to this kind of response?

28 **INSP. THOMAS WARFIELD:** Yeah, so I'll let -- I'll let Helen answer

1 that. She has taken her people through.

2 **CST. HELEN BURTON:** Yes. So we did do the high stress call-
3 taking as part of the initial training. All of that Call Centre staff have to have that prior to
4 even applying for the position. They also have the access to our Organisational
5 Wellness, and we're also -- they're part of the psychological response as well. So once
6 a year they'll go through with their psychiatrist and do an assessment that way as well.

7 We also have run two training scenarios where we had cadet
8 members to act as the members of the public, and actually it was very, very realistic.
9 We had Organisational Wellness come and stand by, and they were prepped -- call-
10 takers were all prepped with the number to call should they require any assistance, and
11 it was offered to them at the end of the day as well, and there was further outreach
12 following training as well.

13 **MS. MICHELLE SEAMAN:** Thank you. And just a follow-up to
14 that. So it's just mainly to the call-takers. What about the responding officers in terms
15 of -- and perhaps it's just a broader sense of trauma-informed training that your officers
16 get as part of their policing duties. Is there a course that your officers take?

17 **INSP. THOMAS WARFIELD:** So the officers here at Peel do have
18 training that they get from the Ontario Police College, and then that is enhanced when
19 they return back to their in-house training. We have a program here known as
20 Safeguarding, so that is a once-a-year program, officers in specific units, and it just
21 branched out recently to our uniformed personnel where they will go through an
22 assessment with a psychologist who is part of our Management Team. They will meet
23 with them, and they take them through, or learn over the last year, just not on mass
24 casualty events, but simply thinking of the focus of a traffic accident that they dealt with
25 where they have to deal with a death or a death notification.

26 That being said, as we build on this more and more we are learning
27 that we do debriefs very quickly after the incident. As Helen mentioned, the training
28 session that we had was very impactful to us when we hosted that because of the

1 feelings that were coming out during the calls that were coming into the centre, and
2 from that we learned to make sure that we make sure that we incorporate our wellness
3 people immediately into our plans. So follow ups, debriefs after, are all part of moving
4 forward with our initiative.

5 **CST. HELEN BURTON:** We also have -- one of us would be in the
6 room with the call-takers, and we did notice when we were doing their training while we
7 were walking around we actually made sure that the call-takers were okay. You could
8 see that they were having a stressful call, and once the call was done we made sure
9 that they hung up the phone, put themselves on busy, and had a quick two minutes with
10 them to make sure that they were okay, if they needed any further assistance.

11 **MS. MICHELLE SEAMAN:** Thank you so much for your answers
12 and for acknowledging the trauma of both the victim-centred approach and also for the
13 members and the other staff that are involved in the incident. Thank you very much.

14 **MS. JULIA RUSTAD:** Thank you so much for your presentation, it
15 was very interesting, a lot of information. I don't have any questions at this time.

16 **MR. JAMIE VanWART:** Dana Bowden?

17 **MS. DANA BOWDEN:** Thank you very much for your presentation.
18 I do have a question around referral. So for survivors, the injured and family members
19 who are looking for support and assistance, is there a referral process in place to other
20 resources?

21 **CST. HELEN BURTON:** Of course. I mean, the same as Danielle
22 has mentioned, we are not -- that is not our world. We are a police response, and
23 although we are -- 100 percent want to be involved in the reunification part, the family
24 side, we also recognize there are other services that are better equipped than us to
25 actually deal with that. So we would -- we would use our victim support services to be
26 able to reach out.

27 **INSP. THOMAS WARFIELD:** Just to give you some insight during
28 an event that happened here in Brampton with a house fire, the loss of several young

1 boys, family during that time, our service took an approach of our Community Safety
2 Well-being Team, our Divisional Mobilisation Unit officers, the support that came from
3 in-house to reach out to the Region to get things in place happened very quickly. We
4 are under the leadership under the direction where we're king of building out platforms
5 to other community partners. As mentioned very early in this, building out a platform of
6 the design of our software where we went out to external stakeholders to the point
7 where we're using those resources that are in our communities to make sure that we
8 tap. They actually meet on a regular basis at a hub meeting, not just for -- if this was a
9 mass casualty event, but other incidents that are happening in our communities.

10 **MS. DANA BOWDEN:** Great. Thank you.

11 **MR. JAMIE VanWART:** I will turn to Aline Vlasceanu. Did you
12 have any questions for these presenters?

13 **MS. ALINE VLASCENAU:** No. Thank you, I'm okay.

14 **MR. JAMIE VanWART:** Okay. And Sue O'Sullivan?

15 **MS. SUE O'SULLIVAN:** No. Again, we work with them regularly.

16 So thank you.

17 **MR. JAMIE VanWART:** Okay. And Susheel Gupta?

18 **MR. SUSHEEL GUPTA:** No. No questions.

19 **MR. JAMIE VanWART:** Okay. Well -- and Maria MacDonald?

20 **MS. MARIA MacDONALD:** No, similarly. Thank you.

21 **MR. JAMIE VanWART:** Okay, thank you.

22 Well, I'll turn now to the Commissioners.

23 **COMMISSIONER MacDONALD:** Commissioner Fitch?

24 **COMMISSIONER FITCH:** I don't have any further questions at this
25 time. Thank you for your presentation.

26 **COMMISSIONER MacDONALD:** Commissioner Stanton?

27 **COMMISSIONER STANTON:** I might have missed this, and I
28 apologise if I did, but what is the threshold that prompts this process to be initiated?

1 **INSP. THOMAS WARFIELD:** So when we're looking at a mass
2 casualty event it means three or more people that can't be identified. That would be ---

3 **COMMISSIONER STANTON:** And so -- sorry.

4 **INSP. THOMAS WARFIELD:** Well, we'd be looking at activating
5 our unit. Our objective is to stand up a unit up within an hour-and-a-half and to put our
6 1-800 number out to the public through social media, news, press releases, and on our
7 internal website.

8 **COMMISSIONER STANTON:** And it's the officer in charge who
9 determines that the threshold is met and initiates it?

10 **INSP. THOMAS WARFIELD:** So we have what's called the Duty
11 Inspector who is our frontline officer who is the highest rank of the day on the road, or
12 the Chief of Police can activate the Office of the Mass Casualty Part-time Bureau.

13 **COMMISSIONER STANTON:** And are the members otherwise
14 assigned and then if this program is initiated then they are reassigned to stand up the
15 unit, or is this their main remit?

16 **INSP. THOMAS WARFIELD:** So how it works is if we were
17 activated the call would come in, we have a call-out system where the folks that are
18 listed on that call-out system will get a phone call to come in. They will come out of the
19 units that they're working in, we're hoping some would be on duty at the time to expedite
20 in getting our lines up and running. They will make their way in. Currently, there's
21 myself and seven other either inspectors or detective sergeants or staff sergeants who
22 are being trained or learning how to use the software and to manage the room, so they
23 would be activated as well to come in. And then we would set up a shift rotation, which
24 we have planned to design, or we've already started to, setting up the design of who
25 would be filling in those shifts to make them either longer or shorter depending on the
26 amount of work that comes in. And some of the lessons that we have learned from our
27 partners over in England when we followed what they did.

28 **COMMISSIONER STANTON:** And when you say they would come

1 in, do you mean physically come in to a -- to a centre or is this something that can be
2 stood up remotely?

3 **INSP. THOMAS WARFIELD:** I'll let -- Helen's working on that now.

4 **CST. HELEN BURTON:** No, we are doing it in-house, and the
5 advantage of doing that is we -- like we said, we are right next to where our Emergency
6 Operations Centre would be, the matching unit would be right next door to where the
7 call-takers are based. So -- but as information comes in to the Officer in Charge, I
8 would need to relay information to the call-takers and to the matching unit, so having
9 them physically in the building is the best way that we have decided that it would work.

10 Just to give you a bit of perspective and background, I actually
11 worked on the 9/11 investigation prior to coming to Canada when I was in the UK, so
12 just having that experience and knowing how busy that call centre can be, we would
13 want it the same. We would want to be able to have that one-on-one perspective and
14 be able to talk to people in real time.

15 **COMMISSIONER STANTON:** Thank you.

16 And is there someone in an analyst role that is also part of this
17 team that is assessing information as it's coming into the call centre?

18 **CST. HELEN BURTON:** Assessing the amount of calls that we're
19 getting or assessing the information?

20 **COMMISSIONER STANTON:** Assessing the information that
21 comes in.

22 **CST. HELEN BURNS:** Well, the calls would be coming in and
23 somebody would be -- like myself would be overseeing what's actually happening and
24 how many calls we are getting and we'd be able to do -- very quickly we can do a list to
25 say who is still outstanding that's missing, who has been reported as survivors, how
26 many people we have taken off that missing list and how many people we still have
27 outstanding. We can export that into an Excel spreadsheet and a PDF.

28 So if we did have an analyst that was working with us, we can

1 provide that information to the analyst, we can provide it to the investigators who are at
2 the scene or the incident commander, the Emergency Operations Centre or even the
3 coroner if they need that as well.

4 **COMMISSIONER STANTON:** And is there a liaison as well with
5 the -- I don't know if Peel has one, a strategic communications unit -- so that if the public
6 is being updated that the information is accurate from your team?

7 **INSP. THOMAS WARFIELD:** Yes. So with myself in the room,
8 that is my role, to continue to liaise with our media people, our corporate people to
9 move that message out.

10 What Helen was alluding to a little bit earlier in relation to you're
11 saying the analytics and the data that's coming in, if you were in charge of us and
12 wanted to know how many people were at a unification system, we can simply go into
13 the software, print it out and tell you that there's X number of people at a hospital, at a
14 family centre and their names to make that connection really quickly.

15 Those types of things that we can also move out to the public
16 saying that this is where casualties are or where family centres are being designed or
17 coming up because we're learning -- we've learned that multiple people will want to
18 help, but it's how we get that information to the proper authorities.

19 **COMMISSIONER STANTON:** Thank you. That's very helpful.

20 **COMMISSIONER MacDONALD:** Yes. Thank you so much for
21 your proactive leadership and this very inspirational initiative, actually.

22 I've got a few questions.

23 First of all is the software. You mentioned, I think, partners in
24 England. Can -- was it something that was on the shelf that you adapted for your
25 experience or did you build it from scratch?

26 **INSP. THOMAS WARFIELD:** I'll answer the first part and then I'll
27 let Helen take you to the next piece.

28 In Ontario, we're governed by Major Case Management during

1 serious events that happen in this province, and we have a piece of software that we
2 use during those investigations. It helps us in linkage analysis. So an investigator in
3 Toronto would have something in there and it would link to an investigation in Toronto,
4 we can have the conversation.

5 The platform that was designed and built here is similar to that, and
6 we can take that information and move it into -- should it become a criminal activity
7 notwithstanding we have other events that are happening around the world or in
8 Canada, mass disasters, we can easily take that information if it turned into criminal and
9 move it into the next one.

10 So I'll let Helen tell you about the design.

11 **CST. HELEN BURTON:** Yes. So because we wanted that
12 interoperability between Major Case Management system, which is called PowerCase,
13 and any mass casualty type software, we approached the company that made
14 PowerCase, which Xanalys, and they're actually a UK company. They've been in major
15 case management software since the implementation back in 2005.

16 So we had a good relationship with them already and knowing them
17 through doing the PowerCase software. I was involved in homicide prior to doing this,
18 so I knew how that platform worked. I knew how the UK platform worked and we were
19 able to use one of their already-existing systems and be able to just manipulate it a little
20 bit to what we actually needed.

21 And like I said, the interoperability between the two in case it does
22 become a criminal investigation would be seamless to move that over such as in 2005,
23 we had Air France crash at Pearson Airport. Thankfully, there were no casualties and
24 that became a Transport Canada issue. However, as we all know, 9-1-1 gets
25 bombarded with calls and 9-1-1 actually crashed that day because of the amount of
26 phone calls that we were receiving.

27 So all of those things combined, we knew we had to set up a 1-800
28 number. We knew we needed to divert some of those phone calls from 9-1-1 as well as

1 that interoperability and it should be a stand-alone system in the event it was something
2 outside of a criminal investigation.

3 **COMMISSIONER MacDONALD:** Thank you so much.
4 Just a couple more questions. The first is dealing with slide
5 number 5.

6 And you refer to the documentation team are members of the police
7 service who will be deployed to hospitals, family assistance centres and evacuation
8 centres.

9 So can you distinguish for me, please, the difference between the
10 family assistance centres and the evacuation centres, and would there not be overlap
11 there and, if there is, how that is dealt with?

12 **INSP. THOMAS WARFIELD:** Yeah. So this is some of our
13 lessons learned.

14 As I mentioned, when we started looking at this, we'd seen NGOs,
15 non-government agencies, getting involved in opening up certain things, churches,
16 community centres. Within our region, we have partnerships with those NGOs.

17 We have to be prepared because people will also self-congregate.
18 They will muster at a location where we are not there and we're going to have to send
19 our documentation team to those areas or ask them to come to a specific area. We can
20 appreciate and Toronto would reiterate during the van attack how many people might
21 show up at a hospital looking for family members, and as a policy agency or
22 government agency, we have set up another centre where we want people to come.

23 So preparing those document teams -- documentation teams to be
24 deployed so they can get that information back is essential and key because we do not
25 want to miss the opportunity to unify somebody and have an understanding because if
26 we were in certain communities, a firehall may become the point where everybody
27 meets up or a community centre or a hockey rink where we can deploy people to
28 because they have done their own.

1 So our objective here is to build a documentation team and then the
2 locations that they will be going to are what we would have to deploy them to.

3 Currently we have 16 people here in Peel that are being trained on
4 our documentation team.

5 I hope that gives you some insight with what we're looking at here.

6 **COMMISSIONER MacDONALD:** Yes. Thank you so much.

7 And just one more question dealing with the next slide. And you
8 indicate if a match is identified -- this is slide number 6.

9 If a match is identified, depending, of course, on evacuees,
10 survivors, et cetera, a pre-determined structure will decide the next course of action.
11 So I presume that's a pre-determined structure that aligns with the software, but can
12 you elaborate a little bit more on the various structures that are pre-determined?

13 **CST. HELEN BURTON:** Well, the structure would actually be
14 based on what the Officer in Charge has decided at the beginning of the event. So in
15 the event that it may be a rail disaster or something that requires a family liaison officer
16 to be able to go to the -- to go back to the person's family and collect DNA, that's a very
17 different response to somebody who's at the evacuation centre and can just have that
18 phone call to let them know that they're at the evacuation centre.

19 We're being very mindful of who does that pre-death notification
20 and death notifications, and it should be a trained officer and not the person that's just
21 receiving a cold call from somebody in an office saying, "Yes, your loved one is now
22 deceased".

23 So we need to be mindful of that and it has to be done in person
24 and by a trained officer with support mechanisms in place to be able to offer that
25 support to that family member.

26 **COMMISSIONER MacDONALD:** Sorry. Did you have anything to
27 add to that?

28 **INSP. THOMAS WARFIELD:** I was just going to double down on

1 what Helen was giving you some oversight to.

2 Again, going back to our mission statement, we try and stay very
3 clear to that mission statement, is that unification. And what we've learned is you may
4 be my friend and you call in because you know my first name is Tom. My family may
5 know me by my second name, Wayne. They call in and it's Wayne, and we have to
6 unify a little. So when we start to go back and reach out to those people who have
7 called in to tell them how we're dealing with this or who we're going to be sending to
8 deal with them. We want to be mindful that we've captured everything in one basket
9 and we've unified or matched everybody together. And the other piece that we looked
10 down a little further, as Helen mentioned, we have what's called general instructions.
11 The general instructions, we're probably now into 20 something pages of general
12 instructions that we have built in relation to any type of event that we continue to build
13 on. For example, Helen related it to a train derailment, a building collapse, an active
14 shooter event, horrific car accident, a plane crash, a boat sinking. We have got general
15 instructions or questions that we are prepared to give to our people so they can ask
16 those questions so we can get the proper placement and get the information back so we
17 can make those unifications as soon as possible.

18 **COMMISSIONER MacDONALD:** Thank you so much. Very
19 helpful.

20 **MR. JAMIE VanWART:** I will take your cues and refer to you by
21 your first names. So thank you so much, Tom and Helen, for your very thoughtful and
22 informative presentation and your fulsome answers to all the questions.

23 I might suggest, Commissioners, this would be an opportune
24 moment to take an afternoon break.

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

27 **REGISTRAR DARLENE SUTHERLAND:** Thank you. The
28 proceedings are now on break and will resume at 2:35.

1 --- Upon breaking at 2:20 p.m.

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

3 **MR. JAMIE VanWART:** Thank you and good afternoon.

4 As we continue with this session, I point out that we are fortunate to
5 have a number of experienced and knowledgeable individuals that are with us this
6 afternoon, and we will have an opportunity to hear from everyone.

7 Our discussion this afternoon will focus on what kind of supports
8 individuals, families, first and secondary responders, and communities effected by mass
9 casualty need, and suggestions on how best to provide support to those affected by a
10 mass casualty and what steps can be taken to incorporate a victim-centred approach.

11 At the beginning, as we've heard, we have with us members of the
12 Canadian Resource Centre for Victims of Crime and the Canadian Association of Chiefs
13 of Police National Working Group Supporting Victims and Terrorism and Mass Violence.
14 These organizations are part of a Participant coalition in the mass Casualty Commission
15 and we will now turn to them and hear from their members in attendance today.

16 And I will first turn to Ms. Sue O'Sullivan.

17 **MS. SUE O'SULLIVAN:** Thank you, Jamie.

18 I am the chair of the National Working Group, but like Susheel, I
19 wear several hats. And I'm going to mention just two other groups that I work with,
20 because I'll be speaking to them as I provide comments to today.

21 And so the first is I chair the International Network Support Victims
22 of Terrorism and Mass Violence, and as well, the Leadership in Counterterrorism
23 Alumni Association. I'm a member of the Executive Board.

24 And I so I mentioned these, as I say, these are two groups, just
25 two, of the many groups that help inform the work of the National Working Group.

26 But I would like to begin by offering my condolences to the victims'
27 families, who suffered the loss of a loved one. I also want to acknowledge the
28 survivors, first responders, and all those who have been impacted by this tragedy.

1 Much of our work is informed by the voice of victims and survivors and we rely on your
2 guidance to help identify and support the -- what support needed to help the community
3 heal.

4 We remember those lost and are inspired by your courage and your
5 strength during this difficult time.

6 The Commission of Inquiry -- this Commission of Inquiry marks an
7 important opportunity to fully consider the work that has been done and needs to be
8 done by governments, first responders, victim serving agencies, community
9 stakeholders in Canada, to prepare for and respond to these types of tragedies.

10 You have already heard this afternoon from several members of the
11 National Working Group, Helen, and Tom, and Danielle, and I will be co-presenting with
12 two other members of the National Working Group this afternoon, and that is Ms. Maria
13 MacDonald and Mr. Susheel Gupta.

14 I also want to note at this point that we will be providing the
15 Commission with a comprehensive written submission on our work, and so today we
16 are just going to be touching briefly on -- what I would like to do is talk a little bit about
17 who we are, the work that we're doing. I'd like to talk about the continuum, very briefly
18 about the needs of victims, and also one key recommendation that we have for the
19 Committee. We have many recommendations, but one in particular that I'd like to focus
20 on in my comments this afternoon.

21 And so who are we? So the CACP National Working Group was
22 established in January 2018 in the recognition of the need for and the value of
23 developing a victim-centred response to terrorism and mass violence in mass casualty
24 tragedies. It includes representatives from police services across Canada with a
25 common aim to develop frameworks and programs to optimize a victim-centred
26 response to mass violence before, during, and after they occur.

27 A central focus of our work involves the identification and
28 refinement of trauma informed models aimed at informing, supporting, and engaging

1 victims, families, survivors, and first responders, and communities and all those
2 impacted, while also upholding the rights and dignity of all persons.

3 And so our National Working Group includes representatives from
4 police services across Canada, but it's not only made up of senior officers, as you can
5 see just from some of the people that have presented here today, but it is made up of
6 an entire team of leaders.

7 And so from across Canada, we've got together to work together to
8 focus on certain areas in terms of researching planning, training, technology and
9 collaboration. Some of those key messages that you have already heard here today.

10 But I think what's important is to start off by talking about the
11 criminal justice continuum, because the work of this Commission is looking at -- it starts
12 with prevention. And I know there's been significant presentations and work around
13 what can be done to prevent these kinds of tragedies in the future. And then sadly,
14 when we do have a tragedy or an incident that occurs, there's the time -- the immediate
15 time that this occurs and the short term after that.

16 And of course, there's the medium and long term. And if in fact
17 there is an arrest, then there's a court process. But in this case, what we have is an
18 inquiry or a legal process.

19 And then what I'm going to point out is that for many of these
20 families and people who have been impacted by this, it goes well beyond the criminal
21 justice system and has a -- they will have lifelong needs in relation to what has
22 happened to them as a result of this tragedy.

23 So I really wanted to point out that because sometimes we focus on
24 the immediate response, when in fact it is an entire continuum. We do need to be
25 looking at the prevention, as well as the time of the incident in the short and the longer
26 term.

27 I know that Susheel is going to speak further about the needs of
28 victims, but I just want to touch on the fact that every victim is unique, however, there

1 are common themes in relation to their needs that must be considered and provided for
2 in the preplanning and the response stages. And one of the lenses that our National
3 Working Group puts on, and I know that you heard this from one our, if I may say, the
4 international network, the acronym is INVICTIM, that you've heard from already, the
5 Commission has heard from, is Lev Altan, the Executive Director of Victim Support
6 Europe, and Mary Fetchet, the Executive Director of Voices Centre for Resiliency.

7 And we all put this lens on and we look at it in terms of circles of
8 impact. And so obviously it's the family that -- it's people that were present during the
9 attack. It was people who were survivors. Sadly family members and loved ones who
10 lost their loved ones, and then of course, first responders, witnesses, and then of
11 course, the community itself, the local community and the wider population.

12 So they impact not just survivors and witnesses and their families
13 and loved ones, but the first responders and the broader community all were faced with
14 the challenges of coping in the aftermath.

15 And I use one simple example. As you know, we work with
16 colleagues not just in Canada, but internationally, and we work closely with one of our
17 members, the FBI, and they recognize that many people who were at a lot of these
18 tragedies who were not physically injured, but obviously had impact to them,
19 psychosocial, and they put out a brochure that was called "I was there". And it's in
20 recognizing that a lot of people didn't come forward and didn't access some of the help
21 that was available because they didn't think that it was for them as well and that it was
22 more for people who had lost loved ones. Of course people who have lost loved ones
23 were going to need that support, they didn't want to take away from that. So they put
24 that simple "I was there", and I thought that was a very simple way of saying, "Yes,
25 you've been impacted and there's help available to you."

26 And so we take a victim-centered approach. You're going to hear a
27 lot more about that from Maria when she speaks, but I wanted to talk about the four
28 pillars of what we do as a National Working Group.

1 So common-sense, we bring together and we learn from each
2 other, we share best practices, using two examples, again this afternoon. But we also
3 look to our international partners, our NGOs or different stakeholders.

4 So INVICTIM has 27 members and we purposefully are a smaller
5 group in our network, but what we are is a door -- we are doors in to extensive
6 networks. And so the work of the National Working Group has been informed by
7 INVICTIM by the Leadership and Counterterrorism Association, which is basically a
8 group of senior police and intelligence leaders that are very much committed to
9 ensuring that all strategies take the victim-centered approach.

10 You've heard EUCVT, members of the European Union Centre for
11 Victims of Terrorism. We bring in victim advocates. And I think one of the most
12 important, and I will reiterate this throughout my presentation, is the importance of
13 listening to the voice of victims' families, survivors, and people that have been impacted
14 in order to inform the work that we do.

15 And so the other thing that the National Working Group has been
16 able to establish, because we often talk about partnerships, but it's also really about
17 relationships, and that's what we have. We are constantly sharing information, looking
18 for opportunities that are available to us.

19 And so research and development is a key piece of what we do,
20 identifying the best practices and the lessons learned, again from not just what's taking
21 place in our own communities and nationally, but also, as I mentioned, internationally.

22 So we have developed a resource compendium, and in that
23 resource compendium, we have both I'll say public information, as well as information
24 that's been shared with us in confidence.

25 Next is training of victim specialists, or we've heard of the family
26 liaison officer's program.

27 So we looked internationally at some of the best models that were
28 out there, and they're often referred to. One, of course, is, and you've heard it referred

1 to the U.K. Family Liaison Officer Program, and the second is the FBI's Rapid
2 Response Teams, where they have specially trained victim specialists that deploy to
3 these kinds of tragedies with agents. And training is a key component, because if
4 you're going to ask, as well as frameworks and protocols, which I'll speak to later,
5 training is a key component to ensure that the people that you're asking to do this have
6 the necessary knowledge, experience, and training to do that.

7 And so as we develop these frameworks and protocols, equally
8 important is testing them. And so one of the things that we had the opportunity to
9 participate in last year was an international tabletop training scenario. What was unique
10 about it is we were testing two things. We were testing the victim response and we
11 were testing the member support strategy. And we partnered with the U.K.'s National
12 Police Wellness Service on conducting the exercise, and I really want to publicly thank
13 the Toronto Police Service and the Ontario Provincial Police, who came to the table to
14 be -- to participate fully as the agencies that would be responding on the victim
15 response side.

16 And the other thing I want to mention is, is that when you're looking
17 at communities that are preparing to respond to these kinds of tragedies, is recognition
18 that each community has different organizational structures and classes.

19 So we know, and actually, in our training, we started with an attack
20 in a rural community, which then went to a large urban centre. And it's recognizing -- so
21 for example, I mean, you can see from some of the models that are out there that
22 involve a lot of technology, that involve big casualty bureaus, but it may be in a smaller
23 community, that you still need to be able to have these key pieces in place, but it may
24 look like how you provide that would be different based on your capacities.

25 The next thing we focus on is policies, protocols, and supports. So
26 we share the policies, the plans, to ensure that at every stage, that victims' needs are
27 considered and planned for in the -- in our abilities to respond.

28 And next is use the technology. So that's such a broad subject, but

1 I'm just going to touch on a couple of examples.

2 So when we look at, for example, you've heard about the Casualty
3 Bureau from Peele, but recently, for example, the U.K. has opened the Major Incident
4 Portal, which they keep up 24/7, and it has different things that it can do with that.

5 Use of technology. The FBI partnered with Penn State University
6 and developed an online training, virtual training program, different modules about
7 death notification and how to do that.

8 I'm just giving you a couple of simple examples. And after the large
9 attack in Las Vegas the FBI has created, well, they've had it in place and used it quite to
10 their advantage, they put up a Seeking Victims page. They had 20,000 people flee that
11 concert. And also we looked at, for example, the website that was set up after MH-17.

12 And so there's different -- our group is constantly looking at what's
13 out there and what can be adaptable to the communities that they serve. But all of the
14 foundation of the work of the National Working Group is, if I may quote Lev Altan, which
15 is "rights-based and needs-driven." And so as I said, we're informed by, not just our
16 colleagues, but we also take every advantage to leverage the knowledge that's out
17 there.

18 And two quick simple examples: We just ran a special session with
19 CIPSRT, which is the Canadian Institute for Public Safety Research and Treatment with
20 Nick Carleton, and we partnered with NATAL, which is the National Trauma Resiliency
21 Agency out of Israel, and we looked at lessons learned in terms of supporting first
22 responders. So that's just one example of the -- and actually, we have -- we have a
23 seminar coming up that we've been allowed to participate in, our members from the
24 EUC, from their centre, on managing personal effects.

25 So while it is -- we -- it is important to acknowledge the good work
26 that has been done and is currently being undertaken by a government's first
27 responders, victim-serving agencies, community stakeholders to prepare and respond
28 to, we have, through our work, a common theme has emerged from the available and

1 collective lessons learned, both internationally and at home, and we must -- we must
2 build on the current response strategies to ensure that the protocols in an event of a
3 mass victimisation incident are preplanned for, and I'm going to use that word again, are
4 preplanned for.

5 And so I'm not going to list about -- there's about 20 or 25 victim
6 protocols. And people say to me, you know, "we have good response strategy or
7 frontline goals" and yes they do, and you do have, you know, good victims services
8 people. What's different about a mass -- about a mass casualty incident or a mass
9 violence? It's the extra capacities and protocols that are going to be required that you
10 have have in place ahead of time.

11 And I'm just going to mention a few of them, you've heard them
12 mentioned: The victim witness identification, the development of victim's lists; death
13 notifications, family survivors assistance centres, liaison between victims and the
14 investigation team, contacts list, volunteer and donation management. Again, there's
15 many more, but I'm going to just use one example and it was spoken to this morning.

16 Because if you're truly going to have a response that puts victims,
17 families, and survivors at the centre of the response, then you need to have, I'll say
18 either a Victims Specialist Manager or a Victims Family Liaison Manager that is
19 integrally working with incident -- with the Incident Commander as well as the Major
20 Case Manager. Because the incident situation when it's in crisis will be led by an
21 Incident Manager, but it's the Case Manager on the investigative side that will have that
22 carriage through the longer portions of the continuum. So it's important that that is
23 embedded within the Incident Command and the Major Case Management.

24 And so lastly, I want to finish up with a recommendation that we
25 have, and that -- well, I should mention is, you know, training came up in several of the
26 questions that you've raised here by the Commissioners. And what we've done, we got
27 a little bit behind with COVID, but we waited until we're doing it in person, we are
28 running in November a Victims Specialist Family Liaison Officer Training -- a Pilot

1 Training Workshop. And what we are bringing in -- and in that workshop we are going
2 to be looking to bring in Incident Commanders and Major Case Managers as well
3 because they all have to understand how it fits together and how they're linked together.

4 And so the main recommendation we have, and we have a
5 resolution that was put forward by the CACP in 2020, was to establish an office that
6 functions as the centre of expertise and a coordinating body that can mix federal,
7 provincial, territorial, regional and local responses, the victims of terrorism, mass
8 violence and mass casualty events. We clearly recognise that the three levels of
9 government have different mandates, but if the centre can operate where you respect
10 the three levels of government, plan together strategically, so that there is a
11 comprehensive response with the appropriate supports and resources in place that
12 respect those lines.

13 So the establishment of this office -- and you know, we're following
14 the footsteps of other countries, such as the United States, who have the National Mass
15 Violence Victimization Resource Center, the European Union who has the Centre of
16 Expertise for Victims of Terrorism, and Belgium is currently in the process of standing
17 up their Centre of expertise for Victims of Terrorism and Disasters. So this is -- this is
18 very much what other countries have recognised.

19 But more importantly, by having a centre that can -- and if I could
20 just -- you know, act as a hub, act as a knowledge centre, and really everything that
21 we've talked about and we've heard from other people throughout this Commission
22 brings together that expertise, the resources, where do you go when you want
23 information on some of those key protocols that we've talked about that can connect,
24 that can coordinate and collaborate? Bring those best practices and approaches into
25 one, if you will, hub. And also, that can, similar to what we've seen in other centres,
26 where they can provide training, webinars, protocols, toolkits, identify expertise that's
27 available, leverage other existing resources that are already available at your
28 community, provincial or national level.

1 And of course, most importantly, it allows for communities to
2 preplan because when I crisis happens you want to ensure that you already have that in
3 place. And of course, the most important piece we would say to the centre is to ensure
4 that the victim's voice is front and centre, not just in the development, but in the
5 implementation and the monitoring of that should be stood up.

6 And so I am going to -- I am going to -- I think the -- as far as that
7 recommendation, I want to finish with this statement: The key to the development and
8 the operationalisation of a coordinated victim centre response is preplanning and
9 relationships with key partners established ahead of time, and continuously
10 strengthened in order to collectively ensure that victims are identified, their rights are
11 protected, and the necessary protocols are in place, and victims receive the information,
12 consideration, and support that they need and deserve. A centre of expertise
13 committed to improving community preparedness, response strategies and capacity to
14 serve victims, their families recovering from mass violence through research, planning,
15 training, technology, and collaboration would help build on and complement the solid
16 emergency response mechanisms that are already being developed and implemented
17 in communities across this country.

18 I want to thank you for the opportunity to say a few words, and it is
19 my pleasure and honour to turn it over to Maria MacDonald.

20 **MS. MARIA MacDONALD:** Thank you.

21 To the victims, survivors, family members and all of those who have
22 been impacted, I know that there are no words which are appropriate. I acknowledge
23 your presence here today, and those that appear on your behalf.

24 I here -- I'm here before the Commissioners in Phase 3 today
25 speaking on behalf of the CACP, CTNS National Working Group to offer some possible
26 recommendations for your consideration, Commissioners, as it relates to two aspects:
27 First of all, best practices for integrating a victim-centred approach into the planning and
28 preparation for a mass casualty incident; and secondly, for the provision of support to

1 victims and survivors and family members from a policing and investigative axis.

2 We're all aware that policing has faced significant challenges over
3 the course of the last few years. The worst of times, such as this, can be an impetus, a
4 ripple, a wave of change. For as Eleanor Roosevelt once said, "You can often change
5 your circumstances by changing your attitude." But attitudes which are institutionalised
6 can often be stoic, making your recommendations, Commissioners, an instigator for
7 change, one which acknowledges a human-rights approach, a victim-centred approach
8 to the policing based on humanity, respect, and dignity for all.

9 A transition to a victim-centred approach is slow. It arguably
10 requires a shift in how we all view policing from that warrior mentality to that of the
11 guardian. But that transition is happening. We hear policing organisations, indeed this
12 Commission, speak to the trauma-informed approach. But do not be blinded by
13 terminology. As essential as a trauma-informed approach is, it only forms one drop in
14 the ocean, one aspect of the victim-centred approach, just as the victim-centred
15 approach forms one small part of journey to a true human-rights approach policing
16 which meets the needs of our communities.

17 The only means in my personal view to move out of that cycle of
18 error, or indeed to use Einstein's terminology, to have a different result, is to ensure that
19 society as a whole has a robust, flexible, victim-centred approach, which is not just
20 utilised on the day of the mass casualty event, but is utilised every day for the benefit of
21 victims, survivors, family members, and our communities. For we can't build a house
22 without a strong foundation, with which would hold the pressures of the every day and
23 not just when a hurricane comes to pass. We need to ask do our plans support victims,
24 survivors, and family members actually stand up to the reasonable worst case
25 scenario? Only then can we really consider that we truly have a victim-centred
26 approach to policing.

27 This brings me to the first proposed recommendation for your
28 consideration, Commissioners, that is, that a framework for a victim-centred approach

1 put in policing should be robust, flexible tiers and scalable to a mass casualty event.
2 And you may ask what is a framework for a victim-centred approach? And what I can
3 do is maybe read a few lines from that from the OPP or the Ontario Provincial Police --
4 the OPP's framework which says having due regard to our legal obligations to assist
5 and understand the needs of victims, we need to refocus our understanding of
6 investigative excellence to include a victim-centred approach at its core. The focus of
7 this framework is to build a tiered, scalable, resilient victim-centred response which
8 empowers victims' survivors, facilitates investigative excellence and supports the well-
9 being and health of our people and our communities.

10 There are three overarching principles which I believe are key to a
11 victim-centred approach. The first is effective communication. Secondly, setting clear
12 expectation as to what we can do but also what we expect of others. And thirdly,
13 understanding the needs of victims, survivors, family members and our communities, for
14 if we do not provide effective communication in a timely manner to victim survivors, we
15 can and we do fail. If we do not outline what we expect of them but also to clarify our
16 expectations of us, we start to lose trust, if trust even existed in the first place.

17 For a culture shift to be embraced, the change needs to be written
18 in a framework, a strategy, call it what you may. It must be clear, concise, supported by
19 leadership at all levels and know to be a fundamental principle, a fundamental value at
20 the core, at the heart of an organization's ethos.

21 With that, and only then, can those ripples of momentum
22 commence to prioritize the human aspect of policing separate and distinct from that
23 warrior mentality to have effective communication, clear expectations and an
24 understanding of needs which is built into the very framework of policing, of victim-
25 centred approach.

26 It has to be utilized every single day. It has to be part of everyday
27 business and in relation to those we serve so that in a chaotic environment -- in that
28 mass casualty, it's not hard, it's not impossible to achieve.

1 Officers need to know who and where to reach to, what
2 infrastructure they have to utilize to support them, what relationships they have both
3 internally and externally, and potentially and most importantly, the knowledge, training,
4 skills and the resources to achieve this. And when our job is done, we need to be
5 objective and not subjective, accountable not only to ourselves, but all to the people and
6 our communities in order to determine and ask what can we do better, for we can
7 always improve in what we do.

8 However, such accountability requires humility, which is hard to
9 teach and it's often rewarded. In other words, we need to debrief and re-evaluate what
10 we can do better.

11 Commissioners, in the most simplistic terms, a victim-centred
12 approach respectfully has four aspects. Number one, assisting and understanding the
13 needs of victims and survivors and our communities. Two, community partnerships and
14 integrated response models. Three, resources, expertise, knowledge and training. And
15 fourthly, evaluation, accountability and evidence-based decision-making.

16 We have just heard Sue O'Sullivan and we'll hear Susheel Gupta in
17 a moment speak to the different aspects that fall under those different points, and now I
18 seek to move to speak to how, in practice, we can integrate a victim-centred approach
19 and create a cultural shift within policing to support victims and survivors every single
20 day.

21 And this draws me, Commissioners, to a consideration of the
22 potential second recommendation, which is as follows.

23 Police should consider the integration of dedicated, trained
24 resources within their investigative response for victims, survivors and family members,
25 for different communities have different needs. International best practice, which Sue
26 O'Sullivan spoke to a moment ago, spoke to the victim liaison officer in the UK modelled
27 after the FBI and, indeed, we heard Danielle this morning from TPS speaking to the flow
28 program which they are utilizing there.

1 Dedicated resources meet the needs and obligations under the
2 *Community and Victim Bill of Rights*, federal law. And indeed, we heard Tom Warfield
3 already speak to the Major Case Management model, that we have an obligation in that
4 model to have dedicated victim liaison officers to support victims and survivors in a
5 major case.

6 And so although they're different models and we heard the officer
7 model, the OPP has created a different type of solution in keeping with the needs of the
8 communities that they serve, once again highlighting that there needs to be flexibility
9 and that one solution does not fit all, as different communities have different needs.

10 That model chosen by the OPP is the hiring of dedicated civilian
11 victim specialists that have the knowledge and skills to work with investigators within
12 that investigative realm to support victims and survivors through that process. What
13 began as a pilot in 2021 has had tremendous pilots with the hiring of those victim
14 specialists and the current expansion of that program and has been found to reduce
15 officers' workload. With their own words, they have indicated that. That is in support of
16 the rollout and use of those civilians as victim liaison officers to support victims and
17 survivors and to do it for the duration of that case so that, as such, isn't a revolving door.

18 Probably most importantly, it supports a cultural shift in an
19 organization that the important of a trauma-informed victim-centred approach that forms
20 part of the community because these individuals have the knowledge and skills and, in
21 fact, it creates accountability about how we engage and support victims and survivors.

22 It also supports investigative excellence by understanding the
23 individual needs and by building trust. And of course, essentially, it requires an
24 increase and has supported increase in referrals to Victim Services. Because we have
25 to have that holistic model that isn't just policing based, we all need to work as a team to
26 support victims and survivors.

27 The means by which that referral happens is through a victim
28 needs assessment. A victim needs assessment provides an avenue for the victims and

1 survivors to tell our OPP officers in their own words on first contact whether they require
2 accommodations or additional supports.

3 I heard Ms. Bowden ask questions of TPS earlier in relation to what
4 those questions look like or, indeed, how they form -- or how it's achieved. What the
5 OPP has done in that instance is they met with domestic, federal and international
6 partners to develop five basic questions that our officers ask on first contact where the
7 victim specialist program is, so it's not everywhere. It's just in relation to that aspect.
8 And they are as follows.

9 Do you need assistance to understand or feel understood? Is there
10 anything we can do to help you and make you feel safer? How would you like us to
11 communicate with you? Do you have any cultural and/or religious needs you would like
12 to tell us about that can best support you? And do you have an alternative point of
13 contact you would like to tell us about?

14 Thereby allowing victims to have their voice. Rather than thinking
15 we know the answers, we empower them.

16 One of those questions and all of those questions are key in a
17 major event, but more particularly, the one as it relates to cultural and religious needs,
18 for it illustrates the need for us to call upon our community partners, for policing cannot
19 offer all the supports which are needed, and rather, we need to call into our community
20 and offer the supports that they need, whether it be religious or otherwise. We cannot
21 do this alone.

22 And so this transitions me to the third point of possible
23 recommendations that, again, holistic victim-centred response should incorporate
24 relevant SMEs, including community supports and victim supports into plans and
25 preparation for a critical incident and a mass casualty.

26 We've heard Sue O'Sullivan speak to the aspects and, indeed, the
27 recommendation of the CTNS Working Group, which I do not speak to -- intend to
28 speak to in detail, but that resolution requires that centre of excellence and a

1 coordinated body that connects all of the different aspects together. And that is
2 essential.

3 And so while we may have an infrastructure in place, it's all very
4 well if we don't share information. Information sharing is key for us to ensure that we
5 identify victims and survivors, but also, in addition, that we can support family
6 reunification in a timely manner respecting privacy.

7 And so this leads me to the relevance of our fourth topic for your
8 consideration as a recommendation, which is engage now with federal and provincial
9 privacy commissioners within existing structures to support the sharing of information
10 with relevant SMEs to identify and support victims and survivors in the immediate
11 aftermath.

12 I don't profess to be an expert in privacy rights. Quite the contrary.
13 However, I have heard information from victims and survivors both internationally and,
14 indeed, domestically in relation to the challenges of not sharing information and policing
15 then to be able to support them at that opportune moment.

16 And so I ask that that matter be considered as with the other four --
17 three that I put forward possible considerations for your recommendations.

18 And so as I conclude, as I began, change prevents us from making
19 the mistakes of the past and creates a vision for the future. That vision must have a
20 victim-centred, a human rights approach at its very heart if one day we hope to prevent
21 revictimization either indirectly or directly with those we serve.

22 The waves of change must engulf us if history is to stop repeating
23 itself.

24 And so with that, it's my pure pleasure to hand you over to Susheel
25 Gupta, who is probably one of the most important voices that we have at this table here
26 today. I'm happy to answer any questions you may have at an -- thank you.

27 **MR. SUSHEEL GUPTA:** I'd like to begin by acknowledging the
28 pain and the suffering of the families. I lost my own mother in a horrific murder. I guess

1 all I can say is I'm truly sorry for all of your loss for those who are watching, for those
2 who aren't here who's represented.

3 As mentioned, I am wearing several hats today but I'm going to
4 amplify testimony that you heard from Su today, from Maria, from Danielle, from Lev
5 Altan, from others that you've heard in previous cases of this Inquiry, that speak to the
6 experience of my work personally that I've done, and professionally with respect to the
7 needs of victims in the short, medium, and long term.

8 You know, there isn't a set schedule for everyone who grieves, and
9 how they grieve, and so forth, and I think you've learned that.

10 You know, the Air India Flight 182 terrorism tragedy, 329 killed, 268
11 Canadians, it's the largest mass murder due to terrorism in this country. There's an
12 example of a case that it took 15 years for charges to even be laid. The trial lasted five
13 years, and then several years later there's an inquiry and it lasted six years, similar to
14 the work that you are all doing with the Commission on behalf of families in Nova
15 Scotia. And it is still an ongoing, open investigation.

16 So you can imagine -- and we'll get into a little more detail of those
17 needs that come in ebbs and flows and peaks and valleys the families there will need,
18 and Canadians unfortunately will likely need in the future due to tragedies that have not
19 yet occurred.

20 You know in terms of the immediate impact on victims' families and
21 victims -- and I'm talking about the day, the day of, the day after a tragedy, there's
22 obviously the injury or loss of life, loss of loved ones, these families, myself, other
23 families that I've met with, I've worked with, be it from 9/11, the Boston Marathon,
24 tragedies in Europe, you know, there's this state of shock, this disbelief, this
25 incapacitation, hysteria some would say, and ultimately a breakdown, scrambling for
26 help and support; there's a state of confusion, stress, probably the least strongest word
27 I can use that the families go through. There is that great -- there's the fear, the loss of
28 faith, the helplessness, a sense of emptiness; depression, anger, frustration, emotional

1 instability. And then, of course, exposure to media publicity or a lack of privacy; these
2 are all things that happen immediately, and I suspect happened to many of the victims'
3 families with the tragedy in Nova Scotia, and certainly happened in the tragedy that I
4 personally dealt with and many that I've dealt with professionally as well.

5 In terms of some of the short-term needs that I ask the Commission
6 to consider, you know, we've heard about this through TPS, Toronto Police, and
7 through Maria, Su, and others, as I say, who testified, Lev Altan and others; the experts
8 who testified, for example, on behalf of the Norway attack, the Utøya attack, reliable and
9 timely information and updates is a critical need for victims' families in the short term.
10 Rescue, recovery, medical aid, I would say emotional counselling and trauma therapy
11 facilitating communication with family and friends, that sensitivity and privacy protection.
12 And also, more importantly, a coordinated one-stop help and direction, a navigator of
13 some sort, to guide these people going through that immediate need, trauma, and that
14 short-term need; on-site assistance from government officials, travel and transport
15 assistance.

16 And then sociocultural support. Canada is a very diverse country
17 where there will be different socio and cultural needs for every victim, any victim.

18 And then we need our institutions to step up with emergency
19 financial assistance, immediate compensation for medical and mental health costs, lost
20 wages, funeral expenses. No-one should ever have to go through a Go-Funding
21 campaign to fund a funeral.

22 Legal assistance. You know, I'm a lawyer by profession. For those
23 who don't know, you can't imagine the number of legal procedures, legal steps, legal
24 documents, that come into play when a loved on is -- goes through a tragedy similar to
25 what you're inquiring into, whether it's tax returns, it's getting access to bank accounts,
26 documents for employers, insurance claims, et cetera.

27 That legal support is also very critical in my experience, for victims
28 in that short-term and other terms as well. You know, a shift to the impact on victims

1 and victims' families in the medium to long term, and as mentioned there isn't a set
2 timeline. I can't define for you what medium to long term is.

3 You know, what there's -- what I've witnessed, what I've seen, both
4 in the Air India tragedy and other tragedies, is in the long term is just a breakdown of
5 family, in many instances, and its function. I am not a statistician, but the divorce rate is
6 high amongst families who go through similar tragedies. The financial loss, the
7 insecurity, health problems that result as a result of the tragedy, physical and mental,
8 emotional.

9 And then of course families are, in many instances, including in this
10 Inquiry, they're put in the position of having to fight for justice in the courts, be that
11 civilly, criminally, or through the seeking of a full inquiry. All of a sudden, these victims
12 who are grieving have to try to become advocates as well for truth and justice. And
13 that's another impact that occurs.

14 And then for those victims' families who can, they will go on or
15 some will go on to advocate, to fight for improved legislation reforms to better support
16 victims, better prevent these tragedies, better equip our governing institutions and
17 agencies in order to support families who suffer.

18 And then on my experience based on the needs of victims and
19 victims' families in the long term, there will be long term medical care and emotional
20 rehabilitation that is required. Personal security issues; again, that sociocultural
21 support.

22 Help with networking with other families and victims; that legal
23 assistance can go on for years; financial assistance compensation; and then assistance
24 for participation in criminal justice proceeding. You know these proceedings are very
25 formal. I've been through a number of inquiries and, you know, there's many lawyers
26 involved, many years of education and training to deal with this. You can imagine what
27 a family member who is not legally trained would need in that long term.

28 Another need is communication with government agencies in the

1 long term for information, for support. The investigative agency, Justice Department,
2 Social Services, and other branches of government. And long term, families need an
3 investigation into any unresolved questions, which I know is what the Inquiry
4 Commissioners and all those supporting the Commissioner....

5 You know, another impact, it's not a phase but I'll call it the human
6 phase, if there can be such a thing, is medical and psychological therapy, rehabilitation,
7 reconciliation, just even things like resuming a life routine after a loved one's dead in
8 such a large-scale mass casualty event. Management of emotions and mood swings,
9 rebuilding life, relationships, occupational, financial.

10 Now, I don't identify myself as a -- I don't wear something on my
11 forehead that I'm a victim of terrorism. Yes, I do wear many hats. That's an experience
12 that shapes me, but it certainly had left me, my father, all the victims in the Air India
13 tragedy, as well as many other tragedies that I've been able to work on and assist,
14 we've all had to rebuild our lives. We've had to reorient our life pursuits with a new
15 perspective. And for some achieve closure. Some have not. I don't know how to
16 define that. And then spiritual in the sense, like, these are long-term needs of the
17 victims, and that comes with that healing phase, it goes to reach that healing phase.

18 You know, at the forefront, I will say, and this is my hat, wearing it
19 on behalf of the RCMP, you know, I worked very specifically in National Security in the
20 counterterrorism world, but I will say we have not always gotten it right in speaking of
21 supporting victims. The Air India tragedy, and there are others too, I am sure,
22 demonstrate that. There was an inquiry there led by Former Supreme Court of Canada
23 Justice Major that quite clearly made findings on the failures that occurred by the
24 Canadian Government, by the RCMP, and other institutions. So we haven't always
25 gotten it right.

26 But I would like to share with the Commission that this institution
27 that I now work for, that we continue to learn from the Air India tragedy, we'll continue to
28 learn from this tragedy in Nova Scotia, and that we've adapted many of our operations,

1 at least with the work that I do from a national security lens.

2 So we continue to develop our national response plan guided by
3 the work of the National Working Group and other partners, including the Centre,
4 models that we've seen over seas, other institutions within Canada, the NGOs that we
5 work with.

6 But specifically as part of my work with the RCMP, our security
7 section, in the last few years on the National Security Investigation with the number of
8 Canadians killed, I was responsible for implementing our victims and trauma support
9 plan to the families in collaboration with our divisions nationally and our local police
10 jurisdiction. During this matter, the RCMP assigned dedicated members to facilitate and
11 assist the victim's families in obtaining trauma support, social support, and to meet the
12 needs of victims that I've previously described.

13 For over two years, I and other colleagues have crossed the
14 country to meet with the victims, countless hours spent assisting with access to
15 supports, and facilitating access to services involving other government departments.

16 As mentioned by several speakers today, we don't provision those
17 services, but we can navigate victims to it, and that's what we've been doing in our
18 National Security Investigation.

19 I've seen the emotional toll on the victims' families. I've
20 experienced that myself, as you know now. I've seen the emotional toll as well. It's in
21 my colleagues within the RCMP who have stepped up to provide this assistance, to
22 navigate the families towards it.

23 We absorb the pain and suffering of those as well.

24 Are we further ahead with supporting victims than when my mother
25 was murdered, along with 328 other innocent individuals? I can say absolutely. At least
26 in the job that I've done and the folks that I've been lucky to work with who do care. At
27 every step of the way, with every travel request, every hour consumed, my senior
28 inspector never hesitated in approving this work and the expense to support victims.

1 Quite the opposite. The guiding mantra from above was, and continues to be, do
2 whatever it takes to support these families. Whether it was to allocate time to fly to one
3 city across the country to meet with one single family member, or to be away from the
4 office for weeks on end to meet with many, I've witnessed leadership from above whose
5 strong approval and support to carry out this work.

6 I can't say every victim has this experience, but certainly in the
7 cases I work with in the National Security Section, that's how it's been.

8 I can candidly say that I would not be working with the RCMP
9 today, especially with my experience on Air India, had it not been for the improvement,
10 the dedication and motivation of the members who I work with, who work within to
11 improve how we support victims and continuously strive to be better. The work of the
12 RCMP is part of the CACP National Working Group is one example of striving to
13 improve and do better.

14 I'm proud of the work myself and my colleagues have on done the
15 case. As I mentioned, I consider it an honour to my mom, but more importantly, to the
16 victims -- the current victims' families that we've been supporting.

17 And I'll say this is yet another reason why I do believe as well and I
18 support that we need a national centre of expertise to support victims of terrorism and
19 mass casualty incidents in order to apply these best practices and tools to every case
20 across the country. We can collect all the policies, protocols, procedures, and so forth,
21 build all the partnerships. It's that operationalized piece that's so important. The putting
22 it into action piece that is so important. And that's what we're working on.

23 You know, I'm going to end with -- I want to read to you from a
24 statement -- actually, testimony that was given by a private citizen, a sailor, 37 years
25 ago who was out in the middle of the Atlantic when the Air India plane, my mom's plane,
26 went down, because I think it will demonstrate a few key points that I'll wrap up with.
27 But let me read to you from this individual's testimony, which he gave at the inquiry
28 before Justice Major.

1 So:

2 "I felt excited. This was an adventure. Boys to the plane.
3 Heroes to the rescue. We would arrive in a blaze of
4 glory, find the plane and people standing on the floating
5 fuselage waving, rescue them, and carry them home. All
6 of those on board the *Laurentian Forest* [that was the
7 ship the sailor was on] were hopeful of finding survivors.
8 Whilst on the route for the smoke marker dropped by the
9 helicopter, the ship steamed to approximately 20 to 30
10 people who were in the water." (As read)

11 Notice he calls them people, not bodies. I'll continue:

12 "They were floating with virtually no buoyancy just at the
13 surface and were not visible until we were right on top of
14 them. The surface of the sea was covered with a sheen
15 of aircraft fuel which caused unusual reflections and
16 many false sightings throughout the day. It was at this
17 moment where the enormity of what had happened
18 became apparent and that the great adventure was over
19 and it started to turn into quite a different experience.
20 Amongst the first to come aboard were two young boys.
21 They were the only we received that day who were still
22 fully dressed. They seemed uninjured. This was only
23 two hours after the aircraft had come down and it was
24 difficult to accept that they were not merely sleeping. I
25 felt numb. I was working on automatic. It all seemed
26 wrong. It couldn't be real. But if we just went with it, it
27 would end and it would not be as bad as it seemed. It
28 never has ended and it was as bad as it seemed.

1 A winchman is lowered from the helicopter late morning.
2 This is unusual. He is carrying something. This has
3 usually been wreckage. This time it's a baby. The
4 winchman is crying as he passes me this bundle and he
5 leans his head to mine and shouts above the noise of the
6 helicopter, "Sorry." And then he is gone, winched back
7 up. I look down to the towel. He or she is perfect and
8 beautiful. The boy in me died that day. I don't recognize
9 this until years later, but I feel the passing. I felt it then
10 and I feel it now and everyday. My line is drawn there.
11 My faith in goodness, and God, and sense, and normality
12 died then. I rested my cheek on the baby's hand it was
13 cold. So cold. I didn't know what to do next. I put the
14 baby in a plastic garbage bag. It is six feet long and a
15 little soul lies at the bottom and as insignificant.
16 And I feel guilty sitting here now with all of you, I cannot
17 begin to describe the utter wrongness of putting children
18 into plastic garbage bags. These words taste foul in my
19 mouth and I can never escape how bad I feel then and
20 how bad I feel now." (As read)

21 As you can imagine, this individual, this merchant sailor, this private
22 citizen on a ship picking up lumber in Canada on its way to Europe finds himself in this
23 situation. As you can understand, that testimony was 20 plus years after the tragedy.
24 He suffered from PTSD for many, many years. He is someone that we, as direct
25 families, victims' families, we classify him as a victim of this crime as well. His
26 testimony speaks to the circles of impact, as testified by Sue earlier today and Lev Altan
27 and others who appeared before the Mass Casualty Commission earlier in the
28 proceedings.

1 And he's someone that needs support. And I suspect there are a
2 number of other families in Nova Scotia that fall into that as well, who need that support,
3 who are victims.

4 The suffering also speaks to the unique needs and the longevity of
5 the needs for support, and that's something I ask the Commissioners to consider in
6 making their recommendations.

7 And finally, I would say his words, his experience, his pain speaks
8 to the need for a national centre of excellence to support victims of terrorism and victims
9 of mass casualty events.

10 With that, I say thank you for hearing me, thank you for listening to
11 the recommendations, and thank you for enquiring into the needs of victims there in
12 Nova Scotia but writ large to our entire country.

13 I will now turn it over to James Foord representing the Human
14 Resource Centre for Victims of Crime.

15 **MR. JAMES FOORD:** I'm just wondering, I am prepared to
16 proceed now, but I'm not sure if it would be a opportune time for a break. I'll leave that
17 with the Commission.

18 **COMMISSIONER MacDONALD:** Sure, we'll take 10 minutes.

19 --- Upon recessing at 3:45 p.m.

20 --- Upon resuming at 4:01 p.m.

21 **COMMISSIONER MacDONALD:** Thank you. Mr. VanWart?

22 **MR. JAMIE VanWART:** Thank you. I think I'll just turn it back over
23 and we'll continue where we left off.

24 **MR. JAMES FOORD:** Thank you very much, and good afternoon
25 to the Commission. James Foord, speaking on behalf of the Canadian Resource
26 Centre for Victims of Crime.

27 And I just want to start by saying that our thoughts as well are with
28 everyone in Nova Scotia, the families, and all the people connected to the tragedy and

1 the loss there. If one theme flows the Commission and what you've heard today it's the
2 breadth and reach of trauma which is indeterminate, fluid, and vast.

3 I'd also like to thank the Commission for hearing from the Resource
4 Centre. And I've tried -- I'm going to try to put before the Commission some concrete
5 ideas that we think are important to be considered for recommendations going forward
6 on the journey of improvement and the treatment of victims and the response to mass
7 casualty incidents.

8 One moment here. We will -- we will of course be providing
9 comprehensive written submissions, but I want to focus on three areas that the
10 Canadian Resource Centre thinks is important and will be valuable for the Commission
11 to consider:

12 One, victim rights support, the acknowledgement and the support of
13 victim rights as human rights; two, the funding of victim support groups, grassroots,
14 non-governmental organisations, working in tandem and collaboration with other
15 organisations, including the police; and three, long-term coordinated outreach that
16 doesn't begin on the heels of a mass casualty event, but is integrated throughout the
17 country, provincially and locally, on an ongoing basis, and so it remains at the ready to
18 be implemented and to be relied on when there's a mass casualty event, but most
19 importantly, will be relied on every day in helping victims that already exist, already are
20 struggling.

21 So we've heard a lot from first responders and the police and the
22 good efforts they're making on the journey to doing better, and this is one key respect --
23 perspective, first responders. We support the importance of a federal central-based hub
24 of excellence, as Mr. Gupta said, as Ms. MacDonald said as well, but we also strongly
25 submit the importance of a local-based response, and that there's not one size fits all.

26 So I'm going to start with these three areas. And the first area is
27 recognising and support victims' rights, recognising that they are human rights, and
28 there's three key ways we'd ask the Commission to consider thinking about that: First

1 way, financial assistance; second way, proactive informing victims throughout the
2 process; and finally, third, the right to services.

3 So first, financial assistance. As it stands now, assistance to
4 victims varies greatly across territories and provinces. The need for victim
5 compensation, the need for it to be federally secured and standardised is important, and
6 we ask the Commission to consider that recommendation. Victimization, as we've
7 heard, has a profound impact on the stability of people's lives, it disrupts their lives.
8 Providing meaningful financial assistance can help provide the means for victims to
9 rebuild their lives.

10 Number two, proactive informing, knowledge. Prompt, clear, and
11 comprehensive information. Information needs to be provided to victims right away, and
12 it needs to be clear and it needs to be comprehensive. Presently, under the Canadian
13 Victims' Bill of Rights, there's effectively an onus on victims to seek out the information
14 regarding their lives. And I think it was Maria that mentioned the importance of
15 implementing or the recommendation of questions, the five questions that could be
16 asked to victims, but I think we'd like to put a different gloss on it, and that it's not just
17 asking the question, it's providing the information about what's available to people who
18 may not be comfortable talking to first responders, who may come from a different
19 cultural background, who may not trust the people, rightly or wrongly, that are
20 responding at the first instance to mass casualty events.

21 And so it is important they be provided not just the information, but
22 they be provided it in a proactive way that this is what's available, not "Do you need
23 help?". This is the type of help that is available to you. These are the types of
24 resources that you might find useful. And that goes well beyond, "Do you need -- would
25 you like to speak to someone in your own language?" and you know, "Would it be
26 helpful for us to talk about resources we know in your own cultural milieu? Would it be
27 helpful for you to speak to someone in your own language?" if they're religious, at the
28 mosque. It's not always churches, of course.

1 And so it shouldn't be lost, optically, where a lot of white people
2 talking about a lot of problems that happen in urban centres when there are mass
3 casualty events and we're talking about urban centres, we're talking about people that
4 do not reflect that demographic.

5 So we have to be cognizant of that and aware of that, and that's
6 why the importance of providing these rights to informing victims of their rights is so very
7 important. The onus has to be on the first responders and service providers at the first
8 instance to inform them of those rights.

9 And we adopt the recommendation of the Victim Start, something
10 that pre-exists that is already thought about and creative and is comprehensive. It
11 already exists before the mass casualty events happen, so we think that's a good idea.
12 But it's very important that this information sharing, the informing of victims of mass
13 casualties be ongoing, comprehensive and fair and cater to the specific individual who
14 may come from different cultural backgrounds.

15 The third area under this first issue of victim rights is the right to
16 services. Victims' rights to support services should be guaranteed by statute, by
17 legislation and enforceable thereby. There should be legal remedy.

18 The United Nations Declaration and Principles of Justice for Victims
19 of Crime recommends this. And we would suggest an amendment -- the
20 recommendation of an amendment to the *Canadian Bill of Victim Rights* to guarantee
21 victims access to medical, psychological, legal and social assistance that could be
22 subject to judicial review where it's denied or there's impediments encountered.

23 The second major recommendation that we wish to discuss is the
24 funding of victim support services. Funding, mobilizing and coordinating grassroots
25 organizations, NGOs and victim support groups. It's obvious, as I said at the beginning,
26 that the police form a very important first response and an enduring response part of
27 this issue, but it's only one part. They can't be expected to, nor would it be appropriate
28 to pull them, to be the be-all and end-all.

1 So it's essential that there be grassroots organizations, both
2 because of their expertise and because of the different perspective that they provide.
3 They're not part of a system that may not be well received by individuals who are not
4 necessarily the majority demographic, and so it's for those two reasons that it's critical
5 that there be ongoing funded and mobilized grassroots organizations that everyone
6 works with collaboratively, complementarily, sharing information, not controlling
7 information, not encumbering information, but everybody working towards the same
8 goal, which is what I hear from everybody today, including the first responders.

9 But that's why it's so important, I think, that these grassroots
10 organizations be funded locally across the country available with the assistance, as Mr.
11 Gupta said, perhaps central public intelligence and best practices, but you need them
12 all. They all have to work together as a team.

13 So following mass casualty events, organizations with the
14 knowledge to provide services in a trauma-informed, victim-centred manner need to be
15 immediately mobilized and integrated into the emergency response. That can't happen
16 if that's not pre-planned. That can't happen if they don't already exist and they're not
17 well funded.

18 These organizations, these grassroots NGO organizations
19 independent of police and first responders serve two vital functions. Number one, they
20 help survivors process trauma and loss and help them rebuild their lives, thereby
21 avoiding or at least minimizing the risks of revictimization. It also, number two, helps to
22 keep present victims from becoming future offenders. Why is this important?

23 Well, in our submission, there are -- there is some realities here
24 that should be addressed and considered first.

25 Number one, victims are more likely to become repeat victims.
26 Victim support services help victims to rebuild their lives and break the cycle of
27 victimization.

28 Number two, victims do become offenders. Victims and offenders

1 do not fit into watertight compartment or neat silos separate from each other. The
2 breadth and intersectionality of victims and offenders is not so simple, and so the cycle
3 of victims and offenders is one that we all recognize and we need to treat both sides of
4 the body.

5 Third, there needs to be secure funding for grassroots victims'
6 organizations. It's critical to a coordinated response to mass casualty events first but,
7 even more so, it's critical for providing the day-to-day support to crime victims which
8 thereby reduces the likelihood of revictimization and of those victims themselves
9 becoming offenders.

10 So this is -- well supported, well funded ubiquitous organizations
11 like this across the country help to avoid the negative outcomes of which we'll otherwise
12 obtain -- if not avoid, help to reduce and attenuate the negative outcomes of
13 victimization.

14 The third area that we wanted to raise as a recommendation for the
15 Commission to consider is the coordinated long-term proactive outreach to victims.
16 Early intervention counselling is key to help stabilizing victims and preventing them
17 developing maladaptive coping strategies, to facilitating better victim understanding and,
18 of course, to determine the immediate mental health needs of the victim. This facilitates
19 mental and physical recovery, so coordinating each victim's response to mass casualty
20 events differently. As Mr. Gupta said, there's a lot of things that are similar, but it's an
21 individual's experience and it's going to change between individuals, but also, the needs
22 of individuals change over time. And that's why this isn't a one-stop fix.

23 It's not a website consultation. It's something that needs to be
24 followed and coordinated.

25 Services need to be personalized, counselling, compensation,
26 employment services, legal services, et cetera. They need to be personalized and tied
27 to the specific needs of the specific individual. This obviously requires professionals
28 trained in victim-centred approach and trauma-informed strategies, and that's why we

1 need strong, coordinated grassroots NGO organizations to work along with the other
2 parties and stakeholders.

3 The need to coordinate victims with support organizations best
4 suited to their individual needs with real-time feedback, as Maria said earlier -- real-time
5 feedback as to what's working and what's not working so improvement can be achieved
6 because we're on a journey of improvement. There's no such thing as perfection.
7 We're going to have problems again. There's going to be mass casualty events. But
8 what we can do, as Maria said, is to be absolutely humble and honest, rigorously
9 honest, about what's good and what's not good.

10 Remove the self from the issue, remove the ego and study the
11 results of what we're doing and then we'll improve. We can get better. We can do
12 better.

13 Outreach needs to be long term. Trauma manifests itself in
14 different ways over time. See the expert evidence in the -- I think it was the Batoi
15 (phon.) Island attack.

16 Psychological counselling, employment support, long-term
17 compensation. All or some of these will be necessary for some individuals, some less
18 so.

19 The outreach must be proactive. It cannot be reactive. This is
20 important and it touches what I said earlier with respect to knowing who you're dealing
21 with in an individualized way and making the effort to include them and make them
22 understand the information, which may mean accessing things outside the box,
23 accessing people outside the majority.

24 And so it is that many individuals are reluctant to seek help for a
25 number of reasons. One is they're traumatized, they're frozen, right.

26 Another one is they might be marginalized. They don't have the
27 skills, even if things were good, to be able to try to navigate these troubled waters.

28 And then they might have good reason not to trust authorities.

1 They might have had experiences that have saw them be alienated from those people
2 who are actually trying to help them. So this requires an acknowledgement and an
3 understanding and recognition of that reality so that we don't go applying a square peg
4 to a round hole. So proactive outreach, key to connecting to needed services. Success
5 at this helps to alleviate long-term consequences of crime.

6 So I've tried to hit not everything, but three areas that we think are
7 important, put some flesh on those bones, and ask the Commission to consider those
8 three areas. One, support for victims' rights, acknowledging that it is a fundamental
9 human right. Two, funding victims' services groups on a consistent and long-term
10 basis. And three, long-term coordinated outreach. Victim-centred approach, trauma-
11 informed approach through this lens can only make things better.

12 I'll finish by saying this. The Commission -- Mass Casualty
13 Commission had some time to put together, and plan, and implement the Commission,
14 the three phases that have been -- are in the process of being done. But there's a
15 lesson perhaps there too to listen to the families, how they interacted and what their
16 response is, and how they feel about the process of something that was able to be
17 planned without having to react immediately to a mass casualty event. And I think there
18 may be some valuable insight with respect to the journey of improvement that even the
19 MCC will experience and have experienced, and listen to the families and know that we
20 could do better and we will do better.

21 Thank you.

22 **MR. JAMIE VanWART:** Thank you, Mr. Foord.

23 I just wanted to turn to Michelle Seaman and draw upon your
24 experience with the RCMP. And I understand you had a comment you wanted to share
25 about a victim-centred approach to addressing some of these issues?

26 **MS. MICHELLE SEAMAN:** Thank you so much. And I would also
27 like to acknowledge the victims, survivors, families, and everyone who has been
28 impacted by this terrible tragedy and who are at the heart of this important work that we

1 all are committed to.

2 I won't take much of your time, Commissioners, but thank you for
3 the opportunity. We're very grateful to be here, to be part of this conversation.

4 My role is to lead the RCMP Victims of Crime Section, which is
5 established at the National Headquarters within Crime Prevention, Indigenous Policing
6 Services within the Contract and Indigenous Policing Branch.

7 It was -- began in 2019, building upon lessons learned through our
8 work with the Family Information Liaison Units that were established to support family
9 members during the Missing and Murdered Indigenous Women and Girls National
10 Inquiry.

11 What we learned through this work was that it was important to
12 work in a trauma-informed and culturally-responsive way with the families. And we did
13 that in collaboration with the Family Information Liaison Units when they wanted -- they
14 were supporting families who reached into the RCMP about their loved ones' cases.

15 Those principles of trauma-informed and victim-centred approaches
16 are what guide the Victims of Crime Section at the RCMP.

17 We are -- our mandate is to support frontline members, provide
18 effective, timely, and informed support to victims that reduces the harmful effects of
19 victimization and revictimization, is intended to provide a victim's lens and
20 considerations of intersectionality to the development and co-development of policies,
21 procedures, training, awareness, and tools and other resources that need to be used
22 when we're interacting with victims. We want to enhance law enforcement response to
23 build trust and respectful interactions through considerations of this intersectionality.

24 There is a lot of important work that is going on, as may have been
25 already discussed. We understand that understanding trauma-informed approaches
26 from a broad scope is important and there is national training developed for that.

27 But as we have heard, responses to victims are very personal,
28 they're very -- they need to be very specific and consider all the aspects that are the

1 layers of the identity of those victims, whether it be in a mass casualty response,
2 whether it be in a homicide or missing person situation, or hate crimes. We need to
3 consider the victim's lens in all the work that we do, and that the RCMP recognized the
4 importance of establishing a centre for victims' issues in the RCMP.

5 We at the National Headquarters work in collaboration and
6 cooperation with our partners in divisions. As I sit here with my colleague Julia Rustad,
7 who represents H Division in Nova Scotia, we have a national working group of our
8 RCMP colleagues responsible for victims services for the RCMP that now comes
9 together to discuss issues that are going on, what are challenges we're all facing, and
10 building upon the good work that's being done at various levels to create national
11 consistent approaches, yet that allow the flexibility for divisions to respond to the needs
12 of their communities and their specific geographical differences and other aspects.

13 The Victims of Crime Section also works in collaboration with the
14 Federal/Provincial/Territorial Working Group for Victims of Crime. And that's an
15 important collaboration because we're talking about other levels of government. And so
16 through that conduit, we're able to be linked to issues that are impacting across the
17 country and bring that in and work on that together collaboratively.

18 We also participate on the Public Safety Portfolio for Victims.

19 And also, I wanted to highlight that we are also participants on the
20 Canadian Association of Chiefs of Police Victims of Crime Committee that is currently
21 working on a trauma-informed framework for police across Canada.

22 So I thought it was important to mention that because there is some
23 important information that's been shared by our Participants today talking about the
24 importance of having national frameworks that link all of the service providers together,
25 so building upon the great work that's being done by another CACP committee on mass
26 casualty events, we're now going to be focused also on a broad-based trauma-informed
27 framework that will create broad scope impact, but then will be able to be linked to
28 specific responses for specific types of trauma and harms.

1 The Victims of Crime Section at the RCMP is also responsible for
2 the Victims Assistance Policy. The national policy outlines our obligations under the
3 *Canadian Victim Bill of Rights* and also for referrals to victim services. It provides the
4 guidance that is necessary for our front-line members to understand their obligations in
5 these areas.

6 That's an important policy. That creates a national standard that
7 divisions can then build upon, should they have special needs or other impacts that they
8 need to account for.

9 The importance of having the national Victims of Crime Sector is to
10 help bring that collaboration, to help with the consistent sharing of information, of raising
11 issues that may be being dealt with in certain jurisdictions to a national perspective and
12 engaging those resources that could be -- lend themselves to either creating, or
13 codeveloping, or liaising with our partners on a national approach that then can be used
14 by divisions to help support their specific needs that they can take and build upon.

15 I bring this to you, Commissioners, because I think it's important to
16 understand that we're working hard to link various partners and stakeholders, both
17 within the RCMP and with our external partners within government and non-government
18 agencies. We're very committed to continually looking at what we're learning from the
19 important work that's being done and integrating that into the work as we move forward.
20 We're very grateful for the opportunity to speak to you today, and thank you.

21 **MR. JAMIE VanWART:** Thank you so much. As I see our time
22 together this afternoon is coming to a close, I would be remiss not to turn to the
23 Commissioners and ask if there's any comments or questions that you have of any of
24 our Participants this afternoon.

25 Commissioner MacDonald?

26 **COMMISSIONER MacDONALD:** No questions, just a comment to
27 thank all of you for your powerful and poignant, very poignant presentations, and to
28 thank you for your very practical recommendations. Greatly appreciate it.

1 **MR. JAMIE VanWART:** And Commissioner Fitch?

2 **COMMISSIONER FITCH:** Just a point of clarification because I'm
3 not sure if I heard it correctly. Did I hear that one of the restraints of current victims'
4 legislation is that the onus is on the victim to seek information from service providers?

5 **MR. JAMES FOORD:** It's on request.

6 **COMMISSIONER FITCH:** Pardon me?

7 **MR. JAMES FOORD:** On request. It's on request.

8 Go ahead.

9 **MS. SUE O'SULLIVAN:** Basically, the Canadian Victim Bill of
10 Rights says that a victim may have access to obviously information, protection, support,
11 but information upon request. And so how is a victim supposed to know what their
12 rights are unless somebody tells them what their rights are? So you don't have a
13 regulation, no, you don't have a right.

14 So to -- so there are -- I apologise, I should have mentioned, I had
15 the privilege and honour of being Federal Ombudsman for Victims of Crime for over
16 seven years, so I'm very familiar with the former -- the recently -- Heidi Illingsworth [sic]
17 recommendations, a report she did on review of the Canadian Victim Bill of Rights and
18 the recommendations. And I would strongly encourage the Commission to look at those
19 recommendations and where we are now, because there are significant
20 recommendations that are in place in relation to that.

21 And you know, James raised one issue around remedy. We have a
22 very weak remedy when your rights are abridged, but that doesn't stop the agencies
23 that have to respond in ensuring those victims are aware -- of doing everything they can
24 to make sure they are aware of what their rights, and I would argue, ahead of time, not
25 while they're in the midst of a crisis or trauma because your ability to retain that
26 information or even absorb that information you're, number one, and I think Sush very
27 poignantly and, you know, talked about what somebody goes through when they're
28 getting the worst news of their life about what has happened and their ability to do that.

1 So -- and I could go on, as -- but I won't, but I would just say that
2 there is many recommendations that are available, and I think one of the challenges for
3 us today was the limited time, and that's why we're very much looking forward to being -
4 - providing a written submission which will address in a much more comprehensive way
5 all those stages.

6 But the other is I just want to -- on the last comments from
7 Ms. Seaman there. We're very familiar with PCBI and the provincial groups. As a
8 matter of fact, I consistently send to Ms. Bouchard, who heads the -- that committee,
9 information on what we're doing. But one of the messages I think has to come out of
10 this is we're talking about how do you take research to action, not just look at best
11 practices, is the question that you posed when I -- I only read a couple of the protocols
12 that need to be in play, but the question is how do you operationalise that? How do you
13 turn that into actin? Tell me why this is important. It requires, as Maria I think quite
14 eloquently talked about, it requires a cultural shift, and that cultural shift is not
15 something that you can mandate to members, they need to understand the why and
16 then they -- then their next question is to tell me how.

17 And so by giving the training, the knowledge, and the skills and
18 putting in place those expertise, no matter what model you follow, the meat goes
19 basically it's going to be an important part in making sure that victims' rights are
20 respected and they are provided the supports that they need in the short, medium, and
21 long-term.

22 **COMMISSIONER FITCH:** Thank you. That fully answered my
23 question, and the reason I asked is I did hear you talk about the broad vision and the
24 work that's being done with the RCMP on a national level and the adherence to the
25 legislation on the Victims' Bill of Rights. And so to me, that is -- it's one thing to adhere
26 to what's currently there, it's another really challenge that that is a piece of legislation
27 that needs to be, I think as you said, basically turned on its head.

28 So I just wanted to confirm I heard that correctly from both parties.

1 Thank you very much.

2 **COMMISSIONER STANTON:** I have a couple of questions for
3 Ms. Rustad and Ms. Seaman. I'm not entirely clear, and this follows a bit from what
4 Ms. Sullivan [sic] just said, how the work of your units relate to the family liaison role
5 that we've heard a fair bit about in this Inquiry that's been fulfilled by Constable Bent.

6 So Ms. Seaman, do I understand that your unit is a research unit?

7 **MS. MICHELLE SEAMAN:** No, we're not a research unit, we're a
8 direct support to Operations in terms of developing policy, procedures, tools, such as
9 the Canadian Victim Bill of Rights wallet card for members, which is something I didn't
10 mention specifically, but that's just an example of a tool that's intended for frontline
11 offices to assist in their work.

12 Related, Commissioner, to your question about the family liaison
13 role, that's an investigative position that's not within our purview. That is something we
14 will be working with the National Office of Investigational Standards and Practices to talk
15 about a victims lens that that position can have in terms of its work. But that's -- we --
16 my responsibility for the victims of crimes, sorry, is to deal with victim assistance in
17 terms of the victims services aspect, the -- or adherence to the Canadian Victim Bill of
18 Rights, and tools related to trauma-informed culturally responsive interactions with
19 victims.

20 So when we're trying to help support our officers who are sitting
21 down with, let's say, an Indigenous family, with respect to their missing loved one, it's
22 around helping them understand what kind of protocols should be in place, who can
23 they work with to best meet the needs of that particular family when they're sharing
24 information, for example.

25 But the family liaison role is a -- is an investigative position, and it's
26 in the Major Case Management sphere. That is not within our purview. However, we
27 will provide support to the team that's responsible for that should they wish any input
28 from a victim's lens or a trauma-informed lens.

1 **COMMISSIONER STANTON:** So Ms. Rustad, your unit is the
2 H-Div component of the unit that Ms. Seaman is describing?

3 **MS. JULIA RUSTAD:** (Inaudible response)

4 **COMMISSIONER STANTON:** So can you tell me, then, how your
5 unit has engaged with any of the families in the mass casualty that we're talking about?

6 **MS. JULIA RUSTAD:** So there's two parts, the victims service
7 RCMP, victims service at the detachment level where there's volunteers, and the
8 responsibility falls on the Detachment Commander and the frontline members. And I
9 also manage the High-Risk IPP Team coordinators.

10 So in terms of the liaison officer, we are -- we would be assisting
11 that officer, the investigative part of it. So if they had questions or they needed a link
12 with Provincial Victims Services for criminal injuries counselling, we were that -- we
13 were that link.

14 **COMMISSIONER STANTON:** Okay. So I had understood
15 Constable Bent to be part of the MCU, and so that's clear, but I wasn't aware of the --
16 and I'm aware of the Provincial Victims Services role, but I wasn't aware of an
17 H-Division Victims Services role. So has there been active engagement by your unit in
18 the response here?

19 **MS. JULIA RUSTAD:** We have had requests from members. Our
20 authority to support victims comes from police officers, comes from members. They
21 reach out and ask. So we have had requests from members to reach out and support
22 victims.

23 **COMMISSIONER STANTON:** So it's activated by members of the
24 RCMP ---

25 **MS. JULIA RUSTAD:** Yeah.

26 **COMMISSIONER STANTON:** --- as opposed to another -- okay.

27 **MS. JULIA RUSTAD:** Yes, that's correct.

28 **COMMISSIONER STANTON:** And so do the working groups and

1 committees and units that are all represented here review recommendations in a
2 systematic way from inquests or inquiries? Because there's been quite a number that
3 have made recommendations with respect to how victims require support and the kinds
4 of work that needs to be done to better respond in these circumstances. And I'm just
5 wondering how or if there's a review that's done of recommendations when they are --
6 when they are released? Ms. Seaman?

7 **MS. MICHELLE SEAMAN:** Oh, sorry. Yes, sorry, thank you.

8 So for example, the review that was mentioned by CO Sullivan, by
9 the Federal Ombudsman for Victims of Crime on the *Canadian Victim Bill of Rights*, that
10 is certainly something we are reviewing, as we're reviewing and renewing our National
11 Victims Assistance Policy that I referred to earlier that outlines the guidelines to our
12 frontline members on their responsibilities under the *Canadian Victim Bill of Rights* and
13 for victim service referrals. So that's one example.

14 We're relatively new. I mean, established in 2019. But we respond
15 to senior level direction, as a result of reviews of certain inquiry documents. So for
16 example, the response from the Colten Boushie report definitely we received direction
17 as a result of that analysis to address and make changes and amendments to the
18 Victim Assistance Policy, for example.

19 **COMMISSIONER STANTON:** And sorry, who did that analysis?

20 **MS. MICHELLE SEAMAN:** So the -- I believe it was the -- there's
21 a coordination team with the National Headquarters ---

22 **COMMISSIONER STANTON:** Within CNIP? The policy centre
23 within CNIP?

24 **MS. MICHELLE SEAMAN:** No, more broadly. Like, within the --
25 it's -- I believe it's the Strategic Branch that looked at that. and then it came -- it went
26 public complaint. For that particular one, it came through the CRCC that would come in
27 through the Professional Responsibilities Office and through the National Complaints
28 Directorate, and they would track responses and our actions with respect to reports

1 from the CRCC.

2 So that direction came into Contract and Indigenous Policing
3 Branch through the National Public Complaints Directorate, and then we respond to
4 that. So that's one example, but there are many, as have been discussed at the
5 Commission, many inquiries. And so there are different -- it depends on the source.

6 So for example, the National Inquiry into Missing and Murdered
7 Indigenous Women and Girls, those report recommendations would also be looked at
8 from a strategic level, and then they would be looked at by particular branches of the
9 RCMP that would have to respond.

10 **COMMISSIONER STANTON:** So I guess what I'm trying to identify
11 is ---

12 **MS. MICHELLE SEAMAN:** Yeah.

13 **COMMISSIONER STANTON:** --- who is responsible for reviewing
14 recommendations when they're made and then how are those recommendations, if
15 adopted internally, translated into policy? And then how is that policy disseminated to
16 members?

17 **MS. MICHELLE SEAMAN:** Okay.

18 **COMMISSIONER STANTON:** Because it seems to me, from
19 everything we've heard, that there are layers and layers of units within the RCMP that
20 may address pieces of our mandate, but I'm trying to figure out how best to reach the
21 right place for, say if we make recommendations with respect to this area, to whom
22 should they go? And then how do we know who to check back with in terms of
23 accountability for adoption and transmission to members?

24 **MS. MICHELLE SEAMAN:** I will have to get back to you. I'm not
25 sure, at the senior level, what the decision -- I would assume that the recommendations
26 are directed to the Commissioner, and then the Commissioner can ---

27 **COMMISSIONER STANTON:** Yeah, sorry. I don't mean, like, ---

28 **MS. MICHELLE SEAMAN:** Sorry.

1 **COMMISSIONER STANTON:** --- the name of the person, ---

2 **MS. MICHELLE SEAMAN:** Yeah.

3 **COMMISSIONER STANTON:** --- but I'm looking at the structures
4 of what we're hearing about, because this unit that you represent, and the one that Ms.
5 Rustad represents, have been featured prominently so far in our -- in the record that we
6 have. And so I just want to make sure that I understand how things are structured so
7 that we can make sure that we're engaging the right component of the organization and
8 institution, and then from there we can ensure that the recommendations make sense to
9 the people who have to implement them.

10 **MS. MICHELLE SEAMAN:** Well, as I said, it would go up to our
11 commissioner, who would then direct it, I think, to strategic -- to their Strategic Advisor.
12 And then it comes down to the specific branches.

13 So for us specifically, if you're looking, it would come through the
14 Contract and Indigenous Policing Branch. So at the deputy level, then it would come
15 down to us through that. So from the Commissioner to the Deputy of Contract and
16 Indigenous Policing and through -- I'm not sure if that answers your question or not, but
17 ---

18 **COMMISSIONER STANTON:** It does. And then from you, when
19 you're developing the protocols that you're developing, and I assume because you were
20 established in 2019 that you may in fact have been established because of some of the
21 recommendations that were coming out of some of the previous inquiries that found the
22 RCMP wanting in this area. So I'm just surmising. But from you then, you're
23 developing policy. How are you -- how are you tracking whether that policy gets
24 transmitted to front-line members, implemented by the divisions, for example, that you
25 correlate with?

26 **MS. MICHELLE SEAMAN:** So my section is responsible for only
27 one national policy. However, we provide a victims' lens and review of other operational
28 policies. So for -- personally for the responsibility area that I have, we're -- we are in the

1 process of renewing. So if that -- once we prepare the recommended changes to the
2 policy, that goes through -- we consult broadly internally with our -- with various
3 partners, including divisional representatives, depending on the area, plus our criminal
4 operations, National Criminal Operations Officer would then help link us to the working
5 level criminal operations. So they'll look at what the impacts of our policy would have.
6 We track that. We track the recommendations, the feedback from those
7 recommendations, and then we make -- once we've gotten that feedback from our
8 external and internal consultations, we assess that, we make a final recommendation,
9 and then that proceeds up from my team up to the Director General of National Criminal
10 -- Crime Prevention and Indigenous Policing Services to the Deputy -- to the ACom of
11 Contract and Indigenous Policing. So it would go up through that channel.

12 So we consult, we -- then we assess those recommendations.
13 Then we get approval from the deputy level, and then we would go to publication.

14 Once it's published, then it's -- we would have to do timely reviews
15 of how that work and if those changes have been implemented. So if we're -- we would
16 need to do check, for example, on victim service referrals to see how that is doing. But
17 we have not, in my time, because we're relatively new, we're in the process of doing
18 that, reviewing the one national policy that I am currently responsible for.

19 **COMMISSIONER STANTON:** And sorry, just to remind us of
20 which policy?

21 **MS. MICHELLE STANTON:** It's the National -- it's Operational
22 Manual 37.6, Victims Assistance Policy.

23 **COMMISSIONER STANTON:** Okay. Great. Thank you. And so I
24 guess I would just ask, when people are making submissions, that they identify for us
25 the pathways for implementation. So identify the bodies that would be accountable for
26 the actioning of the policies that have been described. And so to Ms. Sullivan's point,
27 it's important, of course, to develop the policies with the kind of input that you're talking
28 about, and certainly with consultation. But then determining how those get

1 operationalized, but importantly, by whom, and ensuring that we know to whom to direct
2 our recommendations to ensure that that actually occurs.

3 So it's -- I just want to invite people making their lengthy
4 submissions to please put with those submissions the pathways that we can include for
5 ensuring the recommendations are pragmatic and implementable.

6 Thanks very much.

7 **MR. JAMIE VanWART:** Thank you, Commissioners. That does
8 bring to an end our Participants consultation with victim advocacy organisations this
9 afternoon.

10 And before we conclude, though, I would like to thank each of our
11 guests for being out with us this afternoon, including our presenters that are no longer
12 with us in this session, but your level of engagement and your thoughtful comments I
13 think will be -- prove to be very helpful to the Commissioners, and I thank you all for
14 your attendance and contribution today.

15 **COMMISSIONER STANTON:** And thank you, Mr. VanWart, for
16 your facilitation of the session.

17 And again, our thanks as Commissioners to all of the
18 representatives from -- of course from Toronto Police Service and Peel Regional Police
19 Service for their helpful presentations, and to all of you who represent different aspects
20 of institutions, but also victim advocacy organisations. It's a productive and helpful
21 conversation for us in developing recommendations. We do look forward to more
22 conversations like this one in the remainder of this week.

23 Thanks also to Commission Counsel, Jennifer Cox, and the staff
24 who worked on the presentation that helped orient us all to the Environmental Scan of
25 Prior Recommendations. And certainly, our thanks to the Commission's Research and
26 Policy Team for their tremendous research and preparation of that comprehensive
27 environmental scan. It'll be available on our website, along with the Discussion Guide,
28 to help support anyone interested in making a suggestion for recommendations.

1 On Wednesday, we'll have a Participant consultation with
2 representatives for gender-based organizations.

3 Thanks again, everyone, and see you on Wednesday.

4 **REGISTRAR:** Proceedings are adjourned until August 31st, at
5 9:30 a.m.

6 --- Upon adjourning at 4:48 p.m.

7

8

C E R T I F I C A T I O N

9

10 I, Wendy Clements, a certified court reporter, hereby certify the foregoing pages to be
11 an accurate transcription of my notes/records to the best of my skill and ability, and I so
12 swear.

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14 Je, Wendy Clements, une sténographe officiel, certifie que les pages ci-hautes sont une
15 transcription conforme de mes notes/enregistrements au meilleur de mes capacités, et
16 je le jure.

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19 Wendy Clements

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