

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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1 Halifax, Nova Scotia

2 --- Upon commencing on Thursday, September 1, 2022 at 9:33 a.m.

3 **COMMISSIONER MacDONALD:** Good morning, everyone.

4 Bonjour tout la monde. We join you from Mi'kma'ki, the ancestral and unceded
5 territory of the Mi'kmaq.

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

9 As a reminder, today is the final day to make submissions of
10 research related to the Commission's mandate by way of our website. After today, you
11 will still have time to share your suggestions and ideas for recommendations to help
12 make communities safer. These recommendations do not need to be academic or
13 technical and they are an opportunity for you to share your input on a range of issues
14 that the Commission is exploring, including emergency public communications, policing
15 structure and approaches, gender-based violence, and more.

16 You can share your ideas until the end of September.

17 Today we will hear from representatives from various police-based
18 organizations to discuss issues and potential ways to make changes as part of our
19 Participants consultations.

20 A reminder that in addition to these public proceedings, we are
21 also meeting with some of those most affected by the mass casualty in smaller settings
22 to hear their suggestions for recommendations, hearing directly from them.

23 As our mandate requires, we continue to hear and think about
24 potential recommendations that relate to the specific events of the mass casualty and
25 the broader issues surrounding it.

26 So I will now turn to Emily Hill and Gillian Hnatiw, who will co-
27 facilitate today's discussion.

1 Thank you.

2 **--- PARTICIPANT CONSULTATIONS: POLICE-RELATED ORGANIZATIONS**

3 **MS. GILLIAN HNATIW:** Thank you, Commissioner MacDonald.

4 Commissioners, today, as you noted, we are continuing our Phase
5 3 activities, where we turn our eyes to the future and have discussions about ideas for
6 recommendations, for reform, new initiatives, et cetera, that will make a difference in
7 what we learn and hopefully keep communities, Nova Scotians, Canadians safer in the
8 future.

9 This morning's session is focused on people in the context of
10 policing and will touch on issues of education, training, standards, and supports, and,
11 you know, what officers need to ensure that they have both the capacity and the
12 capabilities to perform and excel in performing these important responsibilities.

13 So this morning we are joined by a number of representatives of
14 the Commission's Participants. And we are grateful to them for giving us all their time
15 today on relatively short notice.

16 So I'll just quickly go around the table and introduce them to you.

17 Here on behalf of the Nova Scotia Chiefs of Police Association, we
18 have Chief Mark Kane and Chief Robert Walsh. On behalf of Nova Scotia, we have
19 Haley Crichton, who is the Executive Director, Public Safety and Security Division,
20 again from Nova Scotia. At the -- beside Emily down the table, Mr. Brian Carter, who is
21 here on behalf of the RCMP Veterans Association. And to my left, we have S/Sgt. Wes
22 Blair, Insp. Rob Bell, and Insp. Sean Auld from the RCMP. And beside them, a
23 somewhat familiar face to the Commission already is Chief David MacNeil from the
24 Truro Police Service.

25 So those are our Participants who are here with us this morning.
26 We will be joined by some additional faces this afternoon and we'll introduce them to
27 you at that time. But for the moment, I will hand things over to -- oh, I have completely
28 missed our virtual attendees.

1 On behalf -- I apologize. We have three faces on your screen as
2 well, and they are here on behalf of the National Police Federation. We have -- and I'm
3 sorry, I didn't check the pronunciation of this name in advance, but Douglas Wasylenki.
4 And perhaps he will correct me when he has the opportunity.

5 **MR. DOUGLAS WASYLENKI:** It's -- good morning. It's Doug
6 Wasylenki.

7 **MS. GILLIAN HNATIW:** Wasylenki. Thank you. I knew I had it
8 wrong.

9 **MR. DOUGLAS WASYLENKI:** Wasylenki.

10 **MS. GILLIAN HNATIW:** Wasylenki.

11 **MR. DOUGLAS WASYLENKI:** Thank you.

12 **MS. GILLIAN HNATIW:** As well as Chaplin Jim Turner and --
13 yeah, and Pat Bouchard.

14 And so they are participating virtually today. Thanks to them as
15 well for making themselves available on relatively short notice to accept the
16 Commission's invitation to join us in this conversation. And we will be coming to them in
17 the round as though they were here in the room with us.

18 On that note, I think I will hand things over to my co-counsel, Emily
19 Hill.

20 **MS. EMILY HILL:** Thank you.

21 Good morning to everyone. And yeah, again, thank you. Offering
22 our appreciation for everyone making time to join us in this conversation.

23 Because we have a relatively large group of people, we want to
24 make sure that everyone has an opportunity to share their views, but also some
25 opportunity, I hope to listen and respond to what each other is saying. Just to be able to
26 keep that moving efficiently, our proposal in terms of how we move forward today is to
27 go around the table three times addressing sort of three different topics. And these
28 topics come to us both from our mandate, and also from issues that we've heard come

1 up through our work and from Participants themselves as issues that are really
2 important for the Commission to address in its final report.

3 So we've asked Participants to focus their comments and ideally
4 speak for about five minutes, but we do have a bit of time, so I'm not going to be too
5 heavy with the clock. And I would just say that if something comes up in the round
6 before that you'd like to comment on or respond to, take that opportunity in the next
7 round. So we won't say, "No, no, don't speak about question 2, you know, in the round
8 on question 3." Feel free to respond or engage, because I think for the Commissioners
9 it's helpful for them to hear if there are differing points of view or if there's consensus on
10 points. So please feel free to respond to each other as you see fit.

11 The questions today are aimed at gaining additional input about key
12 issues and potential avenues for reform to assist the Commission to develop effective
13 and meaningful recommendations related to its mandate.

14 We have, in these Participant consultations, tried to invite
15 conversation focused on meaningful recommendations and change that can be made in
16 understanding what barriers there are to change.

17 The first theme that we would like to discuss is wellness. It's an
18 issue that we -- is explicitly part of our mandate and something that we've heard about
19 in lots of different ways through our work.

20 The questions we've asked you to think about in your responses
21 are what types of support are needed by members of police forces particularly in the
22 wake of a critical incident, what challenges exist providing such supports and how can
23 they be addressed, and what would success look like in the area of mental health
24 support for police officers?

25 So if it's all right, I will start with you, Chief Kane, to offer your
26 thoughts, or if -- I'm not sure whether, Chief Walsh, how you divided up that topic?

27 **CHIEF ROBERT WALSH:** Thank you very much for -- thank you
28 very much for the opportunity to be here today.

1 On behalf of the municipal police in the province of Nova Scotia I'd
2 like to take this opportunity to express our sincere condolences to the families of the
3 victims and we're very grateful to be here for this meaningful dialogue.

4 In regard to wellness, we recognize that our members certainly
5 need peer to peer support and in the municipal context we do that. We provide that to
6 our members, and we share our resources among our agencies. All the municipal
7 police in the province are trained in R2MR, which is now referred to as the "The
8 Working Mind", and that's another piece that we provide for our members, so that
9 they're better prepared in advance of having to deal with a critical incident. We
10 collaborate with other agencies to provide members, to support one another. If an
11 agency doesn't have a trained EAP, for example, we will lean on one another to provide,
12 and we have done that and will continue to do that. We also bridge a gap in service
13 delivery in other services or agencies when their resources are affected by a critical
14 incident. So in other words, if an agency had an incident and they need support, they
15 need members to go and assist in their community while they're dealing with that, we
16 also offer that. Through relationships and personal connection with our employees, we
17 feel that we have a really good connection with our members, that we know them, we
18 speak to them. We often know their families personally because of often our smaller
19 community size that we live and work in.

20 But there are challenges, and sometimes those challenges relate to
21 wait times, that sometimes we have to rely on our service providers, through our
22 respective HR departments to coordinate those. And we all know that in these
23 challenging times with COVID and the pandemic that the availability of accessing some
24 mental health and medical support has been restricted.

25 Those are my comments.

26 **MS. EMILY HILL:** Thank you. I'd like now to turn to those who are
27 joining us virtually. I believe this is a topic that will be addressed by Douglas Wasylenki
28 and Chaplain Jim Turner. If you could address this wellness question?

1 **MR. DOUGLAS WASYLENKI:** Good morning, Commission
2 Members and attendees. My name is Doug Wasylenki and I retired in November 2020
3 as a staff sergeant after a 35 career -- year career with the RCMP and all my service
4 was within Alberta. I spent 13 years in general duties, 16 years in traffic service and my
5 last 6 years were as the peer support coordinator for K-Division within the RCMP. And,
6 sorry, K-Division is Alberta.

7 Addressing the three topics, first off, what types of supports are
8 needed for police forces, one of the most critical actions that can be provided to a fellow
9 peace officer -- a police officer is to surround them with a wide range of supports. Many
10 police officers are reluctant to seek assistance after critical incidents; however, those
11 same officers will readily discuss the events when approached. Policing can be a very
12 tightknit community, and it's a community that faces the same experiences, pressures,
13 and, yes, even fears. Many cases -- in many cases, police officers are reluctant to
14 discuss these traumatic events even with family, or perhaps even with mental health
15 trained providers. Having a critical incident debriefing team which is made up of both
16 mental health professionals and trained fellow peer supports who have confidentiality is
17 crucial to assist these fellow members.

18 Secondly, what challenges exist in police supports, then how can
19 they be addressed. Perhaps one of the biggest, and I certainly found this throughout
20 my career and specifically as the coordinator for peer support is stigma. Most police
21 officers, again, are reluctant to seek assistance or admit that they're having emotions.
22 They're very reluctant to admit they're having flashbacks, other physical reactions which
23 are all common and a result of that critical incident. First and foremost, police officers
24 join to serve and to protect those that they serve. They take these traumatic events
25 very personally. They're worried that showing weaknesses, being human will have
26 negative consequences for themselves and the communities that they serve.

27 The second challenge that I see is a lack of awareness. In my
28 experience, and I found this time and time again throughout my career, most police

1 officers can readily tell you what their compensation entitlements are. They know how
2 much holidays they have. Those same officers when I would talk to them, very few of
3 them could tell you what their psychological benefits were, as most of them had never
4 accessed them. As an example, within the RCMP, members are allowed without prior
5 approval to seek psychological counselling for a total of six sessions and it extends past
6 that, but without any prior approval, they can simply go for sessions. Many supervisors,
7 and, again, of the supervisors that are supervising aren't even aware of that as well.
8 And as a result, often won't facilitate that through simply not knowing it during work time.

9 The challenge I see is how do you convince these police officers
10 that they need to access these benefits as a regular part of their preventative health and
11 wellbeing. The supports that are available should be accessed in the same manner all
12 the time, regular consistent visits both during the good times and the bad times.

13 Lastly, what would success look like in the area of mental health for
14 police officers. I have seen the benefits of having a dedicated full-time support peer
15 coordinator from each division or department -- and when I say division, I mean
16 provinces in the RCMP and for municipal forces, obviously, their department -- who
17 understands and has lived police work as a current serving member. They must bring a
18 level of credibility, experience within their policing background. They need to be a
19 police officer. They need to have confidentiality. As part of that, they need to have a
20 team of trained volunteer peer support resources who have walked in the shoes of the
21 members they're assisting. They have real-world experience as volunteers in this
22 program. To match the training they receive, they need to be confidential.

23 Lastly, regular critical incident debriefings, which are conducted by
24 trained mental health professionals assisted by those peer resources. I have seen time
25 and time again regular contact with mental health professionals as part of the member's
26 ongoing benefits can only be beneficial. I would submit to the Commission that you'll
27 see success when police administrators start to see substantial expenditures for regular
28 ongoing mental health visits for no specific reason other than members are utilizing

1 those benefits and they see them as a benefit. This will get a dialogue with the mental
2 health professionals in times that are well, and it simply will assist those members.

3 Thank you to the Commission for my comments and I'll turn it over
4 to any other comments for packaging.

5 **MS. EMILY HILL:** Yeah, I didn't -- do other people who are
6 attending virtually have comments on this topic?

7 **CHAPLAIN JIM TURNER:** Yes, Chaplain Turner.

8 Good morning. My name's Jim Turner. I retired from the RCMP on
9 the 23rd of October 2021 as divisional chaplain for E-Division of the RCMP which is the
10 province of B.C. and makes up one third of the RCMP. After a 32-year career with the
11 RCMP, my service was in Alberta, British Columbia, with special duties in both Regina
12 and New Brunswick following the murder of the 3 police officers there. I've also served
13 as chaplain for Vancouver Police in municipal department, Delta Police, Transit Police,
14 the B.C. Sheriff Service and Border Services of Canada. On the 23rd of May of this
15 year, I completed 40 years of care to the police.

16 Chaplains occupy a very unique relationship to policing. They are
17 at once outside of the culture and inside the culture due to accompanying members on
18 duty. That's different than a ride along. A ride along benefits the one riding.
19 Accompanying a member on duty benefits the member himself. You're not there to see
20 something new. As a matter of fact, after a while, they're looking to show you
21 something new and there's not a lot of that out there. They build relationships during
22 the police normal on patrol, so that when the crisis comes, and it will, there is the trust
23 for the member or employee to reach out with confidence. Those hours of
24 accompanying a member on duty that allows the member to know and trust the
25 chaplain, whether paid or voluntary, that is where the chaplain earns their spurs, as is
26 said in the Royal Canadian Mounted Police. It means that you're trusted, and you're
27 accepted.

28 Chaplain also understands the culture, the police language and

1 ethos, understands the stresses and traditions. Those traditions are crucial to members
2 whether Mountie or municipal. They are security cleared, therefore, safe to talk to in a
3 way that they cannot talk to their spouse or their clergy. And I've had the honour of
4 hearing private and confidential matters across the ranks from divisions across Canada
5 due to relationships built in the police cruiser. That is sacred and that trust outlasts your
6 career. Personal information, organizational information, and operational information.
7 Those pieces, the number of places they can talk with trust are very, very limited. In the
8 Province of British Columbia, we saw chaplaincy grow from three names to over 50
9 chaplains throughout the province. And the work they're doing has been mitigated
10 value that's tremendous.

11 Thank you.

12 **MS. EMILY HILL:** Thank you very much.

13 I'll turn now to, is it Crichton?

14 **MS. HALEY CRICHTON:** Crichton.

15 **MS. EMILY HILL:** Crichton. Ms. Crichton, for your comments with
16 regard to this question around wellness.

17 **MS. HALEY CRICHTON:** Thank you very much.

18 Good morning, Commissioners.

19 I think first, for myself, I think given the important policing careers of
20 the colleagues around the table, it's important that I acknowledge that my experience is
21 not derived from operational policing. I have never been a police officer, so I don't
22 speak with authority to the experiences of police officers. Rather, my experience is
23 derived from working with and research in policing. So I just thought it was important to
24 acknowledge that as I move towards my comments.

25 From my perspective, again, outside of operational policing,
26 wellness really starts before a critical incident. So of course, agencies should work to
27 foster environments of inclusion and support because after a critical incident, it is my
28 experience working with police that feelings of isolationism is really challenging, and so

1 it needs to be supported prior to a critical incident to be sure. And I think that that might
2 include detachment/unit shift-level check-ins at regular intervals to really normalize the
3 expectation of continued communication. I think it starts well before experiences in
4 critical incidents. And certainly consistency over the course of your career.

5 So no single person is the same. For one person, witnessing a
6 shooting is very traumatic, but for someone else, it might not be. But helping an elderly
7 person in distress might be traumatic. And so to paint everyone with the same brush
8 and suppose that there is a threshold for trauma after which we should be providing
9 acute levels of support, I think does not acknowledge the difference in experiences that
10 police officers across Canada have.

11 I think access to channels for services outside of the policing
12 organization is also important. I think one barrier might be, as was spoken about by a
13 number of people already, stigma within policing environments and accessing resources
14 without going through your employer as an option I think would be quite beneficial.

15 And I also want to acknowledge as well, familial supports. So
16 spouses and families, as Chief Walsh had mentioned, are not part of the critical
17 incidents. They don't work through the debriefings; they don't have the peer-to-peer
18 support. However, through it all, they're indirectly experiencing all of the aftermath of a
19 critical incident. And the families, the first responders, and public safety personnel more
20 generally should really have systems of support unique to their position as well. So
21 often, if a first responder is struggling through trauma, it's the spouse or the family that's
22 asked to pick up the pieces and steer the ship. So it's important that we start to give
23 them a map on how to do that. I think that that would be critically important.

24 There are a number of challenges. One area that has been spoken
25 about throughout testimony really is the need for officers to be provided an opportunity
26 to decompress after an event, and that that requires time. It requires time away from
27 substantive duties. And right now, that's very difficult. It's backfilling, it's finding
28 resources that can fulfill those roles, and especially challenging for specialized service

1 positions where there's only a finite number of people within a jurisdiction who serve
2 that purpose, and therefore critical incidents don't stop because you've had one. They
3 continue on and it's often difficult to kind of navigate those two things.

4 With respect to what success might look like in areas of supporting
5 mental health for police officers, or public safety personnel, really, more broadly, I think
6 from my own perspective again as being an outsider, it's not easy to be a police officer
7 right now. You know, there is this idea that they're kind of perpetually operating in a fish
8 bowl and that the expectations of the public are very high, as they should be, certainly.

9 But what I think is needed then in an area of success is an
10 expectation of continued support throughout the career. So like I said, not having it be
11 post-incident, that we hit a threshold and then provide supports, but rather, that
12 supports are provided from the very outset of your career as a police officer. So
13 beginning through the process of recruitment, so understanding what the role entails,
14 understanding what the job of policing really truly is, and then moving from there into
15 training, of course, and then an expectation of normalization of wellness as being a
16 component of employee retention, because that's truly what it is. To retain somebody
17 as an active and productive police officer, it should be built in to how they do their work.

18 And then finally, my final point, sorry, I've been talking for a while,
19 but my final point would be to suggest that transition avenues out of policing are
20 provided for those who need it. It's very difficult to have a very long and tenured career
21 as a police officer, and perhaps experience something that may not mean that policing
22 is appropriate for you after that point, but feel like you don't have a good avenue out of
23 policing because you've spent 25/30 years in that field. So supporting avenues out of
24 policing might be a valuable option for some at the end of their career.

25 Thank you.

26 **MS. EMILY HILL:** Thank you.

27 I'll turn now to you, Mr. Carter, for your comments on this topic.

28 **MR. BRIAN CARTER:** Thank you, Commissioners.

1 And the veterans of -- the RCMP veterans in Nova Scotia sincerely
2 hope to -- we give hope to the families that they're getting the wellness support that they
3 need to get over the tragic losses they've all suffered.

4 The RCMP Veterans Association in Nova Scotia is the largest in
5 Canada. We have over 900 members in the association. And it's largely due because
6 we have several subcommittees, and one of the major subcommittees is the Support
7 and Advocacy Committee, S&A, we refer to it as. That committee deals with supporting
8 serving members and retired members in issues on mental health and physical health,
9 as well as financial support.

10 When we talk about what supports needed, departmental support is
11 first, and then mental health support for members and families.

12 The department senior management must take the time to meet
13 with members involved in critical incidents to show their support for the risks that they've
14 taken. The mental health support must begin right away. Also show support by
15 providing time off so that they can recover from the incident.

16 To do this, the department must have the capacity to relief large
17 numbers of department members, including civilian members involved in the event.

18 RCMP, as an example, brought in roughly 400 members from
19 across Canada to work on this file, as well as to relieve members from several
20 detachments, including Bible Hill and Enfield, to give them the time off.

21 The RCMP vets, a year after the event, visited every single
22 detachment, all 53, in support of the staff and members, which is also part of the
23 support that's required.

24 On the second part, the challenges, capacity is certainly a
25 challenge to move people in large numbers and in incidents that require the changes of
26 staff.

27 A good example recently was the Freedom Convoy in Ottawa,
28 which took three weeks for Ottawa to get the resources they needed to do what they

1 had to do.

2 The mass casualty incident here, because the RCMP were able to
3 meet that need, they were able to bring the members in from other parts of Canada and
4 provide that time off for the mental health and recovery of the members involved in the
5 incident.

6 On the third portion of this, the successes and things that work, the
7 RCMP vets are actually part of the mental health support system of the RCMP in this
8 province because we have the S&A Committee. Without that committee, we would be
9 like the other provinces without -- unable to do that type of support.

10 We augment what the RCMP provides. I won't get into what the
11 RCMP provides, but I will talk about how the Veterans help serving members and
12 retired members struggling with PTSD and other illnesses. We do this through
13 Veterans Affairs Canada, and I'll refer to that as VAC, V-A-C, throughout the rest of the
14 discussion.

15 VAC is where our medical pension lies, is in VAC. The RCMP have
16 their own programs to deal with getting members to the VAC system, but the RCMP
17 VACs also support them and help them get through that.

18 VAC is the best system for mental health support anywhere, in our
19 opinion as veterans. They've created five new positions after this incident occurred in
20 order to deal with the issues that the police were going through from this incident, and it
21 sped up the process to help them get the mental health and other health issues
22 resolved.

23 It not only supports getting members; it also supports the family
24 members. Under VAC, which is unlike Workers' Compensation, or WCB, which most
25 municipal police have, it doesn't fall on the municipality; it falls under the Federal
26 Government. WCB generally falls off at age 65 when you start collecting your other
27 pensions. VAC does not do that.

28 WCB is a direct cost to municipalities, and sometimes it's tens of

1 thousands and sometimes it's millions of dollars for the municipality to pay the
2 premiums for that.

3 Veterans' Affairs, or VAC, covers professional help, medications,
4 and they pay for the medications; any physical devices one needs to recover or
5 function, such as leg braces, hearing aids, et cetera; it covers massages, group therapy,
6 psychiatrists, psychologists, anything else required to support the member and their
7 family. Any payments to a claim also include funds, so if you are getting a pension from
8 VAC, it also includes funds for the spouse or partner and the children under age of 25
9 who are still in university or are living in the family residence. So it does help support
10 the family members.

11 It also helps to support them with any psychological help that they
12 need, getting them to a psychiatrist, and so on. So the family members also have
13 access to that.

14 VAC lasts until the member dies. There is no cut-off date, so the
15 member is not stressed or worrying about being cut off at any time. In the case of the
16 member's death, the spouse or partner receives the full coverage of that pension for the
17 first year and then a portion of it until their death.

18 VAC is funded by the Federal Government, not the province or
19 municipality, and I can attest that, from our opinion, from our experience with it, it is the
20 best. There's no complaints once a person is -- falls under VAC, there's no complaints.
21 And the only thing that VAC can't do, unfortunately, is help with the damage that's
22 caused by misinformation and all the forms of media that post that misinformation that
23 affect all police officers in any agency for doing all they can do, which is trying to do the
24 best they can under the circumstances.

25 So Veteran's Affairs is where ours lies, it does help families, and
26 the RCMP veterans are a big piece of that in helping members and the families get that
27 help that they need.

28 **MS. EMILY HILL:** Thanks very much.

1 I'll turn now to this side of the table. I think it's S/Sgt. Wes Blair
2 who's going to speak on this topic from the RCMP's point of view.

3 **S/SGT. WES BLAIR:** Good morning, Commissioners and
4 panellists.

5 So I would just start by saying that wellness starts well before an
6 incident; it starts with training and resourcing and policies and procedures. So it's quite
7 applicable that wellness and policies and procedures and training are all lumped
8 together in this session. That's what equips a person, an officer, to go into an incident,
9 and that's often what they rely upon after the fact as they're tested to themselves about,
10 you know, basically how did they do as they analyze their own response which is, you
11 know, critical to their -- to their personal response to these critical incidences.

12 So types of support: I will assume, I believe, that the Wellness
13 Resource Guide for "H" Division has been submitted as part of material that's already
14 been provided to the Inquiry, so I won't go through specific supports that are provided
15 and available; they're fairly extensive.

16 What we find is personal interactions are critical with an officer
17 who's been involved in a critical incident. And that starts from coworkers, supervisors,
18 commanders in their detachment who have a relationship with them. We can't
19 overemphasize the importance of personal interactions, and that includes, in many
20 cases, personal contact by our health services clinicians, nurses, psychologists, health
21 services officer as required. Messages are a great means of distributing information,
22 but assessment and support is often best done face to face.

23 Initial assessments can determine best course of action; it's not a
24 one size fits all. Individuals are individuals and their needs are individual to them. And
25 incidents run the gamut from what is a fairly routine, unfortunately, policing situation to
26 something totally unexpected. We have to be able to be flexible to respond to what
27 both the individual and the circumstance requires.

28 Long-term availability of medical team, such as family doctor,

1 psychologist, OSI clinic, et cetera; access to those same supports on an urgent basis in
2 some cases. In many cases, an officer will have a support network but the ability to
3 access that support group, family practitioner group, after a critical incident can be quite
4 delayed. You may already have someone, which is wonderful, but the ability to get in to
5 see them after a critical incident might be weeks, or a month in many cases.

6 Regular mental health screening, which can identify unknown
7 issues and insure appropriate supports are being used: So let's not wait for a critical
8 incident, let's -- as been mentioned by other panellists, let's incorporate this into our
9 routine assessment and interactions with officers.

10 Partnerships: There are occasions, and we've witnessed them,
11 where no one agency can do it alone; we need to have partnerships and interoperability
12 to respond, certainly to major events, in wellness supports.

13 Challenges: Moral injury to an officer after an incident, and it's hard
14 to quantify that but officers are individuals and they're impacted by what happens after
15 an event in, you know, their ability to disengage from some of the communications and
16 whatnot, but those things have a real negative impact on them.

17 Access to family doctors and specialist services: It varies greatly
18 by area and location, both in availability and accessibility.

19 Resourcing pressures, which can impact both an employee's
20 perception about will they take time, or will they access, and also the organization's
21 ability to allow them a decompression time has been mentioned. In the RCMP we have
22 off-duty sick time, which is available whenever an officer would need it, and we have
23 work time. Generally we don't have an in-between administrative time. One of the
24 things we're looking to avoid, unless it's required, is medicalizing a response. We don't
25 want to tell someone they're ill, we don't want to tell them they're sick; we want to
26 provide them the support that they need. If they are ill or if they are sick, we have
27 supports available to that, but, again, it's our communication around the incident that's
28 important.

1 Success: Availability of critical short-term and long-term supports.
2 Increased openness to discuss wellness issues in the workplace. Supporting the very
3 human response to critical incidences. We're trained to react in a certain way but after
4 the incident is over, our mind will go through on a very personal level what did we do?

5 Affirmation for an officer after they have done their duty, it's
6 important that they feel supported, both by the organisation and in their actions, but also
7 in the reality that they may have to seek support. We shouldn't treat that as, again,
8 medicalising it. We're all humans under the uniform, and these are incidences in many
9 cases which nobody should really be expected to be in, and we're in them over and over
10 again. So maintaining a consistent check in with that member, a variety of resources
11 available to fit both the incident and the individual, and screening or checking with them
12 to ensure resiliency before the next incident occurs is -- are all parts of things that we
13 find are critical, things that we're trying to move forward with, feedback that we get from
14 officers. And that would be my submission for today.

15 **MS. EMILY HILL:** Thank you. I'll turn now to Chief MacNeil for
16 your comments on this topic.

17 **CHIEF DAVID MacNEIL:** Thanks, Emily. There's been a
18 gentleman patiently waiting with his hand up way before me though. I don't know if you
19 want to -- on the screen. He can jump in first. He's been waiting for a while.

20 **MS. EMILY HILL:** I'll hand over my facilitation duties to you.
21 You're watching better than I am. Thank you. Sure, I didn't see who that was that had
22 a comment to make.

23 Go ahead.

24 **MR. PAT BOUCHARD:** Pat Bouchard with the National Police
25 Federation. I'll speak to both professional and personal exposure to a traumatic
26 incident, and I just want to touch briefly on something that was brought up before, is we
27 don't have to wait until a critical incident occurs before we can assist our members.

28 I've got 20 years in the Mounties, all operational policing, I've

1 worked in a municipal detachment, a rural detachment, and I've also worked in isolated
2 posts up North. Trauma won't wait for you to be ready to absorb it.

3 So there are some strides, there are some things that are being
4 done right now within the RCMP to catch up with what we learn, that it's good to talk
5 about it before it happens. So there is a mandatory, check under the hood if you will,
6 from recruitment to retirement. So we shouldn't wait until our members are affected to
7 look after, and at the same time, that eliminates the stigma of reaching out for
8 assistance, if it's mandatory, in a prescribed amount of time, every six months, every
9 year, every two years. I can't speak to what the intervals are best, but I mean, the
10 Mounties aren't inventing this process, this is being used in other police forces as well. I
11 think of Edmonton, I think of the QPD, I think of Vancouver that have these early
12 intervention.

13 And "intervention" is probably the wrong the word because involve -
14 - a lot of these instances, nothing has happened yet, but it builds that resiliency and
15 those connections that those supports are available, it's okay to talk about it, here are
16 the people you can talk about it to. Even if nothing happened yet, you already build
17 those connections and those supports.

18 And I'll touch on what Staff Sergeant Blair mentioned about the
19 middle ground between active duty and ODS, or admin leave. From personal
20 experience, I was involved in the Moncton tragedy, and to run Operations in Codiak
21 after the incident, because I wasn't posted in Codiak at the time; however, Dave, Doug,
22 and Fabrice were friends of mine and colleagues that I had worked with for years prior.
23 So I stepped up to do that without the awareness of how it would affect me at the time.

24 So perhaps after a critical incident you necessarily mean to be
25 disconnected from the work because the isolation piece is a real piece when you work
26 with colleagues every day, you talk to them about your daily life, you know about the
27 families, you know about what they're doing on their time, and then all of a sudden
28 something like this happens, and you're sent home. You don't necessarily need that.

1 Some do, some don't. The trauma is different and responses are different for everyone.
2 So it should be really catered to the individual.

3 Should the individual be completely taken off the rotation or do they
4 want to stay connected with their colleagues, their support system at work and talk
5 through this in a more relaxed environment versus still answering calls? I think there is
6 a room -- there is room for not necessarily, "okay, you're working anyway, and you're
7 doing whatever we're asking you to do as a police officer, even if you've been through
8 all these things, or you're going home and you're not doing anything", I think there's a
9 wide range of things in the middle that could be used as an individual catered response
10 to these individuals members to what they need.

11 But I think that we don't have to look far. There's other police
12 agencies that do it, there's other countries that do it. A best practices would be a good
13 thing to look into in that vein. Thank you.

14 **MS. EMILY HILL:** Thank you.

15 I'll turn back now to you, Chief MacNeil, for your comments.

16 **CHIEF DAVID MacNEIL:** Thank you. I think from my perspective,
17 I'm very excited to hear that regardless of what agency you're employed with, it seems
18 to be that everybody's doing things that are very similar, which is great, and that
19 wellness and mental health seem to be first and foremost today, versus 30 years ago
20 when it wasn't talked about. So I think the shift from -- in policing in general from the old
21 days of, you know, suck it up and come to work, and you know, being fearful of your
22 supervisor of maybe showing weakness or needing support that might impact your
23 career or you'd be stigmatised, I think we've come a long way in policing, with room to
24 improve as well. But I think refreshing for me hearing from all the different perspectives
25 at the table that we're all doing very similar things.

26 So I'm not going to rehash what everybody said, but I think from my
27 perspective knowing your -- knowing your officers and you know, having a FaceTime
28 with them at a leadership role is very important. So your supervisors get to know the

1 people on their shifts and they can tell if they come in and they're quiet, if they're a little
2 bit removed.

3 Familiarity in the workplace is important, and consistency. So I'm
4 lucky that the size of my service I get to see my people every day, be it civilian people,
5 dispatchers or frontline officers, and you get to know them personally and you get to
6 know their families.

7 So a few folks have talked about families and that supports that are
8 required, and that's a huge piece that sometimes goes missed. And I think it's great to
9 speak about officer wellness and staff wellness, but we have to remember that that
10 comes home with them and that impacts their family life as well, so we need to be
11 cognisant of that.

12 Some of the things that we've done in our service to help address
13 the family piece is that we have a child's Christmas Party every year, so all the staff --
14 it's in our building, so families come with their kids, we have Santa Claus, we do it in
15 conjunction with the tree lighting ceremony, so it's kind of a big deal. But it gets families
16 and spouses and kids in the police station and gets everybody to interact. So you might
17 be on one shift and have kids of similar ages as someone on a different shift that you
18 never see, but doing things outside of the workplace as a -- as a group and a family kind
19 of brings that collectiveness and that togetherness so they know they're not alone.

20 Wellness committees are good. We have a Joint Wellness
21 Committee, much like our OH&S or Occupational Health and Safety Committee, where
22 it's management, I don't like that word, but management and the union officers. So we
23 all are on the Wellness Committee and we work towards doing things in collaboration
24 for officer wellness.

25 So we had a golf tournament this summer for all staff and family,
26 different things like that. We had a mountain bike day at the mountain bike park, so you
27 know, where you go mountain bike. So just doing some things outside to check in with
28 your people, and knowing your people.

1 And I think Staff Sergeant Blair had mentioned the preventative
2 piece with wellness check-ins, so to try to reduce some of that stigma. So for example,
3 our FIS officer, we may do a wellness check with them every year where they have to
4 for a psychological appointment. Just may not be anything going on, but just to go in
5 advance, so to do some preventative work upstream to prevent those downstream
6 issues.

7 If a shift is involved in a critical incident or a traumatic incident, we
8 have sent them all to one session with a psychologist, just so there's no stigma. You
9 may not want to go, but everyone has to go. So whether you're well or unwell
10 everybody's going from the Sergeant to all the constables that were at the scene so
11 there's no, "Oh, Dave had to go, but you know, Sean didn't." So there is -- there -- try to
12 reduce the stigma as much as possible.

13 But the good news is it sounds like everybody's doing a lot of
14 similar things, and that we're having these conversations today brings us to a point
15 where I think we're in a good position to go forward as a police organization, so thank
16 you.

17 **MS. EMILY HILL:** Thank you, and, yeah, I appreciate your sort of -
18 - your observation that we are hearing some similar themes and about some similar
19 programs. And if I suppose in the next round, if there's something that anyone that you
20 were thinking of, if you had a magic wand and there was some tool that could be
21 available to you or some wellness aspect that could be available to you that you don't
22 have now, I think, you know, the Commissioners probably would like to hear about that,
23 because so often, you know, the job that they have is to come up with
24 recommendations that can be implemented. And so just if in the next round that's
25 something that you'd like to offer up, we would invite that.

26 Before we leave this topic, Commissioners, I don't know if you have
27 questions, or comments you'd like to make reflecting on what you've heard?

28 **COMMISSIONER FITCH:** Actually, I do have one question.

1 And I don't know if Staff Sergeant Blair this -- you might be able to
2 answer this one or representatives from NPF. Some agencies have early intervention,
3 and I know you hesitated to use the word intervention, but early intervention risk
4 assessments for officers and civilian staff as well. I point to Vancouver Police
5 Department that several years ago introduced a risk assessment tool. And it's
6 structured in such a way that it will track things such as increased complaints against a
7 member, increased use of force used by members, increased sick time, absence from
8 duty, the piece about the supervision knowing your people, seeing changes in
9 behaviour, drop off of work productivity and so forth. The risk factors could be around
10 some, you know, personal life changes and exposure to critical incidents.

11 So where I'm going with this question is do your services, whether
12 through Cape Breton Regional, Truro, RCMP have a standardized risk assessment tool
13 that can be used for both your civilian staff as well as your working officers out in the
14 field? And if you do have such a tool, what do you do with that information? So we've
15 heard a little bit about the different times off that officers can have. They can be off on
16 workman's compensation. They can be off duty sick. They can be on administrative
17 desk duty, for example. But how do you handle circumstances when you've identified in
18 your organization that an employee is at particular risk and that there has to be an
19 intervention, that there has to be some mechanism put into play to force a member,
20 unfortunately, off duty, on administrative leave, and build in services around them to
21 help ensure that they get the assistance that they need? So I put that out. I think Staff
22 Sergeant Blair first off and then anybody else I'd be happy to hear from. Thank you.

23 **S/SGT. WES BLAIR:** Thank you for the question. The RCMP
24 does have a national tracking system that monitors things like you'd mentioned public
25 complaints, discipline matters. It is managed out of Ottawa. And when a person -- an
26 officer gets to a, you know, gets to a certain point in the risk matrix, then there's a notice
27 that comes down to the Division, and it's -- you know, it's generally dealing with
28 performance or medical or both. We're never really sure when we first get the notice,

1 because it's an indicator. So it is fairly tightly -- it's confidential, but there's a unit that
2 gets those notices from Ottawa and works directly both with the member and their
3 supervisor, commander to work through, okay, this is what we're seeing, and try to get
4 to the underlying root cause of why those things are happening. Is it a training issue?
5 Is it a medical issue? Is it -- what exactly is it and how do we address that? And they
6 have to put a plan in place to address that, again, under whatever format it is. And
7 there is tracking and follow up to monitor the outcome of that. Again, it's managed very
8 confidentially because of the type of very individual specific information it is, but there is
9 such a thing.

10 On a less of a matrix type system, supervisors and commanders,
11 line officers, managers, let's say, have the ability to do -- request a special medical
12 assessment if they have observations in the workplace of a member who is -- you know,
13 behaviour of actions are causing them some concern and they believe that it's medically
14 related. It's required that the member be advised that they're going to put that in, get a
15 copy of that, and then that will engage our health services officer and occupational
16 health team to do an assessment of that officer, what's going on, is there -- sometimes
17 there's something that's never been addressed and dealt with that we, as an
18 occupational health team, are unaware of, and the member may or not be seeking any
19 support for it at all. It could be a personal life issue. It could be whatever it is. And we
20 ensure that there are appropriate supports being provided and a review of their fitness
21 for duty in the short term is done as well.

22 So there's a -- like I say, a well-established risk matrix type national
23 system, and then, you know, the local level medical request. And then, again, just
24 many conversations about observations. It could be from a review that's being done on
25 files, trying to get to the root cause of why did this happen versus you didn't do this and
26 therefore this is what's going to happen to you. So I hope that answered your question.

27 **COMMISSIONER FITCH:** It does. Thank you very much. And if I
28 could just bounce off of the information that you shared with us. From an NPF

1 perspective, how is that system received by the membership?

2 **MR. PAT BOUCHARD:** I wasn't aware of a national system that
3 goes in depth that much, and I was a supervisor on the road until 2020 when I was
4 elected to this position. And it may not be uniform across the board, but it's a great
5 thing if it does exist. What we would recommend -- and we had a presentation from
6 another police agency recently at the NPF recommending these early intervention
7 issues, and how best to assist the employer in creating something uniform across the
8 board. If these systems are already created in other places and work very well, we
9 don't need to reinvent the wheel. Perhaps looking at something that's uniform and
10 already using best practices somewhere else could be adapted to other agencies and
11 looking at how to move forward in the best possible way.

12 Doug has his hand up. Thank you.

13 **MR. DOUGLAS WASYLENKI:** Commissioner Fitch, just to add to
14 those comments. I'm sorry, my mic's on? Sorry, Commissioner Fitch, just to add to
15 those comments, another best practice that certainly occurred on an ongoing basis
16 when I was a serving member as the peer coordinator, I was privy to briefing notes.
17 And what those were, were incidents of fairly major events, sometimes not major, but
18 let's say fatalities or otherwise. I would actively look at those and very often I would
19 identify, well, we have a two-year member here. We have a year-and-a-half member,
20 somebody very junior in service. I would actually proactively reach out to that member.
21 So I would have one of my peers -- I may not be the best person to reach out. I would --
22 they would see a 30-year member as a staff sergeant, but I had a group of volunteers
23 where I would have one of my 4-year constables, very dedicated peer support, reach
24 out to that member to say, "How are you doing? You know, let's go for a quick coffee."
25 Give them some supports right from the onset, which goes to those things that we
26 wanted to catch it even before it got to those -- the national warning system that
27 triggered for the member that had, you know, two fatalities back-to-back, any number of
28 things; right?

1 And I'm happy to say, certainly from an NPF perspective, I've
2 ported all that experience here where we do get members reaching into the union,
3 where we'll get those members reaching into it. I'm very attuned to that, where they'll be
4 reaching in for whatever the circumstances, I'm having a tough time, we regularly reach
5 out. And part of that is we actually have within the NPF a family services division. We
6 have a whole division that's set up to support the families, to support the members. So
7 it's actively on the radar I'm sure for all agencies, as a best-case practice. There were
8 certainly things done from organizations, but just to bring that to your attention. Thank
9 you.

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

11 **MS. EMILY HILL:** It was one -- Chaplain Turner, was that -- is your
12 hand up?

13 Please go ahead.

14 **CHAPLAIN JIM TURNER:** When you've got a voluntary chaplain
15 within the detachment, they're intimately aware of the ongoing issues related to that
16 detachment and they've got the relationship, the trust. Matter of fact, oftentimes they
17 will be the ones that will be reached out to initially and then they can bridge into and
18 provide resources that are available to that member.

19 The importance of having that person in the detachment, having
20 them well known, having them integrated, I can't speak firmly enough about how I feel
21 about that. I know that when I was at Richmond and Burnaby detachments and then
22 Headquarters, I was well aware of the pulse of the -- of the division and if there was a
23 section where there was stuff going on, I would see people from that section on a
24 regular basis. And so that embedding of people is crucial, from my perspective.

25 Thank you.

26 **MS. EMILY HILL:** Thank you.

27 I don't see any other -- oh, I do see some other hands beginning to
28 respond. I will let you two arm wrestle as to who should respond quickly.

1 **MS. HAYLEY CRICHTON:** Thank you.

2 I just wanted to add, I think we're often speaking about wellness
3 and it seems like we're speaking with respect to frontline officers and dispatchers and
4 those in detachments, but I think we would also be remiss if we didn't quickly
5 acknowledge that these discussions really should be a whole of agency discussion, so
6 right from your constable all the way up to chief officer or commanding officer.

7 That's all I wanted to add was just that, you know, embedding into
8 detachment is excellent, but there's still work to be done at the management levels as
9 well to support those -- those folks.

10 **MS. EMILY HILL:** Go ahead.

11 **CHIEF ROBERT WALSH:** Thank you.

12 And just to respond to your question, Commissioner, you reference
13 Cape Breton Regional Police Service and what we do, so we have worked very closely
14 with Dr. Maryanne Campbell with the University of New Brunswick. You may be familiar
15 with her. We've implemented into our evaluation for specialized sections, units and
16 teams a cognitive assessment, so we are doing that for -- prior to selection for things
17 like our Emergency Response Unit, Major Crime, Forensic Identification Section and
18 Internet Child Exploitation. And this includes regular check-ins by the psychologist with
19 them to try to identify changes in their behaviours.

20 We also have a full-time wellness coordinator with CBRM, and that
21 person is psychologist and she frequently visits our buildings and meets with our
22 members and is available at any time for them to access and also to help identify issues
23 early on and to direct them to resources, supports that we have in place for them.

24 And again, that's all managed by our HR department.

25 And I'm also very glad to hear all the supports that we all have that
26 are so similar, everything from a padre, wellness coordinators. We have quiet rooms,
27 things like that to support the wellness of our members, so it's nice to see that we're
28 closer than we are apart.

1 **MS. EMILY HILL:** Thank you.

2 We're going -- the next question we're going to move into has to do
3 with education and training.

4 My suggestion would be -- we're a bit early, but I wonder if it would
5 make sense to take maybe a 10-minute break right now and come back and pick up the
6 conversation with yourselves from Chiefs of Police with regard to education and
7 training. But again, if we are -- if you've thought of -- if, in the course of this
8 conversation about wellness, you have an idea about -- an idea or a tool or a
9 recommendation that perhaps hasn't -- you know, we haven't heard about yet or you'd
10 like to bring to the floor, please feel free to do so.

11 So it's 10:36, so I would ask if we could all be back here ready to
12 continue the conversation, perhaps, at 10:45.

13 Thank you.

14 --- Upon breaking at 10:36 a.m.

15 --- Upon resuming at 10:55 a.m.

16 **MS. EMILY HILL:** I think we're ready to get going again.

17 As I indicated before the break, the next topic of conversation is
18 around education and training. The topics -- the questions that we've asked people to
19 reflect on focus on elements of education and training that help police officers attain and
20 maintain excellence in their duties, the key aspects of training in the areas that are
21 within the Commission's mandate and then thinking about recommendations and
22 solutions about what's missing, what needs to change and what barriers exist for
23 successful training and how we can overcome those barriers.

24 So I think we'll start at Chief Kane. Is that right?

25 **CHIEF MARK KANE:** I do speak, honest. So good afternoon, or
26 good morning, everyone.

27 Thank you for letting me be here today. I believe that these are
28 very important topics for the future of policing.

1 And I have the unique experience of, obviously, I police both sides
2 of the side, so I have a -- I can take away from this. But when we look at education and
3 training, we kind of formulate to this kind of area that here is, in Nova Scotia, police
4 agencies conduct the same sort of baseline mandatory functional and developmental
5 training.

6 We adapt our training according to recommendations, best
7 practices and case law, so when we look at mandated training, and that's the stuff that's
8 outlined by Department of Justice and conducted annually to maintain core policing
9 services, so often that is joint training with other police and partner agencies, within our
10 own agencies or outside the province, you know, to partner private sector.

11 So things like firearms, carbine, use of force, first aid, rapid
12 deployment, these are the -- these are what I would see as the mandatory training that
13 we conduct every year. Municipal agencies as well receive this sort of functional
14 training annually, which is to enhance skills in core policing duties, so these would be
15 the courses through the Atlantic Police Academy, the Canadian Police Knowledge
16 Network, Canadian Police College and also in conjunction with other police and partner
17 agencies, for example, DRE, sexual assault investigations, warrant writing, lost persons,
18 search and rescue, trauma-informed response, crisis negotiation and Critical Incident
19 Command.

20 So that's the functional side.

21 These courses include attendance from agencies together and
22 including partners from both the RCMP, police and partner agencies here, maybe police
23 and partner agencies from other provinces and the other law enforcement agencies
24 within the province.

25 For example, when it comes to Critical Incident training, we may
26 use different names, but we're all trained on similar platforms with the same approach
27 and rules of engagement for command and control.

28 It should also be noted that most investigative training is provided in

1 conjunction with the Public Prosecution Service and the Public Prosecution Service
2 Canada, and is often dictated by case law and the requirements under the *Criminal*
3 *Code*.

4 All final products of criminal investigations end up in Court, where it
5 would be evident if there was a deficiency in standards. We would engage regularly
6 with local Public Prosecution, and there have been no systematic issues with training
7 quality, so.

8 Developmental training, that happens at a regional or national level
9 for all municipal agencies to provide additional training in broader subjects to develop
10 leadership and succession planning, which is obviously what we're talking about is the
11 future. And that could be in the scope of SPAC, global studies, conflict resolution, and
12 that could be conducted here, Canadian Police College and in partnership with other
13 agencies as well.

14 The Atlantic Police Academy also provides cadet and recruit
15 training, not only for Nova Scotia, New Brunswick, PEI and Newfoundland, and it
16 creates a consistent baseline training across those jurisdictions.

17 For potential training barriers, I think with the continuous pace of
18 technology, you know, technology and equipment, and especially now after the COVID
19 pandemic issue and supply chain issue, I'm sure everybody's agreed that companies
20 are trying to pay back backlog in that.

21 But more importantly, one of the things that we kind of identified
22 was range access. As you know, ranges are few and far between, and it's hard to
23 sometimes go into those tough ranges to actually get some live training done, but also,
24 more importantly, I think with the advancement of technology we have the ability
25 sometimes to immerse our officers into deeper scenarios so that we can actually run
26 through a scenario and maybe look at the difference in how would we maybe react
27 differently, and critical incident debriefs. So that's the piece that I see here in response
28 to this.

1 I know that one of the questions was the critical incident response,
2 but I know this afternoon we're going to be talking about that, so I think that's best
3 placed for there, as far as I can see, and maybe that's where we can come forward with
4 maybe some ideas and recommendations. But -- and certainly policing in rural
5 communities, it changes depending on the community. It could be a very large
6 community with a large geographical area. And how do you address, you know, the
7 sort of standard for that? It's very hard to sometimes, if you've got a response time of
8 two hours, you can't really put a time limit.

9 I know that I can go back to my time as a police officer in the U.K.,
10 the government introduced standard response times, and that was great if you live in an
11 urban environment, but if you live in a very rural area, it's hard to say that you've got to
12 be at response within five minutes, 10 minutes, because geographically, it's just -- it's
13 hard. But there is other ways to measure it.

14 And I suppose recommendations for buyers, I guess, is finding new
15 ways that we can show the public what we are actually doing to try and improve our
16 responses and be more open on maybe reasons why we couldn't get there, and maybe
17 some of it may be staffing issues, it may be there's another response. You know,
18 there's a multitude of things. It could be equipment issues. It could be all these things.

19 So that's my discussion. If not everybody got it, I apologize.

20 **MS. EMILY HILL:** Thanks so much. I think I'll turn now to NPF. I
21 understand -- is it Pat Bouchard who will be addressing this question?

22 Go ahead.

23 **MR. PAT BOUCHARD:** Yes. Thank you very much.

24 The way I look at it for elements of education, I separate it in three
25 groups: accessibility; consistency and uniformity; and continuous training.

26 Accessibility goes to the resource methodology behind do we have
27 enough people to backfill when we do send to training? Do we have enough subject
28 matter experts to provide the training? Because we all know that training in policing is

1 ever evolving. It's continuous. It changes. What worked 20 years ago doesn't work
2 today, and what works today might not work 20 years from now. So we have to be able
3 to evolve and adapt and continuously proceed with better and better up to date training.
4 But we need the resources and the funding to do that. It's nice to have things on paper
5 saying we need these things, but if you don't have the manpower and the funding to do
6 those, it's a bit of a misnomer if you can't make it happen. Consistency and uniformity
7 is key. We need to be operating from the same playbook, if you will.

8 If you look at other services, and I'm not talking about police work.
9 I'm talking about, let's say for example, in firemen or in nurses. They all have the same
10 training and mostly work with the same equipment. And it's across the board. The
11 standards are really, really tight in what they need for training. I would expect the same,
12 and I think Mr. and Mrs. Public expect the same from their police officers. Are they not
13 trained in the same matter to the same level?

14 PEI did a study recently in the last few years and made some
15 recommendations as far as reviewing existing police standards and providing
16 recommendations for updates. And I know we're talking about training and not
17 standards, but it all comes together.

18 When you look at Quebec's police officers, they have different tiers
19 of what different police services are to provide from different realms of population. If
20 you have under 100,000, this is what the police services must provide. If you have over
21 100,000, this is what the police services must provide.

22 Well in order to provide these services, the police officers that work
23 in these municipal detachments, provincial detachments, or federal, all need to require
24 the same training. And they should be trained in the same manner with the same
25 playbook.

26 What are the aspects of training in the areas of the Commission's
27 mandate? Critical incident response, policing rural communities, addressing gender-
28 based and intimate partner violence, and the identification of firearms and ammunition

1 when dealing with firearms complaints.

2 Well, information, tactics, and oversight are huge when responding
3 to any of these.

4 The practical example, in certain places there's different dispatches
5 that work for different agencies. Members of the public could be calling 9-1-1 in a
6 certain area, be speaking to dispatch from a different area, have to be transferred to
7 another service, another agency. Those all cause delays. You might miss information
8 in the meantime. So I'll refer to PEI for example. Their response or their
9 recommendation was that the entire province, whether it be municipal or RCMP, be
10 operating with the same reporting system. It enables faster access to information for all
11 the agencies.

12 I can't tell you which one is best. Is it Versadex? Is it PROS? Is it
13 Prime? That's not my realm of expertise. What I would recommend, and what I'm
14 looking at, is that everybody is on the same page, using the same tools, and doing the
15 same thing in the same manner, but would expedite some information and you don't
16 lose stuff when different computer systems may or may not have the ability to talk to
17 each other.

18 Radios. Members being trained on the same radios, on the same
19 encrypted radios, because what goes on when police officers communicate with each
20 other is sensitive information. Sometimes it's urgent situation. What capacity do these
21 officers have to communicate with each other? Are they trained on the same system?
22 Do they have the same protocol? Although different agencies operate similarly, there
23 are some gaps in different agencies in how they do things.

24 And I don't profess to have the answers as to what those gaps are,
25 but you had mentioned earlier about if I had a magic wand, what would I expect to be
26 the solution? The solution, if I had a magic wand and I were to fix the issue, would be to
27 have everyone operating from the same playbook, with the same equipment, under the
28 same standard.

1 And we don't have to lower the bar. The gentleman was lucky
2 enough to be a police officer on both sides of the pond. We can look at the
3 Netherlands, Italy, France, England, Australia, and Germany, that have tens of
4 thousands of police officers that work in these different countries that are all trained at
5 the same place, with the same standards, and the same equipment. It speaks to
6 interoperability and the added ability to adapt quickly to different situations.

7 So for education and training, waving my magic wand, I would
8 expect or I would recommend that in consultation with other agencies and other
9 provinces and other police in different parts of the country, what works best there? And
10 let's adapt these across the board for everyone. That's what I look at for education and
11 training.

12 Barriers to success for training, ---

13 **MS. EMILY HILL:** I'm just going to ask you just to wrap up your
14 comments just so we can make sure we get through everything we need to before ---

15 **MR. PAT BOUCHARD:** Sure. As barriers for successful training, it
16 comes down to resources and investment. It's -- resources can be equipment, can be
17 personnel, can be financial resources. But those are the major issues right now for
18 successful continuous training and up to date training for most police agencies.

19 **MS. EMILY HILL:** Thanks very much.

20 I'll return to the real table here.

21 Ms. Crichton?

22 **MS. HAYLEY CRICHTON:** Thank you. From a governance
23 perspective, really what is key is consistency and repetition of a high standard of
24 training.

25 So from my own perspective, we are completing work to modernize
26 and formalize standards of adequate training, specifically with respect to high-risk
27 incident response and police investigation.

28 Now, if I had my proverbial magic wand, what would I put forward?

1 I think one of the biggest barriers across Canada right now is the availability of
2 accredited course facilitation. Across Canada there's a high demand for subject matter
3 experts and often a lack of understanding of how long it takes to "make a subject matter
4 expert." And analyst isn't just hired overnight. It takes many years of both training and
5 experience to actually produce a subject matter expert. And so where there are
6 shortages it's not an overnight resolve to have that shortage be mitigated.

7 I think building cross-Canada capacity is of vital importance. I think
8 one way we can do that is look to build a national accreditation model to provide
9 flexibility for diverse course facilitators to perhaps apply for accreditation using a
10 national standard, and then we can augment our capacity and avoid fragmentation or
11 provincial fragmentation.

12 So Nova Scotia is one province that doesn't have a specific police
13 training academy, and so we are reliant on academies from across the country. We are
14 reliant for our colleagues in B.C., in Ontario, in PEI, but I think through a national
15 accreditation model we could actually augment that capacity and have different
16 facilitators, like I said, look to be able to provide those courses while still meeting a very
17 high standard set at a national level. Those are my comments. Thanks.

18 **MS. EMILY HILL:** Thanks so much.

19 Mr. Carter, your ideas with regard to improving training and
20 education in this field.

21 **MR. BRIAN CARTER:** Yeah. My background is I am a trainer, or
22 was, in the RCMP, and most of my education came from the United States. And my
23 expertise is in surviving armed and violent encounters, and I also served in Haiti and
24 trained 5,000 officers how to shoot down there, and as well, I train many police forces
25 from the former Soviet Bloc countries after the fall of Communism. I also am working
26 currently on my thesis, which is -- this topic is on police education and the need for
27 practise, although this Commission has slowed down the process on that thesis.

28 So on the first part, higher levels of education I think are a must.

1 University degrees help to teach critical thinking, and critical thinking is a major piece of
2 policing. It also allows for better decision-making if you're a critical thinker and to work
3 better under pressure. It also will affect changing your opinions that you form
4 throughout your lifetime. So critical thinking is crucial in policing, and higher levels of
5 education tend to teach that.

6 Understanding the difference between training and practise is
7 important because we focus on training in policing, and practise is where you'll actually
8 develop the skill, not in training. Practise needs to be daily. We need to have police
9 officers practising like elite athletes or elite special forces around the world, and if you
10 don't do that the science proves that without that type of practise you don't improve
11 performance and you don't improve performance under pressure. And police basically
12 don't do enough practise at all.

13 So on the second bullet I've -- on the list there, I can't
14 overemphasise the need to practise. Practise to improve decision-making. It will
15 improve decision-making, it will reduce the -- how you perform under pressure, it'll make
16 you perform better under pressure, is what I mean by that; it'll reduce excessive use of
17 force incidents; it'll allow officers to come up with ideas to resolve solutions, including
18 violent acts. And remember, though, that in rural communities there is no backup, so
19 it's very important to have this practise to be confident in what you can do.

20 With respect to gender-based and domestic violence, maybe it's
21 time for us to look at giving that to agencies that are more suited to deal with that, in
22 other words, defund the police is what it's been referred to. It's maybe time to look at
23 that for sure. The difficulty is in rural communities there are no social services to pick
24 up that, and that's a problem.

25 Training barriers are fairly vast. One is cost, the other is time,
26 willingness to change is another. Use of evidence-based research to develop practise
27 in courses. Measuring the outcomes of training and practise. Did it work? What do we
28 need change? Training courses must be realistic, not generate fear in officers. And

1 that's the case in many U.S. cities that officers are afraid to be on the street because of
2 some things the training has taught them. The lecture method. Only 7 percent of what
3 you're given in a lecture is retained. So we need to look at multiple teaching methods in
4 order to delivery any training.

5 I'll use firearms as an example, but firearms training is -- it's pretty
6 much inadequate. I'm a competitive pistol shooter, and when I shoot with police officers
7 when I'm training, they're nowhere near where I am with respect to use of a firearm.
8 The annual qualification is a bare minimum, and in order to incorporate proper practise
9 you have to take that bare minimum and change it. So this year if I pass my course of
10 fire, next year it should change, it should be a higher level. That's what athletes do,
11 they change, they set a goal, they meet the goal, they change the goal and you keep
12 doing that. That's how practise should be performed, and practise must be in policing.
13 Practise doesn't have to be just in firearms, it can be -- and it can be free of charge and
14 not cost the taxpayers any money.

15 As an example, you can practise high-speed driving by using the
16 on/off ramps on the highways and simply coming in there because the sign on a ramp is
17 a suggested speed, it's not a speed limit. You -- so you can come in where it says 60
18 off 110 and apex the turns and practise apex and turns, and you can practise that every
19 time you go on the highway and come off the highway, free of charge, done every day.
20 That's the type of practise that has to be put in the training of all police officers so they
21 understand how they can practise and while they're working.

22 They can use the same method for practising communication skills.
23 Get out of the car, stand in a Tim Horton's lineup, talk to people, collect information
24 while you're talking to them, just chat with them, and you're practising that in that
25 location.

26 So practise is critical. It's been ignored in police training for years,
27 but it has to come to the forefront.

28 And measuring your practise and measuring your courses is

1 important too, because Dr. Judith Anderson, who spoke before in another table -- a
2 roundtable here, she mentioned that what she found in her research in Canada and in
3 Finland, especially in Canada, was that people went on courses and they were given a
4 pass/fail, sometimes, other times it was just well, they were on that course and that met
5 our need, and again, it's down to the basic, basic level, and you have to keep changing
6 that.

7 If you want your officers to perform better under pressure, you have
8 to practise, you have to measure your courses, and look at it and see did the outcome
9 from this course give us what we wanted. If it doesn't, if you're not measuring that you'll
10 never know, and if it doesn't do that then you're in trouble with respect to your training
11 and delivery of courses.

12 **MS. EMILY HILL:** Could I ask you just to wrap up your comments?

13 **MR. BRIAN CARTER:** Yeah, not a problem.

14 So in conclusion to this, it's just constant daily practise is a must for
15 police officers; using the science to measure that practise and the training courses and
16 developing training courses, you must use evidence-based and science to develop
17 them because there's been some gaps there as well. All of this will help develop the
18 skills, and not just meeting -- by not just meeting minimal standards. The confidence
19 building that comes from practise will also increase the performance of officers under
20 pressure.

21 **MS. EMILY HILL:** Thank you.

22 I'll turn over here, I believe Inspector Rob Bell, you'll be speaking to
23 this point?

24 **INSP. ROB BELL:** Yes, thank you. And good morning -- good
25 morning, Commissioners and to my fellow panelists here.

26 Just for awareness, I am the Career Development and Resourcing
27 Officer for H-Division, which essentially has oversight for staffing and training here in the
28 province.

1 I'll start by saying that I'm not an educational specialist or a
2 program designer per se. We actually have really robust and talented teams, one in
3 Depot Division where our Cadet Training program takes place in Regina, a unit by the
4 name of Training Program Support and Evaluation; and then at National Headquarters
5 we have our Learning and Development Teams. They are the ones that really focus on
6 methodology and content, course training standards and that sort of thing. But I do
7 have extensive experience in training delivery as well as coordination and management
8 of RCMP training in several divisions for a number of years, so I'll be speaking from that
9 perspective, just for context.

10 In terms of elements that help police officers attain and maintain
11 excellence, I would suggest that what the RCMP does very well is a problem-based
12 learning approach. The foundation for that is set at Depot Division in the Cadet Training
13 Program, and it's a building block program where the cadets who come in, most with no
14 or very little experience, are exposed to typical problems that police are faced with on a
15 daily basis, and throughout the six month program in Regina they continue to use that
16 problem-based learning approach.

17 I think sometimes there's an expectation that police officers should
18 be able to train for every possible scenario, but that -- realistically, that's just not
19 possible, as I'm sure you all can appreciate. It's more important for us to develop the
20 judgement and thinking skills for our new police officers and to continue building on that
21 throughout their service within the organization.

22 Another element that I believe is important is a mix of practical,
23 theoretical, and online training. We've got excellent resources available to us internally
24 for online training, but we also have access to the Canada School of Public Service and
25 the Canadian Police Knowledge Network for Online Courses that are available to us as
26 well. We -- for practical and theoretical training, we have access to the Canadian Police
27 College. So there's lots of availability in terms of training.

28 Another important piece, I believe, is recertification. And we have

1 that in place for a lot of our training within the RCMP right now. For instance, annual
2 firearms qualification, our OC spray, crowd control, and defensive baton has a three-
3 year requirement that there's recertification. First aid CPR is another example.

4 In other areas, I think there's room for us to make improvements.
5 Where we're working on that, I would suggest our active shooter program for one.
6 When I was involved in training in D Division, which is the Province of Manitoba, about
7 10 years ago, we did have a recertification program for IARD, Immediate Action Rapid
8 Deployment. And it just became too much of a challenge to continue with it under that
9 model, where there was struggles to find facilities to have the instructor resources
10 available to deliver that recertification.

11 So another element that I think is important is evolution of training.
12 And that's an example where the RCMP recognize that we were encountering
13 challenges that way. And now we're looking at new model here IARD training will be
14 recertified through a standardized block training model, is what the current system is.

15 In terms of key aspects in areas within the Commission's mandate,
16 I don't have much to contribute. I think there's going to be some discussion in relation
17 to Critical Incident Response this afternoon.

18 For Critical Incident Response post-McNeil Recommendations after
19 the events of Moncton, the RCMP did make some changes and create a training in
20 terms of initial Critical Incident Response, which was a requirement, or is a requirement
21 for our front-line operational regular members, as well as at the supervisory level,
22 there's a secondary course which has recently just transitioned to an in-person in-
23 service training course that we're looking at. We have that, but for the incident
24 commander levels, it's a very specific role and a really small number of people that are
25 active within that role. So we look to our partners at the Canada Police College for that
26 type of training.

27 For barriers, which I think is probably a real key for this
28 conversation, some of those have already been touched on here, and I'll reiterate that.

1 For us, it is resources. And I would say for resources, I'm specifically speaking about
2 instructors. It's different from division to division. There's a real variance from across
3 the country. E Division in British Columbia, I would say, has a Cadillac model where
4 they've got the Pacific Region Training Centre and a large number of full-time
5 instructors that are just responsible for delivering training.

6 H Division here in Nova Scotia is not that far behind. When I was in
7 D Division 10 years ago, we often looked to H Division as something that we aspire to
8 be. They had a number of full-time instructors at that time, where we didn't have any in
9 those years. We've got seven full-time dedicated resources here and we've got an
10 excellent facility within proximity to headquarters in Dartmouth, but there's other
11 divisions that don't have the same number of resources that are dedicated to delivery of
12 training, and that continues to be a challenge for us. The requirement for training,
13 anecdotally, seems to increase year over year. The number of resources dedicated to
14 delivering that training remains fairly constant with not a lot of significant increases.

15 So here in H Division and in other divisions, we rely on a part time
16 instructor cadre. We train people to come in as firearms instructors, as use of force
17 instructors, to teach some of our in-service training sessions as well. But every time we
18 draw on them to come in and deliver training, it leaves gaps in frontline operational
19 policing that has to be filled elsewhere, which leads to other issues.

20 So resources is certainly a key barrier that exists at present.
21 Facilities is another challenge that we encounter across the country in many different
22 ways. Chief Kane mentioned the range facilities here within Nova Scotia for our patrol
23 carbine training program. We're very limited as far as where we can conduct that
24 training and we have to schedule around that and those facilities.

25 And I would suggest that capacity is another barrier that exists.
26 Just the amount of training that needs to be delivered to each officer within the
27 organization is extensive.

28 Retention of learning, I would say, is a barrier. I think some of that

1 comes through recertification and revisiting training. We have some courses that are
2 kind of one and done. Here's an issue. We need to provide you with some training.
3 We provide the training. Quite often these days it's an online model. And then that
4 material may be available for the police officers to refer back to at a later date, but not
5 always a requirement they have to look back at that information. And it's perishable.
6 That knowledge is perishable and over time, if you're not revisiting or recertifying in
7 areas, then you will lose some of that knowledge.

8 And just kind of wrapping up, I would say specific to this
9 Commission and your mandate, one of the things that I would consider to be a barrier
10 would be coordination with other agencies. I think there's some areas that we're
11 actually very good at coordinating with other agencies, and I've had that experience in
12 other provinces, where we have had some success. I look at areas like Emergency
13 Response Team, where I think there's actually some coordination taking place and
14 they're having some success. We've been making efforts here in H Division to
15 coordinate on the public order piece, what we call the technical support group within the
16 RCMP and coordinating with Cape Breton Regional Police. We've had conversations
17 about trying to do joint training in that area.

18 But then there's other areas where I think that we could do a better
19 job at trying to coordinate. I know that we offer up a lot of our training to our municipal
20 agencies and other agencies within the province where we have capacity and can
21 provide that. I know that we are invited into other training courses from time to time if
22 we want to get exposure to what other agencies or departments are doing. So it is
23 there, but there's room for improvement in terms of coordination, I believe.

24 And with that, I think I'll conclude my comments. I'm happy to
25 answer any questions as they come up.

26 **MS. EMILY HILL:** Thank you.

27 And so turning to you, Chief MacNeil.

28 **CHIEF DAVID MacNEIL:** Sure. Thank you. I'll just maybe

1 continue on Insp. Bells' comments around some of the things that we are doing together
2 in Nova Scotia, longstanding that we have been cooperating on training. So together
3 we're better. And the costs, as Ms. Crichton mentioned, subject matter experts and
4 things like that, they're difficult to -- for all agencies to find quality training at an effective
5 and efficient price. So the more we do it together, the better we are. There's numerous
6 examples in Nova Scotia that we do that really well, as far as our domestic violence
7 training, a lot of train the trainer work, where the Province brings in subject matter
8 experts for all police agencies, RCMP and municipal, to have our trainers trained. And
9 then we go back to our home units and deliver that training at an effective, efficient, and
10 standardized way. So that's been very good over the years.

11 To Insp. Bell's point, the RCMP have been very gracious in opening
12 up training for investigative things over the years. And vice versa, municipal agencies
13 bring in subject matter experts, they open it up to other agencies as well. So there's a
14 few examples ongoing currently where departments are bringing the subject matter
15 experts from outside of the province and within the province and opening those seats
16 up, be it on leadership training, be it on crisis response training, different things, mental
17 health training, and things of that nature. So we've got a long-established history of
18 doing things like that together, which is fantastic.

19 I'll speak a moment maybe on the training academics. I
20 represented Atlantic Canada at the -- on the Board for the Canadian Police College
21 Advisory Board for two years. And from that work, the training academies across
22 Canada are speaking together. So the Ontario Police College, and the Justice Institute
23 of B.C., the Atlantic Police Academy, and Depot Division with the RCMP do
24 communicate and do share course standards and course curriculums. So they are
25 trying to integrate that base level recruit training based on best practices and things like
26 that, and trying to standardize things.

27 So I think we're closer together than we sometimes realize. And a
28 lot of that training and cooperation is key to success when you're trying to maximize

1 your training dollar and maximize your training value.

2 So, you know, sharing of resources. So we have our own range,
3 our own police range, which is fantastic. Halifax's Emergency Response Team uses it
4 twice a month and the RCMP Emergency Response Team uses it on occasion as well.

5 So the more we can partner together, and kind of reduce barriers --
6 and it does a few things. It gets our officers together and gets them to know each other.
7 It gets standardized training and helps with interoperability down the road as well.

8 So I think those are my comments, but I think it's more on the --
9 there is obviously barriers to training, but I think we're doing a lot of things well and we
10 have been over the years. And I think together we're better. We just have to continue
11 down that path to try to find opportunities to collaborate, to bring training that's high
12 quality and high level to the province, and multiple agencies instead of funding it
13 ourselves, we can pool our resources together and find efficiencies and economies of
14 scale there. And we've done a very good job of that in the past and I think that's where
15 we need to continue in the future. So I guess my magic wand would be to continue
16 down that path of training together, sharing of subject matter experts. Our forensic
17 identification officers go into the CPC, Canadian Police College, in September to teach
18 on the basic IDENT course. So there's -- and with that, we're going to get some
19 experience at the national level training and teaching, and there's things like that. So
20 opportunities for some comments, for training, and for opportunities to participate and
21 have our people go away and train and teach at an instructor level, then bring that back
22 to our province, that's all a benefit; right? So together we're better, and I think we just
23 have to keep collaborating and cooperating. And I think we're more similar than we
24 think at times. So those are my comments.

25 **MS. EMILY HILL:** Thank you.

26 The next set of questions focus on standards, and I don't know
27 whether, Commissioner Fitch, you have questions that relate to what we've just heard
28 that you'd like to sort of jump in with that might inform sort of our next round of

1 questions.

2 **COMMISSIONER FITCH:** Sure, if you don't mind, and don't
3 necessarily have to answer this now, if you want to think about it as we continue on in
4 the day. During the course of our work on the Commission for the last almost two years
5 now, we've heard a lot about the need for culture change. We've heard a lot about the
6 importance of police education, whether or not it's meeting today's standards. And
7 we've talked a lot today about accreditation, the need for practice, the need for
8 continuous training. And it strikes me that we're still very much talking about tactical.
9 Our recerts are all focussed on tactical training, on response, use of force, first aid, and
10 so forth, but we haven't shifted our thinking yet on what core policing really means.
11 What is core policing in the 21st century? And with that redefinition or defining of what
12 core policing is, there needs to be a redefinition of what core training is, what mandated
13 training is, what mandated education is. So I would pose to all of you here that there
14 still exists very much a culture in policing where officers get a little frustrated if they have
15 to sit through diversity training, training about LGBTQ, training about verbal de-
16 escalation, conflict resolution. So when we talk about practice, while practice is good, if
17 we are practicing tactics or skills that we've learned long ago, we haven't updated them,
18 we haven't evolved with society, then we aren't able to best meet the needs of the
19 communities that we're serving. So if somebody wants to take that question on now, on
20 how do we influence training and education by rethinking what core policing is, and
21 therefore, what is the core reality of training and education to meet modern day needs in
22 policing. And so I'll turn that over to you, Ms. Hill, if you want to just hold that off until
23 later in the day and plant that question, so people can mull over it perhaps.

24 **MS. EMILY HILL:** Yeah, I'll look to the group. I know it seems to
25 me that some of what you're asking about, Commissioner Fitch, might be addressed in
26 the next round with regard to standards. It also comes up, I think, in some of the
27 questions we've asked you to think about this afternoon in response to critical incidents,
28 thinking about both responding but also preventing. So I'm happy, if anyone has a

1 response they'd like to share now with regard to the question, happy to make space for
2 it, and if not, we also perhaps keep that in your mind as you think about the questions
3 that we talk about this afternoon. But, yeah, Mr. Carter, if you want to take a couple
4 minutes?

5 **MR. BRIAN CARTER:** Come on. There we go. Yeah, very valid
6 point, so with respect to practice, and with the philosophy of training for police. And I
7 think if you refer back to Dr. Kimmo Himberg, who was also one of the presenters and
8 spoke about Finland and how they do it, I think that's in the direction that you're looking
9 for, and that's what I would advocate as well, is better education. Theirs is a three-year
10 program where they learn in a university setting, more or less, and then they -- there's
11 only a small piece of it is the standard police training that we see in Canada. Quebec is
12 also an example of that. Quebec is the same program. So very valid points and I just
13 wanted to point out that there are examples that are here now that make that shift in
14 culture and thinking about it.

15 And with respect to practice, you're right on that practice, if you're
16 practicing the same thing over and over, and that's why athletes don't do that, once they
17 reach a goal, they move to the next one. Reach a goal, move to the next one. And
18 that's the practice I'm referring to. You have to practice like an athlete. That's it.

19 **COMMISSIONER MacDONALD:** I'll leave it to the facilitators to
20 decide if and when this would be covered, but something that interests me and I don't
21 think it would take a long time to explore, but we heard a lot about coordination, police
22 department to detachment, et cetera. What about coordination with other services such
23 as fire and ambulance and what is being done and what could be done using the magic
24 wand analogy is something that interests me in due course. Ms. Hill, thank you.

25 **MS. EMILY HILL:** Yeah, thank you for flagging that. I think we've
26 asked a specific question about that, at least I think that touches on that this afternoon
27 when we're inviting individuals to comment on cooperation and thinking about
28 cooperation in a couple of different ways, including, I think, with regard to other

1 emergency responses and community responses. So if that resonates with people in
2 terms of the planning that they've done, I may remind you this afternoon of
3 Commissioner MacDonald's interest in that question.

4 Unless anyone had anything else they were burning to say with
5 regard to Commissioner Fitch's comments about the need to train around some core
6 policing aspects, we would move on, but, yeah, Ms. Crichton.

7 **MR. PAT BOUCHARD:** I had a comment ---

8 **MS. EMILY HILL:** Oh, can you -- sorry, I think it's hard with the
9 virtual. I'm just going to ask Ms. Crichton and then I'll turn to you.

10 **MR. PAT BOUCHARD:** Okay. So thank you.

11 **MS. EMILY HILL:** Thank you.

12 **MS. HAYLEY CRICHTON:** Thank you very much. I think one note
13 that might be important to look at as we're moving forward and building capacity and
14 where and how we can do that, it's important to also recognize educational institutions
15 as well as being a source of great capacity. So for in Nova Scotia, we have a large
16 number of very incredible higher education institutions and I think leveraging those
17 areas would be very important moving forward as well.

18 **MS. EMILY HILL:** Thank you.

19 Mr. Bouchard, yeah, we can turn to you now.

20 Oh, I think Mr. Bouchard's mic needs to be turned on.

21 **MR. PAT BOUCHARD:** Oh.

22 **MS. EMILY HILL:** Okay.

23 **MR. PAT BOUCHARD:** Sorry, I got it now. Technology.

24 I want to speak to the comment earlier that -- about culture change
25 and perhaps frustration about attending classes. I don't think it's a fair representation of
26 the membership. The membership will take whatever training that they can to be better
27 police officers. If that's de-escalation, if that's exposure to different cultures or different
28 points of view, the members welcome that. The issue that comes along, it's the sheer

1 volume of the work that is expected of police officers today between answering calls,
2 the mandatory training, the court attendance, and we're recommending that these
3 members, for their own wellbeing, take leave that they're entitled to, but that all adds up.
4 And if we're to look at a culture change in training, in capacity, we also have to look at
5 do we have enough police officers to add this extra week, or two weeks, or three weeks
6 of training. Do we have the funding to do that? Do we have the subject matters expert
7 to deliver this training in a large-scale capacity with the volume of work that they
8 currently have? It's not an easy thing to answer, but that should be done in consultation
9 with our contract partners and the municipalities in the rural areas that we'd be serving,
10 ask them what do you need? What are you expecting your police officers to be fluent or
11 capable of doing. Consultation is a big key on that, but as I mentioned earlier,
12 accessibility of resources and funding in time is what's going to drive this bus forward.

13 **MS. EMILY HILL:** Yeah, thank you.

14 Commissioner Fitch.

15 **COMMISSIONER FITCH:** Yeah, thank you very much for pointing
16 that out. It certainly is not a generalization of police officers broadly, but it is how we
17 prioritize our training and where we put the emphasis, which tends to be more on the
18 tactical side of the house for annual accreditation and recertifications.

19 And your point is very well taken; the pressures for training are very
20 real, and that speaks directly to the amount of time that we in Canada don't invest
21 upfront, preparing officers to go out in the field in the first instance, thinking that, you
22 know, six months' training block followed by, you know, some coaching in the field
23 following that sets our folks up for the best that they can be.

24 So I agree with you 100 percent, it's -- there is a frustration in terms
25 of there's so much training to take in, and as institutions we end up prioritizing the more
26 tactical than some of what some people would call the softer skills. So thank you for
27 pointing that out.

28 **CHIEF DAVID MacNEIL:** Excuse me, Emma? Could I make a

1 comment? Are you going there, or...?

2 **MS. EMILY HILL:** I saw Chief Kane, so I don't know between you
3 and Chief -- go ahead.

4 **CHIEF MARK KANE:** Thank you.

5 I look at this two ways, and I see the advantage to further education
6 but I also see -- and I'm trying to look at it from a barrier as well, and that is that we
7 have people from lots of different communities and groups. And economics is a thing
8 that stops a lot of people from actually going to further education, so I would just be
9 cautious that we put our eggs into that basket because that might then actually push us
10 further away from certain communities, rather than bring us closer together. That's the
11 first piece.

12 When we talk about success and training, I look at the police in
13 crisis teams that we have, those are successes because we're now looking at different
14 partner agencies who are working together and have a better understanding of each
15 other's capabilities, each other's training, and the end success is that the person that
16 they're dealing with, as we know are in mental health crisis, are getting better service by
17 the police, by the Social Work, by health, and I really look at that as that's a great model
18 to start looking at other avenues in regards to what the Commissioner's saying.

19 So maybe the conversation is, in future are we going to sit down at
20 the table with all partner agencies and say, "What are we going to do next? How do we
21 address this?" That can also cover off what we were talking about this morning, officer
22 peer support because that has another knock-on effect to there. We all know that
23 ambulance and -- ambulance, I'm sorry; EMS -- that's my British come out -- with a Fire
24 also attends some of the calls that we go to and, you know, we're all dealing with the
25 same type of issue, and a large-scale debrief -- I know that we've been doing this for
26 many years; we try and get us all together in a room, but we all have different
27 perspectives on it, based on our geographical agency.

28 So I think training has to be maybe that is what we do; we create a

1 training facility that's for all first responders because then we can actually integrate and
2 see each other's capabilities or not. And not that we're trying to put everybody's eggs in
3 one basket that way. What we're trying to understand is; what does Fire go through
4 with their training? Let's have a little understanding. What does EMS go through?
5 And, you know, maybe that's part of the further education piece, where you have
6 officers go as part of a placement to go and see what Social Work does on a day-to-day
7 basis. So that kind of development, I think, is valuable.

8 **COMMISSIONER FITCH:** Thank you. And Mr. Carter had
9 mentioned the Finland model that we've looked at, and I think that helps to address
10 some of your concerns about barriers to bringing people in because you're recruiting for
11 characters -- character and value, and then that program introduces future police
12 officers to the field, so, you know, sociology, criminology, psychology, human rights. So
13 it gives them a very good analytical thinking background before they even get into some
14 of the tactical training. So they're able to recruit from all classes, you know, across a
15 spectrum of communities.

16 So, you know, if I had a magic wand, what that might look like. And
17 I think you've spoken very well to Commissioner MacDonald's question about the need
18 to have interagency training and exposure. So thank you.

19 And I know I'm messing with the facilitators, so...

20 **MS. EMILY HILL:** Not at all. I think what we were hoping to have
21 a conversation, and so I think if this is -- your questions are sparking conversation, then
22 we'll roll with it.

23 Chief MacNeil?

24 **CHIEF DAVID MacNEIL:** Sure, thanks.

25 Just as I was sitting here listening to some of the other participants,
26 just with an eye to the future, and maybe recommendational eyes, there was a Justice
27 Learning Centre in Nova Scotia and it came from the recommendations from the
28 Maxwell George Inquiry from the late 1990s, early 2000s. And it happened to be in

1 Truro so I'm intimately familiar with it.

2 It was at the Nova Scotia Community College in Truro, and it was a
3 Department of Justice facility, and they actually had a navigator and, like, kind of an
4 educational coordinator, and they would host, to Commissioner Fitch's point, more -- I'm
5 not going to say soft side of policing but more of the academic or non-tactical stuff. So it
6 wasn't -- we wouldn't go there and learn firearms and things, but we'd go there and
7 learn domestic violence training; we would learn search warrant courses.

8 So it was a facility that the Department of Justice had, the Province
9 had, and that person then would kind of coordinate training. They'd ask the
10 departments, "What are you looking for, for training in the next couple of years?" and
11 they could kind of coordinate some of those subject matter experts and bring them in.
12 And it also allowed for agencies all around the province to have similar training.

13 It was more geared towards training the trainers. So we would
14 bring in -- people would go there and receive domestic violence trainer's course and go
15 back to their home agency and deliver that consistent training.

16 So I think what's old is new again. But that is a facility -- and I don't
17 know why it ever went by the wayside. It operated for probably 10 years, and it just kind
18 of stopped operating. And I don't know what happened to it, or why it went away, but
19 while it was operational it really gave the Province a spot to hold coordinated training in
20 the centre of the province. And it also kind of forced them to think about training
21 because they had a facility there sitting empty, well, we need to get courses in the
22 facility. So it was a win-win for everybody and I just -- you may put your mind to that
23 recommendation from that previous report and maybe look at the feasibility of bringing
24 something like that back to the fold.

25 So that was all. And it just popped in my mind while everyone was
26 talking, so I apologize for being out of step.

27 **MS. EMILY HILL:** So maybe we'll pick up the next round of
28 questions, which are focused on standards. We've asked you to think about whether --

1 how standards can be used effectively to improve community safety, what standards
2 are needed to ensure effective policing in the areas that the Commission is particularly
3 considering in its mandate, and if there are risks or downsides that the Commission
4 should be thinking about when it comes to police standards.

5 So we'll start this round, and then we'll probably stop for lunch and
6 then pick it up after lunch, but for now I will turn over to the Nova Scotia Chiefs of Police
7 and whoever will be speaking to this matter first.

8 **CHIEF ROBERT WALSH:** Thank you.

9 Well, in my opinion I believe as police we are very supportive of
10 standards in the Province of Nova Scotia; to standardize our service delivery, and to
11 that end, we've been working collaboratively with the Department of Justice for years,
12 along with our colleagues in the RCMP, as part of working groups and steering
13 committees to do that very thing; to standardize our service delivery in the best interest
14 of Nova Scotians.

15 Having said that, a lot of the good work that has been done has
16 been posted to -- the Department of Justice has a website where there are, I believe, 43
17 standards for police services in Nova Scotia. And that's important. I think that people
18 know that there actually are standards in the province. All police resources or police
19 services in the province are required to at least meet or exceed the standards.

20 But when we talk about standards, I think that it's important to
21 realize as well that a standard is a living document, and that periodically we have to go
22 back and we have to review it and update it to reflect things like case law or advances in
23 technology, and I'll just give an example of Taser.

24 When Taser was first introduced, there was no conducted energy
25 weapon policy or standard in the province; it had to be created. And then years later, when
26 we had the Hyde Inquiry, there were recommendations that emerged from that, so the
27 policy and standards had to go back and be revisited, and it was.

28 And so these are fluid; they are works in progress, but they're very

1 necessary.

2 And I think that it's inevitable that there's going to be additional
3 changes that are going to come and we have to work collaboratively with all of our
4 partners to better understand what direction we're headed.

5 **MS. EMILY HILL:** Thanks so much.

6 I might just jump around a bit because I know some individuals who
7 are here to speak on this topic maybe not be back this afternoon, so if it's all right, I'll
8 jump to you, Mr. Carter, on the standards question.

9 **MR. BRIAN CARTER:** Yeah. Chief MacNeil made a good point
10 earlier with respect to standards when he spoke about the training across the country is
11 actually getting closer and closer from B.C. through Ontario, Alberta, right through
12 Atlantic region and so on, which is true.

13 To that point, I think we must explore the idea of federal standards
14 and federal policing model similar to Finland, Scotland and Quebec use today. Such
15 standards are not just training standards, they're operational administrative standards
16 and equipment standards.

17 We need to move away from the system the U.S. has which has
18 been proven to be a broken system of 18,000 separate police agencies and it's very
19 problematic for them to get to work together and train together and understand things
20 together. They don't do things together.

21 Dr. Hunter Martindale from Texas spoke about this at a roundtable,
22 and when he spoke about it, he said it's almost impossible for him in Texas to get
23 everybody to work the same way every since Columbine High. And he worked at --
24 that's his job. He works at trying to get the agencies in Texas to work together and they
25 keep changing because of -- since Columbine, they keep changing the training and so
26 on, which they must do.

27 But we've just seen evidence of it, and this was long before Dr.
28 Martindale spoke, but Uvalde, Texas shooting demonstrated that despite the efforts of

1 trying to get those agencies to work together, it failed in that particular case and it didn't
2 come together, so I think that drives the idea we have to explore national standards
3 and/or national policing models.

4 Finland's training standards -- and Dr. Kimmo Himberg pointed that
5 it's three years to get through the training. Quebec is very similar, as I stated earlier.

6 And you have to transfer people as well within countries, especially
7 rural communities. If we don't transfer them, they're stuck in limbo, and that's a
8 problem. It's been identified as a problem from a standards standpoint in the past.

9 Scotland, in 2013, disbanded most of their -- all of their police
10 agencies and went with one national, and now -- I'll now quote from an article in The
11 Sunday Times in England from 2019, "A Model for the Rest of Britain".

12 Now, it didn't go without glitches and hitches to go from the -- I think
13 there was 29 police departments to one. It had its problems and they worked through
14 that and they're still working through the issues to correct that.

15 So nothing's perfect, but it is something that we really need to
16 consider if we want to get things working smoothly across the country.

17 The Quebec model is very similar to Finland's, and it works in
18 Quebec. Quebec treats it as a national model because Quebec treats most things as a
19 national model with respect to it. And it's working, and it works well, and so we have it
20 working in our country already.

21 And I spoke with Dr. Himberg when he was here, and he was
22 surprised because he's looking into Canada, he thought, well, we have a national police
23 force and they contract out to the provinces. What's the problem? And -- but there are
24 problems, and we know that, and this Commission's identified them, rightfully so.

25 So just in conclusion, the national model is something we should
26 consider and look at for sure, and it's something that may solve many of the problems
27 that we're talking about and discussing. But it's complex, it's complicated. The difficulty
28 will be politics and other things that get in the way, but it needs to be looked at.

1 **MS. EMILY HILL:** Thanks so much.

2 I think I would jump over to Inspector Sean Auld because I think
3 you're not joining us this afternoon, so I wanted to give you a chance to speak to the
4 standards topic while we're here together this morning.

5 **INSP. SEAN AULD:** Thank you very much, and good afternoon or
6 good morning, Commissioners and Participants and fellow panelists.

7 I would and I'm going to apologize for my next comment, but I'd
8 have to very respectfully disagree with Chief Walsh in regards to the standards that are
9 currently posted.

10 If those standards were reviewed, I suspect by an arm's length
11 agency, I'm not sure they would meet the threshold of a standard. I say that respectfully
12 because DOJ has showed great leadership and, with the support of all agencies in the
13 province, has been working for some time on introducing provincial policing standards.
14 And the municipal Chiefs have been key and in front of providing feedback and
15 guidance as to what those standards should include.

16 And so moving on for that, I would suggest the current model that's
17 being used to introduce policing standards in the province is collaborative, includes all
18 participants within the policing environment, and it is the strength that -- Chief MacNeil's
19 comments, we are stronger together and the diversity of thought that comes from
20 individual police agencies contributing results in a better outcome for the province.

21 I would suggest that provincial policing standards are foundational
22 to every aspect of policing and are key to ensuring consistent police service across the
23 province. Standards also ensure that police officers receive the required training and
24 equipment to safely do their jobs and, by supporting frontline officers, we are enhancing
25 the level of service they can provide to Nova Scotians.

26 Additionally, standards are the building block that will allow greater
27 interoperability, which will then allow each agency to leverage their partner agencies to
28 provide the best possible service to citizens, who we are all responsible for.

1 Enhanced -- just a minute. Just a couple computer glitches here.

2 Enhanced interoperability will facilitate a greater capacity for
3 integrated response to major crimes and events and also provide a surge capacity
4 within the province to respond to large-scale events.

5 Finally, we are all acutely aware of the finite resources that are
6 available from the taxpayer in this province. Many compelling and competing
7 requirements for those funds, including the Health Authority, infrastructure renewal, et
8 cetera, and therefore it's incumbent on all of us in the policing professional to assess
9 our current operations in order to provide the most efficient and effective delivery model
10 of policing within the province.

11 The next bullet that was asked was, "What standards are needed to
12 ensure effective policing?". And to that, I would say generally, effective policing
13 requires provincial standards across the full spectrum of policing, both operational and
14 administrative. For example, records management standards are equally as important,
15 in my mind, to those standards related to emergency response. If we are not having
16 access to accurate data inter-agency, it is difficult for us to have an efficient response to
17 all crimes.

18 With regard to standards germane to the Commission's mandate, I
19 would suggest that standards related to what are commonly referred to the critical
20 incident program, major crime investigation and support services are all important,
21 related to our ability to address the issues facing before this Commission.

22 They would include, for example, critical incident commanding,
23 Emergency Response Team, the Crisis Negotiation Team, experienced major crime,
24 homicide investigation, Part 6 affiants, blood splatter analysts, and the list goes on. All
25 those require significant and detailed standards to ensure that we can meet the needs
26 of Nova Scotians.

27 It's important that, in addition to the required training and
28 certifications that will form part of the standards, that the person holding these positions

1 will have the necessary repetitions to ensure these perishable skills are maintained. In
2 regards to rural policing, standards by their nature will ensure consistency across the
3 province, including areas in -- rural areas. In my mind, a person living in Yarmouth
4 should receive the same service that a person that lives in Meat Cove.

5 In the Province of Nova Scotia, we review level of services and,
6 consequently, the number of assigned regular members via various methods and
7 methodology. These can include reviewing the area's policing needs and expectations
8 based on input from the applicable municipality and the force; conducting what is known
9 as a general duty police resourcing model analysis, coupled with workload analysis for
10 the district being assessed. Additionally, an environmental scan to gather information
11 on the community's crime trends and operational policing statistics to provide input into
12 an overall assessment as to the level of policing that is required for each area being
13 considered.

14 The next bullet was what are the risks or downsides that come with
15 the use of police standards? In my mind, there are no downsides for the adoption of
16 police -- provincial policing standards. I say this, accepting that the adoption of
17 standards will result in increased cost to some agency, increased cost to the province,
18 but that these costs are justified to ensure all members of the public are provided with
19 consistent service.

20 The adoption of standards will likely result in other changes, some
21 structural, within the province. I think we all realise that it is incumbent on all of us to
22 ensure that we work together, and to Chief MacNeil's point, I think we do. The RCMP,
23 municipal forces, the Department of Justice, police boards and commissioners all
24 understand that we are public servants and that our collective actions should focus on
25 ensuring public safety within the province.

26 It is critical, I would suggest, that any standard program have an
27 audit and monitoring function as well. And I know that the province will be implementing
28 a robust audit program to monitor and support the long-term integrity of the standards

1 program.

2 I would like to close by suggesting that the matters reviewed here
3 today affect all agencies in Nova Scotia and across the country. Those issues that
4 affect the RCMP affect Truro and Cape Breton and Annapolis Royal equally. Many of
5 the issues communicated will need increased resources to staff additional positions to
6 try and address current challenges. One challenge will be finding qualified persons who
7 are interested in joining the policing profession. For many reasons, there is not the
8 interest in the profession that there was -- once was, and so I would suggest that the
9 solution, although resource-based, will have to be looked at financially as well as from a
10 human resources perspective.

11 I think those are my comments. Thank you.

12 **MS. EMILY HILL:** Thank you.

13 So I wondered -- I don't know whether Chief Kane or Chief Walsh if
14 there was anything that you would like to respond to in the comments that would be of
15 assistance to the Commission. We will be picking up this conversation about standards
16 and hearing from others after the break, but I didn't want to break without having to hear
17 whether you had anything you wanted to say.

18 **CHIEF MARK KANE:** I'll just echo the point that I totally agree that
19 if the standards mean that we improve the safety of the citizens of the province, then it's
20 -- then it's a worthwhile exercise. That the whole point of this here today is to -- is to
21 achieve that, and I -- and I agree, working together is a far better aim for the public.

22 I think, however, one of the standards that we need to look at is
23 response model, is how we respond to things. And I think that's where the cooperation
24 part comes, where I've looked at Saskatchewan, I've looked at Alberta where they have
25 the rural response teams, where if the policing service of a jurisdiction can't get it they
26 fan it out to the other departments or law agencies so that the first response is done
27 very fast. I know that there is problems, and I know that there's avenues to that that
28 have to be addressed before that can be successful; however, I do believe that in this

1 circumstance there is something worth looking at going forward.

2 **MS. EMILY HILL:** Thank you for that.

3 So my suggestion would be that we break now for lunch and then
4 come back and pick up the conversation with regard to standards and hear from those
5 who we haven't yet heard from. We'll break for an hour. So if I could ask everyone to
6 be back here at one and then we can start just a few minutes after one. Thank you.

7 --- Upon recessing at 12:04 p.m.

8 --- Upon resuming at 1:11 p.m.

9 **MS. EMILY HILL:** Welcome back, everyone. We're going to get
10 started, and what we're going to do is just finish up the conversation that we were
11 wrapping up before lunch, which is about standards; hear from those individuals who we
12 haven't yet heard from; and then we will move into our afternoon topics and introduce
13 those who have just joined us.

14 So if it's all right, I'll start with you, Mr. Bouchard, on behalf of the
15 NPF, with regard to the questions that are about policing standards.

16 **MR. PAT BOUCHARD:** Thank you very much. I wanted to echo
17 some of the comments that were made earlier that Nova Scotia current training
18 standards don't reflect current training needs or they don't provide a clear guidance in
19 consistency of training to other police forces.

20 Policing Standards in Chapter 18 highlights the training of law
21 enforcement personnel and -- but it doesn't provide details for basic training standards,
22 such as firearms and ammunition and training, recertification, and to the Commission's
23 point earlier, it also doesn't speak to the continuous training as far as de-escalation. So
24 fortunately, the RCMP and some other agencies are above and beyond what's currently
25 in there, but it doesn't speak to those things.

26 Training is often the most important responsibility in any law
27 enforcement department. It serves three main purposes: to ensure officers are trained
28 and prepared to act in a broad spectrum of situation; the training is resulting in a greater

1 productivity and effectiveness; and that the training is fostering cooperation and unity.
2 So to achieve these three main objectives, we believe that Nova Scotia needs to focus
3 on increasing the consistency of training standards and collaboration across different
4 police services and to developing a clear or basic set of standards that each police
5 service is required to maintain.

6 So with consultation between Nova Scotia Public Safety, Police
7 Services, different chiefs of police, the RCMP, other stakeholders, it needs to review the
8 standards that are across Canada in other provinces to see if we can align ourselves
9 with that in one of the best practices. The goal, ultimate goal is, obviously, community
10 and public safety.

11 The person that resides in Iqaluit or Halifax or Regina technically
12 should have the same expectations of a police officer. Responses might be different
13 because, obviously, funding should be different in Regina maybe than in Halifax or
14 Ottawa. A person paying \$1,000 a year for policing services in a municipal centre
15 versus a person paying much less in a rural environment, the response may not be the
16 same, the resources may not be the same. But as far as training, the expectation of
17 Mr. and Mrs. Public, I believe their expectation is that police officers across the board
18 have the same training and the same access to training, and should have clearly
19 defined training standards, not just nice to have, but expected standards that everyone
20 will have to focus on and do. Thank you.

21 **MS. EMILY HILL:** Thank you. We did some musical chairs, and
22 so Ms. Crichton is over here. But I think you're still next in order, so I'll call on you with
23 regards to standards.

24 **MS. HAYLEY CRICHTON:** Perfect. Thank you very much.

25 And I just wanted to add to the conversation about training earlier,
26 so I'm going to hop back a subject matter, but I think that there are models that we don't
27 even have to look very far. So I know at one point the Royal Newfoundland
28 Constabulary also employed a model where they had cadets attend university-level

1 courses in the various subject fields that you had mentioned, sociology, criminology. So
2 we don't always have to look very far, it's quite close.

3 So with respect to policing standards, so kind of switching gears,
4 from a -- from an overarching governance perspective, which is -- which is where
5 Government of Nova Scotia becomes involved in this conversation, police officers, by
6 the very nature of their responsibilities, are vested with an enormous and unique set of
7 authorities and powers to carry out their role in society. And so from an overarching
8 governance perspective, formalised standards provide a minimum level of service
9 provision to which we can hold police agencies to account, given the vestige of those
10 unique authorities and powers and so we're not speaking in such abstracts. The
11 standards that we're looking to develop from the provincial perspective are those that
12 set out a base minimum set of requirements that each agency must meet, municipal
13 police and the RCMP, in order to be an active policy agency in Nova Scotia, and so by
14 their very nature, they enhance uniformity when properly monitored and audited.

15 And I believe it was Inspector Auld who mentioned this morning the
16 importance of monitoring, and that certainly is something that we take very seriously,
17 and the need to ensure that that's continued and that standards continue to be updated
18 as well. I think that's very important, is that we don't come to a position where our
19 standards become outdated.

20 This is also an avenue through which we can set expectations very
21 clearly and, you know, in my opinion formalized arrangements lend to reliable
22 arrangements. So informal relationships are, of course, extremely important. We
23 should all be in a position where we can pick up the phone and call who we need to call
24 to get work done, but what comes with formality of arrangements is kind of a backdrop
25 where, regardless of who the people are who are answering the phone, you have an
26 expectation of an answer to be gleaned from that.

27 So for police to discharge responsibilities effectively and to improve
28 community safety more specifically, standards really outline the requirements for many

1 areas and governance and accountability operationalized in part through standards
2 really is the first step towards modernization. So I think everything else may be best
3 established or explored through the lens of setting expectations and laying those out for
4 police within standards.

5 So with regard to what standards should cover, given my
6 comments on overarching governance and accountability, it is my opinion that all of
7 these areas within the mandate of the Commission are important areas to have
8 standards, whether they're directly or indirectly. They're really about a level of service
9 provided to the community in totality and parsing out what should or should not have a
10 standard really would kind of be ineffective in this overarching objective to promote
11 minimum uniformity, and that's in the areas that you had mentioned this morning as
12 well, Commissioner Fitch, and ensuring that those are also included in the standards
13 moving forward.

14 So while some areas of acute criticality might require more robust
15 standards, so critical incident response, high-risk response, police investigations would
16 be some of those areas where perhaps more robust or detailed standards are required,
17 really, all areas of policing should be impacted by the standards developed and
18 enacted.

19 And this isn't to say that police agencies aren't already doing what
20 some of these standards will say, so I would like to put that forward as well. But again,
21 it's a formalization of processes because policing is made of people and it shouldn't
22 matter who's in what seat; it should be consistent over time.

23 And finally, to speak to whether or not I think that there's any
24 downsides to having policing standards, my humble opinion is no. I think, really, moving
25 forward what needs to be established is risk mitigation in out years, so ensuring that
26 there's auditing and monitoring because setting a standard and then never evaluating it
27 or measuring it will not help us as we move forward.

28 And also, the need to determine the metrics required to evaluate

1 effectiveness. So meeting and exceeding standards is one measurement, but whether
2 meeting and exceeding those standards is actually producing the outcome that we're
3 hoping that they have is another. If we're consistently measuring a standard that is not
4 serving the community well, then we're not doing this process justice. There really
5 needs to be metrics established to determine what community needs and whether or
6 not our standards are meeting them. And if they don't, we need to re-evaluate, we need
7 to have a sunset clause in our standards to come back to them and re-evaluate.

8 **MS. EMILY HILL:** Thank you.

9 And then jumping back to Chief MacNeil on this question of
10 standards, your comment with regard to when and how they're used effectively, if there
11 are downsides, your observations.

12 **CHIEF DAVID MacNEIL:** Yeah, I would echo Hayley's comments
13 that she just made, but I guess I would temper it with this.

14 Sometimes we're talking about standards and we tend to focus on
15 a lot of the high level or more complex aspects of policing, but I think we really need to
16 strip it down to standards in our core policing, too, right. So it's great to have standards
17 for critical incidents and all those things, drastically important. I'm not saying they're
18 not. But I think we're missing the mark if we're focusing on -- always on these more
19 technical aspects and not focusing on what the communities require on a day-to-day
20 24/hour basis.

21 So critical incident is important, but it may only happen once every
22 X amount of time, but if our standards don't take into account the uniqueness and the
23 needs of the people that we serve at the base level, I think we're missing the boat.

24 So a lot of times I've heard -- when we're talking about standards, it
25 seems to be around the complex, more technical aspects of policing, but I think we also
26 need to put our mind to a core policing standard in communities across the province
27 because if you look at what's -- one size doesn't fit all. I understand that. But I think we
28 need to look at a core basic service delivery model to all communities so that people do

1 see police in their communities, that people do feel comfortable in their own
2 communities, and then also have standards around more robust parts of policing as far
3 as specialized services and critical incidents. But if we focus all our attention on those
4 standards and not talk about the day-to-day frontline community response to policing,
5 which is our bread and butter, I think we're going to miss the mark on standards.

6 So that would all I had to say.

7 **MS. EMILY HILL:** Thank you for that.

8 And I think that that's an important reminder that, of course, our
9 mandate deals with critical incident response, obviously, but we also have those other
10 aspects of policing that are included in the Commission's mandate thinking about
11 responses to intimate partner violence, gender-based violence, responding to firearms
12 complaints, things like that, so thank you for that.

13 Before we switch gears, I wonder, Commissioners, if there are any
14 comments or questions that you had or things you wanted individuals to speak more
15 about.

16 I don't see any, so I think at this point we'll move on to our planned
17 discussion for this afternoon and welcome some new faces.

18 I'll pass to Gillian for this.

19 **MS. GILLIAN HNATIW:** Yeah. Thanks, Emily.

20 So as we move from our morning agenda to our afternoon agenda,
21 we're joined around the table, both physical and virtual, by some additional voices, so I'll
22 just quickly introduce starting with the virtual -- I mean starting at the physical table in
23 the room.

24 Steve Graham, who's here on behalf of the RCMP Veterans'
25 Association. Welcome, Mr. Graham.

26 For the RCMP this afternoon, in person we have Danielle
27 Desjardins, who's RCMP "H" Division Planning -- or I said should say with RCMP "H"
28 Division Planning. Not the physical manifestation of that, okay.

1 And then on behalf of the Province of Nova Scotia we're joined by
2 Matthew Boyle, who is the Acting Director, Department of Service Nova Scotia and
3 Internal Services Government of Nova Scotia. As well as his colleague, Todd Brown,
4 who is the Director, Department of Service Nova Scotia and Internal Services.

5 And then virtually, for the NPF we're joined by Jeff McGowan, who I
6 believe is on the screen. Good afternoon, Jeff. Who is the NPF Board Director for the
7 Prairie Region, as well as by Inspector Don Moser for the RCMP. Good afternoon,
8 Inspector Moser.

9 So with those additional names and faces, we'll move on to our
10 afternoon discussion that's focused on police resources and critical incident response.
11 And so this session will focus on police response in Nova Scotia, including financial and
12 human resources, technical assets and equipment issues.

13 And so again, we're going to go around the room in much the same
14 way we did this morning, ask people to keep their comments to about five minutes. And
15 as we did this morning, if you hear something that was said in a previous round that
16 sparks thoughts that you would like to comment on, we'd invite you to weigh in on that
17 as well.

18 We're interested in hearing, for the first question really focussed on
19 human resources piece, so generally speaking, what people, roles and skills are
20 needed to ensure communities receive effective police services. And, you know, from a
21 human resources perspective, what is needed to both prevent and respond to criminal --
22 sorry, critical incidents. And, again, all of this discussion today is focussed on the
23 future, and we're interested in hearing ideas and suggestions for the ways that we could
24 improve things for the better, change things for the better, obviously. That doesn't
25 necessarily mean additional resources. It's creative ideas for ways to sort of streamline
26 collaboration. Anything that sort of may fit into that category, we're very interested in
27 hearing from you.

28 So I will start by turning to Chief Kane, I think.

1 **CHIEF MARK KANE:** Good afternoon, everyone.

2 So in relation to the question, I'll answer it as a general, and I'll try
3 and break it down into what I'm trying to answer each question on. So what people,
4 roles and skills are needed. And I guess I go back to the basic principles of policing and
5 effective police services comes from that bits on the street, the 24/7 service delivery
6 model, the face of police every single day, which is our general duty members,
7 responsible for a specific geographical area, with on road supervision and an adequate
8 number of resources available at all times for the population served. I think that that's
9 the first key point. And also, I would add to provide where possible a true
10 representation of that community as well, because if they're serving very many diverse
11 communities, I think it's important to have representation where possible, so that you
12 get that tie and trust from the community.

13 Second part to that is frontline policing presence and visibility for
14 timely response. I think we hear it time and time again we don't see the police anymore,
15 we don't see them. They're always in the office. And, you know, we look at technology
16 ways to try and bring that down. And rural communities can increase frontline policing
17 presence through collaboration and interoperability with other police agencies to lessen
18 response times. That would also tie in to question two. Presence, visibility equals
19 accountability and trust. And I think that that, to me, is a very key message, that that's
20 what the public are really looking for.

21 And in relation to what steps can we take to prevent critical
22 incidents, unfortunately, incidents always happen, but an early response and
23 intervention is crucial to effective service because if we can contain, isolate and
24 deescalate situations quickly, we can sometimes prevent them from developing into that
25 major critical incident so.

26 And lastly, what type of resources do we need? Well, critical
27 incidents fall into the tune. It's like what I said before. There are those that can be
28 addressed on a regular basis, so there's critical incidents that frontline officers deal with

1 every day, and they can deal with that with their existing training and resources that
2 they have. And then, of course, there's those major critical incidents that go beyond the
3 scope of the day-to-day operations and require collaboration and interoperability with
4 other agencies. So in response to your all, what I would say is having frontline officers
5 who have geographical knowledge, who can work well, collaborate and are quite happy
6 to speak out and speak to partner service providers when they maybe deal with a call,
7 where there's just that little instinct where they're saying, I don't know about this person,
8 they can reach out and maybe have that conversation, because that early, early, early
9 intervention that we see can sometimes prevent it with going up into a major incident.
10 Thank you.

11 **MS. GILLIAN HNATIW:** Thank you very much.

12 And now, Mr. Graham, any thoughts on the question?

13 **MR. STEVE GRAHAM:** Thank you very much, Commissioners.

14 Apologize for not wearing a tie today, but I rushed out this morning in a hurry obviously.

15 I've been listening to the discussion, and I have to say, it's very
16 interesting and certainly people have put a lot of thought into their responses and you'd
17 have to applaud that. For me, so much of what's under consideration here in this
18 question really comes back to the foundation piece of what structure is policing that
19 occurs in this province. And, you know, essentially, Nova Scotia gets its authority for
20 the administration of justice from the Constitution. The province then in turn has
21 created the *Police Act of Nova Scotia* and they have delegated a large part of policing to
22 municipalities. And from that model, they have given municipalities a direction in terms
23 of what they want to see, and this is the language of the Department of Justice. Every
24 municipality is responsible for the policing maintenance of law and order in a
25 municipality and for providing and maintaining an adequate, efficient and effective police
26 service at its expense in accordance with its needs. That's a very straightforward
27 statement and I think that's sort of the grounding and it sort of echoes off of my
28 colleague's comments just a moment ago, that it sort of turns on that.

1 When the discussion was about standards and the need to hold
2 people and police services and so on to account, there's also an accounting that goes
3 the other way, and that is the broader account, the government. Government has to
4 provide the tools necessary to deliver the service. And in its simplest form, adequacy is
5 really capacity. And organizations have to have sufficient capacity to deliver the
6 service.

7 Nova Scotia is unique in Canada in that all policing is municipal.
8 And after a service exchange that occurred in the '90s, counties up until that point had
9 been covered by provincial policing. Well, that's no longer the case. They are now
10 under the *Police Act*, and those municipalities, so Colchester is just as accountable for
11 policing as the Town of Truro. I'm not sure that's broadly understood. I would also say
12 that adequacy is foundational to effective and efficient. You cannot be effective, and
13 you cannot be efficient if you do not have adequacy to achieve those things.

14 Now what is adequate? I'm not sure that's ever been defined. I
15 think it ought to be. For instance, and I'm not picking on Chief MacNeil, but, you know,
16 if I said to him tomorrow that the Town of Truro should have a police force of 10 to 11
17 officers, he would say to me that I was crazy. And that's because it would not be
18 adequate enough to meet the needs of that community. And he has considerably more
19 than 10 or 11 officers in Truro and has a good fortune in that and delivers great service.
20 However, his colleagues working in Colchester, that's the relativity right there. They
21 were running a policing program as if Truro had 10 to 11 officers, they're running a
22 policing program in Colchester that is that thin. It's 27 or 28 patrol staff and I think 3
23 other people for a population that is 3 times the Town of Truro and a land mass that is
24 significantly more. I think Truro is 12 square kilometres or something in terms of
25 jurisdictional land mass and I think Colchester is about 3600 square kilometres.
26 Colchester also has a lot of seasonality periods. There are a lot of cottages on the
27 Northumberland Strait. There are seasonal residences along the Bay of Fundy. All of
28 those things impact policing.

1 So my experience would say to me, and just for the background of
2 some people, I've been a senior police manager. I've been involved with police boards.
3 I've been involved at the provincial level on police boards and at the national level with
4 police boards. And that obligation exists. That accountability goes the other way. The
5 onus is on the institutions that are charged with assuring adequacy, effectiveness and
6 efficiency of policing. It goes the other way that they have to assure that. You can't
7 expect people to provide something without sufficient adequacy to do it.

8 So when we talk about standards, it seems to me we have to have
9 standards that run the other way. We have to come to ground in the province and
10 define what is adequate for this province, where we live, the expectations of the citizens
11 who live here, recognizing, obviously, the fiscal capacity of communities to meet those
12 adequacy requirements, but we cannot have that kind of disparity. If we look at
13 Colchester and Truro, they are essentially the same demographic profile. They are in
14 essentially the same environment. Their policing needs, the type of crime that's
15 experienced, the kinds of issues and the service expectations of residents don't vary
16 much. We cannot sustain policing in the province if we have those kinds of variances.
17 And it's not about one having too much or one having too little, it's about having --
18 what's the right size, the optimum amount. Because all these other things that we've
19 been talking about, training requirements, training standards, serious crime investigation
20 standards, it's doesn't matter, none of that works without sufficient adequacy. When we
21 talk about partnering with communities, community groups, community entities, not for
22 profits, all that demands time availability to do it. So the people working in these places,
23 doing these important jobs in our society have to have that capacity granted to them,
24 otherwise it can't be successful. Thank you.

25 **MS. GILLIAN HNATIW:** Thank you, Mr. Graham. And I note that I
26 am also not wearing a tie today, so I apologise for that.

27 I apologise to the NPF. I think I skipped over you in the -- yeah, in
28 jumping forward to Mr. Graham. So I'm not sure who today is going to address this

1 question. Okay.

2 **MR. JEFF McGOWAN:** I can -- Jeff McGowan here. I can
3 certainly speak or comment on it.

4 **MS. GILLIAN HNATIW:** Certainly.

5 **MR. JEFF McGOWAN:** Thank you. Really not a terrible amount to
6 add to the previous speakers, they covered off a lot of it. But I think one of the things, I
7 know it probably goes a bit beyond the scope of what it is the Commission is looking at,
8 but one of the things that we have to understand, in order to -- in order to ensure that
9 communities are receiving their effective policing service we have to understand that
10 policing itself doesn't operate in a silo. And the issue that we've seen, and granted my
11 experience is -- has been here in Alberta as well as the Yukon, the -- what we're seeing
12 is kind of a cutting back on a lot of the social services and other areas that assist the
13 police because what it boils down to is in the end the police are the ones that are called
14 for everything.

15 And this goes to Mr. Graham's comment concerning having
16 resources. If you're suddenly downloading a lot of these items and a lot of these issues
17 to the police, it's obviously going to impact service standards, response times, their
18 ability to deal with a lot of these issues.

19 So I like -- I like the idea of trying to include or open up the
20 discussion to look at some of your mental health programs and your addictions
21 counselling, a lot of the issues that, quite honestly, we're facing across the country, the
22 homelessness and so on. So I think when we're looking at it, we have to kind of expand
23 some of that. And I realise that it probably goes beyond the scope of the Commission,
24 but there's only so much that the police are going to be able to do, given the number of
25 resources that they are afforded and society is providing for all of the other -- the other
26 issues. Because as we've seen, there are a lot of instances where things are not
27 necessarily, at the outset, a policing problem, but eventually or potentially could become
28 a policing problem.

1 And a lot of the human resource side of it, I mean, as with anything,
2 it comes down to money. It depends on how much money each jurisdiction is willing to
3 put in to supply whatever resources are required.

4 Preventing critical incidents. I don't think you're ever going to be in
5 a situation where you're going to be able to do that. I think what we have to do is
6 perhaps try and identify where the potential for those critical incidents is, and that again
7 speaks to the support systems of your mental health and addictions counselling and the
8 justice system as a whole. And then responding to critical incidents, well that again
9 comes down to training, equipment, et cetera.

10 And I liked, I think it was Chief, was it McKenna? Sorry, I lost the
11 name here. But ultimately, 80 percent solution; right? If you're dealing with something
12 80 percent of the time, that's where a lot of the focus will be. We still have to have
13 capacity to deal with the critical incidents, but you have to look at your day-to-day
14 functions, and with that, again, comes back to your larger scope in understanding that
15 policing itself doesn't operate in that silo. Thank you.

16 **MS. GILLIAN HNATIW:** Thank you, Mr. McGowan. And I think it
17 was Chief MacNeil who made that comment. Yeah. It's hard to see for -- it's hard to
18 feel part of the table when you're zooming in from somewhere else.

19 I'm going to now turn to the RCMP to comment on that question. Is
20 it you Ms. Desjardins? Okay.

21 **MS. DANIELLE DESJARDINS:** Thank you, everyone. I just want
22 to begin by offering my sincere condolences to the victims, families, and all those
23 impacted by the mass casualty before I begin today.

24 So by way of introduction, I'm a life-long Nova Scotian and a civilian
25 member of the RCMP, with 13 years service in various capacities, and I'm here today as
26 the former Manager of Strategic Planning and Client Services, H-Division RCMP.

27 So our unit performs a variety of administrative functions; however,
28 I believe the ones that are most relevant to today's discussion are likely contract-related

1 items as well as policing reviews, including the general duty police resourcing model,
2 which I'm sure a lot of us around the table are familiar with.

3 Some of the questions or some aspects of the questions are related
4 to critical incident response, so as such, I'll defer to Inspector Moser, that is in -- more
5 within his realm.

6 So going back to policing reviews, there is no one tool to estimate
7 and assess the number of human resources or officers required to police a particular
8 community. So the RCMP does use the GDPRM as a tool, but not as the only tool, to
9 assess and make recommendations in regards to workload for general duty and
10 frontline policing. It's very hard to assess the workload for some of those critical
11 incident teams, but focussing on the general duty, which as we've kind of mentioned, is
12 the core function of policing, we do have that tool available to us.

13 I'll note that the GDPRM not -- needs to not just look at workload
14 that's measurable to be able to estimate the number of officers needed, but should take
15 into account community expectations that respond to their individual needs. So there
16 may be a particular driver of a need for more visibility in a community, and that would be
17 taken into account when looking at a review through a GDPRM.

18 Historically, GDPRMs have been reactive in nature, often driven by
19 requests by municipalities in an attempt to reduce costs. Given the ever-evolving
20 nature of policing, the increasing complexity of files, administrative burdens placed on
21 officers, and some time-consuming tasks that could be better suited to other service
22 providers, such as mental health calls, policing simply takes more time and may require
23 additional resources than it did previously. Public safety cannot be jeopardised in an
24 attempt to save costs, so this becomes difficult to reconcile.

25 I believe that using an evidence-based method, such as, in our
26 case, the GDPRM, is part of the solution to ensure communities receive effective
27 policing services. Proactive and periodic reviews can help to assess policing levels,
28 considering benchmarks around proactive versus reactive policing, community

1 engagement, as well as taking into account employee wellness. These reviews can and
2 should incorporate community expectations, as we are accountable to our communities
3 and the stakeholders, such as the Department of Justice Nova Scotia.

4 I believe that now as the Province is mandated to review service
5 exchange, which is the mechanism by which municipalities are billed for their policing
6 services under the PPSA, I'm hopeful that a balance can be struck between adequate
7 policing levels and costs to taxpayers.

8 I'll add to -- this may not be a popular opinion with police officers in
9 the room, but I'd be remiss not to mention civilianisation and the role that Public Service
10 employees and civilian members in the RCMP and in other police forces play in
11 supporting administrative and operational functions in policing. I believe opportunities
12 exist and are being explored to civilianise positions where feasible or officer positions
13 where feasible, but I think more can and should be done, especially given concerns
14 about rising costs for policing contract partners, as this presents a viable solution.
15 Thank you.

16 **MS. GILLIAN HNATIW:** Thank you very much.

17 Chief MacNeil, do you want to offer some comments on the human
18 resourcing question?

19 **CHIEF DAVID MacNEIL:** Sure.

20 **MS. GILLIAN HNATIW:** Thank you.

21 **CHIEF DAVID MacNEIL:** So I think we can all agree one size
22 doesn't fit all. So Mr. Graham did bring up staffing levels and things like that, but I think
23 it's important to make distinctions too when you are looking at an urban model versus a
24 more rural or district policing type model.

25 So our community has a lot of police officers, but we also are the
26 service centre for Colchester County. So everybody works, lives out near the area and
27 draws on the services, so we have to -- we can't lose sight of that also.

28 So I think from listening to everyone around the table, Danielle in

1 particular spoke of ways forward and doing things differently. Often times it's very easy
2 to say, "We need. We need. We need more. We need more. We need more money."
3 We obviously know in Nova Scotia, like most provinces, money is a hard thing to come
4 by and the costs keep going up every year. So instead of throwing more money into a
5 program that really isn't meeting the needs of the community, maybe we need to
6 reimagine what this all looks like at a provincial level and have a look at policing.

7 And I'm hopeful that the Commission will have a look at the totality
8 of the system itself and, you know, what's reasonable, what's effective, what's efficient,
9 are there new models out there, is regional policing a possibility? Is provincial policing a
10 possibility? All these different models should be on the table. More civilization, if
11 necessary.

12 But I think we have to stop with more money, more money,
13 because there's no more money to come.

14 So I think we have to reimagine and really take a leadership role in
15 what does the future look like for public safety? First and foremost, public safety. What
16 do the communities require? What do they desire? You know, is a core function of
17 policing what they're looking for and they're not getting? Like, those are the questions
18 we need to get down to. And that will address some of these issues with critical incident
19 response.

20 And I think Chief Kane mentioned first comments about police in
21 the communities being visible, building that trust and relationship and rapport. You
22 know, being in the neighbours, known in the area, getting to know the people, knowing
23 who the players are, those are all things that help prevent critical incidents from
24 escalating.

25 So I think, you know, we really have to have a fulsome look at our
26 model of policing the province. Is it sustainable? Does it meet the public safety needs
27 of our citizens? Does it meet the officer safety needs of our officers? Should there be
28 three officers in a massive county by themselves? You know, these are questions that I

1 don't have the answers to, but I think going forward in this work, we need to look and
2 recognize that more of the same is probably not going to be sustainable going forward.
3 So what does that model look like? And you folks have a big chore ahead of you, but I
4 hope that in your considerations, that you're looking at a fulsome look at policing in
5 Nova Scotia.

6 That's really all I have.

7 **MS. GILLIAN HNATIW:** Thank you.

8 Who from the Province wants to address this question? Mr. Boyle?

9 **MR. MATTHEW BOYLE:** We each have a few points I think that
10 are related.

11 **MS. GILLIAN HNATIW:** Sure.

12 **MR. MATTHEW BOYLE:** So I've heard a number of comments
13 throughout the Commission and here today about reliance on partner and supporting
14 agencies, what are the core functions of policing versus things that can be delivered in
15 other places.

16 And so as a member of a group that is responsible for providing
17 supporting services, rather than policing services, that's really where I'd like to focus as
18 well and just offer some comment that there are a lot of external agencies that can
19 provide value to policing organizations without certain capabilities and skills having to
20 exist within those organizations.

21 So we're, of course, focused on radio and communications and
22 related technologies, but I know that there have been different conversations throughout
23 the Commission about partner air services, for example, and the capabilities that they
24 may or may not have and the suitability to provide support during certain incidents. So
25 that would really be my biggest comment in this area, is a good look at how can policing
26 organizations take better advantage of the supporting organizations that are out there in
27 different areas of government, different levels of government, and what those
28 organizations can provide, and then trying to formalize some of those arrangements so

1 that when there is a critical incident, we've already established day to day relationships.

2 And there is a lot of work going on in this area already, but I think it
3 can be improved to say how do we establish those ties a little closer on a day-to-day
4 basis so that when there is a critical incident, it's obvious what role the supporting
5 agencies can play and how they would get brought into that picture.

6 **MS. GILLIAN HNATIW:** Mr. Brown?

7 **MR. TODD BROWN:** Thanks. I think part of the fundamental
8 challenge that folks like us have to deal with is, with respect to policing, is policing is at
9 the municipal level of government. And when you're trying to provide, you know, a wide
10 area of service that's consistent in every part of the province, one of the big challenges
11 is well-off municipalities can participate and work with you, and buy the equipment that
12 they need to use on their system. Smaller municipalities with smaller tax bases can't do
13 that. Right?

14 So there's a role there to deal with that challenge. And we've had
15 some success in Nova Scotia doing that.

16 The Province, years ago, 20 years ago, accepted the fact that there
17 was a leadership role to be played here, that we were either directly or indirectly
18 responsible for about 65 or 70 percent of the emergency response community, and that
19 if communications, for example, field communications, were going to get better,
20 somebody had to take a step forward and take a leadership role, make the necessary
21 investments for everybody. And we were successful back in the day convincing the
22 Province to take that step.

23 So that's one important role. There's a couple of other roles I'll just
24 touch on quickly.

25 One of the other things that's worked very well here in helping to
26 deal with this challenge of the difference between the ability of municipalities and
27 provincial governments and federal governments to participate is that it's actually
28 something that was described in a paper that was commissioned for the interoperability

1 roundtable that we had in June that I participated in. And I would recommend this
2 report to the Commissioners. It's called "Interagency Communications, Collaborations,
3 and Interoperability in Police Services and Between Police Services and Other
4 Emergency Services". And that's by Dr. Curt Taylor Griffiths from Simon Fraser. And
5 he described something that he found in the literature called a boundary spanner.

6 Now, a boundary spanner is -- it was described in the paper as an
7 individual, but in my view, it could be an organization as well that's dedicated to making
8 the connections between different levels of user -- a user at the municipal level, a user
9 at the provincial level, a user at the federal level, and creating those links between those
10 organizations that have to work together, for example, on a shared radio system. And
11 Nova Scotia did that in creating the division that we work for called Public Safety and
12 Field Communications.

13 So we're the intermediary between all of the users of the system,
14 the RCMP, the cities, the municipalities, the federal government organizations. And
15 when there needs to be a case put together for something that's of common use for
16 everybody, we're the ones to do that. We'll pull together all of the strands within the
17 public sector so that they're all pointed in the same direction. And that's why we have a
18 system, one system, that services a municipal level of government, the provincial level
19 of government, and the federal level of government, and they're all very interoperable.

20 And I think the idea is commended by the fact that our neighbours
21 in other jurisdictions have decided to follow exactly the same approach. And so what
22 started in Nova Scotia as a very interoperable radio system has now spread throughout
23 the Maritime provinces. And Newfoundland has recently decided to take on this
24 technology as well. I think that was, to a large extent, created through the boundary
25 spanner capabilities that we have. We're not affiliated -- you know, we're not part of the
26 RCMP. We're not part of the city. We're not part of a major user group. We're the
27 intermediary that tries to create trust between all the parties so they can participate in
28 the same thing. So I think that role in Nova Scotia has been very important.

1 And one other thing, just quickly, it's very important when you're
2 trying to create these shared systems as we have in Nova Scotia, that large and
3 complex organizations have the human resources to help us help them. And I'm talking
4 about agencies like the RCMP. This has been established in Nova Scotia, so it's
5 something we have. I'm trying to commend these other jurisdictions where it doesn't
6 exist.

7 In most of the large departments that use our system in Nova
8 Scotia, those departments will have a liaison officer and the role of that liaison officer is
9 they plug us in to the right people in their vast organization so that we're not spending
10 three months trying to find the right technical resource to have a discussion.

11 So that liaison officer in the individual department, working with
12 organizations like ourselves, or the intermediaries between all of the different agencies,
13 that has worked very well in Nova Scotia.

14 The other -- very quickly, the other two parts of the question relate
15 to what human resources are needed to take steps to prevent critical incidents.

16 Now, I'm not an expert on this, and I think there's probably some
17 people around the table that know more about this, but it strikes me that those skill sets
18 are going to be largely technological skill sets that are going to be needed in the future.
19 And I start to see things like predictive policing, although there's a fairly big debate
20 around bias in predictive policing tools. But I think we're going to need some expertise
21 in predictive policing. We're also going to need some expertise in analysing social
22 media trends because that's become kind a late hot topic in terms of almost immediate
23 analyzing of what's going on in social media platforms as an early warning to a critical
24 event.

25 So I just wanted to touch on a couple of those key roles. Thanks.

26 **MS. HAYLEY CRICHTON:** And I'll be very quick because I know
27 we're splitting five minutes between us and then I would be remiss if I didn't also note
28 Don Moser from the RCMP, who I don't know got a chance to speak to this as well.

1 **MS. GILLIAN HNATIW:** Oh, yes.

2 **MS. HAYLEY CRICHTON:** So I just kind of wanted to pull a few
3 points from Todd's comments there and really kind of stress the importance of them as
4 we're moving forward and discussing policing in Nova Scotia.

5 And the first is, really, it's an opportunity -- and also to Chief
6 MacNeil's point. Really, this is an opportunity to start to navigate the apparent
7 discrepancy between the fragmentation of policing derived from how it's organized
8 municipally and also the collaborative work that is actively being done to move beyond
9 boundaries. That's coordinating collective training, that is working together with partner
10 agencies, that's working together with fire, with EHS, with unique policing models
11 including, you know, the inclusion of By-Law Enforcement Officers if that's more suitable
12 for our jurisdiction. Perhaps even something as simple as making infrastructure
13 changes to support traffic safety.

14 But I do think navigating that discrepancy is really challenging and it
15 was brought up at that interoperability roundtable because we discussed these
16 theoretical and high level really want to collaborate, but then when you're going back to
17 speak to budget, we zoom back down because it's a municipal responsibility. So how
18 can we build a sustainable system where we can do both in a way to support the unique
19 needs of each distinct community but also looking out for our neighbours and seeing
20 kind of the picture more broadly.

21 And my final comment is just on the word "adequacy". And I find it
22 very challenging to have discussions about adequacy because it is very hard to define.
23 And when we look at adequacy as a measure of human resources in terms of numbers,
24 that concerns me a little bit because adequate for whom. So if the number of police
25 officers in my community is at a specific level that somebody has determined to be,
26 quote unquote, adequate, but I don't believe that that number of resources is
27 representative for myself, then is it adequate?

28 So I think it's a much more complicated discussion than just the

1 number of human resources or the number of boots on the streets. It's really for whom
2 are we measuring adequacy, how are we measuring it, should there be a standard
3 measure of adequacy across the board or do we have to leave space for differentiation,
4 depending on community needs.

5 So not to overcomplicate an already complicated question of
6 definition, but I think it does need to be pointed out that just numbers is not a full
7 definition.

8 **MS. GILLIAN HNATIW:** Thank you.

9 And I will just quickly go to Chief -- sorry, not Chief, Inspector
10 Moser online as well.

11 Inspector?

12 **INSP. DON MOSER:** Well, thank you very much, and thank you
13 very much for the opportunity, actually, to come and speak to everybody today and the
14 Commission and to honour the victims and their families and try to illuminate a path
15 forward for our province. It's significantly important, of course.

16 And I'm going to really stick to these points and I'm going to try to
17 be as concise as I can. When I speak to the first question, when we talk about the
18 people, roles and skills, you know -- and I'll knit it into a couple of the other
19 conversations and simply comment that we do. As policing agencies, we tend to focus -
20 - we do a lot of naval gazing, we tend to focus a lot on what is important to us today,
21 and a lot of times that is the investment in what we could call general duty or that patrol
22 response, that day-to-day stuff, what Chief MacNeil referred to as our bread and butter.

23 And that is super important and it always has to be the grounding
24 point in how we deliver our services, but if we only invest in that and we don't fully
25 understand the spectrum of services that are expected of us -- and obviously, there's a
26 spectrum of police services that would be -- that ought to be expected of us as far as
27 meeting our public safety and, you know, we would be missing the point on that as well.

28 So it's important to think about that and the spectrum of services,

1 make sure that's -- everything is properly invested in the right areas to make sure that
2 we're meeting the public's expectations on service delivery. And it can't be just one
3 area. We can't over-invest in it. We have to be able to make sure that we're balancing
4 that.

5 And that has to be an adaptive system, and that's what -- and that's
6 grounded in leadership and understanding, obviously, the community that you're in.

7 So I'll leave that first point there.

8 We talk about the human resources needed to take steps to
9 prevent critical incidents, and say, you know, all this stuff is really about upstreaming
10 solutions. And you know, policing is usually a social counter meant for problems, and
11 that's what we're relied upon. We're generally the agencies of last resort. We tend to
12 catch those things that aren't caught upstream and within the mental health support
13 systems within the -- within the health care system.

14 So those effectively early intentions, they're not necessarily
15 solutions. They're a social services solution. We're going to expect more problems and
16 more complicated, more expensive responses for police. And that's so -- I guess my
17 point is, that's a multi-agency responsibility. It's a pan-government approach to this
18 stuff and how we work together to do that because the less stuff that's coming down into
19 the catcher's mitt of policing and public safety, I think, is going to be the better solution
20 for everybody.

21 You know, interoperability is going to play a point here as well in
22 preventing critical incidents as well and how we share information, how we -- you know,
23 how we navigate through working together to try to offboard sort of offramp issues along
24 the way, but also point to, you know, the importance of an effective first response as
25 well by -- in the policing lens, how we respond to things, the training, our capabilities,
26 our equipment, our understanding of our tools and resources and the proper application
27 of that. And that takes effective training, it takes effective equipment and it takes
28 effective supervision.

1 And if you don't have that frontline supervision to sort of govern
2 those resources and those responses, those things tend to sort of unravel on us more
3 than we like.

4 So you know, I'll just recap, put down a bit of a bucket for us. That
5 upstream piece, things that complicate our work are, you know, the lack of family
6 doctors, the lack of mental health supports, you know, probably with a lack of
7 consistency on how global mental health teams are even applied to different
8 communities across the province and there's not an equity of services, social services,
9 in -- across the provinces. And I would say the rural -- generally the rural communities
10 are at a disadvantage.

11 So I'll move on quickly because I know time is of the offence here.
12 What human resources are needed to effectively respond to critical incidents, you know,
13 let me tell you, you know, this is my lens, this is what I do every day with the RCMP and
14 my former career with Halifax Regional Police. You need a critical mass of critical
15 incident program trained people, and there's no -- there's no half measures when it
16 comes to critical incidents. You have to have the right tools and you have to have the
17 right equipment and you have to have the right training and you have to have the right
18 capacity to deal with those.

19 And if you don't, if you short up on those, if you think you can cheat
20 it, you're denying the Critical Incident Commander the tools and the ability -- solutions to
21 find the best outcome in any critical incident.

22 So I'll also point to, you know, an actual committed-to operational
23 response system as well. You have to have those structures around how you respond
24 to critical incidents. They can't be something that you hope that you're going to call
25 people and they're going to be available and they're going to come help you fix your
26 problem when things expand beyond normal patrol capabilities. You have to be able to
27 move fast in that, and you've got to know when you call that they're going to come and
28 that takes investment and it takes training and it takes, you know, an operational

1 posture. And it's no small lift.

2 So all the best practice programs and tools will be important, you
3 know, those -- there has to be consistency that way and those things will be married into
4 standards and best practices and, you know, the auditing and the monitoring, those
5 things, making sure that agencies are meeting those service level expectations will be
6 very, very important.

7 And I'll just give you a quick recipe for what a critical incident
8 program could look like because I would say most of them are under-built, you know,
9 probably in our operating environment in this province and, you know, I would
10 rhetorically ask, do we have scribes supporting our Critical Incident Commanders and
11 our negotiators and our executives. Do we have crisis negotiators? Do we know and
12 do we know how to reach them and are we engaging them? Are we -- do we have
13 proper radio support and communications?

14 We have excellent infrastructure, but do we have the -- do we have
15 the ability to actually expand and support that when we have overloads in the systems?

16 Air support is a big piece. You know, a few agencies actually
17 speak to the ability for air support during critical incidents. Those things need to be
18 considered. They both have to meet the expectations.

19 Medical support during critical incidents. My friends in EHS, whom
20 we love and work with every day, we know that have a challenge coming in to what we
21 refer to as hot zones. So do we have the police trained people that can go in and
22 protect the public and the police when they need it the most. Obviously ERT is another
23 component, and we have other things like our emergency services and our tactical
24 armoured support vehicles, those things. Not a lot of those resources in this province,
25 but they're critical components and they're -- when they're needed, they're needed. So -
26 --

27 **MS. GILLIAN HNATIW:** Inspector Moser?

28 **INSP. DON MOSER:** Yeah ---

1 **MS. GILLIAN HNATIW:** And sorry to interrupt you.

2 **INSP. DON MOSER:** Yeah.

3 **MS. GILLIAN HNATIW:** I guess there's two things. One is time
4 and two, I think some of this relates to our discussion on equipment which will be sort of
5 next round. So I'm not sure if you're able to sort of wrap up and we'll come back to you
6 next round for discussion of equipment.

7 **INSP. DON MOSER:** No, thank you very much, and I do know that
8 we're going to move to that, and I'll have more to say on that as well. So I'll leave it
9 there and thank you for your time.

10 **MS. GILLIAN HNATIW:** Thank you.

11 Commissioners, I don't know if you have any questions or queries
12 based on what we've heard in response or discussion of certain human resources at
13 this point. Commissioner Fitch?

14 **COMMISSIONER FITCH:** Thank you. Just sort of for the purposes
15 of those that weren't with us this morning and if you weren't following along, I posed a
16 question when we were talking about training and education for officers, and that is just
17 basically when -- we've heard a lot during the course of our work around the need to
18 change culture in policing, and it reminds me this afternoon when we're talking about
19 some of these key issues when I hear, you know, the statements that general duty is a
20 core function. You know, boots on the street and the numbers and the show of
21 presence and the visibility is central. But I want to pick up on Hayley's comments
22 around what adequacy is, what adequacy standards are. And I think before we can
23 even begin to answer any of those questions, the question I posed to people this
24 morning is to think around how the culture of policing has to shift to meet the 21st
25 century expectations of policing in Canada, and that's -- I think there's both an internal
26 and external culture shift there. And so I just wanted to plant that seed as we go on
27 further into the afternoon and we just -- I really think to be forward looking, we really
28 have to challenge ourselves on the concepts of what is core policing, what is the culture

1 of policing. And I cringe when I hear about adequacy because it is so nebulous, and it
2 sometimes speaks to the minimum standards that we have to strive for where we
3 should be striving for better than that. So just a more commentary than anything.
4 Thank you.

5 **MS. GILLIAN HNATIW:** Thank you.

6 So we'll move on to our next round then, and this round is directed
7 at questions about equipment really. And we're sort of interested in hearing what
8 equipment and tools are needed to ensure that communities receive effective police
9 services, both in terms of preventing and responding to critical incidents and generally.
10 And again, with an eye to our question about, you know, improvements, what sort of
11 improvement and change would have the biggest impact. If there's something you want
12 to reflect on, and I just wanted to specify is that we're using the term equipment quite
13 broadly here, so everything from computer programs, to mapping technology, to radios,
14 to helicopters, the whole kit and kaboodle. So we'll turn to you, Chief.

15 **MS. EMILY HILL:** And just jumping in, I wanted to draw people's
16 attention to our interpreters. We have a French language interpreter as well as ASL
17 interpreters, and so I know we're both encouraging you to speak quickly and get a lot of
18 content in, but I also understand from them that their work is maybe easier if, especially
19 at the end of a thought or a sentence, you just have a bit of a beat and allow them to
20 catch up. So thank you.

21 **CHIEF ROBERT WALSH:** Thank you again for the opportunity to
22 speak on this. And I think when we talk about prevention, we need to turn our mind to
23 the investigative side of this. We seem to have spent a lot of time talking about the
24 tactical response, but -- and much to our colleague's point at the end of the table, I think
25 it needs to be intelligence led. I think that we need to focus on investigations. We need
26 to look at things like social media and leveraging technology to help us better identify
27 potential threats in our communities. And essentially, we need to do a better job of
28 knowing who's in our communities. So that gets back to the grassroots of policing, and

1 it talks largely to resourcing; doesn't it?

2 So in terms of the actual response, I agree again with my
3 colleagues that the immediate response by our general duty members, how they
4 respond and how timely they respond is going to make a tremendous difference in how
5 the outcome is going to be, because our role is simple, our objectives are simple. It's to
6 isolate and contain the threat and then try to deescalate the situation often by
7 negotiation, but sometimes we require other measures. So our members are going to
8 need, and I would suggest that we have it here in our province, heavy armour and we
9 have carbine rifle capability, but we're going to need additional supports at times, and
10 those come in the form of containment teams or ERT teams and how do we better
11 leverage what we have. I think that's the big question. So how can we work together
12 collaboratively, and we've said this many times today. And I rather like that theme. I'm
13 hearing it from all of our colleagues, because we are all in this together. And the public
14 expect that we're going to come together in a moment of crisis, so maybe we need to
15 start looking at regional models for resources. Not every fire service needs a ladder
16 truck. Well, not every police service needs an emergency response team. But so long
17 as they're at the ready and they're available for all of us to utilize in an emergency, I
18 think that's the key.

19 So we need to better standardize our training platforms and our
20 equipment and maybe having these discussions about, you know, do you have a
21 mechanical robot, or do you have the EFE, like, explosive forced entry. Maybe not
22 everybody needs that individually, and we start to lean on one another for these
23 resources, and it's in the best interest of cost savings as well. But things like heavy
24 armour, armoured vehicles, it goes back to standards. We need to have established
25 standards in the province for what does an ERT team need in order to actually be an
26 ERT team. Do you need to have repelling training, for example.

27 And I'll leave on this note. And we've already started to do this in
28 the past number of years, move toward interoperability. We are making progress here.

1 We have TMR2. We do have the capability for mutual aid channels or to come in on
2 one another's channels. But I think that when we standardize our equipment and our
3 approaches, that's going to be key, like, having the same weapons systems, for
4 example, and so that we can train interoperably, and whether we use one another's
5 teams for relief teams in longer duration incidents that go into multiple hours of
6 operation, or if we're even able to work so closely together that we can blend teams as
7 needed. Those are my comments.

8 **MS. GILLIAN HNATIW:** Thank you. Jumping now to the NPF, I
9 haven't forgotten that they are around this table, albeit virtually, so I'm not sure if it's Mr.
10 Bouchard or Mr. McGowan who would like to weigh in on the equipment issue.

11 **MR. PAT BOUCHARD:** I'll weigh in on the question of equipment.
12 Pat Bouchard with NPF.

13 **MS. GILLIAN HNATIW:** Thank you.

14 **MR. PAT BOUCHARD:** I don't think there's any magic -- thank
15 you. I don't think there's any magical piece of equipment that's going to assist in every
16 possible situation. However, the training and the capacity for all different -- the core of
17 the issues. I need to be able -- if I'm a frontline police officer that works for Halifax
18 Regional, I need to be able to know if I answer a critical incident in a neighbouring
19 county, that I'll be able to count on the person next to me that may be not from my
20 agency, that they have similar tactics, similar training, similar equipment, and they know
21 how to operate it to a minimum standard. Resources are also a big -- a thing, but as far
22 as equipment itself, I'm looking at information, tactics and oversight. Those are the
23 three things that come in, in my opinion, as far as equipment.

24 Can we share information quickly and effectively across all
25 agencies? Do we have access to all the same information? Are the ways to report
26 different things shared between different agencies, different services? Are we able to
27 expand on that and gather as much information as we can? We can't go backwards.
28 We can only go forwards. So in the future how can we make Truro Police able to

1 access information in Cape Breton? How do we make somebody in Quebec access
2 information from Regina? That's where I see the equipment side of the house going
3 into the future, making it an easy thing to exchange information, because, you know,
4 we're not going to miss -- we're all police officers, we're all cops. We all want the same
5 thing. We want public safety. We want our people to be safe and we want to do our job
6 to the best of our ability.

7 Challenges to that, obviously money is always going to be a
8 challenge to these types of things. Not everybody is funded in the same way that was
9 judged before. But that's in developing minimum standards. I don't think provincially is
10 enough. I think there should be national standards for policing so everybody is on the
11 same page and everybody has the same access to these different things. There are
12 best case scenarios. That's great. We need to plan for the worst. Hope for the best
13 and plan for the worst. Not hope for the best and, you know, -- hope for the worst and
14 plan for the best-case scenario.

15 What change in this area will have the biggest impact? Exchange
16 of information, I believe.

17 Go ahead, Jeff.

18 **MR. JEFF McGOWAN:** I just wanted to quickly, if I can, comment
19 just with respect to a lot of the sharing of resources, interoperability, and training
20 standards. I spent 11 years with the Emergency Response Team both here in Alberta,
21 as well as in the Yukon Territory. In Alberta here, we have adopted the, it's called the
22 Alberta Tactical Operations -- or Operators Association, ATOA. And those standards
23 were more or less adopted from the national, the NTOA from the U.S. And a lot of it
24 deals with the ability to be a hostage rescue team, for example. So there are certain
25 training standards that are identified. So what had happened with the Province, the
26 Province, it was during the Ralph Klein years, identified this as an issue. And both the
27 Calgary city and Edmonton city tactical teams had adopted these standards as well.
28 And I want to say that Medicine Hat and Lethbridge are involved with it.

1 So we would often train with these teams. We would bring them
2 into our training and we would go to their training. And we would kind of have a very
3 common tactical response. So if we're speaking specifically on the small scales, like
4 Critical Incident stuff, we had a very good opportunity to deal with how -- or assist each
5 other on various calls. Most notably, Killam. You know, we had brought in Edmonton
6 City Police on stuff we had during that time when we were busy with some of those
7 large-scale calls where the teams, the Emergency Response Teams here in Alberta
8 were occupied. We were able to leverage our relationships with the city forces and had,
9 for example, Calgary City Police roll into, I think it was Two Hills area, on, like, an armed
10 and barricaded, and they worked well with our Incident Commander.

11 So we've had that kind of conversation and discussion, and that
12 there, when you're dealing with that, not only does it allow for a more effective response
13 to any of these incidents that occur within the province, but it also allows more
14 conversation, more discussion, and more communication between the units, and
15 especially the chiefs -- I won't say chiefs of police, but certainly the criminal operations
16 side.

17 So we've managed to adapt that.

18 Looking at the investigative side, Chief -- I think it was Chief Walsh
19 had the commented on. We're operating with the Alert Teams here in the Alberta Law
20 Enforcement Response Team, which is basically a JFO with all of the different units and
21 all of the different police forces within the province. They're all folded in and they
22 operate -- they have, you know, their own set policy, but everybody kind of speaks to
23 each other.

24 So I just wanted to throw that out there, that there are models out
25 there that we can use and see. It's pretty effective and, you know, nothing is without its
26 problems. We certainly have good examples within Canada.

27 **MS. GILLIAN HNATIW:** Thank you very much.

28 Going to move now to Mr. Graham. If you have any thoughts on

1 equipment in the largest possible sense, that would help sort of community policing
2 generally and then responses to critical incidents.

3 **MR. STEVE GRAHAM:** Well technology is expensive. It requires
4 a lot of training. It requires constant updating. It requires the ability to document
5 virtually everything you do. It requires an ability to save and track all that information,
6 who has touched it, who has used it, what it saw, where it was placed, and so on.

7 So I think at the end of the day, it's a very challenging area for
8 anyone in policing today. Technology is not easy and I don't -- you know, again we
9 come back, I'll use the word again, inadequacy. It takes a lot of -- it takes a lot of
10 human power. Everybody who brings in technology thinks it's going to save a whole
11 bunch of people. That rarely happens. And the expectations of people go up as the
12 technology comes in about what the police can do.

13 Who would have thought about a FLIR system in a helicopter in
14 Nova Scotia 20 years ago? Wouldn't have been available. It's available now and the
15 expectation is that you use it. If you can't use it, then it's problematic.

16 So how do you make all of this work together? How do you stitch it
17 together in a sense that's going to meet the needs of citizens? Because, you know,
18 residents of any community create a vision in their own mind about what policing should
19 offer, can offer, and the speed at which it is done. And to a large extent, I think in terms
20 of the equipment piece, we're on our own petard -- I shouldn't say we. Policing is on its
21 own petard in the sense that it's -- every time it introduces something new, there's a
22 new thing that comes along. And it's incredibly expensive to keep current and keep
23 people trained, and have the capacity to do that. Not that you shouldn't do it. I don't
24 think there's any choice. It's just how do you manage it? Because it's very, very
25 challenging.

26 **MS. GILLIAN HNATIW:** Thank you very much.

27 Okay. I was going to say I'm now turning to the RCMP, but I think
28 it's over to you, Insp. Moser.

1 **INSP. DON MOSER:** Well again, thank you very much. I'm just
2 really going to build on my colleague's comments there, because there's a lot of really
3 good perspective they're offering, and most of it I share, I can tell you.

4 You know, what equipment and tools are needed (Audio glitch)
5 police service, well, you know, it's going to depend on each police service and the
6 needs of that community and what their expectations are. And again, I'll get back to the
7 spectrum of services that is expected from not only within the province, but perhaps by
8 that specific municipality and the marked differences between, you know, the urban and
9 rural areas. But, you know, there will be some consistency in needs for tools and
10 equipment across a lot of those spectrums when it comes to critical incident response,
11 of course.

12 But, you know, the challenges, and my friend Mr. Graham there
13 spoke quite sagely about it. You know -- it's chasing a technology, again, a lot of times,
14 is expensive and it requires a lot of investment. And whether it's in people, training
15 time, and in evergreening. Those things are realities and a lot of times counterintuitive
16 to wanting to save more money and be more effective but -- so sometimes you don't get
17 the juice out of the orange that you think you do. So -- and a lot of other concerns and
18 considerations around those things.

19 The -- you know, the -- you know, if you do have the right tools and
20 equipment, and you talk about harder assets, you know, they're ready to dispatch here.
21 They're ability to be used and mobilized when you need, you do have the right people
22 trained and available to actually operate that stuff and apply it to the situation. You
23 know, that takes a posture and that takes use of investment and people and money to
24 be able to make sure that that's available when you need it. And not everybody has got
25 the resources to do that.

26 You know, there is a, you know, an unmistakable impact of, you
27 know, the perceptions in media and politics, and they flavour those types of things about
28 what people think police should have as assets and what they shouldn't have, and it

1 sometimes, you know, that can be fully undermined what an effective response can look
2 like at times if those discussions aren't formed and balanced. And I would say certainly
3 have seen a lot of that over the last couple of years about how some of those
4 conversations in the public sphere are not balance and they're not informed, and you
5 know, theories can get -- can run away with themselves. I would say it's not
6 constructive conversation. But it all sings to interoperability.

7 And I'll also point to the comments of my friend, Chief Walsh, who
8 also speaks very sagely always and -- about interoperability. You know, the solution
9 might not be that every police agency has, for example, a tactical rescue vehicle. You
10 know, maybe one or two those in the province, theoretically, probably could be there,
11 but, you know, it shouldn't be the burden of one agency to have it all and have it
12 effectively and have agreement and stuff and not have their municipality sharing the
13 burden of that responsibility. And there's going to need to be a coming to ground on
14 what those responsibilities are within each municipality when it comes to providing the
15 same quality of service from Yarmouth to Sydney.

16 And -- you know, so I'll be quite frank about that, that, you know,
17 there are effective, efficient ways to do this, but it takes everybody understanding that
18 they -- that they all have skin in the game, and that can't be reliance on any one place to
19 for -- to go for that, that would just simply be an imbalanced way to look at that.

20 You know, when we -- when we work out, if we can work in
21 interoperability, and I know we'll probably get there a little bit more when we talk about
22 cooperation, but the more we're working together, the more we're exercising together,
23 the greater visibility we have of our other agencies' capabilities and their -- and their
24 limitations, and when we know those things we can start closing those gaps with
25 equipment and tools and other things, and I would say all prefaced on standards, and
26 also prefaced on MOUs as well, which is very important. And then from those exercises
27 we improve, and we recognise where our gaps are and how we close those with
28 equipment, resources, and various tools.

1 So if there's no expectations and there's no standards in ensuring
2 that happens, we're not going to have any, you know, consistent picture of what the
3 right tools for each community looks like. You know, agencies have to ask themselves,
4 right, do they have what they need within their operating environment to effectively
5 respond across their responsibilities to service delivery, and if you don't have it, do you
6 know where to get it, and do you have the agreements in place to know that they're
7 going to be there when you -- when you need them, so that when you make the phone
8 call that other agency is prepared to do that with little discussion and we can keep it
9 smooth and fast.

10 So I'll leave it at that for now on equipment, and -- yeah. Thank
11 you.

12 **MS. GILLIAN HNATIW:** Thank you.

13 Ms. Desjardins?

14 **MS. DANIELLE DESJARDINS:** I won't expand much on what
15 Inspector Moser already spoke about, but I just wanted to highlight the idea of
16 procurement strategies and economies of scale. I think it's really important because it's
17 something I know that we take advantage in the RCMP. So we're looking to modernise
18 a number of equipment pieces right now, and there's assessments that are being done.
19 Obviously, training components that come with that, that I think perhaps there's an
20 opportunity as well from a provincial level to look at the usefulness of procurement
21 strategies and taking advantage of economies of scale.

22 Specifically on the procurement strategies piece, just because it's
23 something I'm dealing with currently, you know, we look at supply chain issues caused
24 by the pandemic. Right now, vehicles are something that are hard -- that's very difficult
25 to procure, so we're making advances to try to mitigate those issues. But it's something
26 that police are not immune to either. So just kind of food for thought that making sure
27 that we have the ability to procure the equipment that is required is also very important.
28 That's it.

1 **MS. GILLIAN HNATIW:** Thank you.

2 Chief MacNeil, any thoughts?

3 **CHIEF DAVID MacNEIL:** Sure. So good comments from
4 everyone around the table, and online there, too, guys, on the cameras. I think this
5 question is a little bit -- I think it's hung up on the word "tools". So tools more kind of
6 point toward physical hard tools. So I think, you know, we can all suggest -- it has been
7 suggested, and we all have the tools. I mean, we all have the carbines, the hard
8 armour, all the things that we need to respond, and that's great.

9 We talked about investigative and information-sharing. Another
10 good thing in Nova Scotia, eight of the municipal police departments are on the same
11 record management system as the RCMP, which is PROS, so we can have access to
12 each others' files, which is great. The other two departments we can access through a
13 portal. So we do have the ability to share that way.

14 Another strength we have is the Criminal Intelligence Service of
15 Nova Scotia, which is an integrative program with municipal police and the RCMP,
16 co-located in the same buildings. And we do a lot of work back and forth in sharing
17 information between police services, and that's funded by the Department of Justice.
18 So they have invested in that program for all police, and that really helps us to share
19 information in a timely fashion throughout the province.

20 So I think the last part of the question about what -- how does it
21 affect a police service in the community, and I think it boils down to what we talked
22 already, it's having people in the community, they get to know people, they build trust,
23 and they can kind of tell when something's not right. It also is the ability to build
24 partnerships within your community with other service providers, mental health
25 interventions, all these other things that are causing... We need to start looking at the
26 root causes of some of these incidents when -- before they go off the rails.

27 If we can get into the prevention side, and I firmly believe that
28 comes back to community policing. Having officers in the community, getting to know

1 the community, getting to know who is who, getting to know the support services that
2 are in your community, getting to know who you can plug people into in a timely fashion
3 so they can get the treatment and help that they may need before things go off the rails
4 and we have a critical incident.

5 So I guess that's just another take on the question. But we've
6 beaten the hard, tactical things all to pieces, and that's not an issue for us, fortunately,
7 in Nova Scotia. It's some of the wraparound services and the early intervention and the
8 identifying people of interest in the community that may be suffering some, you know,
9 issues, either mental health issues or other issues, addictions, or whatever, that we can
10 -- by having people in the community early and knowing your citizens and getting them
11 plugged in to where they need to get those supports to help prevent something from
12 happening is important too. So that's all.

13 **MS. GILLIAN HNATIW:** Thank you.

14 Move on to the Province. Mr. Boyle?

15 **MR. MATTHEW BOYLE:** Yeah, just a couple of thoughts. I guess
16 a couple of areas where we're fairly strong in Nova Scotia, so radio encryption and
17 interoperability of communications I would say are critical tools to developing successful
18 police and public safety initiatives. And then the other one would be radio system
19 management tools. So again, I believe it was Inspector Moser that said earlier we have
20 a pretty radio communications infrastructure in Nova Scotia, but bringing in the right
21 resources during a critical incident to help manage that infrastructure and assist when
22 there are issues is critical.

23 But moving beyond that -- and to be a bit granular, I guess, the tool
24 that I see that relates a lot to what we do that's really coming fast at us is really around
25 data interoperability. So we heard a little bit about sharing of records management
26 systems. I know there's also been a fairly consistent discussion through the
27 Commission about the sharing of mapping data and CAD tools and so on.

28 So that was something that I would like to focus on is making sure

1 that all of the police agencies across the province and those agencies that are
2 enforcement related that would support police would have the ability to communicate
3 electronically through appropriate CAD systems, and the ability to share mapping data,
4 so we know that on the voice side, with a radio system, for example, we have good
5 interoperability and agencies are able to share communications when they wish to.

6 On the data side, I think that there's some work to be done there,
7 which is not unique to Nova Scotia, it's really an industry-wide trend that we're seeing
8 throughout the public safety world. And so when we talk about being able to map police
9 officers, if there's officers from a municipal police service that are responding to a
10 common incident with RCMP, or there is provincial conservation enforcement officers
11 that are responding to support, then we need to look at what are the opportunities to
12 share the data for those officers. So if scene containment is being set up or someone
13 needs assistance, for example, the ability to know where your supporting resources
14 would be in real time is going to be of great value.

15 And so I think that, as my colleague at the other end of the table
16 talked about, the expectations on technology increasing over time, I think this an area
17 where people will expect to see development and the ability to share that kind of data.
18 So investment would be needed in computer-aided dispatch systems and the ability to
19 integrate them, and then I think it will take an organisation that is likely outside of any
20 one police agency to bring that together.

21 So again, what my colleague spoke about, boundaries, banners, I
22 think someone is going to have to bring this together. Develop standard operating
23 procedures for how it gets used, when data gets shared and when it done, for example,
24 so I think there's a fair bit of work to be done there.

25 And in terms of the challenges in this area that would -- that would
26 interfere with this, I think there is often a perspective of reluctance to share data, even
27 amongst public safety partners, and so we see that sometimes in sharing of radio
28 encryption keys, for example.

1 And so I think as we move into the data world, we'll have to make
2 sure that we can break down some of those barriers about sharing of information, and
3 put the proper policy around so that departments and agencies and partners aren't
4 afraid to be sharing with others.

5 The other thing that I think is a big factor in data that can't be
6 ignored is rural cell coverage. So we talked a little bit in our previous testimony about
7 the ability to do location tracking through the radios, and RCMP also mentioned the
8 ATAK system; that's a cellular-based system. And so in rural areas we do see a
9 significant difference between the ability of a radio system to provide coverage and of
10 the commercial cell network to provide coverage. And so I think where some of those
11 tools are cellular-based and other tools that police partners and their agencies would
12 use are cellular-based, then there will be an increasing challenge in the fact that some
13 rural areas have a lack of commercial cell coverage to provide that kind of data access,
14 especially in those rural and remote areas.

15 **MS. GILLIAN HNATIW:** Thank you very much.

16 Mr. Brown?

17 **MR. TODD BROWN:** The only thing that I would add, I'll just hit on
18 a point that I'd mentioned earlier. The challenge with this stuff is the urban/rural divide,
19 and the capability of small municipalities to participate.

20 Some of these tools that we're talking about, like an individual
21 radio, that's anywhere from \$2,500 to \$8,000 per radio; that's a big decision for a small
22 municipality. You know, in building antenna systems, special radios, extra coverage,
23 municipalities find it very challenging to play in this environment. There has to be a way
24 to even it out all across the system so that rural policing is equitable with urban policing,
25 just in terms of some of the tools that they have. That's the only thing I wanted to say
26 about that.

27 **MS. GILLIAN HNATIW:** Thank you. I appreciate you underscoring
28 the rule particular context.

1 Ms. Crichton?

2 **MS. HAYLEY CRICHTON:** Thank you. And I'll just make a very
3 brief comment, and that is I think it would be incumbent upon us, and I use "Us" globally
4 to better communicate with member of the public regarding equipment, tools. And
5 modernization, and to expand on that what I mean; how certain police tools are
6 perceived by members of the public -- and specifically talking about a critical incident
7 tools -- depends on that community's relationship with the police. So we can talk about
8 funding required for these tactical pieces of equipment -- and I'll use TAV as an
9 example; the tactical armoured vehicle. If I'm a member of the public that has a
10 relatively positive relationship with police, I might understand that TAV is a tool for
11 police in a critical incident to evacuate homes and to keep residents safe and to move
12 through communities in a way that is coordinated and organized. But if I'm a member of
13 a community that feels either underserved by police or I have a negative relationship
14 with the police, I might view that same piece of equipment as the militarization of police,
15 and negatively.

16 So I do think it is incumbent upon us to better communicate with
17 members of the public what these tools are used for, details about the tools, how
18 modernization is progressing, and how new equipment or new technologies can be
19 utilized to promote public safety because, ultimately, that is our goal in totality is to
20 promote public safety, but often decisions on the modernization are made within
21 policing. But I think it is incumbent upon us to open that conversation up more broadly.

22 **MS. GILLIAN HNATIW:** Thank you.

23 That brings us to the end of that round.

24 Commissioners, I don't know if you have questions or comments?
25 I'm getting shake of the head from Commissioner Fitch.

26 Commissioner MacDonald? Commissioner Stanton?

27 Yeah, so this seems like it would be a sensible time for our
28 afternoon break, then, and perhaps we'll try and come back by -- yeah, take 15 minutes.

1 We'll try and resume at 2:55 sharp, and then we have just over an hour to do our final
2 round and concluding thoughts and comments.

3 So thank you, everyone.

4 --- Upon breaking at 2:40 p.m.

5 --- Upon resuming at 3:01 p.m.

6 **MS. GILLIAN HNATIW:** Okay, good afternoon, everyone. We're
7 going to started on our sixth and final round of the day, and this round is intended to
8 focus on questions and issues of cooperation and interoperability. And so I'd invite you
9 all to reflect on the question of what needs to change to improve or ensure cooperation
10 among police agencies, as well as among the police and other community partners.
11 And this might be an opportunity, if you're interested, to reflect on Commissioner
12 MacDonald's question from earlier this morning about cooperation in training with other
13 first responders, for example, or anything else that falls into this fairly broad umbrella.

14 So once again, I will turn things over to Chief Kane.

15 **CHIEF MARK KANE:** I'm going to start the show, then I'll pass it to
16 Chief Walsh, so...

17 **MS. GILLIAN HNATIW:** Perfect.

18 **CHIEF MARK KANE:** When it comes to cooperation, I kind of look
19 at it this way; cooperation comes from long-term relationships built on trust, and a
20 willingness to adapt, try new ways of doing business, and collaborate, ask for, and
21 accept support in the best interests of public safety; that's the true model. It's about
22 identifying service gaps and collaborating on a solution. That to me is a key
23 fundamental to cooperation.

24 There's also two levels of cooperation, and I think we would all
25 agree there's the operational piece and the governance piece. A lot of times from an
26 operational point of view if you ask officers, the day-to-day frontline officers will say,
27 "Yeah, we go to calls and we see each other there." And from the governance side, we
28 sometimes miss the boat a little bit. I think that's the piece that we have to make sure

1 that we close the gap on.

2 But from an operational day-to-day basis, I can honestly tell you
3 I've spoke to many officers and every officer will tell you the same story, if at 3 o'clock in
4 the morning they're at the side of the road and they're wanting help, they don't care
5 what blue and red light comes, just as long as somebody comes. That's the operational
6 side.

7 Police in this province cooperate operationally on a daily basis, and
8 that's what we have to do, and I think we have to remember, as leadership, to share
9 intelligence and discuss strategies and how we can improve frontline operations.

10 There's always room for improvement, and I would like to see a
11 willingness first to share more situational awareness analysis, especially even if we get
12 an incident that might be in another area, but it might be good to share the debrief on
13 what went right, what went wrong, and maybe share collaborative ideas because
14 sometimes if we have a second or third lens, it's a good way of looking.

15 When you talk about cooperation, I know that we've got several
16 gentlemen on here online that have come from Alberta. I also came from Alberta, so I
17 can understand when you talk about tactical response, when you go back to that, I know
18 that they also include EMS. So they have tactical EMS at the calls. That's a great
19 model because you'll get EMS right there who have been trained to the same level as
20 the tactical members, so that it reduces the amount of time someone who may get
21 injured in a dynamic situation has to wait for medical assistance. So I think that is a
22 great way of moving forward.

23 Other things that we miss sometimes: We forget that there's other
24 partner agencies in this province. We've got park wardens, we've got DNR, we have
25 traffic enforcement members from Vehicle Enforcement. You know, we have our
26 sheriffs, and we have correctional facilities; we do a lot of work with Canadian Border
27 Services in relation to some of the intelligence piece. But I do believe that if we're really
28 talking about the spirit of cooperation, that we start bringing everybody into that

1 discussion because when we talk about adequacy, we can actually have more response
2 on the street without actually having more response on the street because we've got
3 underutilized resources that we can come forward and work with.

4 So I'll pass it along to Chief Walsh and I will turn off my mic.

5 **CHIEF ROBERT WALSH:** Thank you, Chief Kane, and thank you
6 again for the opportunity today.

7 I'll be very brief. Chief Kane pretty much summarized the majority
8 of our comments from the municipal police perspective, but I will say this: I've heard it
9 said a couple of times today, "If you had a magic wand, what do you think would make a
10 difference?" And we've talked a little bit about governance here today too. Because
11 municipal police report directly to our Municipal Police Boards, we don't have that same
12 direct access to provincial governments. And perhaps a suggestion going forward is if
13 we had a municipal police liaison in Department of Justice that we could communicate
14 our ideas and our suggestions and our concerns from our communities directly to
15 government to better help inform decisions that are going to affect public safety for all
16 Nova Scotians.

17 And this could be things like our request for leveraging funding, for
18 example, for interoperability training, not just among police agencies or our emergency
19 response teams, but among fire, police and EHS who all respond together. There's just
20 no mechanism for that funding right now and they're a big part of the conversation.

21 But to my colleague, Mr. McGowan's part, I agree there's
22 opportunities to be had here for joint training among our existing emergency response
23 teams, but when some are funded municipally and others are funded provincially,
24 there's a disconnect in the funding. And that's a gap, right, but I think it's a gap we can
25 overcome. And again, I think it would be in the best interests of public safety.

26 Thank you for your time.

27 **MS. GILLIAN HNATIW:** Thank you.

28 I'll then move to the NPF. I'm not sure which of the two or both of

1 you would like to start.

2 **MR. JEFF MCGOWAN:** There isn't really much I would probably
3 be able to add.

4 The cooperation piece, interoperability, unfortunately, at times it
5 can be predicated on personalities. Well, obviously, greater care has to be taken in
6 trying to ensure that we have the right people in the right positions to kind of extend
7 those -- I don't know if it's -- olive branch is the right word, but certainly to reach out and
8 maintain contact.

9 When we're looking at some of the training scenarios -- and again,
10 I'll use Alberta as an example. With the training scenarios, there will be -- it depends.
11 And again, the money or the finance factor is always very big.

12 I will say that Calgary city or Edmonton city has been able to put on
13 courses and then, you know, we would get invited, and vice versa. They also leveraged
14 some of the military partners to work or integrate some of the training. And again, that
15 tends to be more on your specific or specialized kind of approach on the tactical side.

16 Where we can and have been successful is where we get into even
17 simple things like tabletop exercises for emergency services, and that may include
18 things like, you know, our Fort McMurray fire or the floods or anything else like that.
19 We're able to, with limited resources, bring it in and, at the very least, have an idea or
20 bring exposure in and be able to determine where potential gaps would be or could be
21 and then, if it need be, once a year have a large-scale exercise similar to the way,
22 perhaps, the military does where you can bring in all of these different areas.

23 And I will say that, at times, we've had instances with the INSET, or
24 the Integrated National Security Enforcement Teams, where they will run a large-scale
25 file but there will be a kinetic aspect to it involving emergency response teams,
26 surveillance teams, various jurisdictions, mass casualty and all of this kind of stuff so
27 you can start to bring in. And it doesn't need to be overly complicated, but by doing that
28 and understanding and putting faces to names, you're able to increase that level of trust

1 between the agencies and I think that -- unfortunately, a lot of these things are borne
2 out of necessity and real-world scenarios are the ones that offer the greatest teaching
3 points.

4 Hopefully we'll be able to understand where some of those failings
5 were and then look back with whatever after-action report or debriefing we have just on
6 the tactical side alone to narrow it -- narrow it down and incorporate some of these
7 ideas and then look at best practices.

8 We've been doing that here in Alberta, and it's not without problems
9 and it's not without issues, of course.

10 This also speaks to our ability to -- when we're bringing in -- and I'll
11 use the folks' most recent visit. Internationally protected person, his safety depends on
12 or is responsible for jurisdictional areas, so he had some spots in Edmonton, falls under
13 Edmonton City Police, but it also had to incorporate a strong RCMP presence because
14 of the VIP nature.

15 Anyway, with that there is set up a large tactical operations centre
16 where you bring in all of your involvement, and that included the Alberta Health
17 Services, that included sheriffs and RCMP and military and so on and so on and so on.

18 So there -- it's just a matter of doing it, looking for whatever options
19 or models that have been previously successful within Canada and kind of build off of
20 that.

21 None of this stuff really is -- should be reinventing the wheel, really.
22 We've seen it done before and there are improvements as technology improves and
23 relationships improve where we can probably put together a far greater product, as it
24 were, when, you know, the -- when it hits the fan.

25 Thank you.

26 **MS. GILLIAN HNATIW:** Thank you.

27 Mr. Bouchard, I don't know if you have some additional comments.
28 You're not quite at your five minutes.

1 **MR. PAT BOUCHARD:** No, it's okay. My colleague covered it all.

2 Thank you.

3 **MS. GILLIAN HNATIW:** Perfect. Thank you.

4 I'll turn, then, to Mr. Graham and see if he has any thoughts on
5 behalf of the RCMP Veterans' Association on the question of cooperation both between
6 police forces and between the police and other community agencies.

7 **MR. STEVE GRAHAM:** Thank you very much.

8 Very little to say, but it would go along the lines of that it's -- it
9 requires regular engagement, clarity of understanding what the point of the -- of coming
10 together is about, clarity around the roles and responsibilities and what people are
11 bringing to the partnership or whatever the issue may be, that everyone has an
12 opportunity to not only participate, but to part of shared leadership around whatever the
13 cooperation is being built around.

14 And although people are important to the relationship, people
15 change and people often change rapidly in the environments that you all work in, and
16 that means, then, if there's something that's going to be long standing, it will need
17 standard operating procedures and agreement around policies and process and that
18 clarity and clear expectations, I reflect on, you know, experiences in the past where
19 people came together because of something, a real need, and then there were
20 unilateral actions taken within the group.

21 And I just speak personally. I was stuck there holding a whole
22 bunch of balloons that weren't mine to begin with.

23 So those things are never successful, and in order for something to
24 be successful, got to be constantly coming back to those foundational elements of why
25 you're gathering and working together in the first place.

26 **MS. GILLIAN HNATIW:** Thank you. I'm going to remember that
27 balloon analogy.

28 I think I'm moving on now to the RCMP. Ms. Desjardins, I'm not

1 sure if it's you or Inspector Moser.

2 **MS. DANIELLE DESJARDINS:** I have a few comments and then
3 I'll pass one to Inspector Moser.

4 **MS. GILLIAN HNATIW:** Sounds good.

5 **MS. DANIELLE DESJARDINS:** So I wanted to kind of expand on
6 some themes that I heard around like liaisons and I believe you called them boundary
7 spanners or intermediaries. I think a lot of frontline officers are taking on those
8 partnerships kind of off the side of their desk.

9 If there -- you know, I think there's a place for that and it should
10 happen. They shouldn't just be doing frontline policing. But perhaps there's a way to
11 enhance those partnerships with those kind of -- those resources, so call them a liaison
12 if you will. And perhaps it doesn't need to be a gun-carrying member, so back to my
13 comment around civilianization, I know within the RCMP we have only a few, but some
14 community program officers that help to develop those relationships in communities
15 related to youth, to restorative justice, relationships with schools. Those are very
16 important.

17 I think that's something that could be looked at. As well, court
18 liaison officers, more so for the administrative burden that they remove from frontline
19 officers. Certainly frees them up to do more frontline policing work. But there's a
20 capacity there to also build relationships with stake holders in the justice system.

21 Other than that -- oh, I think we also spoke about formalized
22 agreements. I think that's going to be a way forward with the formalized agreements
23 outlining clear expectations to leverage resources where applicable and ensure that
24 people always come to the table with a forward-looking mindset will lead to better
25 cooperation. As well referenced earlier, I think, it's not just the frontline folks. We know
26 they work together very well on a day-to-day basis, but every employee and every
27 stakeholder organization needs to take responsibility for building those partnerships as
28 well. So that's it for me. Thanks.

1 **MS. GILLIAN HNATIW:** Thank you very much.

2 Insp. Moser, do you have anything to add?

3 **INSP. DON MOSER:** I do. And I'm going to quickly draft off of Ms.
4 Desjardins, you know, really excellent points there about grounding the -- she talked
5 about resources and strategies, and they are, they're grounded in formal agreements
6 and MOUs. And where we have those conversations before we're in crisis, where we're
7 outside of crisis and we build in our understandings and expectations of each other and
8 we understand how we're going to communicate, and then we identify those places
9 where we can remove barriers to those communication issues, or to further cooperation.
10 But those were those things that were addressed, and we can only have them if we
11 begin to value partnerships.

12 Aside from -- you know, we go down the road of exercising, you
13 know, multi-agency exercises, which are excellent, and they're great things, and we
14 have to be doing them. They're heavy lifts and we're not able to do them very often
15 (audio glitch) they're great. We do need to keep doing them. But we can do smaller
16 pieces of that everyday.

17 And I'll -- you know, I've enjoyed a policing career both municipally,
18 27 years of municipal policing, and then, you know, three years now in federal systems
19 with the RCMP, and I can tell you, you know, it's important, you know, that we remain
20 grounded in relationships, in valuing those things. And it starts with leadership. And
21 their leadership starts at the top in the setting of expectations. And I mean that isn't a
22 policing piece. It's a pan-agency piece. We all have to have the leadership in place
23 that values partnerships and understands that that's how we drive these things forward.
24 And those are the strategies that start to get us where we need to be. And we have to
25 be open-minded to non-traditional partnerships.

26 So, you know, if agencies share a public safety responsibility, then
27 they need to be routinely interacting and they need to be able to remove the barriers to
28 maximize cooperation. So that can't be done in the moment of crisis. It has to be done

1 outside of that. There needs to be an expectation that it's done. That takes leadership
2 and that's what's needed -- I would say that was the thing that we need to be focusing
3 on provincially for us. And at the policing side is we need to be focusing at the
4 leadership level about how we start getting on to getting on with the work and moving
5 past, you know, the finite things that are barriers, that are hiccups.

6 So, you know, whether we're -- you know, the police decision
7 makers, the folks that impact what my daily life looks like in policing, we need to be
8 engaging with them, telling our stories. We don't do a great job at doing that. We
9 haven't traditionally told our story very well. But those decision makers, the decision
10 makers also have a responsibility to understand what we need to do our work, and they
11 have to be open and they have to be listening to what our needs are so we can work
12 together to make sure that we're meeting the public's expectations. That's a two-way
13 conversation. It can't be a one-way conversation.

14 I'll leave it at that. I could give you a couple great examples of
15 some initiatives that were done that are blue sky moments over the past few years. If
16 the Commissioners want to hear more about that, you just let me know. Other than
17 that, I'll leave it there.

18 **MS. GILLIAN HNATIW:** Thank you very much. And we'll come
19 back to the Commissioners at the end of this round, so if they have questions, I'm sure
20 they'll be -- won't hesitate to direct them to you.

21 So Chief MacNeil, this brings us back to you. Do you have any
22 comments on cooperation or?

23 **CHIEF DAVID MacNEIL:** Yeah. Just the comments around the
24 table are spot on. And I'll give an example, Don, of just something from last month. We
25 hosted the No. 2 Construction Battalion Apology and Prime Minister Trudeau was in
26 Truro and my NPF friend on the screen there, he mentioned to it earlier, we had great
27 cooperation with the VIP security with the RCMP, our police service.

28 And to Commissioner Fitch's question earlier, EHS and fire,

1 military, police, the Department of National Defence, all of us came together in planning
2 that event and all of us worked hand in hand to ensure that was a safe event for the
3 community and for the dignitaries in attendance.

4 So those things are happening all across the country. I would
5 argue on a daily basis. So the cooperation is there for sure.

6 Mr. Graham did bring up a point about relationships and people
7 transferring, moving, and retiring. So I think at the leadership level, we need to be
8 cognizant of the constant ebb and flow of people in organizations and try our best to
9 have succession planning in place, where people have an opportunity to mentor others
10 in leadership positions so when they retire, that those relationships are still there.
11 MOUs on paper are great and important, but I think the face to face and the value of
12 knowing somebody and -- is drastically important. So if there's a wholesale change in
13 the top, it's difficult for relationships to continue on; right?

14 So I think it's important, as leaders, that we are cognizant of that
15 mass exodus from organizations or from people in leadership positions and make sure
16 we take the time to invest in mentoring others coming behind us, that they build those
17 quality relationships and they have relationships with people so when the chair
18 becomes empty and someone else goes in, there's those commonalities still.

19 So that would be all I have to say.

20 **MS. GILLIAN HNATIW:** Thank you.

21 Mr. Boyle?

22 **MR. MATTHEW BOYLE:** So I'll try not to belabour some of the
23 good points that I've heard around the table, because a lot of them are the same as the
24 points I was going to make. But just to emphasize a few things, the liaison roles
25 between policing agencies and other outside agencies I think are really critical. And
26 having some access to uniformed liaison members, so I know that there is discussion
27 about what would be done by a uniformed officer versus otherwise. And I think that as
28 an administrator of a technology agency, I would normally deal with a counterpart

1 administrator within a policing agency. But we felt that there is a lot of value in having
2 some access to uniform members that can bring a bit of a different perspective and
3 sometimes better inform the work that they do, not that they would have to be our
4 everyday contact, but figuring out how we make those connections and share stories
5 and information that help us to be better in the role that we can play in supporting.

6 I've heard some comments about formalizing relationships with
7 other agencies, and again, I think there's value there. So making sure that those other
8 agencies know what's expected of them and that they're resourced, that a policing
9 agency understands what level of service they're going to get when they call on one of
10 their counterpart agencies, be it someone like ourselves as a technology provider, or a
11 partner enforcement agency, for example.

12 There was a mention of multi-agency exercises, and that's one that
13 we've talked a lot about internally, is the fact that it's often difficult for public safety
14 organizations, and this is beyond policing, but public safety organizations have so many
15 commitments that it is often difficult for them to provide the resources for multi-agency
16 exercises, which can be heavy lifts. So trying to identify how we can improve that
17 participation, providing some dedicated funding for the hosting and development of
18 those exercises would be critical.

19 Common training would be another one. I know that was touched
20 on this morning. But, you know, even in terms of radio and interoperability, those
21 common training standards and making sure that all of the different agencies are getting
22 the same picture. Obviously individual agencies will have policy and procedure that
23 may be tailored to their specific needs, but at a foundational level, making sure that
24 they're getting the same information and have the same level of understanding and
25 even participating together in those training and exercises.

26 And finally, I just had a note in terms of what success would look
27 like. And I think from our perspective, it's where we've tried to get with some of our
28 partner agencies, is just that you're working so closely together on a day-to-day basis

1 that it's natural when there is a critical incident, so you're not having to think, or open
2 the binder, or think, you know, "Who am I going to call to fulfil this need?" if you're doing
3 it everyday and you're building the relationships and the agreements are there, you're
4 working together, training together, thinking about the interoperability continuum that we
5 often cite in the radio communications world. If it's natural and you're doing it every
6 day, then you won't think twice when there's a critical incident. So thank you.

7 **MS. GILLIAN HNATIW:** Thank you.

8 Mr. Brown?

9 **MR. TODD BROWN:** Yeah, I just want to talk about two quick
10 things. It's actually -- they're kind of integrated. But it's been a large driver of
11 cooperation in Nova Scotia with respect to communication systems development.

12 We have something in Nova Scotia that is what I would describe as
13 an integrated governance and contract model. Right? So let me just briefly describe
14 what the contract model means.

15 So we negotiated an agreement with our service provider, Bell, for
16 a master agreement that covered the RCMP, provincial departments, and volunteer
17 public safety agencies. But we knew when we negotiated that agreement that the next
18 level of user was going to be municipalities and federal government organizations. And
19 we wanted to tie all of those organizations together and driver interoperability.

20 So what we did was we negotiated some language in our
21 agreement with Bell Mobility, whereby they went out and sold space on this network to
22 municipalities and federal government organizations. We made them put terms in those
23 service level agreements that they had with those other agencies. So when Halifax
24 Region joined, or when CBRM joined, or when Guysborough had some radios on the
25 system, they were given a service level agreement by Bell that had conditions that we
26 put in it; right? And those conditions were you have to be part of the governance
27 organization; right? You have to take the training that we provide; right? So it was a
28 way of kind of contractually knitting those organizations together. So that was one

1 piece.

2 And the related piece is the governance organization that we are
3 responsible for called RINSAC, Radio Interoperability Nova Scotia Advisory Council.
4 And so that's an organization. When you come onto the TMR system, by virtue of
5 signing your service level agreement, you're joining that governance organization.
6 You're also committing to meeting with our staff twice a year, so but we can discuss
7 your use of the system, and whether it's going well, or whether you're enjoying it. So
8 that integrated governance and contract model has worked very well to drive
9 cooperation among the different first response agencies all across the province and I
10 think it's a good lesson to other jurisdictions.

11 **MS. GILLIAN HNATIW:** Thank you.

12 Ms. Crichton?

13 **MS. HAYLEY CRICHTON:** Thank you. I think there is a lot of work
14 being done with respect to collaboration and cooperation between agencies and in
15 particular fields as well. For us, I know the development of the standards for provincial
16 policing has afforded us all the opportunity to come sit around a table, municipal police,
17 RCMP and Department of Justice, and work through the various kind of components of
18 that.

19 More broadly though, I think that we all acknowledge that we need
20 to more thoughtfully communicate with our partner agencies. So, for example, I look
21 across to my esteemed colleagues from Public Safety and Field Communications, and
22 although I'm with Public Safety and Security Division, we don't talk very frequently
23 because we're not afforded a forum to do so. So I think we really need to move past the
24 theoretical ideal and make it a requirement. We need a platform or a forum for both
25 response agencies and our respective governance bodies to come together and speak,
26 and that is policing, fire, EHS, communications, really the broad pool of resources that
27 are responsible for response.

28 And I get the benefit of sitting at the end of the table, so I get to

1 agree with a lot of what my colleagues have said, so I won't rehash those points, but I
2 do think that a lot of this comes back when we're talking about policing to the
3 fundamental question which is what are police responsible for? What is the expectation
4 of the community for police? And with finite resources, collaboration for efficiencies is
5 not just a nice to have. It's a must have. So where can we do that? Where can we do
6 that effectively? And how can we involve our partner agencies in those discussions as
7 well. All those will be important considerations moving forward. Thank you.

8 **MS. GILLIAN HNATIW:** Thank you very much.

9 Commissioners, do you have any questions or comments from that
10 last round of answers to our questions or generally from what we've heard today?

11 **COMMISSIONER FITCH:** Thank you, Gillian.

12 Yeah, just on the cooperation and collaboration piece among all of
13 the partner agencies, and thank you, Hayley, for laying out that whole list and
14 envisioning that there can be an ongoing opportunity to get those folks to the table. It's -
15 - once you build something in that becomes a practice or a routine, then it can outlive
16 change in governments, it can outlive change in leadership in the various agencies. It
17 becomes an expected this is what we are going to do to help continue to build our
18 relationships. And walking away from those tables then is not an option. There's a
19 mutual accountability, and I think that that's really important. And speaking to the -- a bit
20 of an elephant in the room, we know that there has been the tug and pull with Nova
21 Scotia Association of Chiefs of Police and the RCMP. That's unfortunate that this has
22 happened during this timeframe. But when we talk about personalities and we talk
23 about building sustainable relationships despite the transfer in and out of different
24 people, it can't rise and fall on personalities. It just simply cannot.

25 So we have a situation in Nova Scotia where the RCMP members
26 have become associate members. I can point to another province where there was,
27 you know, 20 years of amazing, good cooperation between a police association and the
28 RCMP counterparts and a new assistant commissioner came into that province and

1 withdrew all of the line members from that association for budgetary reasons. So the
2 reverse happened in another province. And that just can't be allowed to happen. That
3 dialed back relationships in that province by 20 years. And so when I hear in our
4 proceedings to date, when I hear examples of, well, Chief MacNeil should have known
5 who to call and it wasn't me, when you have other provinces where those counterparts
6 and senior command members are withdrawn from an association, you can't build those
7 networking opportunities. Walking away from the table should not be an option. And it
8 cannot rise and fall on personalities.

9 So I'm very encouraged. I guess this is more commentary and just
10 food for thought, but I'm very encouraged to think of formalized structures, meeting
11 platforms, continuing to build that, so that it becomes a part of the routine and
12 relationship building. And I agree, you know, formalized MOUs are important, clear
13 expectations are important, and the investment in those human relationships are
14 important. So more commentary than a question, so thank you for indulging me, and I
15 appreciate all of your input.

16 **COMMISSIONER MacDONALD:** Thank you. Just wanted to take
17 this opportunity to thank everyone for their very helpful and pragmatic thoughts, not
18 theoretical thoughts, but just things that are potentially doable, and that's greatly
19 appreciated by me. I don't have any specific questions at all, but just wanted to express
20 my appreciation and thanks for all of you for your helpful advice.

21 **MS. GILLIAN HNATIW:** So I just wanted to jump in and say that
22 Commission Counsel has actually a brief follow-up question if -- given that time is
23 allowing, we thought we might insert ourselves into this discussion. Okay. I'll turn it
24 over to Ms. Hill.

25 **MS. EMILY HILL:** Yeah, it's -- we don't need to go around. I just --
26 if people had comments they wanted to make, I feel the -- we have a unique opportunity
27 with all of you here today and a little bit of extra time. One of the areas that Gillian and I
28 have been working quite a bit on within this Commission has got to do with intimate

1 partner violence and gender-based violence, and it's an express part of our mandate.
2 And we've been learning through this Commission about the lengths between intimate
3 partner violence, gender-based violence and mass casualties. And as we talk about
4 cooperation and coordination with Public Service -- Public Safety organizations, I
5 wonder if any of you have any comments about either successes or ways to improve
6 relationships with agencies that might be working directly with survivors or victims of
7 intimate partner violence, gender-based violence? We spent yesterday hearing from a
8 number of organizations that -- transition houses and service providers that work with
9 women who are in relationships with violence, and I know that police have relationships
10 with those organizations can be a really positive place of change. And so just thinking
11 about those different connections, if anyone had comments to make about possible
12 recommendations to improve cooperation in that area, I myself would be very interested
13 in hearing them. But I know that that wasn't a set question, so if you don't have an
14 answer off the top of your head, that's fine as well and we can certainly hear from you at
15 another time about that.

16 So I see there's one hand up on the screen, and so I would pass
17 over to you. I think that's Inspector Moser.

18 **INSP. DON MOSER:** Well, I think that's a -- you know, that's an
19 excellent and obviously a, you know, a pertinent area to discuss with relation to the
20 Commission. And I know it's obviously not -- doesn't seem like it's in my lane of critical
21 incident response, but it happens to be part of my business line with provincial RCMP,
22 which is our Community Indigenous Policing and Diversity Services there, and within
23 that there is our victims services and our IPP case coordinators.

24 But part of that, what blossomed out those relationships that we
25 have with all of the service providers within the province and our partner police agencies
26 was a new initiative, and I'm -- I know I'm bit -- speaking a bit out of turn because it's not
27 an RCMP-led initiative, but it's the highest risk in the partner table. And we're into a
28 pilot there now, and I would call it, you know, the best terminology I would use is a hub

1 model approach to service providers.

2 But in those conversations, in those regular meetings that we're
3 having where we're identifying those particular cases of the highest risk of intimate
4 partner violence, you know, whether it's -- and some of the threshold there is, you know,
5 imminent danger of serious bodily harm or death, we have an opportunity to get the
6 right people, a pan, you know, again, pan government servicer provider table of people
7 on a regular basis where we'd work through, based on real life situations, real solutions
8 to getting the right services. Cutting the lines, cutting the processes, cutting through the
9 red tape to get people what they need, whether it's a -- whether it's a perpetrator or
10 whether it's the victim, but getting -- make sure those wraparound services are in place
11 and removing the barriers to people getting those so that we can lower the risk.

12 And you know, we finally -- we have our friends from health at the
13 table, and we have a number of, you know, the right relationships at the right levels that
14 could cut through the bureaucracy, things like -- things are the traditional barriers to
15 communication and sharing of information, privacy rules, things like that, and finding the
16 right fit, finding the secret sauce to getting to the right solution on reducing risk.

17 That's a blue sky moment for policing and for everybody who's got
18 a public safety lens when it comes to intimate partner violence, and I look forward to
19 seeing that pilot, that concept evolving and improving and becoming even more
20 effective. Because it's a -- it's a great moment, and Nova Scotia is playing its part in
21 leading the way that way, and I'm very proud of the relationships I have with my partner
22 agencies that way. Thank you.

23 **MS. EMILY HILL:** Thank you. And I see, Mr. McGowan, your
24 hand is up.

25 **MR. JEFF MCGOWAN:** Yes. I -- I don't -- I certainly don't have
26 any solution to any of that, but I think it goes back to a lot of our earlier discussion and
27 comment where we need to recognise that we don't -- policing itself doesn't operate in a
28 silo, and we need to start looking at some of those other mental health -- mental health

1 issues, addictions counselling, all of those other kind of social issues that give rise to
2 that sort of behaviour.

3 I'll tell you, I -- I've been doing this since '94 in various locations,
4 and I -- I don't know, and I -- I'm very pessimistic when it comes down to a lot of the
5 violence or crime in that matter because I -- I just think that we're not ever going to be
6 able to prevent it. But I think we have to have -- in some instances we need to go back
7 to, and it's probably an unpopular position these days, is people need to start going to
8 jail again, because at the very least you can afford some level of protection to the
9 victims in these cases by getting the perpetrator out of their life for at least a little period.
10 Because we all know it and we all see it, it just continues. It's a pattern and it doesn't
11 get better until either they get off the booze, get off the drugs, or they're -- they get
12 whatever mental health assistance they need.

13 That's -- that is a million dollar question. I don't know if we'll ever
14 see any sort of solution to it, but there -- there's a lot of things at play, and you know, I
15 think jail still remains one, just on that immediate short-term protection side of the
16 house, for the people.

17 **COMMISSIONER STANTON:** It's Commissioner Stanton. I'm just
18 going to jump in for a moment.

19 The comments that Chief Kane made earlier about early
20 intervention and preventing critical incidents, just on this topic that we're on, we've had a
21 commissioned report and a roundtable discussion on gender-based violence and
22 intimate partner violence that was very helpful in identifying the need for policing to start
23 to think about -- not be focussed on if they're -- if you're called out to a domestic is there
24 a charge you can lay, but rather, because you are more focussed on community
25 policing, starting to identify patterns that you see with particular people and connecting
26 them to services.

27 And there's a sort of phenomenon of if the only tool that you have is
28 a hammer then all that you see are nails. And so if what you're looking for when you get

1 called out is a mark on the -- a bruise on the throat as opposed to a pattern of isolating
2 and coercive control and so on, that you would only know if you were starting to ask
3 different questions and starting to see patterns and document those.

4 And so I think -- you know what, you talked about as well with
5 speaking to partner agencies and the importance of community cooperation, and we
6 heard yesterday about the web of accountability that is important to start to assemble.
7 And policing agencies, of course, are so critical in that web of accountability, but they
8 can't be the only -- like the solution can't always be that the police do everything. And
9 as you said, they're -- you know, there's cooperation with other partner agencies.

10 And so when we were hearing from the women from the Transition
11 House Association yesterday, they were talking about the need for wraparound services
12 so that if you take the violent man out of the house and the only place he has to go is
13 his car to sleep in, he's not going to get less violent, he's going to get more frustrated.
14 So if there are no complementary services to try to support all of the people in the
15 circumstance, I mean, unfortunately, Mr. McGowan, when they come out of jail they're
16 not less violent. That's not a place that's going to make them less violent.

17 So I think carceral solutions are not -- they're expensive and they're
18 not preventive, and so if we're looking for how do we better make use of resources, then
19 I think we're also looking to what are the preventive solutions that we can have.

20 And it seems to me that, and I'm encouraged to hear from all of you
21 that there is an interest in looking at combined teams, like the mental health team
22 solution that you -- that you talked about, where you have people with that expertise so
23 that you're not trying to add that into the training program at Depot or at Atlantic Police
24 College or whatever it is, but rather, that you have people going through those training
25 programs who are aware of the roles that other agencies and resources can play, and
26 how you can be complementary with one another so that you're not putting on frontline
27 police officers an expectation that they're going to be able to solve a situation that is
28 very longstanding, or that -- but that you can be part of the solution because you're --

1 because you're cooperating between agencies.

2 And I see Mr. McGowan's hand is up, so he's obviously got a
3 response. So go ahead.

4 **MR. JEFF MCGOWAN:** Thank you. I was just going to comment
5 simply that I am certainly not suggesting that that is going to be the solution, but when it
6 comes down to it you need that -- you need to be able to have that ability to separate
7 people at times, and unfortunately the idea or the notion that you're going to be able to
8 prevent it, because it comes down to that free, I don't want to say free choice, but it's a
9 very difficult thing to try and fix someone who has decided that they're going to punch
10 out their wife or beat on their children or something like that. That is a very, very tough
11 thing to do. And while I understand that jail is -- believe me, jail doesn't make people
12 come out any less angry or whatever, but it does give that kind of break to the victims of
13 that crime.

14 And in the end, I think that we certainly need to be able to ensure
15 that whatever resources or rehabilitative processes are available to people in jail, but in
16 the end they still have that choice to lay hands on somebody, and I think that until such
17 time that we manage to alleviate or get rid of any of that kind of other, mental illness,
18 addiction stress, financial, whatever it is, we're not going to be in a position to do that.

19 And I -- like I said, I'm pessimistic about that stuff only because of
20 experience, and I just don't know how we could possibly fix that. And I think that it
21 becomes dangerous if we try to not address the criminal activity of those people
22 because in the end we just end up with potentially more victims.

23 I -- it's a million dollar question, and I -- and I wish I was there to
24 actually discuss it because it would be easier in person. But I appreciate you giving me
25 the time.

26 **COMMISSIONER STANTON:** Yeah, and I -- and I'm certainly not
27 suggesting that that -- that isn't a tool in a toolbox, but I guess what we've been hearing,
28 and in fact, I thought a comment you made earlier was germane to this, is that putting

1 resources into the preventive services part, so ensuring people have housing, ensuring
2 people have an adequate income, ensuring people have access to programs, and that
3 those are -- that those are available so that we can start to identify some of these folks
4 earlier and some of the patterns earlier and provide some of the services that actually
5 may assist in reducing the frequency or intensity of violence and so on.

6 So it's -- if you have an opportunity, then the paper that was the
7 basis of our discussion yesterday by Dr. Katreena Scott, talks about preventive
8 interventions to disrupt that cycle of violence. And it was extremely constructive and I
9 thought very -- offered some very concrete approaches that may curb your pessimism a
10 little bit, or at least give you some hope -- some cause for optimism.

11 But there's no question it's -- I mean, this whole Commission has
12 exposed the degree to which this is an incredibly complex area, and the
13 interrelationship between, as we've -- as we've been learning, some of the strands of
14 gender-based violence and mass casualties, and how we might address them. But
15 interoperability, cooperation between, not just policing agencies, but also broader
16 community agencies is certainly part of what we've been asked to look at. So thank
17 you.

18 **MS. EMILY HILL:** And I agree wholeheartedly, it's a complex
19 question to ask near the end of the day. I just wanted to check if anyone else had
20 comments they wanted to make about this. So I saw Hayley's hand first, and then over
21 to you, Chief Kane.

22 **MS. HAYLEY CRICHTON:** Thank you. I just wanted to provide
23 comment that when a victim or survivor comes in contact with Police Victims Services or
24 with Provincial Victims Services, it kind of inherently means they have come to the point
25 where they're -- where they're connected to the criminal justice system already, but prior
26 to that, and I am certainly acknowledging that I'm speaking a little bit out of my lane
27 here, the number of excellent support services that are provided by non-governmental
28 organisations and other agencies is phenomenal.

1 There are entrance points and exit points to each one of those
2 programs that are different from one another. It's a complicated system. And so while
3 system navigators are often used in the health field, so we were talking about mental
4 health this morning, and mental health system navigators are certainly utilised, I think
5 system navigators are actually under utilised in a lot of the other areas that we could
6 perhaps explore what that might look like.

7 So for example, police attending a call for service, and you know,
8 there was a comment of providing them information regarding potential resources.
9 What resources? And it's complicated for police to even know what resources exist
10 because there is so many. However, centralising that through a navigation, you know,
11 as we do for mental health, 3-1-1, the different numbers that we have, perhaps that's
12 really an avenue we need to explore because it's complicated, as everyone around the
13 table have said.

14 **MS. EMILY HILL:** Yeah, thank you, Ms. Crichton.

15 Yeah, Chief Kane.

16 **CHIEF MARK KANE:** Yeah. I look at this and I think with the
17 advancement of technology we have the ability now through body cams, the ability to
18 have real live information. Sometimes a police officer might be able to make a
19 diagnosis, but you could have a social worker, I mean, a health professional, whoever,
20 at the other end of that. If we decide is it the time, and I know that Chief Walsh is
21 examining this and maybe looking at, where we have mental health professionals or we
22 have those people in our dispatch centres because that is where our officers are
23 needing the support at that time.

24 And when you look at a rural response, we're also talking about
25 urban and rural, in areas where there's a lack of resource in regards to that, having that
26 one centralised person may have the ability of helping two or three calls, right, rather
27 than a car being elsewhere. They then have the connections to make a phone call that
28 we can get the person into this place, we can get the person here.

1 I have seen other successful programs in the past in relation to
2 sexual violence, where they've had units based at hospitals that included police, social
3 services, the mental health professionals, because when a victim comes in it's a
4 one-stop shop for them and we're able to deal with that trauma from day one. So we
5 have that wraparound.

6 So I think -- I think we can, based on our technology and based on
7 the ability to move forward now, is leverage those other areas in a more unique way
8 because I think we think outside the -- well, they're in their silo, we're in our silo,
9 whereas if we start bringing them into that fold, and I remember years ago, we used to
10 have police, fire, EMS all in the same response, and it was great because within two
11 seconds you were getting that callouts. And then we started separating them, and we
12 can see where that goes where the response level breaks down.

13 So I think it's time to come back to the table and say what do we
14 do? How do we get our best service to the public? And I think that is let's invite people
15 in here. That breaks down those MOUs, those SOPs, breaks down the data piece that
16 we're frightened to talk about, right, because that's breaking the law. You know, I'm
17 going to get fired because if I do this I can't share this information with you. But really,
18 is that a service to us or is that service to the public? And I think we have to sort of look
19 at it that way and say we're out there for the best possible reason, to protect the person
20 that made that call.

21 So if we can provide real live information to a professional, as we
22 have those body counts, we have the opportunity to trial it, we have the opportunity to
23 see how it works. It may or may not, but if we don't we could sit and have the same
24 discussion for years.

25 So I just want to add that, that I see value in this. And there also, in
26 this province in the next month, is the National Restorative Justice Conference, and so
27 there's a discussion in regards to the offender; right? Where we're talking about the
28 victim, you're also talking about the offender.

1 So I think that -- those are important pieces of work that are
2 happening, and I just wanted to bring that forward to you. Thank you.

3 **MS. EMILY HILL:** I didn't see anyone else around the table, but I
4 know that we jumped in. Oh, look, I'm -- I -- thank you. I'm getting some co-facilitation
5 from across the table.

6 Yes, go ahead, Mr. Bouchard.

7 **MR. PAT BOUCHARD:** I agree that it's a very complex question.
8 And if -- they spoke about the cycle of violence when you had the presentations. By the
9 time usually the police are involved, this is something that's been going on for a long
10 time, if at first instance we could solve it, that would be fantastic. But it's difficult for
11 when we are involved, usually, this is something that has been festering for quite a
12 while, it's seldom that these calls happen in the first instance, and it would be a great
13 thing to be able to prevent them. Every police officer that I know would rather prevent a
14 domestic abuse situation than to respond to them.

15 Where it gets tricky is where you get into the medical aspect and
16 the mental health aspect and privacy concerns. Where does the obligation of a mental
17 health professional or a physician to report this to government agencies so it can be
18 properly investigated or referred to other services? That's where the sticky side of the
19 tape happens, and the grey area occurs.

20 But I can -- I can speak I think for everybody in the room that if the
21 ability was to gather that information, or if it was presented to police officers early to be
22 able to prevent it and to point in the right direction, we would all be jumping at the idea
23 to be doing it. It's just that it's -- right now it's not there, there's other mechanisms that
24 are in place. As far as *Privacy Act* concerns, medical concerns that information is not
25 commuted -- communicated to the investigative agency that can do the follow-through
26 as far as stopping the offender, detaining the offender, and referring the victim to those
27 services.

28 And I know I've done it myself, having been a police officer for 20

1 years. I have been to those domestics where I don't necessarily see something that I
2 can detain or arrest somebody for, but I would take the person aside and say, "Hey, by
3 the way, are you aware that all these services are available to you? Are you aware that,
4 you know, you're not the only person?" And I know that this is trained in all police
5 officers, to be able to at least have that conversation, but there's a gap that needs to be
6 closed between the, "I'm going to see my family doctor because I got a black eye," and
7 the "I'm calling the police because I've been struck for the eighth/ninth/10th time." That's
8 the gap that we try to have -- try to fill. And we're trying to answer that question. It's a
9 very difficult question to answer.

10 **MS. EMILY HILL:** Thank you. And just because we had sort of
11 inserted ourselves in the process, I wanted to check with the other Commissioners if
12 there was anything that you wanted to say in relation to this conversation or to pick up
13 anything before -- I know we have a little bit of housekeeping to do, but before we move
14 to that, I wanted to check in.

15 **COMMISSIONER FITCH:** I'm sure, Emily, you're not surprised.

16 I just -- you know, I find it fascinating. I think, you know, we've run
17 the gamut today from, you know, training and -- training through to cooperation and
18 response in critical incidents. And I just -- I feel we've come full circle and a lot of what
19 we've touched on today stitches together very nicely when we talk about contemporary
20 community policing response, the need for training and for training to be continuous and
21 evolving, to keep pace with what it is that we're dealing with in communities.

22 Standards that go before that so that we're training appropriately to
23 meet standards, bringing in resources and building cooperation not just between public
24 safety providers, but also with other government and non-government agencies to help.
25 And I think where we're landed on the conversation with the question that you've raised
26 around police response to intimate partner and gender-based violence, it incorporates
27 all of these things that we've talked on today; right? The need for continuous training
28 and understanding about the complexities of gender-based intimate partner violence,

1 standardization when we're talking about accreditation, and ongoing training, and
2 standards. It can't be focused just on tactical response and on the hardcore technical
3 aspects of policing. Policing standards have to include conversation and standards
4 around how we expect police to effectively respond to IPV and gender-based violence.

5 So I just -- I just find it fascinating conversation, that everything that
6 we've talked about really comes back to good and effective, collaborative, service
7 delivery in our communities. And none of us can do that alone. And that comes right
8 down to individual people who live in our communities; right? Community safety and
9 wellbeing is everybody's responsibility, and it's when we come together and knit those
10 resources together that we're going to be most effective. So I just wanted to sum that
11 up and thank you very much for raising that important question at the end of the day.
12 Thank you.

13 **COMMISSIONER STANTON:** I just have some closing remarks for
14 this table, if -- before we move on to the housekeeping, if that's okay.

15 Just I had mentioned the one Commissioned Report yesterday, but
16 we've had a number of them that I really commend to all of you. And I know none of
17 you have spare time and everyone's got a stack of reading that they never get to, but
18 we've had just a tremendous wealth of very well-grounded reports on areas that include
19 critical incident planning, preparation, response, decision making, interoperability, rural
20 community safety, crime prevention, emergency alerting, police discretion, police
21 culture, that a number of you have touched on aspects of some of this. And I really think
22 that we've all had the benefit of reading these and hearing discussions about them, and
23 I just would commend to you, whether you can task it out to someone in your agency or
24 take it upon yourself, but there's a lot there that I think can really enrich the discussions
25 that you will all continue to have.

26 The time that you've spent here today, we're really grateful that
27 you've come and been generous with your time and your thoughts. And some of you
28 have come before as witnesses or members of roundtables. And it matters that you're

1 spending the time to engage with our work. It matters to us because obviously the
2 recommendations that we want to make, we want them to be useful to you. All of us do
3 share that goal of improving our public safety, our community safety. It's why we're all
4 here. It's -- each day we're grounded by the names on the screen at the beginning, by
5 the memories of those lives that were taken, and the families who come and ensure that
6 we are working towards that goal of having those deaths not be in vain.

7 And we know that when we make our recommendations, we also
8 need to pay attention to how they will be implemented. We can't direct that they be
9 implemented. All we can do is make the recommendations.

10 We then rely upon leaders to take forward the recommendations
11 that they can do something about and work to implement them.

12 So we'll do our best to make our recommendations that make
13 sense to you and that assist you in your work, but then we hope you will do your best to
14 take them up and carry them forward. And we'll do our best to try to give you a pathway
15 of how to do that, because we know you don't have enough time in the day. But I just
16 wanted to invite you to pick up that mantle when we provide the report with the
17 recommendations and again, just thank you very much for your care for your
18 communities, and for your profession and for your work.

19 Thank you.

20 **MS. EMILY HILL:** I'll just echo those thanks. I know, as the
21 person who has been interacting with either yourself, or counsel and others, I know that
22 these requests have come at the last minute and have been -- required you to shift your
23 schedules and put others in charge of your other day-to-day responsibilities and consult
24 with those of you who are sort of members of large organizations or agencies, consult
25 with others.

26 So thank you. The work that you did in preparation was clear and
27 was on evidence today. So thank you for that. We're doing a lot of work on a short
28 timeframe, and so we appreciate it.

1 Just as we wrap up, Commissioners, we just have one piece of
2 housekeeping.

3 Madam Registrar, we would like to mark as an exhibit a second
4 version of an exhibit that had previously been marked. That is the Summary Report
5 Wellness Assessment, or Wellness Assessment prepared by Quintet Consulting. And it
6 was previously exhibited COMM0062465.

7 As you know, Commission Counsel put forward an application to
8 the Commissioners pursuant to Rule 19 in the Commissioners Rule of Practice and
9 Procedure that certain redactions applied by the Attorney General of Canada were not
10 justified. Upon review of that submission and submissions received from other
11 Participants, and having carefully considered them, you, as the Commissioners, agreed
12 with Commission Counsel and we are therefore marking and sharing publicly a version
13 of that report with specific redactions removed. There will still be a small number of
14 other redactions.

15 So with that context, Madam Registrar, could I ask that you please
16 mark this version, which is COMM0063605, as an exhibit?

17 **REGISTRAR DARLENE SUTHERLAND:** That will be Exhibit
18 4609.

19 **--- EXHIBIT No. 4609**

20 (COMM0063605) Summary Report Wellness Assessment,
21 or Wellness Assessment prepared by Quintet Consulting

22 **MS. EMILY HILL:** Thank you. That was the last piece of work that
23 we, I think, had planned for today.

24 **COMMISSIONER STANTON:** thanks so much, Ms. Hill and Ms.
25 Hnatiw, for your work putting together this table. It was certainly very helpful to us to
26 hear.

27 And thanks again to all the representatives of the organizations that
28 have attended today. These public discussions are an important way for us to hear

1 about changes to the structure and approach of policing that could contribute to safer
2 communities.

3 Throughout September, we'll continue to welcome suggestions for
4 changes or ways we can strengthen community safety. You can submit your
5 suggestions on our website, or by phone, email, or letter. To help make it easier for you
6 to share your suggestions and think about potential recommendations, the Commission
7 has developed a discussion guide which is available on the website as well.

8 We're also continuing to share the new commissioned reports
9 during this phase of our work. These reports are prepared by independent researchers;
10 they're contributing to our understanding of the issues surrounding the mass casualty,
11 and they can assist you in your thinking about potential recommendations.

12 Next week we'll continue to gather recommendation ideas through
13 participant consultations and roundtable discussions on community policing, safety, and
14 wellbeing. We'll also be hearing from RCMP Cst. Greg Wiley and D/Commr. Brian
15 Brennan.

16 Please note that the Commission has arranged for all of next
17 week's proceedings to be done virtually. Information on next week's schedule will be
18 available on our website.

19 It's hard to believe that we're at September 1st but we are. So
20 thank you, everyone. Have a good long weekend, and we'll see you on Tuesday.

21 Thanks.

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

23 The proceedings are adjourned until Tuesday, September 6th at
24 9:30 a.m.

25 --- Upon adjourning at 4:07 p.m.

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CERTIFICATION

I, Wendy Clements, a certified court reporter, hereby certify the foregoing pages to be an accurate transcription of my notes/records to the best of my skill and ability, and I so swear.

Je, Wendy Clements, une sténographe officiel, certifie que les pages ci-hautes sont une transcription conforme de mes notes/enregistrements au meilleur de mes capacités, et je le jure.


Wendy Clements