

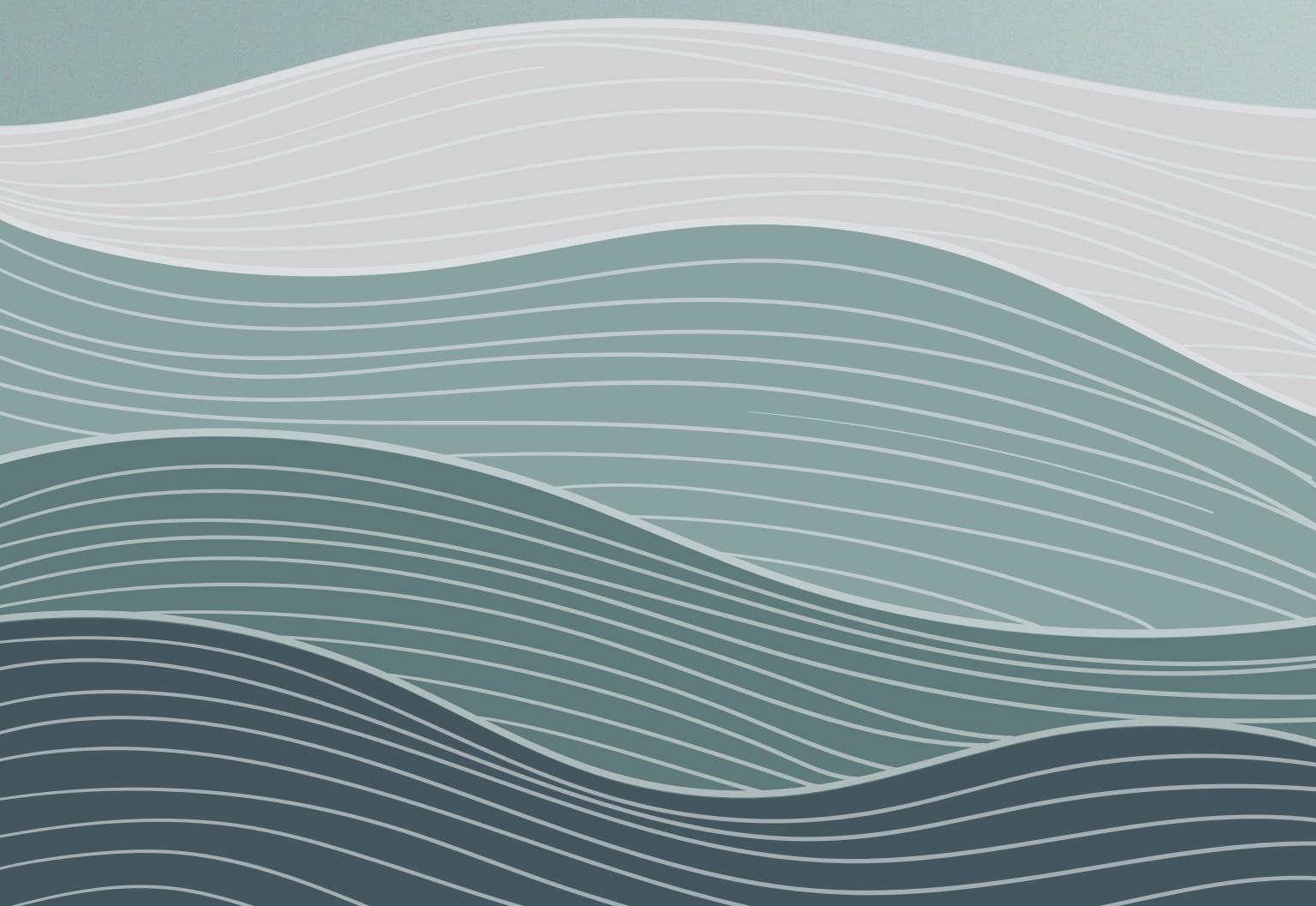
The Joint Federal/Provincial  
Commission into the April 2020  
Nova Scotia Mass Casualty

**MASS  
CASUALTY  
COMMISSION**

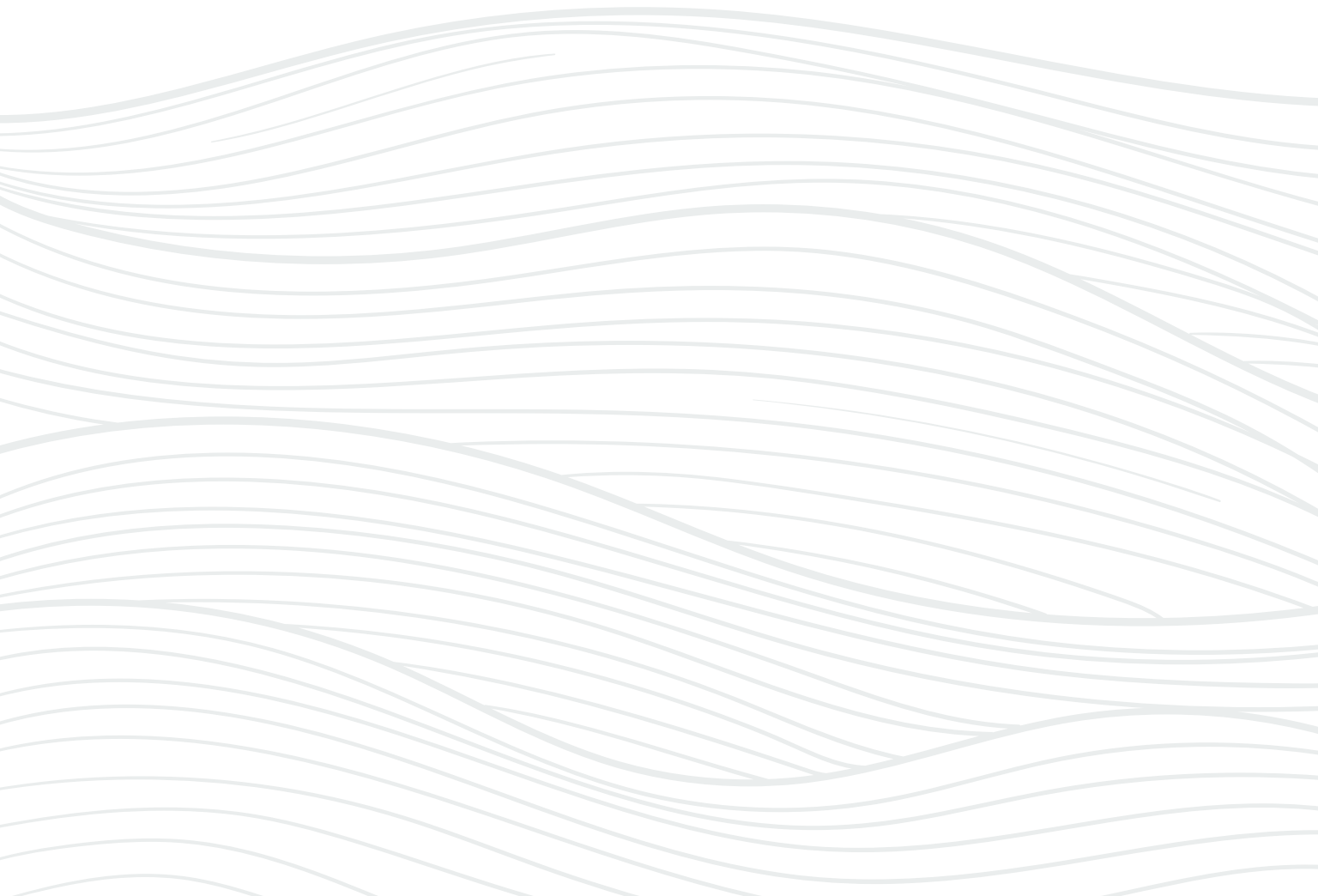
# Turning the Tide Together

**FINAL REPORT OF THE  
MASS CASUALTY COMMISSION**

**Annex A**  
Sample Documents



# Turning the Tide Together





The Joint Federal/Provincial  
Commission into the April 2020  
Nova Scotia Mass Casualty

**MASS  
CASUALTY  
COMMISSION**

# Turning the Tide Together

**FINAL REPORT OF THE  
MASS CASUALTY COMMISSION**

March 2023

## **Annex A** Sample Documents

**THE JOINT FEDERAL / PROVINCIAL COMMISSION  
INTO THE APRIL 2020 NOVA SCOTIA MASS CASUALTY**

**Honourable J. Michael MacDonald**  
Commissioner, Chair

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

**Dr. Kim Stanton**  
Commissioner

CP32-166/2-2023E-PDF  
978-0-660-47542-4

The Joint Federal / Provincial Commission  
into the April 2020 Nova Scotia Mass Casualty

*Turning the Tide Together:*  
*Final Report of the Mass Casualty Commission*  
Annex A: Sample Documents.

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Cette publication est également disponible en français: *Redresser la barre ensemble :  
Le rapport final de la Commission des pertes massives. Annexe A : Échantillons  
de documents.*

This is Annex A of *Turning the Tide Together: Final Report of the Mass Casualty Commission*.

The full report is available in [English \(https://MassCasualtyCommission.ca\)](https://MassCasualtyCommission.ca) and  
[French \(https://commissiondespertemassives.ca\)](https://commissiondespertemassives.ca) along with transcripts, exhibits,  
webcasts, and reports prepared by or for the Commission.

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# Sample Documents

# **1 Statement, October 22, 2020**

**Media Statement  
For Immediate Release**

**Statement from the Chair: Joint Federal-Provincial Commission into the April 2020 Nova Scotia Mass Casualty**

**Halifax, NS, October 22, 2020** – On behalf of my fellow Commissioners, Leanne Fitch and Kim Stanton, we welcome today’s announcement establishing the Joint Federal-Provincial Commission into the April 2020 Nova Scotia Mass Casualty.

We intend to perform our duties with compassion and with an unwavering commitment to a full, transparent, and independent inquiry.

We will immediately work to establish the infrastructure required to support the Commission. At the same time, we are eager to engage those most directly affected by the mass casualty in order to define a clear process that we will share with Canadians.

We will provide more information on an ongoing basis.

Hon. J. Michael MacDonald, Chair  
The Mass Casualty Commission



**The Joint Federal-Provincial Commission into the April 2020 Nova Scotia Mass Casualty  
(The Mass Casualty Commission)  
Commissioners' Biographies**

**The Honourable Michael MacDonald (Chair)**

Commissioner Michael MacDonald recently retired as Chief Justice of Nova Scotia. He was born and raised in Whitney Pier, Sydney, Nova Scotia. He holds a Bachelor of Arts degree from Mount Allison University, and a law degree from Dalhousie University. In 1995, he was appointed a judge of the Supreme Court of Nova Scotia. In 1998, he was appointed Associate Chief Justice of that Court, and in 2004 he became the 22nd Chief Justice of Nova Scotia. As a member of the Canadian Judicial Council for over 20 years, he chaired several of its committees, including most recently its Judicial Conduct Committee. He had also assumed the Chair of the Nova Scotia Access to Justice Coordinating Committee. This has now become the Access to Justice and Law Reform Institute of Nova Scotia, where he remains an advisor. As Chief Justice, he led or supported several judicial outreach initiatives with Nova Scotia's Mi'kmaw and Black Communities. He also led initiatives to enhance diversity on Nova Scotia's benches, including a judicial mentorship program for Black and Mi'kmaw lawyers and justice day camps for students from Nova Scotia's marginalized communities. Since retiring he has joined Stewart McKelvey as counsel. Most recently he has, on an interim basis, assumed the role of Executive Director of the Canadian Judicial Council. He is also the recipient of the Queen's Golden and Diamond Jubilee medals.

**Leanne J. Fitch**

Commissioner Fitch retired from 34 years in municipal policing in 2019. She served seven years as Chief of Police for the Fredericton Police Force, seven years as Deputy Chief, and 20 years in a range of front-line operational policing roles. She holds both a Bachelor and Master of Arts degree from the University of New Brunswick with her field of study focussed on the sociology of policing and organizational change. Commissioner Fitch is a former roundtable member for the provincial Department of Public Safety on Crime Reduction and Domestic and Intimate Partner Violence, and former member of the New Brunswick Domestic Violence Death Review Committee. She served as chair and vice chair for the Criminal Intelligence Service New Brunswick (CISNB) Provincial Executive Committee. She is the past co-chair of the Canadian Association of Chiefs of Police Crime Prevention, Community Safety and Wellbeing Committee where she was instrumental in developing the CACP National Framework for Collaborative Police Action on Intimate Partner Violence. She remains involved in three separate research projects on intimate partner violence. She completed a one-year term as vice-chairperson of the inaugural RCMP Management Advisory Board, established to provide the RCMP Commissioner with expert external advice on the management and administration of the RCMP. Leanne is a recipient of the Queen's Diamond Jubilee Medal and is a Member of the Order of Merit of Police Forces from the Governor General.

**Dr. Kim Stanton**

Commissioner Stanton is a partner at the law firm of Goldblatt Partners LLP in Toronto. Raised in southern Alberta, she completed her Honours undergraduate degree at the University of Calgary, her law degree at the University of British Columbia, and Masters and Doctoral degrees in law at the University of Toronto. After clerking at the British Columbia Supreme Court and practising litigation at a national law firm in Vancouver, she spent a year in West Africa working at the Ghana Centre for Democratic Development before returning to practice in Vancouver. A former Legal Director of the Women's Legal Education and Action Fund (LEAF), she worked with community-based organizations and built coalitions across the country to advance equality rights and improve access to justice for

marginalized people in areas spanning criminal law, human rights law, socioeconomic rights, reproductive justice, and violence against Indigenous women and girls. She publishes in the areas of constitutional law, transitional justice and public inquiries and has served as an adjudicator on a provincial administrative tribunal. In 2016, the federal Minister of the Status of Women appointed Commissioner Stanton to her Advisory Council on the Federal Strategy Against Gender-based Violence. She completed two terms on the Council.

## **2 Instructions to Counsel**

Privileged and Confidential

From: Commissioners  
To: The Commission Counsel Team  
Re: Instructions for Commission Counsel  
Date: March 29, 2021

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We write to provide instructions regarding the role of Commission Counsel for the Joint Federal/Provincial Commission into the April 2020 Nova Scotia Mass Casualty (“the Commission”). Please consider this a foundational document to consult as you carry out your responsibilities. For the purposes of this document, the Commission Counsel Team refers to the Director and Commission Counsel.

### **1. The Orders-in-Council and Governing Legislation**

The Commission mandate directs us to understand the causes, context and circumstances giving rise to the mass casualty. This means it is not simply a fact-finding endeavour. There are both fact-finding and policy components; they are inextricably linked. We must consider whether any systemic problems contributed to what happened, and make policy and legislative recommendations to help prevent future mass casualties.

Our process must be open, transparent and must engage the public. We cannot presume to be part of a healing process as that is not part of our mandate. However, we will conduct our work in a trauma-informed way that we hope will do no further harm. We will make an accurate record of what occurred and help people to understand why and how it happened. While we cannot make findings of liability, we will undoubtedly reveal loci of responsibilities. This will assist with our shared goal of rebuilding public trust in the institutions tasked with ensuring our collective public safety. Our process, if open, transparent and engaging for the public, can itself be a method of increasing public confidence. In turn, public engagement with, and confidence in, the Commission process builds the conditions for adoption and implementation of the resulting recommendations.

The powers and responsibilities of the Commissioners and Commission Counsel are defined and limited by the federal and Nova Scotia Orders-in-Council,<sup>1</sup> and the legislation under which they were enacted.<sup>2</sup> However, the legislation provides significant flexibility for the design of the process.

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<sup>1</sup> The Commission’s federal and provincial mandates are posted on the Commission’s website, at <https://masscasualtycommission.ca/about/mandate/>.

<sup>2</sup> *Inquiries Act*, R.S.C. 1985, c. I-11; *Public Inquiries Act*, R.S.N.S. 1989, c. 372.



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The Orders-in-Council require us to use a restorative approach. A restorative approach is human-centred and based on building relationships as a foundation. This approach does not dispense with or compromise procedural fairness. We will create a thorough, evidenced-based record and perform our duties with an unwavering commitment to a full, transparent and independent inquiry. We will engage the principle of proportionality and make use of our court-like powers when necessary. All people engaging with our work, including those representing institutions, must feel heard and must feel that the Commission's truth-seeking process is fair and impartial throughout. We have committed to a process that is inclusive, accessible, transparent and conducted with humanity.

## 2. The Role of Commission Counsel and Relationship with the Commissioners

The forum you are entering is inquisitorial and not adversarial.<sup>3</sup> A public inquiry is truth-seeking and not punitive. It is intended to create an accurate record of what happened. It must also create a picture of why it happened and then make recommendations to help prevent it from recurring. This is different from the adversarial legal mechanism of a court of law. While the facts must be gathered here, we must also learn what the impacts of those facts are and have been for the people involved. We need to find out not just what happened, but what matters about what happened. It is not simply who did what to whom; rather we are looking at broad, systemic issues.

Commissioners are not judges presiding over the inquiry process. Rather, we as Commissioners must be integrally involved in the core of the inquiry process and in all major aspects of the Commission. We have ultimate responsibility for making decisions determining the factual record as well as what recommendations to include in the report. We need to have input into designing the process to reach those determinations and recommendations. This requires us to be involved in the design choices to be made about how the Commission's work is carried out. We expect to be consulted on all major decisions.

Commission Counsel are an extension of the Commissioners. We rely on you to comb through all the document disclosure, interview all the witnesses and present the evidence in a fair and impartial manner to serve the public interest. In serving the public interest, Commission Counsel and Commissioners will engage in an objective and tenacious pursuit of the truth. In every interaction with counsel for the participants, the witnesses, Commission staff, and the public, your actions will reflect upon the Commission. We expect you to develop and maintain open communication with all participants and to encourage cooperation in facilitating the disclosure and presentation of

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<sup>3</sup> See R. Bessner and S. Lightstone, *Public Inquiries in Canada: Law and Practice*, Toronto: Thomson Reuters, 2017, Chapter 3, and the sources therein; S. Goudge and H. MacIvor, *Commissions of Inquiry*, Toronto: LexisNexis Canada Inc., 2019, pp. 160-69, and the sources therein.

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evidence. You must be unfailingly impartial and thorough in exploring all significant evidence and theories in relation to the issues to be explored during the Inquiry. Your role is to represent the public interest.<sup>4</sup>

We anticipate that our primary source of legal advice on matters relating to our role as Commissioners will be our Senior Legal Advisor.

We trust that before accepting this assignment, you ensured that you were not in any conflict of interest with respect to your work for the Commission. Should any such conflict, or appearance of conflict, arise during the Inquiry, please bring it to our attention immediately.

### **3. Communications between the Commission Counsel team and Commissioners**

We intend to communicate with the Commission Counsel team (as a group) regularly in order to plan the Inquiry's progress, to schedule meetings, hearings and other public proceedings of the Commission and to receive your advice and comments concerning many matters relating to the orderly administration and management of the Inquiry, including but not limited to procedure and evidence and the issuing of summonses.

Information assembled by Commission Counsel and the investigators can be shared with the Commissioners in order to better understand the context of what is collected. This may include information that has not been publicly disclosed. In such circumstances, Commission Counsel should openly discuss its nature with the Commissioners and we will provide directions as to its use.

Counsel's analysis of the evidence gathered should identify its strengths and weaknesses. Counsel will not take a position on the information presented, but rather should ask all the questions that need to be asked. Counsel will also take measures to ensure that participants have the opportunity to respond (for example, by preparing notices of alleged misconduct) and alert the Commissioners to situations in which participants should have the opportunity to respond.

We as Commissioners wish to be fully engaged in the direction and design of the process and to be involved in all significant decisions: for example, the selection and order of witnesses, the format in which evidence is elicited (i.e. public hearing/proceeding or *in camera* proceeding), and other such matters. With the benefit of discussion with Commission Counsel, the Commissioners will provide direction to the team.

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<sup>4</sup> *Southern First Nations Network of Care v. Hughes*, 2012 MBCA 99.

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#### **4. Report**

We expect you to provide summaries of relevant evidence and legal analysis for our consideration, which we anticipate will form essential content for the interim and final reports.

We may call upon Commission Counsel to ensure the accuracy of the draft report(s), including the factual record. In addition, we will call upon Counsel to ensure that if we comment adversely on a person or institution in the draft report(s), that the person or institution has been served with a notice of alleged misconduct and has been provided a full opportunity to be heard.

Commission Counsel will not perform a decision-making role with regard to factual matters or loci of responsibilities.

While input from Counsel may be sought with respect to our recommendations, a determination as to which recommendations to make in the report(s) rests with the Commissioners.

#### **5. Procedure for Seeking and Receiving Instructions on Key Decisions**

Given the number of professionals involved and the fact that we are operating in multiple workplaces, we would appreciate written requests for instructions on key decisions, using the helpful briefing note template you have provided. Key decisions include: major strategic choices; decisions which may lead to litigation or public controversy; decisions which create potential jeopardy to ongoing investigations or proceedings; decisions about notices under s. 13 of the *Inquiries Act*; and decisions with significant cost consequences for the Inquiry. Having our exchange in writing will provide us with the benefit of having the instructions recorded for the sake of clarity and posterity. We would like Commission Counsel to provide us with an explanation of the key decision to be made, the information necessary to make it, any applicable legal and non-legal considerations to be taken into account, and the suggested options, as set out in the Briefing Note template.

Requests for instructions on key decisions should be shared in draft with the Director and with the rest of the Commission Counsel team. If there are divergent views as to the proposed request and consensus cannot be reached, a description of the differing views and some detail as to the basis for the differences should be included in the request for instructions. Providing this contextual information is in service of transparency and the collaborative approach and important for the Commissioners' consideration. When possible, we will meet with Commission Counsel to discuss the written request for instructions, but when not possible to meet, we will sign and send them back by email.

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**6. Media**

All media inquiries should first be directed to our media/public engagement director. As appropriate, designated members of the Commission Counsel team will be tasked with responding to media inquiries. In consultation with our media/public engagement director, we will provide specific instructions in relation to Commission Counsel's interaction with the media. In consultation with Commission Counsel, we will discuss which Counsel will be a media spokesperson on behalf of the Commission. We will arrange for the designated spokesperson to have media training. We will provide the direction on the messaging, what topics to address or not, etc. The importance of consistency in our messaging and communications with the public cannot be overstated.

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Protected A

**Commission Vision and Plan**

**Instructions to Legal Team**

April 15, 2021

This follows your helpful March 23<sup>rd</sup> memo outlining instruction options for the Legal team going forward.

Now that disclosure of documents is underway and you have just received an RCMP briefing, the timing is right to provide you with our vision and plan going forward. These instructions will propose a path forward to the end of 2021.

We begin with some basic principles.

**Principles**

*Agility* - Because we are still in the early stages of disclosure and Covid's spectre still looms, it is impossible to plan with specificity. Instead we hope you will remain agile and adjust your efforts as necessary. In other words, our proposed timelines are far from certain. Please keep us advised as to your progress so that timelines - or scope of the tasks assigned - can be adjusted as needed.

*Collaboration* - We very much appreciate the collaborative approach your team has taken not only among your team members but also with our other teams (investigation, research, mental health, community liaison, communications/public engagement). This approach remains essential going forward. Equally important will be continued collaboration with all those individuals, groups and institutions with participation status.

*Creativity* - As we proceed with our trauma-informed approach, we encourage you to be as creative as possible in all your approaches. You have already provided a very helpful memo identifying the various approaches taken in earlier commissions. We encourage you to explore all such options (and any more that come to mind) so that we cause no further harm. The traditional public hearing is one of the possible proceedings, but should not be viewed as the default.

*Responsibility as Opposed to Blame* - Our fundamental mandate is to find out what happened and why, so that we can make meaningful recommendations for change. This will include identifying the loci of responsibility for the extent of this casualty. Consequently, some individuals or institutional representatives may be entitled to s. 13 notices. However, we do not view our mandate as assigning blame. In fact, we are expressly prevented from attributing civil or criminal liability. Instead, we will remain focussed on understanding the context, causes and circumstances of the mass casualty in order to identify lessons learned and make forward-looking recommendations.

*Proportionality* - It will be an ongoing challenge to calibrate our efforts to the breadth of our mandate and the time constraints. This will include determining how much detail we explore when

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answering what happened and why it happened. These same dynamics will also command a proportional response to the scope of our recommendations.

*Integration* - We would hope that the legal team's work would be appropriately integrated with the research team's work so that you are able to operate concurrently as opposed to consecutively. This is particularly important given that so much of the factual matrix will be policy laden and vice versa. In addition, the legal team's work must be integrated with that of the Investigations team, who will have a keen sense of the gaps in the factual record and the questions to be asked by the Commission in order to fulfill the mandate.

*Public Interest v. Public opinion* - Resulting from the unfortunate start we endured (review v. inquiry), we realize that there may be significant public sentiment (outcry) for a full blown public spectacle exploring what happened through traditional public hearings. In our view, this approach would not be in the public interest. We say this for several reasons. Firstly, while the public deserves to know what happened (and it will) our mandate is fundamentally to make recommendations designed to help protect Canadians in the future. That means a trauma-informed exploration into the "why". Secondly, it is hard to gauge how representative that public opinion might be, but regardless it is not something to which we would pander. Nor does it reflect what we heard from the families. We seek to foster public trust. If we do our work carefully, transparently and with integrity, we will serve the public interest.

**April 2021 until June/September 2021**

*Participation Status Decision* - We hope to have the participation status decision released by the end of April. Your team has been and will continue to be very helpful in organizing this. We plan to release this orally in a public forum/virtual platform (format to be determined). The written decision will be posted on the website. This will also provide us with an opportunity to educate the public on our work so far and (in a very general way) on our next steps.

*Community Engagement/Service Provider Outreach* - Your team will continue to assist us to fulfill our community engagement and service provider outreach. Your team (in conjunction with the investigation, community liaison and mental health teams) will continue to reach out to families, their counsel and the counsel for service providers and institutional and/or union representatives. The goal will be to earn their trust and cooperation.

*Foundational Documents* - Your team will review the many documents and reach out to all participants (through their counsel as applicable) to determine all available undisputed facts and to garner agreement on as many disputed facts as possible. This review would include the ongoing work product of the research and investigative teams (for example, existing reports, records of related proceedings, technical information, investigative reports, statements to police, past proceedings regarding the perpetrator, etc.). Our goal is to create a comprehensive product that will be viewed by the public as an unassailable record of what happened. In cooperation with other teams, we would encourage a creative approach for presentation of the information in these foundational documents (i.e. maps, graphs, and modeling) so that it would be easily understood and accepted when presented to the public. The level of detail would have to be carefully calibrated so as to balance the public's right to know with the privacy interests of those most affected.

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These foundational documents would then set the stage for the Commissioners to engage in community proceedings. Depending on when the foundational documents are ready for public presentation, these proceedings would take place sometime between June and early September. (We would not want to present them and then have a summer hiatus). The timing will have to be carefully planned with all teams.

**September 2021 to December 2021**

Beginning in September, we would begin our public proceedings (using a variety of options). This would enable us to address any gaps in the foundational documents, for example questions about what happened about which agreement could not be reached. These questions may well overlap with the “why” aspect of our mandate, about which a deeper exploration will be required. In other words, we would like to spend the bulk of our public proceedings (including concurrent research and policy sessions) looking more closely at the causes, context, and circumstances. Again, proportionality will be important in considering how deeply we would want to delve into the “why”, given our broad mandate and limited time.

As we explore the “why”, we expect a natural progression into exploring recommendations for change, though these will be under consideration and development throughout the process. These explorations would take us to the end of our mandate (to be outlined in a follow-up set of instructions).

In your March 23<sup>rd</sup> memo, you asked us to consider three options regarding next steps. As stated in our recent meeting, we choose the first:

- 1. You provide direction in response to these broad topics and their orientation and direct the Legal Team, in collaboration with other teams, to provide a more detailed outline of the contents and form of proceedings for each of the Parts.*

Thank you again so very much for your dedication to this enormous task.

### **3 Participation Documents**





The Joint Federal/Provincial Commission into  
the April 2020 Nova Scotia Mass Casualty  
MassCasualtyCommission.ca  
Commission fédérale-provinciale sur les événements  
d'avril 2020 en Nouvelle-Écosse  
CommissionDesPertesMassives.ca

**February 9, 2021**

### **Notice to Potential Participants**

The forms referred to throughout this document can be found on the [Mass Casualty Commission website](#).

The Commission is mandated to provide an opportunity for appropriate participation to:

1. the victims and families of the victims of the mass casualty;
2. the Government of Canada and the Government of Nova Scotia;
3. any other person who satisfies the Commissioners that they have a substantial and direct interest in the subject matter of the Commission.

**At this stage, the Commissioners would like to learn more about the range of individuals and groups who want to be heard by the Commission and the nature of their interest in the mandate.** This information will inform our planning of the schedule of meetings, hearings, and roundtables.

Some preliminary information from you via the forms linked below will assist us. If you have some information or knowledge to share with the Commission, we would appreciate receiving your form by **March 5, 2021** to assist with our planning. We will provide more information in due course on next steps.

If **you are a member of the public** who is simply interested in following the Commission's work, **you do not need to fill out a form**. We welcome your interest and ask that you please check the Commission website regularly for information on activities that will be open to the public, such as meetings, roundtables, and hearings. If you cannot attend in person due to public health guidance or for geographic or other reasons, please know that these activities will be available online.

### **Information to Potential Participants**

The Mass Casualty Commission's mandate, set out in Orders-in-Council under the authority of the Government of Canada and the Government of Nova Scotia, is to examine the April 18 and 19, 2020 mass casualty in Nova Scotia to determine what happened, and to provide recommendations to help protect Canadians in the future. For more information on the different parts of the mandate, please see the [Mandate page](#).

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To do its work, the Commission will need to gather information and knowledge surrounding the events of April 18 and 19, as well as the history and circumstances leading up to the mass casualty. The Commission will do this in a variety of ways, including holding meetings, hearings, roundtables, and conducting research. The Commission is determined to establish the facts and has the power to receive witness testimony under oath and subject to cross-examination, summon witnesses, enforce their attendance, and require the production of documents and things the Commissioners require for a full and fair investigation.

In carrying out their work, the mandate requires the Commissioners to:

- be guided by restorative principles in order to do no further harm;
- be trauma-informed;
- be attentive to the needs of and impacts on those most directly affected and harmed; and
- give particular consideration to any persons or groups that may have been differentially impacted by the mass casualty.

The Orders-in-Council have provided an opportunity for appropriate participation to:

1. the victims and families of the victims of the mass casualty;
2. the Government of Canada and the Government of Nova Scotia;
3. any other person who satisfies the Commissioners that they have a substantial and direct interest in the subject matter of the Commission.

At this stage, the Commissioners want to know **who** would like to be heard by the Commission and **why**. This information will inform our planning of the schedule of meetings, roundtables, hearings, and other Commission activities needed to do our work, including opportunities for public engagement. This is **not** a prerequisite to participate in the Commission's work—further information on **how** to participate will be available as the Commission's schedule is confirmed. Information that you provide in the form will not be treated as evidence or become part of the evidentiary record.

**Do you want to be connected to the Commission's work in some way? If so, please review the information on the Individuals or Groups pages linked below and complete the brief form.** If you have some information or knowledge to share with the Commission, we are seeking completed forms by **March 5, 2021** to assist with our planning. We will provide more information in due course on next steps.

**Individuals Who Want to Participate**

**Are you an individual and want to be connected to the Commission’s work in some way?** Please review the information below and complete the brief form accordingly. The Commission is seeking completed forms by **March 5, 2021** to assist with its planning. We will provide more information in due course on next steps. Information that you provide in the form will not be treated as evidence or become part of the evidentiary record.

Please note that **if you are a victim or a family member of a victim and have already heard from the Commission (by way of email updates), you do not need to complete a form**; we will continue to engage with you directly. However, if you wish to fill out a form to provide us with information, you are welcomed and encouraged to do so to let us know of your interest or the information you want to share. For example, if there are any circumstances about yourself (or, if applicable, your agency) of which you would like us to be aware, or you want us to know about someone else that you think we should hear from, please feel free to fill out or forward the form.

If **you are a member of the public** who is simply interested in following the Commission’s work, **you do not need to fill out a form**. We welcome your interest and ask that you please check the Commission website regularly for information on activities that will be open to the public, such as meetings, roundtables, and hearings. If you cannot attend in person due to public health guidance or for geographic or other reasons, please know that these activities will be online.

Please read the information below to determine if and how you should respond:

Are you a victim or a family member of a victim with whom we have not been in contact?
If so, you may wish to provide us with your contact information in the form and tell us your connection to the April 2020 mass casualty, so we can provide you with further information on how you can engage with the Commission’s work.
Please note that <b>if you are a victim or a family member of a victim and have already heard from the Commission through email updates, you do not need to complete a form</b> ; we will continue to engage with you directly. However, if you wish to fill out a form to provide us with information, you are welcomed and encouraged to do so. For example, if there are any circumstances about yourself (or, if applicable, your agency) of which you would like us to be aware, or you want us to know about someone else that you think we should hear from, please feel free to fill out or forward the form.

Were you otherwise **directly affected** by, and/or involved in, the mass casualty of April 2020, or have some other **personal connection** to it?

If so, you may have information or knowledge that would assist the Commission in piecing together what happened, or you might wish to provide some information to the Commission. Please provide us with your contact information in the form and an outline of the way in which you were directly affected or connected so that we can provide you with further information on how you can engage with the Commission's work.

Do you feel that you have a **substantial and direct interest in the subject matter** of the Commission's mandate and wish to participate in its work?

If so, please provide us with your contact information in the form and a detailed description of the way in which you have a substantial and direct interest in the subject matter of the Commission so that we can provide you with further information on how you can engage with the Commission's work.

Are you a **researcher and/or person with specialized knowledge and/or expertise** in an area of the Commission's mandate and would like to contribute to the Commission's research and policy work?

Please provide us with your contact information in the form and a detailed description of the research you would like to share and its relevance to a specific area of the Commission mandate.

Do you have a **suggestion for someone else** from whom the Commission might want to hear?

If so, you are welcomed and encouraged to forward the Notice.

If you fit in more than one category, or you are not sure which one fits, please complete just one form and tell us that information in your form. **Please do not fill out multiple forms.**

If you need help filling out a form, please contact the Commission at [participation@masscasualtycommission.ca](mailto:participation@masscasualtycommission.ca) for assistance.

### **Groups Who Want to Participate**

**Are you a government agency, civil society organization, community-based organization, institution, association, or similar entity?** Do you want to be connected to the Commission's work in some way? Please review the information below and complete the form accordingly.

If you have some information or knowledge to share with the Commission, we are seeking completed forms by **March 5, 2021** to assist with our planning. We will provide more information in due course on next steps. Information that you provide in the form will not be treated as evidence or become part of the evidentiary record.

Were you **directly involved** in the events surrounding or related to April 18–19, 2020, and have a direct interest, information, or knowledge to share with the Commission?

If yes, please provide us with your contact information in the form and an outline of the way in which you were directly involved or connected so that we can provide you with further information on how you can engage with the Commission's work.

Although **not directly involved** in the events of April 2020, do you have a **substantial and direct interest in the subject matter** of the Commission and wish to participate in some aspect of the Commission's work?

If yes, provide us with your contact information in the form and an outline of the way in which you are connected so we can provide you with further information on how you can engage with the Commission's work.

Do you have **specialized knowledge and/or expertise** in an area of the Commission's mandate and wish to contribute to the Commission's research and policy work?

Please provide us with your contact information in the form and a description of the knowledge/expertise/research you would like to share and its relevance to a specific area of the Commission mandate so we can provide you with further information on how you can engage with the Commission's work.

Do you have a **suggestion of another group, government agency, institution, or other entity** from whom the Commission might want to hear?

If so, you are welcomed and encouraged to forward the Notice.

If you fit in more than one category, or you are not sure which one fits, please complete just one form and tell us that information in your form. **Please do not fill out multiple forms.**

### **Participation Enquiries**

Please see relevant pages in the [Participation section of the Mass Casualty Commission website](#) for information about the Notice to Potential Participants. Should you have further enquiries please contact us at [participation@masscasualtycommission.ca](mailto:participation@masscasualtycommission.ca).

## 3-2 Call for Applications for Participation (Standing) at the Mass Casualty Commission, March 30, 2021



The Joint Federal/Provincial Commission into  
the April 2020 Nova Scotia Mass Casualty  
MassCasualtyCommission.ca

**March 30, 2021**

### **Call for Applications for Participation (Standing) at the Mass Casualty Commission**

The Government of Canada and the Government of Nova Scotia established the Mass Casualty Commission, a Joint Federal/Provincial Public Inquiry, on October 21, 2020. The Commissioners appointed to conduct the Inquiry are the Honourable J. Michael MacDonald, Chief Commissioner, Commissioner Leanne J. Fitch, and Commissioner Kim Stanton.

The Commission's mandate, set out in Orders-in-Council under the authority of the Government of Canada and the Government of Nova Scotia, is to examine the April 18 and 19, 2020 mass casualty in Nova Scotia to determine what happened and to provide recommendations to help avoid such events in the future. The Orders-in-Council have provided an opportunity for appropriate participation to include the following:

1. the victims and families of the victims of the mass casualty;
2. the Government of Canada and the Government of Nova Scotia;
3. any other person who satisfies the Commissioners that they have a substantial and direct interest in the subject matter of the Commission.

The Mass Casualty Commission is now accepting Applications for Participation (sometimes referred to as "standing"). This process allows individuals and groups to apply to participate in the Commission's proceedings and to apply for funding to do so. These proceedings include the fact-finding and policy aspects of the Commission's activities. They are not the only way in which to participate in the public activities of the Commission. Members of the public who wish to observe Commission activities may do so without seeking participant status.

The Commission issued a Notice to Potential Participants on February 9, 2021 in order to hear from those individuals and groups with an interest in participating in the Commission's activities. The Commission will conduct a range of activities in order to gather the information needed to fulfill its mandate. These activities include investigation, witness interviews, community, expert and institutional proceedings, policy roundtables, and research. Some of these activities will involve hearing from people who provide information to the Commission. A participant may participate on their own behalf, be represented by a lawyer, or, with the approval of the Commissioners, by a non-lawyer (a "representative").

Certain people were granted an opportunity for appropriate participation in the Orders-in-Council establishing the Commission: the victims and families of the victims and the federal and provincial governments have this opportunity. Unless a member of these two groups, you must show that you have a “direct and substantial interest” in the Commission’s mandate.

Applications for Participation at the Commission’s proceedings are invited from any person with a substantial and direct interest in the subject matter of the Commission. The manner of participation of the persons given participant status shall be determined by the Commissioners.

The Commissioners may also make recommendations for funding to the Clerk of the Privy Council to support an applicant’s ability to participate in the Commission where, in the view of the Commissioners, that person would not otherwise be able to participate.

#### **Application Process**

Any individual or group who wishes to be a participant must download the PDF application form (<https://masscasualtycommission.ca/files/documents/participation/participation-and-funding-form.pdf>) and send the completed form via email to [participation@masscasualtycommission.ca](mailto:participation@masscasualtycommission.ca) no later than **April 12, 2021**.

Should you require support completing your form, or if you would like to receive a hard copy form, please contact Maureen Wheller, Community Liaison Director for assistance: [Maureen.Wheller@masscasualtycommission.ca](mailto:Maureen.Wheller@masscasualtycommission.ca) or 902-626-8673. Please visit the Mass Casualty Commission website for additional information on the Applications for Participation: <https://masscasualtycommission.ca/participation/>.

**Please note that victims and families of victims do not need to complete a form for participation.** With regard to the funding application, unrepresented victims and families of victims should contact the Community Liaison team for assistance: [Maureen.Wheller@masscasualtycommission.ca](mailto:Maureen.Wheller@masscasualtycommission.ca) or 902-626-8673.

Decisions by the Commissioners on participation and funding are expected to be made on the basis of the written information provided in the application form and the accompanying documentation. Should oral submissions be required, the Commissioners will determine the date and format for the oral submissions.

Decisions regarding applications for participation and funding will be listed on the Commission website.

#### **Participation Enquiries**

For additional information, please see Frequently Asked Questions: <https://masscasualtycommission.ca/participation/faq/>. Should you have further enquiries please contact us at [participation@masscasualtycommission.ca](mailto:participation@masscasualtycommission.ca).

## **RULES ON PARTICIPATION AND FUNDING**

### **General**

1. These Rules on participation and funding apply to the Mass Casualty Commission (the “Commission”), established pursuant to Nova Scotia Government Order in Council 2020-293 and Government of Canada Order in Council 2020-0822.
2. The Commissioners may amend, supplement, vary, or depart from any rule as they deem necessary to ensure the Commission is thorough, fair, and timely.
3. These Rules relate to the opportunity for participation in the Commission’s proceedings, including the fact-finding and policy aspects of the mandate.
4. In these Rules, “participants”, refers to individuals, groups, governments, agencies, institutions, or other entities granted an opportunity to participate in the Commission’s proceedings.
5. Those applying for an opportunity for appropriate participation are “applicants” in these Rules.
6. All participants, witnesses, and their lawyer or representative in the proceedings shall be deemed to undertake to adhere to these Rules, and may raise any issue of non-compliance with the Commissioners.
7. The Commissioners may deal with a breach of these Rules as they deem appropriate.
8. Commission Counsel have the primary responsibility of representing the public interest throughout the Commission, including the responsibility to ensure that all matters that bear on the public interest are brought to the attention of the Commissioners. Commission Counsel will assist the Commissioners throughout the inquiry and ensure the orderly conduct of the inquiry process.

### **Participation**

9. Any individual or group who wishes to be a participant must download the PDF application form (<https://masscasualtycommission.ca/files/documents/participation/participation-and-funding-form.pdf>) and send the completed form via email to [participation@masscasualtycommission.ca](mailto:participation@masscasualtycommission.ca) no later than April 12, 2021. Should you require support completing your form, or if you would like to receive a hard copy form, please contact Maureen Wheller, Community Liaison Director for assistance: [Maureen.Wheller@masscasualtycommission.ca](mailto:Maureen.Wheller@masscasualtycommission.ca) or 902-626-8673.



Please visit the Mass Casualty Commission website for additional information on the Applications for Participation: <https://masscasualtycommission.ca/participation/>.

10. Applications in writing for the opportunity to participate must include the following information:
  - (a) The applicant's name, address, telephone number, email address;
  - (b) The name of the lawyer or representative, if any, representing the applicant together with their address, telephone number, and email address;
  - (c) An explanation of the applicant's substantial and direct interest in the subject matter of the Commission having specific regard to the mandate of the Commission.
11. Participation in various aspects of the Commission's work will be granted at the discretion of the Commissioners in accordance with the mandate.
12. The Commissioners will make decisions about participation in the Commission's proceedings based on the completed application form and supporting documentation. Should oral submissions be required, the Commissioners will determine an appropriate time and format.
13. The Commissioners may determine those aspects of the Commission's work in which a person granted an opportunity for appropriate participation may engage and the form of their participation.
14. The Commissioners may direct that a number of applicants share participation with those with whom they have a common interest.
15. Those granted an opportunity for participation will be designated as "participants" before the Commission.
16. Further information with respect to participation may be available on the Commission's website: <https://masscasualtycommission.ca/>.

### **Funding**

17. Pursuant to the mandate of the Commission, the Commissioners may make recommendations to the Clerk of the Privy Council regarding funding for a participant, where, in the view of the Commissioners, the person would not otherwise be able to participate in the Commission without such funding. Funding recommendations will correlate with the Commissioners' determination of the appropriate degree of participation for each application for funding.

18. Any individual or group who wishes to be a participant must download the PDF application form (<https://masscasualtycommission.ca/files/documents/participation/participation-and-funding-form.pdf>) and send the completed form via email to [participation@masscasualtycommission.ca](mailto:participation@masscasualtycommission.ca) no later than April 12, 2021. Should you require support completing your form, or if you would like to receive a hard copy form, please contact Maureen Wheller, Community Liaison Director for assistance: [Maureen.Wheller@masscasualtycommission.ca](mailto:Maureen.Wheller@masscasualtycommission.ca) or 902-626-8673. Please visit the Mass Casualty Commission website for additional information on the Applications for Participation: <https://masscasualtycommission.ca/participation/>.
19. Applications in writing for funding must include the following information:
  - a) The applicant's name, address, telephone number, email address;
  - b) The name of the lawyer or the representative, if any, representing the applicant, together with their address, telephone number, and email address;
  - c) An indication that the applicant requests funding due to the risk of personal financial hardship which would prevent participation; or an indication that the applicant does not require funding in order to participate.
20. Funding will be recommended at the discretion of the Commissioners in accordance with the Government of Canada Order in Council 2020-0822 (1) (f) (vi) and the Nova Scotia Government Order in Council 2020-293 (1) (f) (vi).
21. Where the Commissioners' funding recommendation is accepted, funding shall be in accordance with Treasury Board guidelines respecting rates of remuneration and reimbursement and the assessment of accounts.
22. Further information with respect to funding may be available on the Commission's website: <https://masscasualtycommission.ca/>.

### 3-3 Participation and Funding Application Form (with Rules on Participation and Funding)



The Joint Federal/Provincial Commission into  
the April 2020 Nova Scotia Mass Casualty  
MassCasualtyCommission.ca

#### Application for Participation (Standing)

The Mass Casualty Commission is now accepting Applications for Participation (sometimes referred to as “standing”). This process allows individuals and groups to apply to participate in the Commission’s proceedings and to apply for funding to do so. Applications for Participation at the Commission’s proceedings are invited from any person with a substantial and direct interest in the subject matter of the Commission. The manner of participation of the persons given participant status shall be determined by the Commissioners.

Please review the following rules on participation and funding and send complete PDF application form via email to [participation@masscasualtycommission.ca](mailto:participation@masscasualtycommission.ca) no later than **April 12, 2021**. Should you require support completing your form, or if you would like to receive a hard copy form, please contact Maureen Wheller, Community Liaison Director for assistance: [Maureen.Wheller@masscasualtycommission.ca](mailto:Maureen.Wheller@masscasualtycommission.ca) or 902-626-8673. Please visit the Mass Casualty Commission website for additional information on the Applications for Participation: <https://masscasualtycommission.ca/participation/>.

#### RULES ON PARTICIPATION AND FUNDING

##### General

1. These Rules on participation and funding apply to the Mass Casualty Commission (the “Commission”), established pursuant to Nova Scotia Government Order in Council 2020-293 and Government of Canada Order in Council 2020-0822.
2. Commissioners may amend these Rules or dispense with compliance of these Rules as they deem necessary to ensure the Commission is thorough, fair, and timely.
3. These Rules relate to the opportunity for participation in the Commission’s proceedings, including the fact-finding and policy aspects of the mandate.
4. In these Rules, “participants”, refers to individuals, groups, governments, agencies, institutions, or other entities granted an opportunity to participate in the Commission’s proceedings.

5. Those applying for an opportunity for appropriate participation are “applicants” in these Rules.
6. All participants, witnesses, and their lawyer or representative in the proceedings shall be deemed to undertake to adhere to these Rules, and may raise any issue of non-compliance with the Commissioners.
7. The Commissioners may deal with a breach of these Rules as they deem appropriate.
8. Commission Counsel have the primary responsibility of representing the public interest throughout the Commission, including the responsibility to ensure that all matters that bear on the public interest are brought to the attention of the Commissioners. Commission Counsel will assist the Commissioners throughout the inquiry and ensure the orderly conduct of the inquiry process.

### **Participation**

9. Any individual or group who wishes to be a participant must download the PDF application form and send the completed form via email to [participation@masscasualtycommission.ca](mailto:participation@masscasualtycommission.ca) no later than **April 12, 2021**. Should you require support completing your form, or if you would like to receive a hard copy form, please contact Maureen Wheller, Community Liaison Director for assistance: [Maureen.Wheller@masscasualtycommission.ca](mailto:Maureen.Wheller@masscasualtycommission.ca) or 902-626-8673. Please visit the Mass Casualty Commission website for additional information on the Applications for Participation: <https://masscasualtycommission.ca/participation/>.
10. Applications in writing for the opportunity to participate must include the following information:
  - (a) The applicant’s name, address, telephone number, email address;
  - (b) The name of the lawyer or representative, if any, representing the applicant together with their address, telephone number, and email address;
  - (c) An explanation of the applicant’s substantial and direct interest in the subject matter of the Commission having specific regard to the mandate of the Commission.
11. Participation in various aspects of the Commission’s work will be granted at the discretion of the Commissioners in accordance with the mandate.

12. The Commissioners will make decisions about participation in the Commission's proceedings based on the completed application form and supporting documentation. Should oral submissions be required, the Commissioners will determine an appropriate time and format.
13. The Commissioners may determine those aspects of the Commission's work in which a person granted an opportunity for appropriate participation may engage and the form of their participation.
14. The Commissioners may direct that a number of applicants share participation with those with whom they have a common interest.
15. Those granted an opportunity for participation will be designated as "participants" before the Commission.
16. Further information with respect to participation may be available on the website at: <https://masscasualtycommission.ca>.

### **Funding**

17. Pursuant to the mandate of the Commission, the Commissioners may make recommendations to the Clerk of the Privy Council regarding funding for a participant, where, in the view of the Commissioners, the person would not otherwise be able to participate in the Commission without such funding. Funding recommendations will correlate with the Commissioners' determination of the appropriate degree of participation for each application for funding.
18. Any individual or group who wishes to be a participant must download the PDF application form and send the completed form via email to [participation@masscasualtycommission.ca](mailto:participation@masscasualtycommission.ca) no later than **April 12, 2021**. Should you require support completing your form, or if you would like to receive a hard copy form, please contact Maureen Wheller, Community Liaison Director for assistance: [Maureen.Wheller@masscasualtycommission.ca](mailto:Maureen.Wheller@masscasualtycommission.ca) or 902-626-8673. Please visit the Mass Casualty Commission website for additional information on the Applications for Participation: <https://masscasualtycommission.ca/participation/>.
19. Applications in writing for funding must include the following information:
  - a) The applicant's name, address, telephone number, email address;
  - b) The name of the lawyer or the representative, if any, representing the applicant, together with their address, telephone number, and email address;
  - c) An indication that the applicant requests funding due to the risk of personal financial hardship which would prevent participation; or an indication that the applicant does not require funding in order to participate.

20. Funding will be recommended at the discretion of the Commissioners in accordance with the Government of Canada Order in Council 2020-0822 (1) (f) (vi) and the Nova Scotia Government Order in Council 2020-293 (1) (f) (vi).
21. Where the Commissioners' funding recommendation is accepted, funding shall be in accordance with Treasury Board guidelines respecting rates of remuneration and reimbursement and the assessment of accounts.
22. Further information with respect to funding may be available on the website at: <https://masscasualtycommission.ca>.

**APPLICATIONS FOR PARTICIPATION AND FUNDING**

**ALL APPLICATIONS MUST BE RECEIVED BY THE MASS CASUALTY COMMISSION NO LATER THAN APRIL 12, 2021.**

The Commission encourages applications to be submitted by email to [participation@masscasualtycommission.ca](mailto:participation@masscasualtycommission.ca).

**THE APPLICANT**

**INDIVIDUAL**

**Name** \_\_\_\_\_

**Email Address** \_\_\_\_\_

**Mailing Address** \_\_\_\_\_

\_\_\_\_\_

**Telephone Number** \_\_\_\_\_

**Social Media Platforms (optional)** \_\_\_\_\_

**If Represented by a Lawyer:**

**Name** \_\_\_\_\_

**Firm** \_\_\_\_\_

**Email Address** \_\_\_\_\_

**Mailing Address** \_\_\_\_\_

\_\_\_\_\_

**Telephone Number** \_\_\_\_\_

**GROUP**

**Name** \_\_\_\_\_

**Contact Person (name and position)** \_\_\_\_\_

**Email Address** \_\_\_\_\_

**Mailing Address** \_\_\_\_\_

\_\_\_\_\_

**Telephone Number** \_\_\_\_\_

**Social Media Platforms (optional)** \_\_\_\_\_

**If Represented by a Lawyer:**

**Name** \_\_\_\_\_

**Firm** \_\_\_\_\_

**Email Address** \_\_\_\_\_

**Mailing Address** \_\_\_\_\_

\_\_\_\_\_

**Telephone Number** \_\_\_\_\_



**PARTICIPATION – REASONS FOR YOUR PARTICIPATION REQUEST  
(Individual or Group)**

Applications for Participation should not exceed 10 pages.

- 1. Explain your direct and substantial interest in the subject matter of the Commission.

- 2. In order to avoid duplication, please indicate if you have a common interest with any other individual or organization that may be seeking to participate. If so, specify their name. Indicate your position on whether the Commission should grant shared participation to you and to those with whom you have a common interest.

## **APPLICATIONS FOR RECOMMENDATIONS FOR FUNDING**

**Applications for recommendations for funding should not exceed 10 pages, excluding funding application forms.**

The Commissioners may make recommendations to the Clerk of the Privy Council to provide funding to support an applicant's ability to participate in the Commission where, in the view of the Commissioners, that person would otherwise not be able to participate.

**Are you seeking funding in order to participate in the Commission process?**

**Yes**

**No**

**If "yes", please ensure you include:**

- Funding application form individual (page 9) or funding application form group (page 10)

Please review the Important Information for Applicants Seeking Participation Status and Funding: <https://masscasualtycommission.ca/participation/faq/>.

**FUNDING APPLICATION FORM – INDIVIDUAL**

1. My name is \_\_\_\_\_  
and I live in \_\_\_\_\_ (city, province).

2. I am an individual applying to participate in the Joint Federal/Provincial Commission into the April 2020 Nova Scotia Mass Casualty (the "Mass Casualty Commission"). Please check the appropriate box:

I am a family member of a victim or victims of the mass casualty.

I have a direct interest in the subject matter of the Commission.

3. Please check the appropriate box:

Applicant requests funding due to the risk of personal financial hardship which would prevent participation.

Applicant does not require funding in order to participate.

\* Please note that the Commission may request additional information, including income verification documents, in some circumstances.

I hereby certify that the information set out by me in this document is true and correct to the best of my knowledge and belief.

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

**FUNDING APPLICATION FORM – GROUP OR COALITION**

1. My name is \_\_\_\_\_ and I represent (name of group or coalition)  
\_\_\_\_\_.
  
2. I am the \_\_\_\_\_ (position with the group or coalition applying) which group or coalition has applied to participate in the Joint Federal/Provincial Commission into the April 2020 Nova Scotia Mass Casualty (the “Mass Casualty Commission”).
  
3. The \_\_\_\_\_ (name of group or coalition) is seeking funding to participate in the Mass Casualty Commission.
  
4. Without funding, \_\_\_\_\_ (name of group or coalition) will not be able to participate.
  
5. My group is (check the appropriate box):  
 a registered charity; or  
 a non-profit society; or  
 other: \_\_\_\_\_ (please indicate what type of organization you represent); and
  
6. Attach your group’s most recent annual Financial Statement; and/or
  
7. Attach any other relevant documents about your group’s financial situation; and
  
8. If these documents are not provided, please explain why not.

\_\_\_\_\_

I hereby certify that the information set out by me in this document is true and correct to the best of my knowledge and belief.

Date: \_\_\_\_\_

Signature of Group Representative: \_\_\_\_\_

## **4 Sample s 13 Notice of Misconduct**



The Joint Federal/Provincial Commission into  
the April 2020 Nova Scotia Mass Casualty  
MassCasualtyCommission.ca  
Commission fédérale-provinciale sur les événements  
d'avril 2020 en Nouvelle-Ecosse  
CommissionDesPertesMassives.ca

[REDACTED], 2022

**PRIVILEGED AND CONFIDENTIAL**

VIA EMAIL: [REDACTED]

[REDACTED]

**RE: Inquiries Act RSC 1985, c.I-11, s. 13**

We are writing to you in your capacity as counsel to [REDACTED].

The Commissioners have designed the Mass Casualty Commission process with a commitment to openness and transparency, sharing their understanding of the evidentiary record first with Participants, and then with the public as it has developed over the months. This was accomplished in part by sharing foundational documents, which organize a great deal of information and source documents on our website at [Foundational Documents | Mass Casualty Commission](#).

By Orders in Council (October 21, 2020), and by statute, the Commission is prohibited from expressing in its final report any conclusion or recommendation regarding the potential civil or criminal liability of any person, institution, or organization. However, despite all the sharing of information as it has been marshalled, for greater clarity and certainty, it bears repeating at this stage that the Commission is required by the Orders in Council to “inquire into and make findings on matters related to the tragedy in Nova Scotia on April 18 and 19, 2020”, “to set out lessons learned”, and “to make recommendations to avoid such tragic events in the future”.

The Orders in Council specifically direct the Commissioners to make findings on matters related to the April 18 and 19, 2020 tragedy including:

- (a) (i) the causes, context and circumstances giving rise to the tragedy,
- (ii) the responses of police, including the Royal Canadian Mounted Police (RCMP) and municipal police forces, and
- (iii) the steps taken to inform, support and engage victims, families, and affected citizens.

The Orders in Council also direct us to examine issues as they relate to the April 18 and 19, 2020 Nova Scotia tragedy including:

- (b) (i) contributing and contextual factors including the role of gender based and intimate partner violence,
- (ii) access to firearms,
- (iii) interactions with police, including any specific relationship between the perpetrator and the RCMP and between the perpetrator and social services, including mental health services, prior to the event and the outcomes of those interactions,
- (iv) police actions, including operational tactics, response, decision making and supervision,
- (v) communications with the public during and after the event, including the appropriate use of the public alerting system established under the Alert Ready program,
- (vi) communications between and within the RCMP, municipal police forces, the Canada Border Services Agency, the Criminal Intelligence Service Nova Scotia, the Canadian Firearms Program and the Alert Ready program,
- (vii) police policies, procedures, and training in respect of gender-based and intimate partner violence,
- (viii) police policies, procedures, and training in respect of active shooter incidents,
- (ix) policies with respect to the disposal of police vehicles and any associated equipment, kit, and clothing,
- (x) policies with respect to police response to reports of the possession of prohibited firearms, including communications between law enforcement agencies, and
- (xi) information and support provided to the families of victims, affected citizens, police personnel and the community.

Rule 64 of the Rules of Practice and Procedure that govern the Mass Casualty Commission incorporates section 13 of the *Inquiries Act* RSC 1985, c.I-11 as follows:

In accordance with section 13 of the *Public Inquiries Act*, RSC 1985, c I-11, if the Commissioners anticipate they may comment adversely upon a person's conduct in the final report, the person will have reasonable notice of the allegation and will be allowed a full opportunity to be heard.

Justice Cory discussed section 13 of the *Inquiries Act* in the Supreme Court of Canada decision *Canada (Attorney General) v. Canada (Commission of Inquiry on the Blood System in Canada)* [1997]3 SCR 440 (paras 38 and 39):

Section 13 of the Act makes it clear that commissioners have the power to make findings of misconduct. In order to do so, commissioners must also have the necessary authority to set out the facts upon which the findings of misconduct are based, even if those facts reflect adversely on some parties. If this were not so, the inquiry process would be essentially pointless. Inquiries would produce reports composed solely of recommendations for change, but there could be no factual findings to demonstrate why the changes were necessary. If an inquiry is to be useful in its roles of investigation, education and the making of recommendations, it must make findings of fact. It is these findings which will eventually lead to the recommendations which will seek to prevent the recurrence of future tragedies.

These findings of fact may well indicate those individuals and organizations which were at fault. Obviously, reputations will be affected. But damaged reputations may be the price which must be paid to ensure that if a tragedy such as that presented to the Commission in this case can be prevented, it will be.

...In my view, it is clear that commissioners must have the authority to make those findings of fact which are relevant to explain and support their recommendations even though they reflect adversely upon individuals.

In our shared interest in helping to make communities safer, you will appreciate that, pursuant to our mandate, the Commission will set out an evidentiary record, based upon what we have learned in collaboration with Participants about what happened, how and why it happened, in order to identify lessons learned and make meaningful recommendations. We will create recommendations necessary for change and in the process may illuminate any failings, gaps or problems that we identify need to be addressed.



The purpose of this confidential letter is to provide the notice required by Rule 64. The role of [REDACTED] is related to the part of the Commission's mandate set out in section [REDACTED] of the Orders in Council which direct the Commissioners to inquire into and make findings [REDACTED]."

Based on information included in the [REDACTED] *Foundational Document*, the information shared in the evidence of [REDACTED] on [REDACTED], 2022 and the discussion at the roundtable on [REDACTED], 2022 "[REDACTED], " the Commissioners are considering [REDACTED].

Based on the evidence and submissions they have received, the Commissioners may be asked to comment adversely on your client's conduct in their final report in so much as they are asked to consider whether [REDACTED].

It is very important to understand that this notice does not mean that any adverse findings will be made. It is worth repeating that the Commission is required by law to send this notice if such a finding *may* be made. This confidential notice will not be made public by the Commission.

We also wish to make it very clear that such adverse comments or findings are not the principal focus of the public inquiry or the final report; they will only be made in those circumstances where they are required to carry out the Inquiry's mandate.

In providing this notice to your client, it is critical to understand that the Commissioners have not reached any conclusions whatsoever in relation to the facts or submissions or whether any adverse findings or comments will be made in the final report. The purpose of this notice is simply to advise you that your client has the opportunity to be heard as required by section 13 of the *Inquiries Act* as reflected in Rule 64 of the Mass Casualty Commission Rules of Practice and Procedure. That is, should your client wish to do so, it can provide written submissions to the Commission to address these issues. Any such submissions should be provided by [REDACTED], 2022.

Yours truly,

**Emily Hill**  
Commission Counsel

## **5 Confidentiality Undertakings and Consent Form**

## 5-1 Undertaking of Counsel to Participants



The Joint Federal/Provincial Commission into  
the April 2020 Nova Scotia Mass Casualty  
MassCasualtyCommission.ca  
Commission fédérale-provinciale sur les événements  
d'avril 2020 en Nouvelle-Écosse  
CommissionDesPertesMassives.ca

**Joint Federal/Provincial Commission into the April 2020 Nova Scotia Mass Casualty  
established by the federal and provincial Orders-in-Council P.C. 2020-822 and 2020-293  
("Mass Casualty Commission")**

**Undertaking of Counsel to Participant(s)**

I, \_\_\_\_\_, Legal Counsel on behalf of the Participant \_\_\_\_\_, undertake to the Mass Casualty Commission I will use any documents (as defined in the Mass Casualty Commission's Rules of Practice and Procedure) and information that are disclosed to me in connection with the Mass Casualty Commission's proceedings, solely for the purpose of the Mass Casualty Commission. I further undertake that I will not disclose any such documents or information to anyone.

I further undertake that:

- I will not disclose any such documents or information contained therein to anyone for whom I do not act.
- I will only provide such documents or information to a person for whom I act, including a member of a coalition, or to any witness, or to an expert retained for the purpose of the Mass Casualty Commission's proceedings, upon the individual(s) in question giving the written confidentiality agreement annexed hereto.

I understand that this undertaking has no force or effect once any such documents or information has become part of the public proceedings of the Mass Casualty Commission, or to the extent that the Mass Casualty Commission has released me from the undertaking with respect to any documents or information. For greater certainty, a document is only part of the public proceedings once the document is made a public exhibit at the Inquiry.

With respect to those documents or information that remain subject to this undertaking at the end of the Inquiry, I undertake to either destroy the documents, and provide a certificate of destruction to the Mass Casualty Commission, or to return those documents to the Mass Casualty Commission for destruction. I will keep information subject to this undertaking confidential in perpetuity.

I further undertake to collect for destruction such documents from anyone to whom I have disclosed any documents or information, in accordance with the confidentiality agreement annexed hereto, which were produced to me in connection with the Mass Casualty Commission's proceedings. I understand that the failure to follow any provision of this Undertaking is a violation of the Rules, and may be dealt with by the Commissioners as such.

\_\_\_\_\_  
Print Name:  
Counsel for:

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

This communication (including any attachments) is confidential and intended only for the recipient(s) specified in the message. The content may be privileged, confidential or otherwise protected by law.  
La présente communication (y compris les pièces jointes) est confidentielle et réservée à l'usage du ou des destinataire(s) prévu(s) dont le nom figure dans le message. Le contenu est susceptible d'être confidentiel, couvert par le secret professionnel ou protégé autrement par la loi.

## 5-2 Undertaking of Participants or Potential Witnesses



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the April 2020 Nova Scotia Mass Casualty  
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Commission fédérale-provinciale sur les événements  
d'avril 2020 en Nouvelle-Écosse  
CommissionDesPertesMassives.ca

**Joint Federal/Provincial Commission into the April 2020 Nova Scotia Mass Casualty established  
by the federal and provincial Orders-in-Council P.C. 2020-822 and 2020-293  
("Mass Casualty Commission")**

**Undertaking for Participants or Potential Witnesses**

I, \_\_\_\_\_, undertake to the Mass Casualty Commission I will use any documents (as defined in the Mass Casualty Commission's Rules of Practice and Procedure) and information which are disclosed to me in connection with the Mass Casualty Commission's proceedings, solely for the purpose of the Mass Casualty Commission. I further undertake that I will not disclose any such documents or information to anyone.

I understand that this undertaking has no force or effect with respect to any document or information which has become part of the public proceedings of the Mass Casualty Commission, or to the extent that the Mass Casualty Commission has provided a written release to me from the undertaking with respect to any document. For greater certainty, a document is only part of the public proceedings once the document is made a public exhibit in the Mass Casualty Commission proceedings.

I will return any documents which remain subject to this Undertaking at the end of the Mass Casualty Commission's proceedings to Commission Counsel or a person designated by the counsel who disclosed them to me. I will keep information subject to this undertaking confidential in perpetuity.

I understand that the breach of any of the provisions of this Undertaking is a breach of the Rules of the Mass Casualty Commission, and may be dealt with by the Commissioners as such.

\_\_\_\_\_  
Print Name:

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Date

This communication (including any attachments) is confidential and intended only for the recipient(s) specified in the message. The content may be privileged, confidential or otherwise protected by law. La présente communication (y compris les pièces jointes) est confidentielle et réservée à l'usage du ou des destinataire(s) prévu(s) dont le nom figure dans le message. Le contenu est susceptible d'être confidentiel, couvert par le secret professionnel ou protégé autrement par la loi.

## 5-3 Confidentiality Undertaking for an Accredited Member of the Media



The Joint Federal/Provincial Commission into  
the April 2020 Nova Scotia Mass Casualty  
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Commission fédérale-provinciale sur les événements  
d'avril 2020 en Nouvelle-Écosse  
CommissionDesPertesMassives.ca

**Joint Federal/Provincial Commission into the April 2020 Nova Scotia Mass Casualty  
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("Mass Casualty Commission")**

**Confidentiality Undertaking for an accredited member of the media**

1. This Confidentiality Undertaking (the "Undertaking") must be provided by any member of the media who wishes to have access to advance copies of documents the Mass Casualty Commission anticipates will be filed as exhibits at public proceedings (the "Anticipated Exhibits").
2. I, \_\_\_\_\_ (print name), of  
\_\_\_\_\_ (name of media outlet), acknowledge and agree, as a condition of access to the Anticipated Exhibits, to treat the Anticipated Exhibits and their contents in accordance with the provisions of this Undertaking. I understand that certain Anticipated Exhibits are sensitive and include personal information and/ or graphic material.
3. I understand that I am required by this Undertaking to keep the Anticipated Exhibits and their contents strictly confidential, that I must take whatever steps are reasonably necessary to keep the Anticipated Exhibits and their contents from being disseminated, and may only use the Anticipated Exhibits for their intended purpose.
4. Upon executing this Undertaking and providing a copy to the Inquiry, access to the Anticipated Exhibits may be provided to me at the sole discretion of the Commissioners. Without limiting the generality of the strict duty of confidentiality, I undertake and agree that:
  - a. I will maintain in strict confidence and ensure the physical security of the Anticipated Exhibits and their contents. I understand that this is a broad requirement that ensures that I do not, through my actions or failure to act, cause the Anticipated Exhibits or their contents to become available to the public or unauthorized persons, either electronically or by any other means.

---

This communication (including any attachments) is confidential and intended only for the recipient(s) specified in the message. The content may be privileged, confidential or otherwise protected by law.  
La présente communication (y compris les pièces jointes) est confidentielle et réservée à l'usage du ou des destinataire(s) prévu(s) dont le nom figure dans le message. Le contenu est susceptible d'être confidentiel, couvert par le secret professionnel ou protégé autrement par la loi.

- b. I understand that I am required to safeguard the Anticipated Exhibits and their contents at all times, until such time as they are filed as public exhibits. Electronic copies of Anticipated Exhibits must be kept only on a computer or electronic device in my possession or control and must be password protected with access restricted solely to me.
- c. I will not print, disseminate, release, publish, or share with any person who has not provided a similar undertaking to the Commission the Anticipated Exhibits or their contents until such time as the Anticipated Exhibits are formally admitted into evidence at the Mass Casualty Commission's public proceedings as public exhibits, subject to the additional limitations contained in this Undertaking.
- d. I understand that in certain cases, the Commissioners may admit an Anticipated Exhibit into evidence as a public exhibit, subject to redactions being made. Notwithstanding paragraph 3(c) above, I will not print, disseminate, release, publish, or share with any person at any time the advance copies of Anticipated Exhibits that are subject to a Redaction Order or the information therein that is subject to the Redaction Order. In all such cases, I may print, disseminate, release, publish, or share only the redacted versions that are posted on the Inquiry's website after the Anticipated Exhibit is admitted into evidence (the "Posted Version"). In addition, I will not print, disseminate, release, publish, or share any information that has been redacted from the Posted Version.
- e. In addition to the limitations imposed by this Undertaking, I will abide by all restrictions or limitations the Commissioners impose on access, dissemination, or publication of Anticipated Exhibits and their contents.
- f. Subject to paragraphs 3(c) and (d) above, I will not make any additional copies of the Anticipated Exhibits in any form whatsoever.
- g. At the end of the same day of public proceedings where an Anticipated Exhibit is entered as a public exhibit, I will delete and securely destroy:
  - i. my copy of any Anticipated Exhibits that were not admitted into evidence that day; and
  - ii. my copy of any Anticipated Exhibits that are subject to a Redaction Order.

h. In the event that there has been unauthorized access to the Anticipated Exhibits, I am required to notify Commission Counsel immediately. I am required to take whatever steps are necessary to mitigate the risks of unauthorized printing, dissemination, release, publication, or sharing of the Anticipated Exhibits and their contents.

5. I have read this Undertaking and I agree and undertake to comply with these terms as a condition of receiving the Anticipated Exhibits.

6. I understand that any breach of any provision of this Undertaking is deemed to be a breach of an order made by the Commissioners and may be dealt with by the Commissioners as such.

\_\_\_\_\_

Print Name and Signature:

\_\_\_\_\_

Witness

\_\_\_\_\_

Name of media outlet

\_\_\_\_\_

Date



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### INFORMED CONSENT FORM

The Mass Casualty Commission appreciates that you wish to share information with the Commission however, before the Commission accepts your information, it is important for you to know what may happen to the information you provide. The Commission will always try to treat the information you provide with respect and privacy where possible.

The Mass Casualty Commission is a Public Inquiry, and therefore any information you may provide to the Mass Casualty Commission may become public. Your information may become public either during the work of the Commission, or in the future when the records of the Commission are provided to the federal government at the conclusion of the Commission's work.

If sharing information publicly would have a significant impact on your privacy or dignity, the Commission may decide to anonymize your identity by assigning initials. The Commission has assigned initials to individuals who have described experiencing sexual violence and to individuals who have shared experiences that involve their personal health information.

Any information you provide that may potentially jeopardize an ongoing investigation or proceeding, or jeopardize the health and wellbeing of any individual, may be shared with the responsible agency.

You will not receive any compensation as a result of your choice to participate in the Commission.

You understand that by giving this consent, you will not have any legal rights or claims against those who use your identifying information, photographs, audio/visual or document in the Mass Casualty Commission matter.

---

Signature

Name:

Date:

Address, Telephone and email (optional):

---

Witness

Name:

Additional Notes:

---

This communication (including any attachments) is confidential and intended only for the recipient(s) specified in the message. The content may be privileged, confidential or otherwise protected by law. La présente communication (y compris les pièces jointes) est confidentielle et réservée à l'usage du ou des destinataire(s) prévu(s) dont le nom figure dans le message. Le contenu est susceptible d'être confidentiel, couvert par le secret professionnel ou protégé autrement par la loi.



## **6 Sample Stakeholder Update**

[Crisis Support Available](#)

# An Update from the Commissioners – March 23, 2022

[Home](#) / [Updates](#) / [Commission Updates](#)

March 23, 2022

**This update includes information on the proceedings schedule and details on how the Commission will hear from witnesses.**

To date, the Commission has shared four Foundational Documents and one Commissioned Report which have been posted on the [website](#) along with their source material. There are currently more than 25 additional [Foundational Documents](#) remaining to be shared throughout the 2022 proceedings, all of which provide important information about the causes, context and circumstances of what happened on April 18 and 19, 2020. A schedule of when these documents will be presented throughout 2022 is available on the [calendar](#). Please note that the list of [Foundational Documents](#) to be presented is not exhaustive and there may be additional Foundational Documents developed as the Commission continues to explore the issues in its [mandate](#).

### **Proceedings Schedule Updated Regularly**

On March 28, 2022, public proceedings will resume at the Halifax Convention Centre. During the week, the Commission will hear from the three RCMP officers who first arrived on the scene in Portapique on April 18, and the Commission will continue to share Foundational Documents and information about what happened.

The nature of witness questioning may result in changes to the proceedings schedule with little notice. Some witnesses may be scheduled to appear for half a day, while others may be scheduled to appear in front of the Commission across multiple days. However, the actual amount of time that questioning will take depends on a range of factors, including the number of questions or the type of information being discussed with any given witness or witness panel, and whether or not further questioning is needed.

The Commission will do its best to communicate if a proceeding day is expected to end early or late. This will be shown on the website calendar and through the Commission's [Facebook](#) and [Twitter](#), though it will not always be possible to predict how long the various proceeding days will be. It will be important for the Commission to remain flexible with its time each day to ensure all material is covered thoroughly.

### **Participant Submissions**

Participants including those most affected, families, first responders, governments, and organizations, through their counsel, can provide submissions on areas in the Foundational Documents that they suggest should be explored further. Participants are invited to provide the names of witnesses they feel should be heard by the Commission to continue to build our understanding of the issues relevant to our mandate. The Commission includes consideration of these submissions in its planning of proceedings and will continue to build more detail into the calendar on the website.

### **Commissioners' Decision**

On March 9, 2022, we issued a decision about a number of witnesses who will appear during proceedings to provide oral testimony. This decision followed public submissions by Participants about proposed witnesses they

would like to hear from to continue to build the factual foundation in the Commission's first three Foundational Documents shared with the public. The March 9, 2022, decision can be found on the [Commission website](#).

### **Hearing from Witnesses**

The Commission will hear from witnesses when proceedings resume on Monday, March 28, 2022. If a witness is out-of-province, they may attend the proceedings virtually. In most instances, the names of witnesses scheduled will be posted on the website [calendar](#) the Friday before.

The restorative principles outlined in the mandate will guide the Commission's approach to hearing from witnesses. A restorative approach does *not* mean the Commission will automatically excuse someone from testifying, or that the Commission will avoid asking the hard questions and discussing difficult information. What it does mean is that the Commission must think carefully about *how* it hears from witnesses. This approach seeks to create conditions where it is more likely for individuals who are experiencing or have experienced trauma to clearly share what they know—resulting in the best and most reliable information. Some examples of how we will accommodate witnesses will include:

- › Setting the tone and standard for a respectful environment
- › Gathering questions for a witness in advance and asking them in an orderly, streamlined way so the same questions are not asked multiple times by different lawyers (this allows the Commission to get the best understanding of what the witness knows)
- › Giving clear direction to Participant counsel in advance about what information the witness has that will supplement the Commission's understanding of what happened
- › Ensuring mental health and wellness support is available on-site or virtually, if needed
- › Having a dedicated private space for the witness should they like some time alone (i.e. before, for a break, etc.)
- › Hearing from witnesses as part of a witness panel

There may also be accommodations available like:

- › Having a support person accompany the witness throughout the questioning
- › Having a one-way screen so they do not see others in the proceedings room while they are speaking
- › Answering questions outside the main proceedings room in a nearby room on-site, via an audio or video call
- › Pre-recorded video or audio interviews
- › Sworn affidavits (written questions/answers)

The Commission's independent investigators have been conducting a large number of interviews with witnesses and these are forming a part of the factual record. A large volume of material continues to be collected and not all of it requires follow up with a witness to create the factual foundation necessary to establish an understanding of what happened. As a public inquiry, the Commission will need to make choices about what will help inform meaningful recommendations within a process that is timely, efficient and attentive to the resources dedicated. In some instances, it may be determined that hearing from an individual further through witness questioning in a proceeding is not needed as the information gathered through an interview is sufficient, clear and understood.

### **Register to Attend Proceedings In-Person**

Beginning March 28, 2022, members of the public are welcome to attend proceedings in person. If you would like to attend, please [register in advance](#). Please note that starting the week of April 4, 2022, the venue location for public proceedings will change periodically. The calendar and the registration portal will have different locations depending on the date you wish to attend. For more details about attending proceedings in person, please read the latest [community notice](#).

As always, everyone is welcome to watch the Commission's [webcast](#) on the website, or to listen to live audio from the proceedings by calling 1-877-385-4099 (toll free) and entering code 1742076 followed by the # sign. Recordings of the [webcast](#) are available and accessible through the website, so that you may watch the proceedings at a time that works best for you.

### **Share Your Experience**

Thank you to everyone who responded to our Share Your Experience survey. In response to feedback received, the Commission extended the survey so that the public had more time to submit their input. The survey received over 800 unique responses from people across the country. Over the coming weeks, the Commission will be reviewing the responses and using them to inform both upcoming public engagement opportunities and the Commission's final findings and recommendations.

While the survey may be closed, you are always welcome to share your experience of the mass casualty by reaching out to the Commission directly. The questions and information from the [survey](#) will remain on the website to serve as a guide should you need them.

As always, the Commission encourages you to share these updates and let others know about the opportunity to sign-up for these updates via the link on the Commission's [homepage](#) or by [contacting](#) the Commission directly. If you have questions about the proceedings or the work of the Commission in general, you can contact the Commission at [info@MassCasualtyCommission.ca](mailto:info@MassCasualtyCommission.ca) or by calling either 902-407-7532 (local) or 1-833-635-2501 (toll-free). You can also stay updated through the Commission's [Facebook](#) and [Twitter](#).

Sincerely,

The Mass Casualty Commission

Hon. J. Michael MacDonald, Chair

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

Dr. Kim Stanton

Key Terms	What this means
<b>Commissioner Decisions</b>	These are official decisions from the Commissioners that relate to our process like the Participation Decision or witnessed to be called during a proceeding.
<b>Participant Submissions</b>	Participants will be invited to provide their input in writing and in oral submissions regarding any remaining gaps in the factual record related to the events in the Foundational Documents presented (including witnesses they suggest should be heard by the Commission). Participants will also be invited to make submissions on other matters at other points in the Commission process.
<b>Witness (individual)</b>	Some people will appear individually to provide sworn or affirmed testimony. This may include representatives of institutions, subject matter experts or people with technical expertise who can explain how a particular system works.
<b>Witness panel</b>	When two or more witnesses provide sworn or affirmed testimony at the same time. This format can improve understanding and better assist the inquiry in a professional and respectful manner.
<u>Questioning</u>	Commission Counsel will lead the questioning of witnesses. Commission Counsel will consult with Participant counsel to determine questions and, where the Commissioners decide it is appropriate, Participant counsel may also question witnesses themselves.

## Share



## Topics

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- > All topics
- > **Commission Updates**
- > Community Notices
- > Statements

The Joint Federal/Provincial Commission  
into the April 2020 Nova Scotia Mass Casualty

### Contact the Mass Casualty Commission

Email: [info@masscasualtycommission.ca](mailto:info@masscasualtycommission.ca)

Phone: 902-407-7532 or toll-free 1-833-635-2501

For more information, [visit our Contact page](#).

[Privacy](#) | [Terms and Conditions](#) | [Social Media](#) | [COVID-19 Protocols](#)

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**SIGN UP FOR UPDATES**





## **7 Social Media Guidelines**



The Joint Federal/Provincial Commission into  
the April 2020 Nova Scotia Mass Casualty  
MassCasualtyCommission.ca  
Commission fédérale-provinciale sur les événements  
d'avril 2020 en Nouvelle-Ecosse  
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## Social Media Guidelines

The Commission's social media platforms have been created to inform and engage, and we recognize that while open dialogue is important, not all conversation is respectful. These guidelines have been established to ensure social media content and activity on the Commission's platforms align with the Commission's values of independence, respect and transparency.

The guidelines apply to users when engaging on the Commission's pages, or with content published or shared by the Commission's accounts. Social media service providers (such as Twitter or Facebook) have additional or different terms of use of which users should be aware.

### MONITORING

Social media accounts will generally be monitored and active Monday to Friday 8:30AM – 4:30PM AST/ADT. Enquiries received during the evening or on weekends will receive a response during regular working hours.

### ENQUIRIES

The Commission will work to respond to all enquiries that call for a response. Users should direct enquiries that are confidential, complex, or need a comprehensive response to [info@MassCasualtyCommission.ca](mailto:info@MassCasualtyCommission.ca) or 1 833-635-2501.

### COMMENTING AND ENGAGEMENT

Please practice respect and kindness when posting, sharing or commenting on the Commission's social media content or when interacting with our channels. Commentary and engagement is encouraged but should be done in a way that keeps in mind and minimizes the effects upon those most affected by the April 2020 mass casualty in Nova Scotia.

To ensure content on our pages remains respectful and sensitive to those most affected, we are asking users engaging with our accounts to please not post comments that include:

- The name or photos of the perpetrator of the mass casualty;
- Personal information of people most affected, or anyone related to the events or the Commission without their permission, or are disrespectful to those most affected by the mass casualty;
- Bullying and/or aggressive language, including language that is considered to be discriminatory based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic

characteristics, disability or conviction for an offence for which a pardon has been granted or in respect of which a record suspension has been ordered (per the *Canadian Human Rights Act*);

- Spam, promotion of misinformation or content seeking to solicit or promote material unrelated to the Commission's work;
- Profane language;
- Sexually explicit or violent language, imagery or links.

## CONTACT

If you have a concern about a specific post or comment, or if you have a question, please contact the Commission at [info@MassCasualtyCommission.ca](mailto:info@MassCasualtyCommission.ca) or 1 833-635-2501.

## GENERAL

All digital content published by the Commission is subject to change or removal. The Commission will remove published content on any of our digital properties or channels that does not align with our Social Media Community Guidelines. To remain transparent, we will contact users directly to let them know about commentary that does not follow the guidelines. We will also note on a post if a comment has been deleted and mention the specific guideline that was not followed.

## QUESTIONS ABOUT SOCIAL MEDIA

### What platforms are the Commission using?

Facebook and Twitter:

- English platforms: [Facebook](#) and [Twitter](#)
- French platforms: [Facebook](#) and [Twitter](#)

We will keep this list updated if new profiles are added.

### Can we communicate with the Commission using Twitter Direct Messages or Facebook?

At this time, direct messages received on these platforms will be directed to email [conversations using the email addresses on the Contact page](#). This allows us to better manage and process questions as they are received. As the work progresses, this approach may change.

*We will post more questions pertaining to social media as they emerge. A full Frequently Asked Questions list is located [here](#).*

## **8 Media Accreditation and Protocol**



The Joint Federal/Provincial Commission into  
the April 2020 Nova Scotia Mass Casualty  
MassCasualtyCommission.ca  
Commission fédérale-provinciale sur les événements  
d'avril 2020 en Nouvelle-Ecosse  
CommissionDesPertesMassives.ca

## Application for Media Accreditation

To Communications for the Mass Casualty Commission

1. We request permission to:

- film
- use the Commission's footage of
- take still photographs during
- record

the following public proceeding or hearing(s) of the Commission:

\_\_\_\_\_

2. Expected dates of coverage \_\_\_\_\_

3. Documents required for accreditation approval:

(a) Letter of assignment on the official letterhead of the media organization, identifying the applicant as being assigned to the event, explaining the role of the applicant at the event and signed by an authorized editor or publisher within the media organization with their contact information. Letter attached to submission: Yes: \_\_\_\_\_ No: \_\_\_\_\_

(b) If unable to provide a letter of assignment, applicant to include proof of recent publications relevant to the specific event, under the applicant's byline, with reporting and content that can be readily found in the public realm.

4. Request advance access to Commission documents: Yes: \_\_\_\_\_ No: \_\_\_\_\_

If yes, once approved for accreditation, media requesting access to advance, confidential copies of Commission documents will need to sign a confidentiality undertaking, which will be sent to them by the

Commission. Members of the media who sign a confidentiality undertaking may be sent documents in confidence through a secure file sharing system.

**Note:** media who choose not to sign the confidentiality undertaking will be able to access the Commission's documents as they are posted to the Commission website.

Name of responsible person \_\_\_\_\_

Business address \_\_\_\_\_

Postal address \_\_\_\_\_

e-mail address \_\_\_\_\_

Telephone number (\_\_\_\_\_) \_\_\_\_\_

Signed \_\_\_\_\_

Date \_\_\_\_\_

Commission use

Date application received \_\_\_\_\_

## 8-2 List of Accredited Media



The Joint Federal/Provincial Commission into  
the April 2020 Nova Scotia Mass Casualty  
MassCasualtyCommission.ca  
Commission fédérale-provinciale sur les événements  
d'avril 2020 en Nouvelle-Ecosse  
CommissionDesPertesMassives.ca

### ACCREDITED MEDIA LIST

	First name	Last name	Outlet	Signed Confidentiality Undertaking (advance access to anticipated exhibits)
1	Giuseppe	Valiante	Canadian Press	Yes
2	Michael	MacDonald	Canadian Press	Yes
3	Michael	Tutton	Canadian Press	Yes
4	Danielle	Edwards	Canadian Press	Yes
5	Keith	Doucette	Canadian Press	Yes
6	Graeme	Hamilton	Canadian Press	Yes
7	Kevin	Bissett	Canadian Press	Yes
8	Sarah	Smellie	Canadian Press	Yes
9	Lyndsay	Armstrong	Canadian Press	Yes
10	Andrew	Vaughan	Canadian Press	No
11	Kelly	Clark	Canadian Press	No
12	Bruce	Frisko	CTV News	Yes
13	Creeseon	Agecoutay	CTV News	No
14	Heidi	Petracek	CTV News	Yes
15	Gena	Holley	CTV News	Yes
16	Jonathan	MacInnis	CTV News	No
17	Sarah	Plowman	CTV News	No
18	Jesse	Thomas	CTV News	No
19	Christian	Monetta	CTV News	No
20	Jim	Kvammen	CTV News	No
21	Julie	Caswell	CTV News	Yes
22	Adrien	Blanc	Radio-Canada	Yes
23	Heloise	Rodriguez-Qizilbash	Radio-Canada	Yes
24	Kheira	Morellon	Radio-Canada	Yes
25	Gabrielle	Manore	Radio-Canada	No
26	Peter	Dawson	Radio-Canada	No
27	Francois	Pierre-Dufault	Radio-Canada	Yes
28	Christine	Manore	Radio-Canada	No
29	Dan	Fonda	CPAC	No
30	Melanie	Gagnon	CPAC	No

31	Andrew	Douglas	Frank Magazine	Yes
32	Matt	Millan	Frank Magazine	No
33	Jack	Leahy	Frank Magazine	No
34	Cameron	Towner	Global News	No
35	Brian	Hill	Global News	Yes
36	Neil	Benedict	Global News	Yes
37	Ross	Lord	Global News	Yes
38	Rhonda	Brown	Global News	Yes
39	Alex	Cooke	Global News	Yes
40	Reynold	Gregor	Global News	No
41	Mark	Blanchard	Global News	Yes
42	Graeme	Benjamin	Global News	Yes
43	Grey	Butler	Global News	No
44	Reid	Parker	Global News	Yes
45	Richard	Dooley	Global News	Yes
46	Callum	Smith	Global News	Yes
47	Robert	Short	CBC News	No
48	Robert	Guertin	CBC News	No
49	Ruth	Davenport	CBC News	Yes
50	Brian	MacKay	CBC News	No
51	Blair	Rhodes	CBC News	Yes
52	Brett	Ruskin	CBC News	Yes
53	Angela	MacIvor	CBC News	Yes
54	Elizabeth	McMillan	CBC News	Yes
55	Kayla	Hounsell	CBC News	Yes
56	Haley	Ryan	CBC News	Yes
57	Eric	Wolliscroft	CBC News	No
58	Steve	Lawrence	CBC News	No
59	David	Laughlin	CBC News	No
60	Patrick	Callaghan	CBC News	No
61	Shaina	Luck	CBC News	Yes
62	Georgina	Smyth	CBC News	Yes
63	Catharine	Tunney	CBC News	Yes
64	Mark	Crosby	CBC News	No
65	Dylan	Jones	CBC News	No
66	Paul	Poirier	CBC News	No
67	Jennifer	Henderson	Halifax Examiner	Yes
68	Tim	Bousquet	Halifax Examiner	Yes
69	Joan	Baxter	Halifax Examiner	Yes
70	Pam	Sword	SaltWire	Yes



71	Aaron	Beswick	SaltWire	Yes
72	Nicole	Munro	SaltWire	Yes
73	Chris	Lambie	SaltWire	Yes
74	Andrew	Rankin	SaltWire	Yes
75	Ryan	Taplin	SaltWire	No
76	Eric	Wynne	SaltWire	No
77	Tim	Krochack	SaltWire	No
78	Francis	Campbell	SaltWire	Yes
79	Sheldon	MacLeod	SaltWire	Yes
80	Steve	McKinely	Toronto Star	Yes
81	Colin	Freeze	Globe and Mail	Yes
82	Greg	Mercer	Globe and Mail	Yes
83	Vjosa	Isai	New York Times	Yes
84	Tracey	Lindeman	The Guardian	Yes
85	Daisuke	Nakai	Asahi Shimbun of Japan	No
86	Lauren	Villagran	El Paso Times	No
87	Omar	Ornelas	El Paso Times	No
88	Noe	Chartier	Epoch Times	No
89	Lindsay	Jones	Chatelaine	No

*Last updated: 2022-11-08*



The Joint Federal/Provincial Commission into  
the April 2020 Nova Scotia Mass Casualty  
MassCasualtyCommission.ca  
Commission fédérale-provinciale sur les événements  
d'avril 2020 en Nouvelle-Écosse  
CommissionDesPertesMassives.ca

# Media Protocols

## OVERVIEW

These media protocols will guide the Mass Casualty Commission's ("the Commission") public proceedings. Please remember that all matters relating to media coverage of the Commission's proceedings are subject to the Commission's discretion.

The Commission is committed to sharing the information it is learning with members of the media and with the public in a timely, transparent, and accessible manner.

Some public proceedings will have specific technical and logistical requirements dependent on the type of event, venue, capacity and COVID-19 protocols. These specific requirements will be shared or can be requested in advance of any given proceeding. Dates and schedules for the public proceedings are posted on the Commission [calendar](#) as they are available. If you have any questions about the media protocols, please email [Media@masscasualtycommission.ca](mailto:Media@masscasualtycommission.ca).

Quick links:

- For Commission Webcasts, News Releases, Photo Gallery, visit the [Media section](#)
- For information about upcoming proceedings and Commission activities, visit the [Calendar](#)
- For Updates from the Commissioners, Community Notices, and Statements visit the [Updates section](#)
- For information on COVID-19 Protocols, [click here](#)

## COVID-19

The Commission will be following all public health protocols, including proof of vaccination, holding virtual options whenever possible, and providing virtual access to all of the Commission public proceedings by webcast. If required by public health guidance and restrictions, proceedings may be a hybrid of in person and virtual or entirely virtual. The Commission will ensure there are options made available to media for coverage, which may include virtual access to the proceedings, media viewing rooms (these may be separate from the main proceeding room, COVID dependent), and virtual access to spokespersons.

## MEDIA EMAIL

The Commission's media email address is [Media@masscasualtycommission.ca](mailto:Media@masscasualtycommission.ca). This email will be monitored Monday to Friday 8:30 am until 4:30 pm. The Commission team will work to meet deadlines provided in email requests whenever possible.

## **MEDIA EMAIL UPDATES LIST**

The Commission shares important information with the media both on its website and through the media updates email list. Members of the media are encouraged to sign up for the media list by emailing [Media@masscasualtycommission.ca](mailto:Media@masscasualtycommission.ca) and requesting to receive Commission media updates. Through this email list, the Commission will be sharing up-to-date information with the media about the Commission's work, press releases, events, technical briefings, links to public proceedings webcasts, detailed logistics for covering the proceedings virtually or in person (COVID dependent), and other information.

## **DESIGNATED MEDIA AREA (DMA)**

When onsite at a public proceeding (COVID dependent), members of the media may be asked to take pictures, record video, conduct interviews and operate electronic equipment such as cameras or audio recorders within a designated media area (DMA). DMAs will include electrical outlets, power bars and access to Wi-Fi whenever possible. Dependent on COVID-19 gathering restrictions, these DMAs may be separate from the main proceeding area or offsite (COVID dependent) but will include access to a live feed of audio and visual.

## **MEDIA INTERVIEWS**

As with most inquiries, during the Commission's mandate, the Commissioners will not be doing interviews related to the Commission. Throughout our work, the Commissioners will make statements, share announcements, send updates, and be part of public proceedings. All of this will be quotable content. The Commission recognizes the importance of statements and interviews for the media. As such, spokespersons Emily Hill, Senior Commission Counsel, and Barbara McLean, Investigations Director, will be available to media as appropriate throughout the inquiry and during proceedings and a French-speaking Commission spokesperson will be made available as required. Additionally, media may send questions or requests to the email address: [Media@masscasualtycommission.ca](mailto:Media@masscasualtycommission.ca) and a response or statement will be provided.

## **WEBCAST**

Public proceedings will be available online via webcast in both official languages whenever possible. A recording will be posted to the Commission website with associated transcripts. Portions of the Commission's webcasts (audio and video) may be re-broadcasted as part of conventional news coverage. Media is permitted to share hyperlinks to the Commission's live webcast page and the page of archived videos on the Commission website.

## **CLOSED PROCEEDINGS**

Members of the public, including the media, are welcome to attend proceedings (COVID dependent) or watch the webcast, except in those circumstances where the Commissioners, in their discretion and in exceptional circumstances, may conduct proceedings in a closed setting (i.e. private or *in camera*). If there

is a proceeding scheduled that will be closed, the Commissioners will share why the decision was made for it to be private.

## DOCUMENT ACCESS

The Commission is committed to ensuring the media is set up for timely, accurate reporting. As such, media who would like to receive exhibits, including Foundational Documents, in advance of their public release, to review and understand the information in order to accurately report on the inquiry, will be required to apply for accreditation and sign a confidentiality undertaking. Members of the media who sign a confidentiality undertaking may be sent exhibits in confidence through a secure file sharing system. Whenever possible, these documents will be sent in advance of their being presented during a public proceeding or published to the Commission website.

Once documentary evidence is admitted during the Commission's proceedings, digital copies will be uploaded to the Commission website for all members of the public and media.

## ACCREDITATION

Media may apply for accreditation using the form in the [media centre on our website](#) or can find the form below in Schedule A. Media with accreditation will be granted access to designated media areas, including reserved media seating during in-person events and advance access to Commission documents before they are made public.

Those who would like advance access to the Commission's documents will be required to sign a confidentiality undertaking. A confidentiality undertaking will be provided to media who make the request in their application for accreditation.

Media who choose not to be accredited or sign a confidentiality undertaking will be able to cover the Commission's proceedings, including access to real-time webcasts of public proceedings and access to documentary evidence as it is entered into evidence and subsequently posted on the website [masscasualtycommission.ca](http://masscasualtycommission.ca).

A violation of the protocols for accredited media or of the confidentiality undertaking may result in loss of advanced embargoed access to documents or revocation of accreditation, in the discretion of the Commission. The revocation of accreditation may be applicable to an individual and that individual's organization.

## RECORDING (FILM/AUDIO) AND PHOTOGRAPHY

Media will have access to the Commission's webcast. However, in cases where media would like to capture footage the following applies.

The use of television cameras or other electronic or photographic equipment including phone cameras at in-person public proceedings (COVID dependent) will be permitted at the discretion of the Commissioners, and with some restrictions (i.e. within a specific time frame or designated area). Media must adhere to the following protocol when capturing footage during proceedings:

- The cameras must be situated in a position approved by the Commission.
- Media are not permitted to take photographs or operate recording devices (video or audio) in a way that obstructs the entrances or pathways of the location or room.
- Members of the public attending proceedings must not be filmed, recorded, or photographed unless consent has been given.
- The Commissioners' and/or Counsel's notes must not be filmed or photographed.

For some proceedings and COVID-19 dependent, Commission cameras will be the only cameras permitted in the main room when the proceedings are officially taking place. In these cases, the Commission cameras will capture audio and visual footage, and photography, which will be webcast in real-time and made available on the Commission website. Additionally, the Commission will work with pool services whenever possible, especially when COVID health and safety restrictions affect media's in-person access, to ensure there are options for media covering the Commission's proceedings.

## **AUDIO**

For all public proceedings, audio recordings are permitted for note taking and reference only and not to be used for broadcast. Members of the media are permitted to use the audio from the Commission's livestream for broadcast purposes.

## **SOCIAL MEDIA**

Members of the media are permitted to use smart phones and other electronic devices to receive and transmit general text if it does not interfere with the public proceedings' recording systems. Media are not permitted to live-cast on social media inside the proceedings room when the Commission is in session. Media may transmit information about the proceedings while they are underway for publication and by any means (including Twitter, texting, email, etc.), unless the Commission advises otherwise.

## **NON-COMMERCIAL REPRODUCTION**

Unless otherwise specified you may reproduce the materials such as Commission webcasts, photographs and audio files, in whole or in part for non-commercial purposes, and in any format, without charge or further permission, provided you do the following:

- Exercise due diligence in ensuring the accuracy of the materials reproduced;

- Indicate both the complete title of the materials reproduced, as well as the author (where available); and
- Indicate that the reproduction is a copy of the version available at *[URL where original document is available]*.

For the purposes of this Media Protocol, non-commercial use includes news reporting, documentary journalism, commentary, academic research and teaching, and uses that are for the purpose of informing the public on matters arising in the course of the Commission's work.

### COMMERCIAL REPRODUCTION

Unless otherwise specified, you may not reproduce materials on the Commission website, in whole or in part, for the purposes of commercial redistribution without prior written permission from the Mass Casualty Commission. For the purposes of this Media Protocol, commercial use means any use that is not for the purpose of education or informing the public on matters arising in the course of the Commission's work, including the promotion or advertising of any person, thing or product other than a publication or broadcast related to the Commission's work. To obtain permission to reproduce materials please contact: [Media@masscasualtycommission.ca](mailto:Media@masscasualtycommission.ca)

Some of the content provided by the Commission, including exhibits, may be subject to the copyright of another party. Where information has been produced or copyright is not held by the Mass Casualty Commission, the materials may be protected under the [Copyright Act](#), and international agreements.

## 9 Open House Materials

## 9-1 Open House Community Notice



The Joint Federal/Provincial Commission into  
the April 2020 Nova Scotia Mass Casualty  
MassCasualtyCommission.ca  
Commission fédérale-provinciale sur les événements  
d'avril 2020 en Nouvelle-Écosse  
CommissionDesPertesMassives.ca

### INVITATION TO COMMUNITY OPEN HOUSES

The Mass Casualty Commission is hosting a series of public Open Houses this month to share information with community members about the Commission. These meetings are an opportunity for community members to learn more about our work, meet members of the Commission team, and to ask any questions.

Community members are welcome to drop in any time during the Open House to gather printed information or to have a conversation with Commission team members. The information being shared is the same at each location, so we encourage you to attend the one that works best for you. These will not be the only opportunities to engage with the Commission. There will be more public activities in the future. We hope to see you there.

#### Open House – Sunday, September 26

- Location: Debert Hospitality Centre, 130 Ventura Drive, Debert, NS (Please use Hurricane Entrance)
- Time: 6:00PM to 8:00PM

#### Open House – Monday, September 27

- Location: Douglas Street Recreation Centre , 40 Douglas St, Truro, NS
- Time: 11:00AM to 1:00PM

#### Open House – Tuesday, September 28

- Location: Legends Gaming & Convention Centre, 15 Legends Ave, Millbrook, NS
- Time: 1:00PM to 3:00PM

#### Open House – Wednesday, September 29

- Location: Wentworth Recreation Centre, 13752 Hwy 4, Wentworth, NS
- Time: 4:30PM to 6:30PM

There will be mental health and wellness resources on site at each location and a member of the Mental Health Team will be available to provide support and information during each Open House.

We believe everyone in Canada should feel safe in their homes and their communities. The memories of those who lost their lives, their families and all those affected by this casualty are the driving force behind all our work.

Please do not hesitate to contact us with questions about the public Open Houses or the work of the Commission in general by emailing [Info@MassCasualtyCommission.ca](mailto:Info@MassCasualtyCommission.ca) or calling 902-407-7532 (local) or 1-833-635-2501 (toll free). We want to thank community members for their interest and questions to date.





# Community Open Houses

Materials and Resources

September 2021

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# About the Open Houses

The Mass Casualty Commission hosted a series of public Open Houses in September 2021 to share information with community members about the Commission. The materials and resources in this package were shared with community members who attended. We want to thank everyone who came to our Open Houses—your participation, input, and feedback remains important to our process.

The format of the Open Houses was informal, drop-in style. Community members were welcome to come any time during the event. The setup of the space had Commission team members at tables sharing information about different aspects of our work and answering questions about the inquiry process. There were opportunities for community members to gather printed information and share feedback and input as well. The information shared was the same at each location, so we encouraged community members to attend the one that works best for them.

There were mental health and wellness resources on site at each location and a member of the Mental Health Team was available to provide support and information during each Open House.

For reference and as information, the locations and times of the four Open Houses hosted in September are below:

**Sunday, September 26**  
Location: Debert Hospitality Centre, 130 Ventura Drive, Debert, NS  
Time: 6:00PM to 8:00PM

**Monday, September 27**  
Location: Douglas Street Recreation Centre, 40 Douglas St, Truro, NS  
Time: 11:00AM to 1:00PM

**Tuesday, September 28**  
Location: Legends Gaming & Convention Centre, 15 Legends Ave, Millbrook, NS  
Time: 1:00PM to 3:00PM

**Wednesday, September 29**  
Location: Wentworth Recreation Centre, 13752 Hwy 4, Wentworth, NS  
Time: 4:30PM to 6:30PM



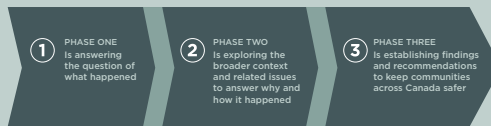
## About the Mass Casualty Commission

The Mass Casualty Commission is the independent public inquiry examining the April 2020 mass casualty in Nova Scotia, working to provide meaningful recommendations to help protect Canadians in the future.

The events in April 2020 took the lives of many innocent people and left others with serious physical and emotional injuries. The scale of the loss with trauma caused fear, anger, and grief in our communities, province, and country. While many people refer to those events as the “mass shooting” or “Portapique shootings”, there were many types of harm in addition to the gun-related deaths and the impact spanned a wide geographic area of Nova Scotia. This is why we are using the term *mass casualty* in the name of this Commission.

As a public inquiry, the Commission is not a criminal trial or a civil lawsuit. Our work cannot determine whether individuals are to be found guilty of a criminal offence or whether damages should be awarded—the Commission is not a court of law. Instead, a public inquiry is concerned with broader issues, unlike criminal and civil trials, which focus on narrow issues between the parties.

The work of the Commission is organised into three key, overlapping Phases:



We are making steady progress on this work and are on track to complete the final report in November 2022.

### Stay in Touch

We want you to stay updated on how you can participate and contribute to our work, and how to contact us with questions or information.

Your input and involvement will play an important role in the Commission’s findings and recommendations. Together, we will make our communities safer.

- [MassCasualtyCommission.ca](https://MassCasualtyCommission.ca)
- [Info@MassCasualtyCommission.ca](mailto:Info@MassCasualtyCommission.ca)
- 902-407-7532 (local)
- 1 833-635-2501 (toll-free)
- [Facebook.com/MassCasualtyCommission](https://Facebook.com/MassCasualtyCommission)
- [Twitter.com/NSMassCasualty](https://Twitter.com/NSMassCasualty)

## The Commissioners



The Honourable J. Michael MacDonald, the Commission's Chair, served as Chief Justice of Nova Scotia until his retirement in 2019. As Chief Justice, he championed judicial outreach initiatives with Nova Scotia's Mi'kmaq and Black communities.



Leanne J. Fitch retired from 34 years in municipal policing in 2019. She served seven of those years as Chief of Police for the Fredericton Police Force. She has expertise in community safety and wellbeing, policing, and organizational change.



Dr. Kim Stanton is a lawyer at Goldblatt Partners LLP in Toronto. She has extensive experience in social justice, Indigenous and equality rights, and constitutional law, and publishes in the areas of constitutional law, transitional justice, and public inquiries.

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## Commission Team

The Commissioners are supported by a team of experts helping to advance different aspects of the Commission's work. The teams below are led by the Commission's Executive Director and CAO, Christine Hanson, who joined the Commission from her role as Director and CEO of the Nova Scotia Human Rights Commission. The Commissioners and the Commission teams receive expert advice from Ronda Bessner, Senior Legal Advisor, who has played key roles in several public inquiries in Canada.



### Investigations

Led by **Barbara McLean**, team members include seasoned investigators and analysts focused on uncovering and compiling information, conducting site visits and witness interviews, laying the groundwork for Foundational Documents, and helping to inform the record of what happened.



### Mental Health

Led by **Mary Pyche**, team members include specialists in mental health and wellness focused on informing the design of the Commission's work to ensure it is trauma-informed, and providing wellness advice and supports to everyone taking part in our work, including on-site support during proceedings.



### Research & Policy

Led by **Dr. Emma Cunliffe**, team members include experienced legal and policy specialists focused on exploring the broader context and related issues, including relevant legislation or policies, engaging the Research Advisory Board, laying the groundwork for expert roundtables, and helping to answer questions about why and how the mass casualty took place.



### Community Liaison

Led by **Maureen Wheller**, team members are specialists in community relationships who work in the affected communities to build relationships with community organizations and individuals, gather input, and help people understand more about the Commission's work.



### Legal

Led by the Honourable **Thomas Cromwell**, team members include experienced lawyers and legal practitioners focused on providing objective advice to the Commissioners, ensuring the orderly conduct of the inquiry process, including liaising with Participants and their counsel, and helping to collect evidence.



### Communications & Public Engagement

Led by **Sarah Young**, team members include specialists in communications and public engagement focused on ensuring members of the public in Nova Scotia and Canada are informed about the work of the Commission and are able to take part and provide input.

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## Consider reading this information about the potential of being affected or overwhelmed when reading or hearing about distressing material.

Sometimes reading or hearing about a distressing or emotionally overwhelming experience can remind us of circumstances that are upsetting and disturbing. It can bring up a specific thought pattern or memory that is difficult to think about and could cause psychological distress. Having an immediate, short-term reaction is a usual way to feel. This is often referred to in research as having a "triggering effect: or a "flooding of distressing memories".

The Commission is committed to doing its work in a way that is trauma-informed. This means we are doing our work in a way that minimizes the potential for further harm and re-traumatization, and to enhance safety, control, and resilience.

If you need help at any point in the Commission's process, the Commission's Mental Health team is here to help you by:

- Connecting you directly with mental health services and other support providers, or listening to feedback on the resources currently available
- Sharing information on ways to continue building resiliency
- Discussing specific ways to participate that will not cause further harm or can reduce the harms

If you have questions about mental health and wellness supports, or the resources listed, contact Mary Pyche, Director of Mental Health for the Commission.

@ [Mary.Pyche@MassCasualtyCommission.ca](mailto:Mary.Pyche@MassCasualtyCommission.ca) ☎ 902-394-4883

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## Supports Available

### Provincial Mental Health and Addictions Crisis Line

If you are experiencing overwhelming emotions, distress, or a mental health or addictions crisis, or are concerned about someone who is, the Provincial Mental Health Crisis Line is available 24 hours a day, 7 days a week. This service is for all ages and you can call for yourself or because you have concern for someone else. You do not have to be in a crisis to call and nothing is too big or too small a reason to reach out. The staff responding when you call are skilled crisis clinicians. The NS Provincial Crisis Service can also provide the contacts for other 24/7 crisis services if you live outside of Nova Scotia.

Tel: 1-888-429-8167

### 211 Nova Scotia

211 is a free, confidential information and referral service that can connect you to thousands of programs and services offered by local community groups, non-profits and government departments across Nova Scotia, 24/7.

Tel: 2-1-1  
[www.ns.211.ca](http://www.ns.211.ca)

### Nova Scotia Mental Health and Addictions Intake Service

If you or a family member needs help, you can self-refer to a mental health or addictions clinic, service or program through the Nova Scotia Health Authority or IWK Health Centre.

Tel: 1-855-922-1122 (Monday – Friday, 8:30am to 4:30pm)  
[www.mha.nshealth.ca](http://www.mha.nshealth.ca)

### Kids Help Phone

A national helpline for young people between the ages of 5 and 20, where confidential and anonymous support is available 24 hours a day, 7 days a week.

Tel: 1-800-668-6868 or Text: CONNECT to 686868  
[www.kidshelpphone.ca](http://www.kidshelpphone.ca)

### Shelter Safe (Women's Shelters Nova Scotia)

If you are a woman experiencing abuse, there is someone you can reach out to any time of day or night.

Tel: 1-855-225-0220 (Provincial Domestic Violence Line, run 24/7 by the Transition House Association of Nova Scotia)  
[www.sheltersafe.ca](http://www.sheltersafe.ca)

### Victim Services

If you are in need of victim services, you can find available resources, support, and information through Nova Scotia's Victim Services Programs.

Tel: 902-424-3309 or toll free 1-888-470-0773 (Monday – Friday, 8:30am to 4:30pm)  
[www.novascotia.ca/just/victim\\_services](http://www.novascotia.ca/just/victim_services)

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MASS CASUALTY COMMISSION

# Our Mandate



The Commission's mandate assigns specific tasks to guide its work and to let the public know what to expect.

The Commission is required to **establish what happened** leading up to, during and after the mass casualty of April 18 and 19, 2020 in Nova Scotia. The Commission must also **review certain defined issues** that provide context to understand why and how the mass casualty occurred, including those listed below. Finally, the Commission must **produce a report** that includes these findings, lessons and resulting recommendations to help keep Canadian communities safer in the future.

To view the full mandate as described in the Orders in Council visit [masscasualtycommission.ca/about/mandate](https://masscasualtycommission.ca/about/mandate).



MASS CASUALTY COMMISSION

# Our Work



The Mass Casualty Commission is an independent public inquiry created to examine the April 2020 mass casualty in Nova Scotia and to provide meaningful recommendations to help protect Canadians in the future.

**Our work involves a series of overlapping key steps:**



- Understanding perspectives of those most affected, participants, first responders, service providers, community members
- Obtaining documents, analyzing information and conducting research
- Carrying out investigations and speaking with witnesses
- Holding public proceedings including activities such as hearings and roundtables, about the facts, existing policies and other issues

- Exploring the broader context including issues like firearms access, police and service-provider responses, emergency communications and intimate partner violence
- Holding public proceedings including activities such as hearings and roundtables with participants, experts, policy makers and others about their understanding of causes, context, circumstances
- Sharing initial information and insights and seeking input

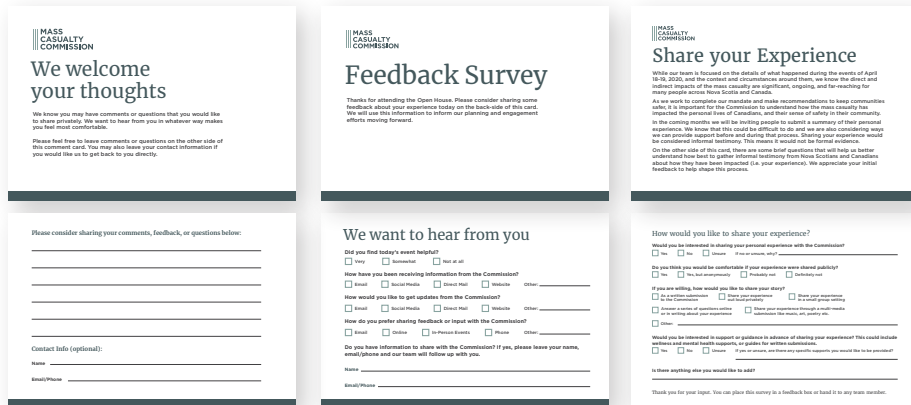
- Holding public proceedings including activities such as hearings and roundtables with participants, experts, policy makers and others about their proposed recommendations
- Creating opportunities for input from those most affected, those who will be responsible for implementing recommendations, and the public
- Drafting the final report with Commission findings and recommendations

We will update this overview as our work advances. Every step of our work will be guided by our values of independence, respect and transparency.

MassCasualtyCommission.ca  
 Info@MassCasualtyCommission.ca  
 902-407-7532 (local)

1 833-635-2501 (toll-free)  
 Facebook.com/MassCasualtyCommission  
 Twitter.com/NSMassCasualty

We also had **comment cards** and **feedback surveys** for community members at the Open Houses. If you'd like to share comments or feedback but did not get the chance at the Open House, or were not able, you can send it to [Info@MassCasualtyCommission.ca](mailto:Info@MassCasualtyCommission.ca) or call 902-407-7532 (local) or 1-833-635-2501 (toll free).



Comment Card

Feedback Survey

Experience Survey








# To our community— thank you

We want to acknowledge and thank you for taking the time to attend our Open House and learn more about our work.

We are dedicated to gathering the facts and evidence so that we can provide the public with a thorough and clear understanding of what happened leading up to and during the April 2020 mass casualty. If community members have information that relates to the events of April 18-19, 2020, please contact us to talk to a member of our team.

Your insights, engagement, and feedback are important to us as we work towards recommendations to enhance public safety in Nova Scotia and across Canada. We look forward to engaging with you again soon.

# Stay Updated and Get in Touch

-  [MassCasualtyCommission.ca](http://MassCasualtyCommission.ca)
-  [Info@MassCasualtyCommission.ca](mailto:Info@MassCasualtyCommission.ca)
-  902-407-7532 (local)
-  1 833-635-2501 (toll-free)
-  [Facebook.com/MassCasualtyCommission](https://Facebook.com/MassCasualtyCommission)
-  [Twitter.com/NSMassCasualty](https://Twitter.com/NSMassCasualty)

## WELLNESS AND CRISIS SUPPORT

Nova Scotia Provincial Crisis Line

 1-888-429-8167

## 10 Subpoenas





The Joint Federal/Provincial Commission into  
the April 2020 Nova Scotia Mass Casualty  
MassCasualtyCommission.ca  
Commission fédérale-provinciale sur les événements  
d'avril 2020 en Nouvelle-Écosse  
CommissionDesPertesMassives.ca

### SUBPOENA TO PRODUCE DOCUMENTS (*INQUIRIES ACT*, R.S.C. 1985, C. I-11, S. 4)

TO: \*

WHEREAS the Governor General in Council, by Order in Council PC Number 2020-822 has directed the issue of a commission under Part I of the *Inquiries Act*, R.S.C., 1985, c. I-11, and under the Great Seal of Canada appointing three persons as commissioners (the "Commissioners") to conduct a joint public inquiry into the Nova Scotia April 2020 mass casualty ("the Mass Casualty Commission");

AND WHEREAS the Governor in Council of the Province of Nova Scotia by Order 2020-293 has directed that a commission issue appointing the Commissioners to conduct an inquiry pursuant to Sections 2 and 3 of Chapter 372 of the Revised Statutes of Nova Scotia, 1989, the *Public Inquiries Act*;

AND WHEREAS the Governor General in Council and the Governor in Council have directed the Commissioners to inquire and make findings into the following matters (the "Inquiry Matters"):

1. the causes context and circumstances giving rise to the tragedy;
2. the responses of police, including the Royal Canadian Mounted Police ("the RCMP") and municipal police forces; and
3. the steps taken to inform, support and engage victims, families and affected citizens.

AND WHEREAS the Governor General in Council and the Governor in Council have directed the Commissioners to examine the following issues (the "Inquiry Issues"):

1. contributing and contextual factors, including the role of gender-based and intimate partner violence;
2. access to firearms;
3. interactions with police, including any specific relationship between the perpetrator and the RCMP and between the perpetrator and social services, including mental health services, prior to the event and the outcomes of those interactions;
4. police actions, including operational tactics, response, decision-making and supervision;
5. communications with the public during and after the event, including the appropriate use of the public alerting system established under the Alert Ready program;

6. communications between and within the RCMP, municipal police forces, the Canada Border Services Agency, the Criminal Intelligence Service Nova Scotia, the Canadian Firearms Program and the Alert Ready program;
7. police policies, procedures and training in respect of gender-based and intimate partner violence;
8. police policies, procedures and training in respect of active shooter incidents;
9. policies with respect to the disposal of police vehicles and any associated equipment, kit and clothing;
10. policies with respect to police response to reports of the possession of prohibited firearms, including communications between law enforcement agencies, and
11. information and support provided to the families of victims, affected citizens, police personnel and the community;

TAKE NOTICE that pursuant to the authority granted to the Commissioners by section 4 of the *Inquiries Act*, you are required to produce within \* days the following documents or things which the commissioners deem requisite to the full investigation of the matters into which they are appointed to inquire, care of the office of Cox & Palmer, located at the Nova Centre - South Tower, 1500 - 1625 Grafton Street, Halifax, NS B3J 0E8 (Attention: David MacNeil, Chief Information Officer), electronically or in hard copy, in accordance with the Mass Casualty Commission's Document Production Protocol:

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If you fail to comply with this subpoena, or if you fail to provide to the Mass Casualty Commission any reasonable explanation in writing for your inability to comply with this subpoena, then pursuant to the powers expressly and impliedly granted to the Commissioners by the *Inquiries Act* and the *Public Inquiries Act*, the Commissioners may take further steps to compel your compliance with this subpoena, including being brought before the Commissioners to answer an allegation of contempt of the Commission.

Dated this \* day of \*, 2022.

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Commissioner J. Michael MacDonald, Chair

## 10-2 Sample Subpoena for Documents (Province of Nova Scotia)



The Joint Federal/Provincial Commission into  
the April 2020 Nova Scotia Mass Casualty  
MassCasualtyCommission.ca  
Commission fédérale-provinciale sur les événements  
d'avril 2020 en Nouvelle-Écosse  
CommissionDesPertesMassives.ca

### SUBPOENA TO PRODUCE DOCUMENTS (PUBLIC INQUIRIES ACT, R.S.N.S 1989, C. 372, S. 4)

TO: \*

WHEREAS the Governor General in Council, by Order in Council PC Number 2020-822 has directed the issue of a commission under Part I of the *Inquiries Act*, R.S.C., 1985, c. I-11, and under the Great Seal of Canada appointing three persons as commissioners (the "Commissioners") to conduct a joint public inquiry under the name of the Joint Public Inquiry into the Nova Scotia April 2020 mass casualty ("the Mass Casualty Commission");

AND WHEREAS the Governor in Council of the Province of Nova Scotia by Order 2020-293 has directed that a Commission issue appointing the Commissioners to conduct an inquiry pursuant to Sections 2 and 3 of Chapter 372 of the Revised Statutes of Nova Scotia, 1989, the *Public Inquiries Act*;

AND WHEREAS the Governor General in Council and the Governor in Council have directed the Commissioners to inquire and make findings into the following matters (the "Inquiry Matters"):

1. the causes context and circumstances giving rise to the tragedy;
2. the responses of police, including the Royal Canadian Mounted Police (RCMP) and municipal police forces; and
3. the steps taken to inform, support and engage victims, families and affected citizens.

AND WHEREAS the Governor General in Council and the Governor in Council have directed the Commissioners to examine the following issues (the "Inquiry Issues"):

1. contributing and contextual factors, including the role of gender-based and intimate partner violence;
2. access to firearms;
3. interactions with police, including any specific relationship between the perpetrator and the RCMP and between the perpetrator and social services, including mental health services, prior to the event and the outcomes of those interactions;
4. police actions, including operational tactics, response, decision-making and supervision;

5. communications with the public during and after the event, including the appropriate use of the public alerting system established under the Alert Ready program;
6. communications between and within the RCMP, municipal police forces, the Canada Border Services Agency, the Criminal Intelligence Service Nova Scotia, the Canadian Firearms Program and the Alert Ready program;
7. police policies, procedures and training in respect of gender-based and intimate partner violence;
8. police policies, procedures and training in respect of active shooter incidents;
9. policies with respect to the disposal of police vehicles and any associated equipment, kit and clothing;
10. policies with respect to police response to reports of the possession of prohibited firearms, including communications between law enforcement agencies, and
11. information and support provided to the families of victims, affected citizens, police personnel and the community;

TAKE NOTICE that pursuant to the authority granted to the Commissioners by section 4 of the *Inquiries Act* and section 4 of the *Public Inquiries Act*, you are required to produce within \* days of the service of this subpoena, the following documents or things which the commissioners deem requisite to the full investigation of the matters into which he or they are appointed to inquire, care of the office of the Cox & Palmer located at the Nova Centre - South Tower, 1500 - 1625 Grafton Street, Halifax, NS B3J 0E8 (Attention: David MacNeil, Chief Information Officer), electronically or in hard copy, in accordance with the Joint Public Inquiry's Document Production Protocol:

\*\*

If you fail to comply with this subpoena, or if you fail to provide to the Mass Casualty Commission any reasonable explanation in writing for your inability to comply with this subpoena, then pursuant to the powers expressly and impliedly granted to the Commissioners by the *Inquiries Act* and the *Public Inquiries Act*, the Commissioners may take further steps to compel your compliance with this subpoena, including being brought before the Commissioners to answer an allegation of contempt of the Commission.

Dated this 15 day of June, 2022.

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Commissioner J. Michael MacDonald, Chair



The Joint Federal/Provincial Commission into  
the April 2020 Nova Scotia Mass Casualty  
MassCasualtyCommission.ca  
Commission fédérale-provinciale sur les événements  
d'avril 2020 en Nouvelle-Écosse  
CommissionDesPertesMassives.ca

**SUBPOENA TO A WITNESS**  
**(INQUIRIES ACT, R.S.C. 1985, C. I-11, S. 4;**  
**PUBLIC INQUIRIES ACT, R.S.N.S 1989, C. 372, S. 4)**

**TO: \***

WHEREAS the Governor General in Council, by Order in Council PC Number 2020-822 has directed the issue of a commission under Part I of the *Inquiries Act*, R.S.C., 1985, c. I-11, and under the Great Seal of Canada appointing three persons as commissioners (the "Commissioners") to conduct a joint public inquiry into the Nova Scotia April 2020 mass casualty ("the Mass Casualty Commission");

AND WHEREAS the Governor in Council of the Province of Nova Scotia by Order 2020-293 has directed that a commission issue appointing the Commissioners to conduct an inquiry pursuant to Sections 2 and 3 of Chapter 372 of the Revised Statutes of Nova Scotia, 1989, the *Public Inquiries Act*;

AND WHEREAS the Governor General in Council and the Governor in Council have directed the Commissioners to inquire and make findings into the following matters (the "Inquiry Matters"):

1. the causes context and circumstances giving rise to the tragedy;
2. the responses of police, including the Royal Canadian Mounted Police ("the RCMP") and municipal police forces; and
3. the steps taken to inform, support and engage victims, families and affected citizens.

AND WHEREAS the Governor General in Council and the Governor in Council have directed the Commissioners to examine the following issues (the "Inquiry Issues"):

1. contributing and contextual factors, including the role of gender-based and intimate partner violence;
2. access to firearms;
3. interactions with police, including any specific relationship between the perpetrator and the RCMP and between the perpetrator and social services, including mental health services, prior to the event and the outcomes of those interactions;
4. police actions, including operational tactics, response, decision-making and supervision;
5. communications with the public during and after the event, including the appropriate use of the public alerting system established under the Alert Ready program;

6. communications between and within the RCMP, municipal police forces, the Canada Border Services Agency, the Criminal Intelligence Service Nova Scotia, the Canadian Firearms Program and the Alert Ready program;
7. police policies, procedures and training in respect of gender-based and intimate partner violence;
8. police policies, procedures and training in respect of active shooter incidents;
9. policies with respect to the disposal of police vehicles and any associated equipment, kit and clothing;
10. policies with respect to police response to reports of the possession of prohibited firearms, including communications between law enforcement agencies, and
11. information and support provided to the families of victims, affected citizens, police personnel and the community;

TAKE NOTICE that pursuant to the authority granted to the Commissioners by section 4 of the *Inquiries Act* and section 4 of the *Public Inquiries Act*, you are hereby summoned and required to attend before the Mass Casualty Commission at \*\*, Nova Scotia, on the \* day of \*, at \* o'clock in the fore/after-noon (Atlantic Standard Time) and so from day to day until the proceedings are concluded or the Mass Casualty Commission orders otherwise, to give evidence under oath or affirmation requisite to the matters in question in the Mass Casualty Commission.

If you fail to comply with this subpoena, or if you fail to provide to the Mass Casualty Commission any reasonable explanation in writing for your inability to comply with this subpoena, then pursuant to the powers expressly and impliedly granted to the Commissioners by the *Inquiries Act* and the *Public Inquiries Act*, the Commissioners may take further steps to compel your compliance with this subpoena, including being brought before the Commissioners to answer an allegation of contempt of the Commission.

You may be entitled to be paid reasonable travel expenses and personal allowances for your attendance. Please contact the Mass Casualty Commission for further details and arrangements.

Dated this        day of        , 2022.

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Commissioner J. Michael MacDonald, Chair

## **11 Proceeding Opening and Closing Remarks**

### **Opening Remarks Delivered by the Commissioners on the Inaugural Day of Public Proceedings, February 22, 2022**

#### **Commissioner MacDonald**

Hello, and welcome. I am Michael MacDonald, chair of the Mass Casualty Commission, and I'm here with Commissioners Leanne Fitch and Kim Stanton.

Bonjour et bienvenue à tous. Je me présente. Je suis Michael MacDonald, président de la Commission des pertes massives, et je suis ici avec les commissaires Leanne Fitch et Kim Stanton.

We join you today from Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq. We thank Elder Marlene Companion, from the Qalipu First Nation. Yesterday, Elder Marlene came into this space to cleanse it through smudging with tobacco, sage, sweetgrass, and cedar, and to say a prayer that proceedings will begin with positive energy and open hearts.

Today, we begin our public proceedings, an important step in the Commission's ongoing investigation into the April 2020 mass casualty in Nova Scotia. Many of you are here to find out what happened, why it happened, and how we can make sure something like this never happens again. That, in essence, is the Commission's mandate – to get those answers and to deliver findings and recommendations that will make our communities safer.

Les procédures publiques commencent aujourd'hui. C'est un grand moment pour l'enquête de la Commission des pertes massives survenue en avril en Nouvelle-Écosse. Beaucoup d'entre vous sont ici pour en savoir plus sur ce qui s'est passé et les raisons pour lesquelles cela s'est passé et faire en sorte qu'une telle situation ne se reproduise plus jamais. Voilà pour l'essentiel le mandat de la Commission: répondre à ces questions, présenter des conclusions et formuler des recommandations pour rendre nos collectivités plus sûres.

During our opening remarks, we will talk about the following:

- the Commission's purpose and approach;
- who is taking part in our work;
- the phases of our work and how they deliver on our mandate;



- what to expect during public proceedings; and
- the important role that you, as members of the public, have to play.

Following the latest Nova Scotian COVID-19-related public health guidance on events, at this time we are only able to host Participants, their legal counsel, and Commission team members here at the Halifax Convention Centre. Arrangements have been made so members of the public can attend at our Truro community viewing site in person. And, of course, everyone is welcome to follow public proceedings through our website. As gathering restrictions continue to ease in the coming months, we hope more of you will be able to attend proceedings in person, once it is safe to do so. Given the last few years of the pandemic, it has also likely been a while since many of you have gathered in such relatively large numbers as we have here today, so please be kind to each other as we all adjust.

Many of the events and issues we will be dealing with in these proceedings are going to be difficult and potentially distressing to hear about. Please think about that and how to prepare yourselves for this information and how to ask for support when you need it. For those of you joining us here in person, we have dedicated team members and wellness supports available at the convention centre and at our Truro viewing site. In addition, a comprehensive list of provincial and national wellness supports is available on our website. It is always okay to step away when you need time for yourself. All our proceedings are being recorded, and key materials will be published on our website, which means you can be in control of how much you watch or read, and when you do it.

The events of April 18 and 19, 2020, took the lives of many innocent people, caused serious physical and emotional injury for others, and left people in Canada and beyond feeling fear, anger, and grief. As part of honouring their memories, I will now read the names of those whose lives were taken, and, following that, I ask you to join me in a moment of silent reflection for them, their loved ones, and those affected by this tragedy.

We remember: Tom Bagley; Kristen Beaton, who was expecting a child at the time; Greg and Jamie Blair; Joy and Peter Bond; Lillian Campbell; Corrie Ellison; Gina Goulet; Dawn and Frank Gulenchyn; Alanna Jenkins and Sean McLeod; Lisa McCully; Heather O'Brien; Jolene Oliver, Aaron Tuck, and Emily Tuck; Constable Heidi Stevenson; Joanne Thomas and John Zahl; Joey Webber. Please let's take a moment in silence.

To the families, once again, we offer our deepest and heartfelt sympathies for your loss. Some family members have asked if they can honour their loved ones and share their experiences as part of our process. The answer is yes, absolutely. As part of our continuing engagement with the families, we are asking family members how they want their loved ones remembered and if they want their experiences shared in the Commission proceedings and/or in our Final Report. If you have yet to share your preferences, please let us know.

This mass casualty has affected a broad range of people, groups, and organizations across Nova Scotia, Canada, and beyond, starting with those who lost their lives or were harmed, their families, and witnesses who were there, saw what was happening, and were in harm's way; first responders and service people, including police, Emergency Health Service professionals, firefighters, and others providing front-line services, like tow truck drivers and medical examiners; people living in the affected communities who lost friends and neighbours, and whose sense of community safety has been severely affected; the wider public in Nova Scotia, across Canada, and beyond, including, for example, family and friends of Joanne Thomas and John Zahl in the United States of America. All these people join with the affected communities in grief and concern about community safety.

Part of our responsibility as a public inquiry is to acknowledge the breadth of the impacts, taking into account the many different people and groups affected. Our opportunity is to draw on the experiences and expertise of these many different people and groups, leading to strong and implementable recommendations. There are many communities right across Canada like those directly affected by this mass casualty. There are lessons we can all learn to protect the people and places we care about.

I'm a proud Nova Scotian, born and raised in Cape Breton. I have had the honour of serving the people of this province for over 24 years, first as a judge and then as chief justice of Nova Scotia. As a fellow Nova Scotian, there are some important things for me to say, starting with this: We are absolutely committed to answering the questions of what happened and why, and to delivering recommendations to make communities safer. We are doing so with independence, respect, and transparency. Those are our values and our guiding lights.

We are working in ways that are restorative, which means striving to be inclusive, collaborative, flexible, non-adversarial, and forward focused and, importantly, not to do more harm. We are working in this way to support our clear and unwavering commitment to determine the difficult and painful truth of what happened and our willingness to have challenging conversations and ask the difficult questions required to understand the how and why. This will enable us to assure accountability and responsibility – the accountability and responsibility needed to make us all safer in future.

Our task is immense. The mass casualty involved 17 crime scenes, multiple casualties, and hundreds of witnesses and first responders. It shocked the nation, reverberating throughout our communities, institutions, and governments. The ripples run deep and wide, touching on many related issues and areas of law and policy. And this happened during a pandemic, meaning our investigation and work has also needed to navigate the same public health responses and restrictions that have interrupted all of our lives for the last two years.

But we are up to that challenge, and here's why: Public inquiries like this Commission are powerful and flexible processes, well designed to investigate something as complex and far-reaching as this mass casualty. Our approach from the start has been deliberate, and focused on how we can best deliver on our mandate in the time we have in ways that are principled, efficient, and effective. The steps of our work interconnect with and reinforce each other, building on layers of understanding so we can get to the best possible recommendations.

We are here to conduct a thorough, independent, transparent, and respectful investigation into what happened, following the evidence where it leads so we have a strong foundation of understanding.

We are here to build from that factual foundation, exploring research and policy on related issues that shed light into the causes, context, and circumstances of the mass casualty. And we are here to look forward, to make findings and recommendations that can shape laws, public policy, public institutions, and community approaches. The issues before the Mass Casualty Commission are much larger than they would be before a court - not simply who did what when but broader, systemic issues that can help answer the questions of how and why.

As a public inquiry, we have the opportunity to be creative and flexible in our approach to get the answers we need, drawing on a range of tools and proceedings like affidavits, Foundational Documents, community panels, expert roundtable discussions, and, of course, conventional witness testimony. We can combine factual investigations with policy considerations, allowing for a more thorough understanding and better-informed recommendations. We also have greater access to expertise to examine the complexity of the relevant issues, and we can focus time and resources in a way that is rarely afforded to governments, rarely afforded to courts, and rarely afforded to other institutions.

As a public inquiry, we can do things a trial cannot do. For example, in criminal law, trials are used to establish the facts of a case to determine if the accused committed a crime. The focus is on the accused and, if found guilty, how they should be punished. In the criminal approach, victims are not even parties; they are confined to the role of witness and often feel ignored in the process. In civil trials, one person sues another for various wrongs. Here, assuming liability is established, the focus is on victims and how much they suffered, in order to determine how much compensation they should receive. Trials end at what happened: guilty, not guilty, everybody goes home. In the civil context: liable, not liable, everybody goes home. Here, finding out what happened is not the end. It's the important foundation - the important foundation from which we will build, find out why, and make strong recommendations.

And this Commission is not a trial. It's a public inquiry. We are not here to assign blame or award damages. At the same time, a public inquiry can also do things that an

independent panel review cannot do. Unlike a review, we have the ability to issue subpoenas and compel witnesses. We have already exercised and will continue to exercise those powers as needed. Our focus is always forward facing, using all of our power and flexibility to learn the lessons we can and to share them with all of you. This Inquiry is built on independence, built on transparency, and built on respect. Naturally, there will be many things people will not agree on throughout this process, and many components of our mandate. We understand that. We knew from day one, as we set out to do our work of the Commission, that confidence in our institutions around us had been shaken.

We have heard throughout our work concerns about trust: trust in people, and community, and institutions, and in this Commission. Let me allay your concerns and speak directly to what we've heard: Independence is the backbone, the be-all and end-all, of inquiries. Some people are concerned about the Commission's independence, believing that we may be susceptible to covering up for either the RCMP or for government. Let me assure you, nothing could be further from the truth. I was chief justice in this province for over twenty years. Protecting the judiciary from outside institutions and outside interference was fundamental to my role. I would never tolerate any attempt by any institution or by any individual to tamper with our independence. I am absolutely committed to the independence of this Commission, its findings, and its recommendations, as is the entire Commission team.

Some people are concerned that the Commission is not being transparent and inclusive. In a moment, Commissioner Fitch and Commissioner Stanton will talk more about all the ways we have been transparent and inclusive, working closely with Participants and many others. I also want to address at the outset specific recent questions we have heard. Some of you are concerned we will not be calling witnesses, or if we do, they will not be cross-examined. Let me assure you once again: Where a fact or event relevant to our mandate is unclear, despite a thorough investigation, and if there is a witness who can provide more information, we will bring them here and ask them questions, and we will enable counsel representing Participants to put forward questions and witness recommendations as well. Cross-examination is one way to do that, and, rest assured, where appropriate it will happen, including questioning by counsel for Participants. And the Commission will be robust in our response if witnesses try to mislead. There will be robust cross-examination.

But there's another important consideration. Given the mass impact of this casualty, we expect many witnesses who come before us will be hurting; we expect many witnesses who come before us will even be broken. That has to be factored in when determining how a witness will be questioned. If we can get to the truth in ways that will not cause more hurt, then we have a responsibility to do so. We will try to use the right methods to get the truth, but the truth we will get. We will ensure we are being attentive to the

needs of those people who have information to share, but we'll also be attentive to the impacts of trauma on those who have already been directly affected.

Foundational Documents will play an important part in answering the question of what happened. So here's a sense of what they are and why we are using them. The Commission began its work 16 months ago, hiring key staff, establishing offices and technology systems to securely manage the information and materials, building an entire team from scratch with a wide-ranging area of expertise, and ramping up an independent investigation. To date, the Commission has gathered and analyzed more than 40,000 pages of information collected through over 50 subpoenas, including investigative files, emails, notes from first responders, transcripts of police radio communications, and visuals like photographs, a thousand video and audio files, and extensive information collected through over 150 witness interviews across Nova Scotia and in locations in Canada and the United States, and we have conducted numerous site visits.

Foundational Documents organize and share all this information efficiently and contribute to a restorative approach. For example, the first Foundational Document we will look at next week, on Monday, focuses on what happened in Portapique on April 18 and 19, 2020. This document includes inputs from over 70 witnesses. And that is just one of many. Working through all those witnesses involved in this and other Foundational Documents, in real time during proceedings, would lead to potential retraumatization for the hundreds of witnesses connected to the mass casualty, and it would take several years to work through all of that testimony in cross-examination. So we've developed Foundational Documents.

Each Foundational Document has been shared with and reviewed carefully by Participants, an important group that includes the families of those most affected. Participants were given the drafts of Foundational Documents and access to all the evidence they are based on. Then the Commission held working meetings with Participants over many weeks to identify their questions and concerns about the accuracy of the Foundational Documents. Participants, thankfully, provided us with a lot of information. And we have acted on it. We appreciate it. We've incorporated much of what we've learned into our documents, sharing it with our investigators to pursue new leads, and using other aspects to shape important questions we'll follow up on during proceedings in the coming weeks and months.

The Foundational Documents represent what we know to date. However, we anticipate that along with Participants identifying gaps, we will have to hear from you, the public, on areas requiring further follow-up. The Foundational Documents would then be adjusted accordingly. As we work our way through what happened, each Foundational Document, along with the relevant source material, will be entered into evidence and shared publicly on the Commission's website, where all can read them. So you know what to expect, the list of Foundational Documents can be found on our website.

Some of the Foundational Documents are location-based and will convey the following:

- what happened in Portapique on April 18 and 19, 2020;
- the first responders' actions in Portapique;
- the containment points in and around Portapique;
- what happened overnight in Debert;
- what happened at 2328 Hunter Road;
- what happened at Highway 4, Wentworth;
- what happened on Highway 4, Glenholme;
- what happened on Plains Road in Debert;
- what happened at the Onslow Belmont Fire Brigade hall;
- what happened in Shubenacadie;
- what happened on Highway 224; and
- what happened at the Enfield Big Stop.

Other Foundational Documents, for the first phase of our investigation, are organized by topic and will convey the following:

- the involvement of the Truro Police Service;
- the RCMP Emergency Response Team response;
- confirmation of the replica RCMP police cruiser;
- the air support narrative;
- RCMP public communications;
- RCMP command decisions;
- the involvement of the Halifax Regional Police and Halifax District RCMP;
- an overview of the radio communications system in Nova Scotia;
- an overview of call-taking and dispatch in Nova Scotia;
- applicable legislation and regulations;
- the perpetrator's access to and use of police vehicles and associated equipment, kit, and clothing;
- the perpetrator's access to firearms; and
- public communications from the RCMP and governments about the mass casualty.

Each Foundational Document conveys a piece of what happened, and the big picture will emerge as we share more of the documents over the coming weeks. Given this, it is very important not to draw conclusions based on just one Foundational Document. Developing these Foundational Documents has been a massive undertaking involving

all members of our legal, investigative, and research and policy teams. We are, in effect, “front-end loading” our process by pulling together and organizing all of the information rather than simply releasing huge volumes of unprocessed information.

The process has been transparent, as Participants have had access to the full document production and the opportunity to comment on draft Foundational Documents before they are made public. Getting these Foundational Documents ready and doing it right takes time and care. Now, in our public proceedings, we will take the time needed to ensure the public understands what is conveyed in each Foundational Document. We will do so at a pace that allows people to deal with the difficult information these documents contain. We are sharing this information and the Commission’s understanding of what happened in real time during proceedings, as it is vital for Participants and the public to understand the important work ahead.

This does not mean that these Foundational Documents in this form are the final word on what happened. We will continue to ask Participants to speak up if they have remaining questions or concerns arising from the Foundational Documents, including if they feel the need to hear from witnesses where more clarity is required. As new information comes to light through these proceedings or through our ongoing investigation, we will update the Foundational Documents as required.

Our goal is to efficiently and effectively develop a common understanding about what happened to ensure we are being transparent and inclusive – collaboratively establishing what happened (so we can spend time in public proceedings focused on why the mass casualty happened) and exploring the causes, context, and circumstances to determine where we go from here.

After we organized our office and staff last spring with all security clearances arranged, et cetera, we began receiving under subpoena tens of thousands of documents – so let me add this important context surrounding the process we are following. Tens of thousands of documents came in through subpoena involving up to 17 crime scenes and hundreds of witnesses, as I’ve mentioned. A clear reality emerged. This Inquiry could drift and drag on for years if we were to call all the witnesses involved in this crime scene inquiry. I speak from experience. I have seen this first-hand, over and over; and too often I have seen the emotional toll of processes that go on and on, lives waiting in the balance. This process cannot drag on for five years.

We have a responsibility as Commissioners to manage our process, and it is in everyone’s interest for us to do this. So we developed a process that is just as, if not more, effective than calling witness after witness, a process that will not drag on and on, that will result in a lot less trauma. We chose to subpoena all the relevant documents and conduct a thorough investigation, which is ongoing.

We then shared all our disclosure with all Participants as quickly as we could on a rolling basis. More than 25 rounds of disclosure have been made to Participants – the fruits of dozens of subpoenas. Indeed, given the sheer volume of the information we received, we delayed our initial proceeding schedule in order to better handle the volume. And then, with the help of the Participants – which, I repeat, is greatly appreciated – we sorted through it all and pieced together facts that, at least so far, appear to be accurate.

We are now ready to share these initial findings with you, an eagerly awaiting public, starting this Monday. This will allow us to spend our public proceedings time identifying gaps, filling in gaps, identifying where there is uncertainty – areas that are material to our mandate. We’ve set aside time in our schedule for that and to hear from Participants as to who else should be called to make sure that all gaps are filled and that all uncertainty relevant to our mandate is addressed. We aren’t starting, as in a trial, with witness lists. We’re starting with a process that has identified as best we can what happened based on the information we have to date.

We will then hear from counsel on gaps and who should be called to fill in those gaps that are material to our mandate. That will then allow us to spend time learning why things happened the way they did and coming up with meaningful recommendations to keep us all safer.

Finding out what happened is the important foundation to start building – building why it happened, and then coming up with recommendations that might prevent it from happening again. This approach will provide the public with as much information as we can at the very earliest opportunity, save an enormous amount of time and cost, and avoid unnecessarily retraumatizing many potential witnesses. I will now ask Commissioner Fitch to talk more about who has been involved in our work and the role they will play in proceedings. Commissioner Fitch brings the experience of more than three decades in municipal policing, including seven years as chief of police for the Fredericton Police Force. Throughout her career, Commissioner Fitch has helped lead and shape many initiatives aimed at making our communities safer. It is an honour for me to serve with her and with Commissioner Stanton.

### **Commissioner Fitch**

Thank you, Commissioner MacDonald, and good morning, everyone. Merci, commissaire MacDonald, et bonjour à tous. It is an honour to be here serving with you as a Commissioner helping to lead this Inquiry. As noted by Commissioner MacDonald, I served as a municipal police officer for more than three decades, and in doing so I dedicated my life’s work to community safety and well-being, police ethics, and the positive evolution of policing.



As a proud born-and-raised Atlantic Canadian, I chose to become a police officer to help make our communities safe for all people, especially those most vulnerable, and I became a leader in policing because of the opportunity it presented to make positive changes in community safety and well-being and the role that police play in a democratic society. As a police officer and leader, it is always critical to act ethically, with compassion, and collaboratively with communities to ensure that all citizens are served with integrity, respect, professionalism, accountability, and care.

When I was asked to serve on this Commission, I did not make the decision to accept lightly. I was moved to say yes as I saw the people in Nova Scotia and elsewhere step up to care for each other and protect one another, people being “Nova Scotia Strong.” What I accepted was a request to help, to use my experiences in a way that can make a positive difference for others. I am personally committed to bringing all my experience and insight to help the Commission work in ways to ensure that policing organizations remain accountable and have what they need to serve and protect communities, not just in Nova Scotia but across Canada.

As Commissioners, we are committed. We are committed to give space to those most affected to be heard; to ensure responders – emergency responders – are prepared in their work going forward; and to help communities across Canada find ways to be safer and stronger. The Commission’s work is very much about communities, about people and how they are affected by something as harmful as the mass casualty, and how they come together to support each other. I truly hope we will continue to see that community spirit in the ongoing work of the Commission, which has been and will remain highly collaborative.

We have asked many people to step up again by engaging in our investigations, in our public proceedings and other ongoing work, to help us make meaningful recommendations and then to help carry those recommendations forward to implementation. Here is an overview of who is taking part in the Inquiry and what they do.

Commissioners MacDonald, Stanton, and myself were appointed to lead this Inquiry, hire staff, design its process, fulfill its mandate, make important decisions, and ultimately deliver findings and recommendations that will help protect Canadians in the future.

We lead the independent Commission team, which includes seasoned and independent investigators who were carefully chosen from outside of the Province of Nova Scotia and outside of the RCMP. These skilled investigators have been painstakingly compiling information and speaking with witnesses over the past months, helping build from scratch an independent picture of what happened. They are continuing this work throughout the proceedings as new information comes to light.

Our team includes research and policy specialists, who are exploring the issues set out in our mandate through their own research and through reports commissioned from Canadian and international experts. This work will become more evident through proceedings later this year and in our Final Report.

We have mental health specialists, who have helped us support the application of restorative principles in our work, and who continue to ensure supports are there for people taking part.

We have community relations and communications specialists, who are helping community members and organizations learn about the Inquiry, how they can take part, and how they can stay informed.

Another important part of our team are Commission counsel. These are experienced and independent lawyers assisting us in our work. They make sure things run in an orderly and efficient way with Participants and others, and they play a vital role in presenting the facts to the public.

During proceedings, you will see Commission counsel doing a range of things, including leading presentations and discussions about what happened, questioning witnesses, and working closely with Participant counsel to discuss their questions and suggestions. It is important to note that Commission counsel are not acting as prosecutors or for defendants. Like us, they are objective and impartial, working in the public's interest.

All of this work is supported by a dedicated secretariat that looks after the administrative needs of the Commission.

Moving on from the Commission team itself to the Participants: This group is a very important part of our work. The Commission has 61 Participants, including those most-affected individuals, families, first responders, and organizations, and including advocacy groups and both levels of government. These are people and groups who were automatically granted or applied for the opportunity for appropriate participation and who have a substantial or direct interest in the subject matter of the Inquiry.

Participants are represented by their own lawyers, Participant counsel. To date, we have collaborated with Participants and their counsel over many conversations and meetings to shape the Commission's approach and Rules of Practice and Procedure. We have listened when Participants have asked for more time to review information and prepare, adjusting the Commission's schedule while continuing to advance our work. Importantly, we have worked closely with Participants to review information about what happened, as shared in the Foundational Documents, to ensure these documents are as accurate as possible for the public proceedings to commence. During this time, we expect documents to be further informed and explored.

Toward the end of 2021, and earlier this year, the Commission held working meetings with Participants over many weeks to review the draft Foundational Documents, which, as Commissioner MacDonald said, will play a very important role in our work to understand what happened. During proceedings, Participants and their counsel will provide input to the Commissioners and may participate in questioning witnesses or experts, or in sharing information and perspectives.

It is important to note that you do not need to be a Participant to play a role in this Inquiry; there are many other ways to contribute. This is consistent with the Commissioners' independence – we control our own process; we must. While we will always listen with respect and a collaborative spirit, we must not be directed by Participant groups or any other group. We are creating many different opportunities for you to take part and provide input.

As needed, Commission counsel will be calling witnesses to answer questions where more insight is needed on key information or events. Participant counsel may also make recommendations for witnesses or request to call and question a particular witness. As Commissioners, we will consider these requests and determine if they are essential to fulfill the Commission's mandate or responsibilities in the public interest.

In addition, you will also hear from a number of other people during proceedings this year, including community members invited to take part in panels and other sessions, experts at roundtable discussions on the related issues, and family members or others most affected who may wish to publicly share their experiences.

Last, but certainly not least, there is you, members of the public. The word “public” is just as important as the word “inquiry,” and a public inquiry is really a two-way street. As we work through the proceedings this year, we ask you to reach out if you have information that the Commission needs to know related to what happened or to why and how things happened; to watch and listen to proceedings; and to speak up through the “Share Your Experience” survey, which is available on our website. Through that survey, we want to hear from people across Nova Scotia, Canada, and beyond. No matter who you are or where you are, your experience and perspectives matter to us. Finally, we ask all members of the public and everyone involved to reflect on the kinds of recommendations you would like to see coming out of the Commission's work. We will be inviting you to share your thoughts and submissions later in the year.

Now I will ask Commissioner Stanton to talk about the phases of the Commission's work and what to expect from proceedings. I am honoured to be serving with both Commissioners and want to highlight here that Commissioner Stanton brings expertise from her long-standing scholarship on public inquiries and from a legal career spanning diverse areas including constitutional and human rights law. Commissioner Stanton has also contributed to many initiatives focused on building equality and inclusivity.

## Commissioner Stanton

Thank you, Commissioner Fitch, and good morning, everyone.

I'm honoured to be serving the public on this Inquiry with Commissioners MacDonald and Fitch. I became a lawyer as a way to work toward social justice, to contribute to making the world fairer and safer for everyone. Over the course of my career in law, I have come to greatly appreciate the role that public inquiries and commissions can play in bringing people together to investigate and address events and systems that have caused great harm.

As I've explored in my scholarship, including my book written prior to this Commission, public inquiries can be a rare opportunity to bring together many people, groups, and organizations to gain an understanding – a shared understanding and a shared purpose – and to take the time needed to look at both what has happened, but also across the many issues that may have contributed to it, and to shine a light on the places where systems and structures may have failed us and how they can be improved in the future.

I was raised in southern Alberta and have lived and practised over the years in BC and Ontario, and part of my commitment is to help bring a broader national perspective to the Commission's work – not only because this is an important part of our mandate, but also because regardless of where people live or come from, everyone in Canada should feel safe in their homes and communities. I acknowledge it can be harder to feel safe when we're two years into a pandemic and all the uncertainty and anxiety that comes with it. It's as if our lives have been turned upside down several times over, and many of the ways we would normally come together to provide comfort and support have not been possible, and, we must not forget, were not possible for the families and communities following the mass casualty. We're living in an unusual time, and even though it's hard to extend good faith, compassion, and empathy to one another, we need to take care of each other and to work together well.

As we've heard, there are many people engaged in the Commission's work and, quite rightly, many people are watching, waiting to see where this Inquiry goes. The Commission is required to act in the public interest, and the public interest does not necessarily mean doing what is popular. It means designing a process that takes into account all aspects of the Commission's Terms of Reference, including the systemic public policy issues that we're required to explore. It means investigating without fear or bias, including using our subpoena power to ensure we're getting access to all the information we need and to compel the attendance of any witnesses from whom we need to hear, following the evidence where it leads us using an inquisitorial, not adversarial, process.

We will be doing all of this in a way that is focused on how to make things better in the future. Our Terms of Reference require us to draw on restorative principles to shape the Commission. As Commissioner MacDonald said, being restorative includes designing processes that are inclusive, collaborative, flexible, non-adversarial, and forward focused.

A restorative process is also powerful because it allows us to look at the systems and structures in which this mass casualty took place, and how well those systems and structures are serving the people who are living in communities or working in roles intended to provide protection, safety, and critical services. Whatever your perspective on the mass casualty and whatever your views on the work of this Commission, I believe we all share common ground. We all want to make our communities safer. I ask you to keep that common ground in mind as we continue with our work.

Here's how we are organizing this Inquiry and proceedings this year: At a high level, we planned our work in three overlapping phases. Each phase is important and builds on the others to help us get where we need to go. In Phase 1, our focus is on establishing the foundation of what happened leading up to, during, and after the mass casualty. Some of the main tasks here have been to obtain documents, carry out investigations, and speak with witnesses. The Commission began to analyze all of this information as it became available and to bring it together in Foundational Documents that organize and share an understanding of the very large volume of information we've gathered. Taking a careful, detailed look at what happened helps us ensure we ask the right questions about why and how it happened.

Another part of learning about what happened has been to take steps to understand the perspectives of those most affected and community members. To this end, one of our first priorities was to meet with the families of those whose lives were taken and with those who were injured. And what we heard in those meetings has grounded our work ever since.

Early on, we also initiated our research program, canvassing for individuals and groups who might assist us in carrying out our mandate. We appointed a Research Advisory Board to support our work with their expertise in areas such as community engagement, policy processes, criminology, law, and psychology. Some of the questions you may have today will be answered in Phase 1. Other questions about why and how the mass casualty could have happened will be explored in Phase 2. And we have a few months ahead of us to do that work.

In the second phase of our work, we will be building on what we learn about what happened and working through the difficult questions about why and how it happened, exploring the broader context, causes, and circumstances that will help us all understand the how and why. Here, our focus is on exploring the related issues set out

in our Terms of Reference as requiring particular attention, including firearms access, police and service-provider responses, and emergency communications.

In Phase 3, we'll build on everything we've learned in Phases 1 and 2 to shape the Inquiry's Final Report and recommendations. Throughout our mandate, we're taking a forward-focused and outcome-focused approach, and we expect this will come to fruition in Phase 3, ultimately helping to strengthen safety in our communities. This deliberate, careful approach is intended to ensure we fulfill the Terms of Reference we have been entrusted to carry out in service of the public interest. We've made progress on Phase 1 and 2 work over the last year and will continue to advance all phases in 2022.

Our public proceedings this year will follow the same three-phased approach. Public proceedings focused on Phase 1 begin today and are planned to continue through to April 14, when we'll pause proceedings for a week for the commemoration of April 18 and 19. This week, we'll focus on a number of panels and presentations to provide important context for our ongoing work. We'll look at the broad human impacts of the mass casualty, the communities and geography where the mass casualty occurred, and the structure of policing and emergency services in this area. We know there are people following the work of the Commission across Canada and beyond our borders.

It's important that everyone has an understanding of the context and communities where the mass casualty happened to better understand the Commission's work. Beginning next week, we'll work our way through a series of presentations and discussions about what happened. This includes beginning to share the Phase 1 Foundational Documents, which, as Commissioner MacDonald outlined earlier, have been subject to thorough critique by Participants, all of which we considered with care.

We're sharing our understanding with the public because it is vital for Participants and the public to inform the work ahead, to examine how and why this happened, and to form meaningful recommendations. Where events or relevant facts remain unclear, we'll take the time for more discussion, we'll call witnesses where required, and we'll take into account the questions and recommendations brought forward by Participants, who have a wealth of knowledge to contribute, and who we will continue to engage in testing and responding to the evidence.

It's critical that we establish a clear and shared factual foundation, to ask the hard and important questions to support accountability for what happened, and to inform effective recommendations for what needs to happen in response. In the spring, Phase 1 hearings will continue and Phase 2 proceedings will begin. Phase 2 will explore the broader context and issues relevant to the Commission's mandate.

Over the course of the Phase 2 proceedings, which will take us through to the summer, more than a dozen commissioned reports will be shared publicly. More Foundational Documents will be released publicly; we'll have more counsel-led presentations,

discussions, and witness sessions; and we'll hold a series of roundtables, where subject-matter experts will join us to discuss and assist us in understanding issues relevant to our mandate and required of us to understand in our Terms of Reference. We anticipate beginning Phase 3 work in the summer by inviting Participants to make final submissions and the public to inform the Commission's final recommendations to make communities safer.

Throughout each phase, there will continue to be ways for Participants and others to provide input and feedback. In addition to bringing forward questions and recommendations during proceedings, Participants can provide written submissions at the end of each phase of our proceedings and make final submissions in the fall. And as Commissioner Fitch said, we invite members of the public to take part, whether through the "Share Your Experience" survey that's open on our website or by watching the proceedings to reflect on the kinds of recommendations you'd like to see and then sharing those recommendations with us later in the year. All of this adds up to an extensive schedule of proceedings ahead of us this year, with many people involved and many moving parts.

Later today, one of our team members will share an orientation to Commission resources that can help you learn where to find the information, supports, and tools you need to take part. My fellow Commissioners and I, along with the entire Commission team, are committed to providing you with information about what is happening, why it is important, and how it connects to fulfilling the broader mandate in the public interest. I'll turn it now back to Commissioner MacDonald. Thank you very much.

### **Commissioner MacDonald**

Thank you, Commissioner Stanton and Commissioner Fitch. And thanks to all of you. Thanks to all those-most-affected people for your courage and your commitment.

Thanks to Participants and Participant counsel for all your hard work over many hours spent engaging with us to shape this process and carry out this work. Thanks to the many witnesses and community members who have spoken with us about their experiences. Thanks to the community organizations who have stepped up to share your perspectives and support. Thanks to the media for sharing the work we are doing.

Thanks to the public for your ongoing engagement. Thanks to the Commission team for your hard work. And thanks to everyone who has made such valuable contributions to our work to date and will be stepping up again in the weeks and months ahead. The Commission has a broad mandate and an ambitious timeline. Clearly, we have a lot of work to do in 2022.

When we get to the end of this Inquiry, we will have done our jobs if, to the utmost of our ability, we have answered the questions around what happened, explored why this

happened, and have developed findings and recommendations that are taken up by policy-makers, public institutions, community organizations, and the public at large, all working together to make communities safer.

So now we continue. Coming up later today, as mentioned, we have an orientation session to help you know where to find key information and resources. After that, we will have a panel discussion focused on the human impact of this mass casualty, its broad reach and effects on wellness. This is an important way of establishing context for our coming investigation and discussion. Thank you so very much.

On continue. La prochaine activité est une séance d'orientation pour vous aider à savoir où trouver les informations et les ressources clés. Une discussion de groupe sur les profondes conséquences humaines des pertes massives, notamment sur la santé mentale, aura lieu plus tard cet après-midi. Cela nous aidera grandement à définir le contexte pour l'enquête et les discussions à venir. Merci et à cet après-midi. Thank you all so very much.



### **Closing Remarks Delivered by the Commissioners on the Final Day of Public Proceedings, September 23, 2022**

#### **Commissioner MacDonald**

Good afternoon, everyone. Bonjour à tous. We join you from Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq.

Today we reach the end of public proceedings for the Mass Casualty Commission. We have achieved this thanks to the hard work of many, many people over many months. Aujourd'hui, nous arrivons à la fin des procédures publics de la Commission des pertes massives. Nous allons revenir sur le chemin parcouru, sur la façon dont nous en sommes arrivés là et sur tout ce que nous avons appris en cours de route.

Given this milestone moment, we will take a look back at how far we have come together, what we learned along the way, and what comes next. We will look ahead to the Commission's Final Report – and the very important role we all need to play in order to put the coming recommendations to work.

From our very first day as Commissioners on this Inquiry, our work has been inspired by the memories of the lives taken and the impact of all those affected by the April 2020 mass casualty in Nova Scotia, starting with those whose lives were taken. We pause to remember them every morning, and we carry their names with us every day.

We also think of those who were injured, and the family members and friends who lost their loved ones here in Nova Scotia, in Canada, and in the United States. We know that the impact of the events affected many: the witnesses, first responders, and service providers who were at the scenes, and all those who stepped up afterwards to help respond and support those most affected; the communities who lost friends, neighbours, and their sense of shared safety; and the broader public who joined with those survivors, families, witnesses, responders, and communities in shared grief and mourning. The extent of the harm has been deep and far-reaching. So much loss, so much harm, caused by one person's actions, rippling like waves.

Since the beginning of this public inquiry, our purpose has been clear: to find out what happened; to explore how and why it happened, looking into the underlying issues and root causes; and then, building on everything we learned to bring forward recommendations that can help make our communities safer. We took on this

responsibility to ensure that all those whose lives have been taken and all the harm suffered will not have been in vain.

Those whose lives were taken were individuals, just like you and me. They contributed and they made a difference in the places they lived. We cannot – we cannot – allow this mass casualty to be the last word on their legacies. Instead, we all must continue to work to honour the family and community bonds that mattered so much to them, as they do to us. We must together take action to build safer communities.

There are communities just like those involved in the mass casualty right across Canada. The recent events in Saskatchewan are a painful reminder of this. And there are lessons we can all learn and actions we can all take to strengthen community safety. And that is why, as a joint national and provincial inquiry, our scope has been national, and we have also looked to lessons learned from beyond our borders to ensure we can be learning from others to make improvements here in Canada. If this seems like a broad approach, well, it needed to be. The mass casualty was the largest mass shooting in modern Canadian history. It involved 17 crime scenes. There were multiple lives taken, two others shot, and many more people harmed or affected. Hundreds of witnesses and responders were involved. And as we have learned, many thousands of pieces of evidence and related information were generated.

From the outset we faced an immense task: a very broad mandate and an equally ambitious timeline, requiring us to complete our work in just over two years. The mandate was set out for us in orders in council from both the federal and provincial governments, providing the directions and boundaries for our work, including the requirement to explore the broader causes, context, and circumstances behind the mass casualty. And like the rest of the world over the past few years, we had to contend with the uncertainty and challenges of a pandemic. Once our work began, we also faced consistent challenges around the pace, unpredictability, and volume of document disclosure. Despite these challenging circumstances, together with Participants and the public, we have stepped up to the work with the care and dedication it deserves.

It was important to us to build this Commission team on independence, respect, and transparency.

In early 2021, we moved quickly to bring together an expert team from scratch, with a wide-ranging area of specialties, so we could ramp up our independent investigation. We designed a process that would be flexible and efficient, taking full advantage of all the powers of a public inquiry to investigate, to subpoena witnesses, and to subpoena documents, but also to explore the broader root causes through wide-ranging work grounded in research and policy.

We designed an approach that would allow the different phases of our work to overlap while also building on each other. Simply put, this meant starting with a thorough

investigation into what happened, and then building from there to explore the underlying issues and root causes. Based on everything we have learned, we are now able to consider potential recommendations as well as how to make sure they are implementable.

Early in our work we made a call for Participants, bringing in those-most-affected individuals, families, governments, first responders, and organizations, including advocacy groups. These were the people and groups who were by our orders in council automatically granted or had applied for the opportunity for appropriate participation, and who continue to have a substantial and direct interest in the subject matter of this Inquiry. As you know, Participants and their counsel have played an integral role in our work, providing feedback on our Rules of Practice and Procedure, helping to review the Foundational Documents, highlighting material gaps and issues, identifying and questioning witnesses, contributing to roundtables and other discussions, and providing regular written and oral submissions like the ones we have been hearing this week.

We know that not all Participants have always agreed with our decisions or our approach at every step as we worked to fulfill our mandate, but despite that, they – you – have remained committed to our work and our shared goal of making sure changes happen so that our communities will be safer. We appreciate that. We recognize that the Participants and the wider public wanted to know what happened. We have done everything we could to ensure that the Commission’s investigation and proceedings were comprehensive and thorough.

Over the course of our work, the Commission has interviewed more than 230 people, including more than 80 RCMP officers. Through subpoenas, we gathered tens of thousands of documents, videos, and audio files from the RCMP and others.

Our investigative work included various visits to the sites involved in the mass casualty as well. We developed 31 Foundational Documents in order to organize, analyze, and distribute all this information efficiently. We shared them publicly, with over 3,800 supporting source documents and additional exhibits,<sup>\*</sup> providing extensive information about what happened on, and leading up to, April 18 and 19, 2020. This approach meant we could be efficient and thoughtful when calling witnesses during the public proceedings, focusing on those witnesses required to address material issues and factual gaps. Before presenting the Foundational Documents, we held working meetings with Participant counsel over many weeks to get their feedback and input, which was incorporated into the documents. Then, we shared our understanding of the evidence by presenting each Foundational Document during public proceedings, which further prompted investigative leads and identified errors and gaps as we went along. Through the Foundational Documents and supporting materials, we shared our

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<sup>\*</sup> This figure was accurate at the time of the conclusion of proceedings. Since then, more than 2,000 additional documents have been exhibited.

understanding of what happened at the 17 crime scenes involved in the mass casualty. These documents include, for example: Portapique, April 18 and 19, 2020 (from the perspective of the residents); First Responder Actions in Portapique; Containment Points in and Around Portapique; Overnight in Debert; 2328 Hunter Road; Highway 4, Wentworth; Highway 4, Glenholme; Plains Road, Debert; Onslow Belmont Fire Brigade Hall; Shubenacadie; Highway 224; and Enfield Big Stop.

We also shared Foundational Documents about the systems and processes that had a bearing on what happened. These included: Police Paraphernalia; Confirmation of Replica RCMP Cruiser; Firearms; Alert Ready in Nova Scotia; RCMP Emergency Response Team; RCMP Command Post, Operational Communications Centre, and Command Decisions; Truro Police Service, April 19, 2020; RCMP Public Communications, April 18 and 19, 2020; Air Support; Halifax Regional Police and Halifax District RCMP Operations; 911 Call-Taking and Dispatch; and the TMR2 Radio Communications System in Nova Scotia.

We shared additional Foundational Documents that summarize the information and supports sought and received by those most affected. These include: Information-Seeking from Families, and Next of Kin Notifications; Support Services for Survivors, Families, and Communities; and Public Communications from the RCMP and Governments After the Mass Casualty.

Finally, we shared Foundational Documents that organized what we had learned about the perpetrator and his background, including: Violence in the Perpetrator's Family of Origin; Perpetrator's Violent Behaviour Towards Others; Perpetrator's Violence Towards His Common-Law Spouse; and Perpetrator's Financial Misdealings. Through a regular submission process, we invited the Participants to share with us any material gaps or issues arising from the Foundational Documents that would require more exploration through witness testimony.

We also called 60 witnesses during the public proceedings, hearing from them as individuals and sometimes as panels when that was the more efficient and cohesive approach. For each witness, independent Commission counsel would ask questions in the public interest and questions that had been developed in consultation with the Participants. Commission counsel would then caucus with Participant counsel, meeting to determine whether Participants had additional questions and in which order these would be asked to minimize duplication and maximize effectiveness. With very few exceptions, Participant counsel could question the witnesses directly.

We heard from a broad spectrum of witnesses, including experts, community members, responders, and more than 30 RCMP members, including senior officers who were in charge both here in Nova Scotia and at the national level at the time of the mass casualty. The witnesses helped us build our understanding of what happened, and how and

why it happened. Some shared suggestions for recommendations as well, and we were grateful to receive them.

Through the course of proceedings, we also shared 45 supplementary reports<sup>\*</sup> that include the results of further investigation into specific questions or events. This includes, as examples, information about the perpetrator's use of radios and scanners, information about handcuffs used in the mass casualty, and an analysis of Emergency Health Services GPS data. All of the Foundational Documents, all of the source materials, all of the supplementary reports, all of the witness interview transcripts are available on the Commission's website. They will assist us as we prepare our Final Report and findings, and we hope they will continue to assist the Participants, the public, and anyone who wants to know what happened.

As we have been learning about what happened through these different steps and approaches, we are also grateful for more than 900 members of the public who shared their experiences of the mass casualty with us through an online survey. Your contributions helped to build our understanding of the broad impacts of these events.

Before I finish, let me say that it remains a very great honour to be serving as a Commissioner on this Inquiry alongside Commissioners Fitch and Stanton. We did not take on this responsibility lightly, and we never could have reached this point in the process without the contributions of so many of you. We do thank you all. This has been a hard journey. This has been a hard journey for the families. This has been a hard journey for all Participants and for everyone involved. Every day we have been asked to confront the great harm and loss suffered during the mass casualty, and the families, Participants, all of us have been asked to face it anew. Given this, throughout the course of our work, we have stayed focused on wellness and mental health, making sure dedicated team members and resources were available to assist those taking part and that we shared information about how to access wellness support services through our website.

Together, we did this work to honour the memories of all those who were lost and all those who were affected, and to help make meaningful change in the future. We now have a solid basis upon which to make meaningful, achievable recommendations. I know all of you have what it takes to go further and to make sure the coming recommendations are implemented. Together, we can make our communities safer. Thank you all so very much. I will now hand over to Commissioner Stanton. Thank you.

### **Commissioner Stanton**

Thank you, Commissioner MacDonald, and good afternoon, everyone.

Over the course of our work, we have been building layers of understanding. As Commissioner MacDonald has reminded us, the first layer or phase focused on

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<sup>\*</sup> Thirty-seven of these supplementary reports were produced by the Commission.

building a thorough factual foundation. The second phase was to explore how and why things happened as they did. This involved exploring the related issues set out in our mandate to make sure we were taking into account how underlying factors such as intimate partner violence and gender-based violence, firearms access, police and service provider responses, structures and processes, and emergency communications contributed to the mass casualty.

Another way to think about these issues is as root causes – the cultures, values, structures, processes, and systems that need to be understood so we can work out what needs to change, and so that the causes, contexts, and circumstances that gave rise to the mass casualty can be fully addressed. We used a number of different approaches to explore the related issues.

We engaged independent researchers to prepare 22 commissioned reports<sup>\*</sup> about the related issues in our mandate, drawing on key government and policy structures, as well as academic research and lessons learned from previous mass casualties. All of the commissioned reports, and more than 1,100 documents of supporting research and policy relevant to our mandate, are available on the Commission's website.

Several commissioned reports explored different aspects of policing culture and practices. Some focused on aspects of critical incident decision-making. Some looked at potential contributing factors to mass casualties, while others explored the connections between gender, violence, poverty, race, and access to institutional supports, as well as the reluctance of some communities to report violence due to profound distrust in public safety institutions. The commissioned reports also provided a framework for our roundtables.

Over the course of proceedings, we held more than 20 roundtables involving over 100 experts and others with relevant experience to share, some of them local, and others bringing Canadian and international perspectives. Roundtable discussions allowed us to hear from a deep and diverse set of perspectives, knowledge, and experiences, all of it shedding light on those underlying issues, systems, and structures that we need to address. People taking part in the roundtables spoke to a wide range of topics, including policing cultures, structures, and interoperability; emergency alerting; preventing and responding to mass casualties; addressing gender-based and intimate partner violence; and strengthening community safety.

We have held other kinds of conversations during public proceedings, too, including small group sessions with people who had related and important experiences to share, and consultations with groups who were differentially impacted, so we could ensure that our recommendations do not inadvertently have a disproportionate or unintended impact on disadvantaged or marginalized groups. Through the commissioned reports,

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<sup>\*</sup> A total of 23 commissioned reports were prepared, with the final report tendered during the virtual proceedings on October 27, 2022.

roundtables, and various other kinds of discussions, we have built up an extensive understanding of the causes underlying the mass casualty.

There is a discussion guide available on the website that you can use to prompt thoughts or conversations about the issues we have explored. This includes, for example, public communication during an emergency, which looks into:

- the decision-making process for sending a public alert during a mass casualty;
- technical information about emergency alerting;
- the design, implementation, capabilities, and limitations of Canada's emergency alerting system, or Alert Ready program;
- best practices and useful models for emergency communications in other countries;
- how to convey important information to the general public as well as to first responders at the tactical level and to other emergency responder agencies; and
- how to share important information from the public in emergencies.

We have looked into supporting individuals, families, first responders, service providers, and communities after a mass casualty, including:

- learning about what worked or did not work for survivors and those most affected, and learning about support services during this mass casualty and other mass casualties;
- considering international experiences with the sharing of information and support following mass casualties;
- exploring best practices for addressing the needs of those most affected and models that support people through grieving, and that promote healing and foster resiliency; and
- trying to distill key principles for supporting those most affected, including comprehensive support services that are tailored to meet different needs.

Another issue we have explored is the link between gender-based and intimate partner violence and the mass casualty. We have heard:

- about the dynamics of violence generally and gender-based and intimate partner violence more specifically as linked to the causes, context, and circumstances of the mass casualty;
- how understanding the dynamics between these forms of violence could assist in the development of policies to better understand, prepare for, identify warning signs for, and respond to mass casualty events;

- how prioritizing prevention of these forms of violence as a social and political objective may be a promising strategy for preventing some mass casualties; and
- about the barriers to effective police and other institutional prevention, intervention, and responses to intimate partner violence, gender-based violence, and family violence.

We explored issues related to improving community safety and well-being, including:

- best practices for improving community safety that go beyond crime and policing and include mental, physical, and social well-being;
- approaches focused on community development and contemporary community policing, coordinated leadership, and enhanced ability to intervene early and employ preventive strategies;
- police and law enforcement agencies, public service institutions, organizations, and systems that are mandated to help keep communities safe; and
- individual and community opportunities to keep each other safer and to support each other in the future.

We have examined the current structure and approach to policing, including:

- the working culture and organization of policing and law enforcement within Canada and in other countries;
- police responses to mass casualties, including training, standard operating procedures, equipment, and resources;
- the need to break down silos of work within police agencies and between police and non-police partner agencies;
- how numerous Nova Scotian and other Canadian reviews and reports have made recommendations with respect to many issues such as police oversight, training, preparation, and organizational culture;
- how too often these recommendations remain unimplemented;
- how assessments of the implementation of past recommendations may provide an additional perspective into the police context and can identify recurring challenges in achieving reform; and
- barriers to change and strategies for understanding and overcoming these barriers.

We have explored issues related to firearms access, including:

- policies about how police respond to reports of the possession of prohibited firearms, including communications between law enforcement agencies;
- the broader context of rural gun ownership and community safety;



- past recommendations about access to firearms in the context of active shooter events;
- connections between gender-based and intimate partner violence and firearms; and
- legal and policy interventions, including firearms registration systems, risk assessment, the limitations of reporting mechanisms when civilians are worried about safety as a result of the acquisition or presence of firearms, and the use of pro-removal policies in situations of intimate partner and family violence.

We have also looked into how the private ownership of police paraphernalia is regulated, including:

- the impact of the perpetrator's police paraphernalia and replica RCMP cruiser in the mass casualty;
- the current regime for regulating procurement, access, and disposal of police paraphernalia;
- differing impacts of police symbols;
- the negative impact of criminal behaviour by police impersonators and its wider impact on trust in police; and
- a range of views on the question of whether the advantages of allowing police uniforms, equipment, and vehicles to circulate in the general population outweigh its risks.

It's a long list of issues and topics, but I assure you, I have just scratched the surface of everything relevant to our mandate that we heard and have learned through the roundtables, commissioned reports, resource materials, and other conversations held during public proceedings. As a public inquiry, we've also invited members of the public to make submissions through our website with suggestions for research or policy that might be relevant to our work. We have received over 200 entries through that process. Thank you to everyone who made a public submission. You can still submit suggestions for recommendations for change on our website until the end of September.

The April 2020 mass casualty in Nova Scotia was a large, interconnected, and complex critical incident. The perpetrator had also harmed many people in many ways before the mass casualty. The issues underlying these actions are also broad, interconnected, and complex. If we want to help prevent future mass casualties, we need to address the root causes. This means doing the hard work in our communities, our workplaces, our institutions, and in our legislatures to make lasting and deep changes. This coming responsibility may seem daunting, but please remember that at its heart, this is really about doing the work required to take care of people – our loved ones and our families; our friends and neighbours and colleagues. We all want to live in safe communities, and it will take all of us to make it happen.

Before I finish, I would just like to say it's been an honour to join with Commissioners MacDonald and Fitch serving the public. In a moment, Commissioner Fitch will thank the many different groups of people involved in our work in a more comprehensive way. For my part, to everyone who joined us in our service of the public interest, thank you. Now Commissioner Fitch will share some concluding remarks.

### Commissioner Fitch

Thank you Commissioner Stanton, Commissioner MacDonald – and hello, everyone.

This afternoon my fellow Commissioners have reiterated why we are here, how far we have come together, and what we have achieved in our work to understand what happened, and how and why it happened. Over recent weeks, we have been making progress in the final phase of our public proceedings, which was all about deepening our understanding with the aim of developing recommendations. I will now share our forward-looking focus and talk about the final report and recommendations.

As we said at the start of this phase, our goal is to develop recommendations that:

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

To help us develop recommendations like these, we've held roundtables, Participant consultations, and discussions with those most affected and community members to ensure we are benefiting from a rich and diverse set of perspectives and experiences. We are also encouraging all Canadians and those who are interested from beyond our borders to continue to share ideas for change. Information about how to do that is available on our Commission's website.

As Commissioner Stanton noted, on our website you can find a discussion guide summarizing the types of issues we are exploring and asking questions to help you think about recommendations. We hope this will encourage and help you discuss potential changes and recommendations with your co-workers, your families, friends, and neighbours. Also on our website, you will find the environmental scan of prior recommendations. This comprehensive document is directly related to our broad mandate. It captures over 2,000 relevant recommendations from earlier public inquiries, reviews, and investigations. The reviews are grouped according to the research structure

developed by the research and policy team of the Mass Casualty Commission. This is intended to help identify gaps and opportunities, inspire new recommendations, and also help us all reflect on the barriers that have prevented meaningful change in the past.

After today, the Commission's public proceedings are over. But I assure you, our work is far from done. While you may not hear from us as often, or see us in our daily proceedings, in the weeks and months ahead we will be exclusively focused on preparing and completing the Commission's Final Report, which will be shared publicly by March 31, 2023. We will use this time to ensure the Final Report is completed with the rigour and care it deserves.

As you might expect, the Final Report will be comprehensive. It needs to be both broad and deep in order to fulfill our mandate, in order to share our detailed findings of what happened, and in order to convey everything we have learned while exploring the underlying causes and issues. The Final Report, which will be available in both English and French, will include the Commission's recommendations. We will be working hard to make these as clear and effective as possible. We know recommendations alone are not enough, and so we will be including guidance about who could – and who should – do what, when, where, and how. This is intended to build in mechanisms to track and hold to account the responsibilities of others going forward.

In this time between the end of proceedings and the release of the Final Report, we encourage everyone to keep up the many conversations about community safety and well-being. We have seen so many examples of groups coming together and having important, valuable conversations. Please keep collaborating and looking for ways to work together and improve. All of the Foundational Documents, source materials, supplementary reports, commissioned reports, research and policy documents, witness testimony, roundtables, and other proceeding webcasts remain available on our website. They are there for you. They are there for you to use and talk about with your communities and your co-workers, within your networks, and with your families.

Our progress has been made possible by the hard work of many people over the last two years. On behalf of the Commissioners, I would now like to share our unending gratitude. Know that I will never be able to name everyone or make clear with mere words how thankful we are to each and every one of you. Starting with the families: thank you for meeting with us early in our work in 2021 and again over the past few weeks, and for sharing your thoughts and experiences. We continue to extend our deep and lasting condolences for your losses, and we share your dedication to making our communities safer in their memories.

Thank you to the Participants and your counsel. You have all played a critical role in this Inquiry, helping shape our approach, building the factual foundation, taking part in roundtables and other discussions, and sharing your submissions. You have put in long

hours outside of proceedings and have been here with us during the many long days and weeks of public proceedings, and we thank you very much for that.

Thank you to all the responders who were first on the scene during the mass casualty. Whether you are with the police, firefighters, emergency health, or other civilian service providers, we appreciate your courage and ongoing commitment to keeping people safe and helping them in times of hardship.

Thank you to the many witnesses and other people we heard from in interviews and during proceedings. We know it remains difficult for many to revisit the days during and after the mass casualty. Your recollections about what happened and perspectives on potential causes and recommendations have been instrumental to our work, and we deeply, deeply appreciate it.

Thanks also to the many individuals who took part in the roundtables, small group sessions, consultations, and other conversations. You have brought an incredible depth and breadth of expertise and experience to our work, shedding light on a large number of issues, and complex issues, and helping us gather lessons learned and potential recommendations, including helping us think about making sure the final recommendations do not have disproportionate or unintended impacts on disadvantaged or marginalized groups.

Thank you to the community organizations who met with the Commission team and helped us do our work in your communities, providing much needed supports and connecting us with necessary people and information.

Thank you to members of the media who have covered the Commission's progress, including public proceedings, helping the broader public stay engaged with our work. Many of you covered the mass casualty as it happened and have been with us daily during proceedings. Independent and principled media is essential in ensuring the accountability of public processes such as ours, and you have done this with dedication and care for those affected.

Thanks also to the many service providers who have helped to make our investigation and proceedings accessible to as many people as possible, assisting us with document management, technology, translation, interpretation, transcription, security, and many other services.

Thanks to the public here in Nova Scotia, in Canada, the United States, and beyond for your engagement and for taking part in our work. We are grateful to those of you who were able to join us in proceedings here in person, those of you who attended the open houses, and all of you who have engaged online, sent us emails, or called. So far, we have received over 200,000 unique visitors to the Commission website, over 350,000 views of our webcasts, and more than 360,000 file downloads, all of which speaks to strong public engagement.

And finally, thank you to the members of the Commission team, including those of you working on investigations, Commission counsel, research and policy, mental health, our secretariat and logistics, communications, and community engagement. You have worked days and nights and weekends with unflagging dedication and care. And like the rest of the world, you kept going through COVID and shared in life's challenges as well as celebrations over the last two years, including isolation, illnesses, losses in your own families, weddings, and births. We are so grateful to you – and your families, too – for bringing care and concern for people to everything you have done. We truly could not have done this without your incredible commitment over the last two years.

And thank you to everyone for stepping up. As we work toward completing and sharing the Final Report, we will call on you once again to keep stepping up. Community safety is a shared responsibility and a shared opportunity. We can all be, and need to be, champions for change, taking the recommendations and implementing them in our communities, workplaces, and organizations. We have heard commitments from RCMP leaders and other institutional representatives that they will be open to the recommendations and are preparing to receive them. We are encouraged by these comments and commitments, and call on policy-makers, institutions, community groups, and members of the public to take action based on the coming recommendations.

In conclusion, I too am honoured to have been asked to contribute and serve the public through this Inquiry, and, in particular, I've been honoured to serve with our team and alongside Commissioners MacDonald and Stanton. Thank you very much. We Commissioners have been entrusted with a great responsibility, and we will continue to do our utmost to live up to that as we prepare our Final Report. We call on all of you to live up to that responsibility as well, and to do everything you can to help implement the recommendations, making our communities safer for everyone. Merci beaucoup, thank you, and travel safe heading out in the storm today.

## **12 Mental Health Tip Sheet**

MASS CASUALTY COMMISSION

# Mental Health Tip Sheet: Building Resilience

MASS CASUALTY  
COMMISSION  
COMMISSION  
DES PERTES MASSIVES

As we work together to understand what happened on and leading up to April 18 and 19, 2020, why and how, we recognize that sometimes reading or hearing about a distressing or emotionally overwhelming experience can be upsetting and disturbing.

This tip sheet includes steps you can follow to build your resilience, including if you are feeling overwhelmed, distressed or anxious.

Remember, if you need help at any point in the Commission's process, our Mental Health team can support you with the following:

- Connecting you directly with mental health services and other support providers, or listening to feedback on the resources currently available
- Sharing information on ways you can continue building resilience
- Discussing specific ways to participate in our work that will not cause further harm or can reduce harms

Contact [info@MassCasualtyCommission.ca](mailto:info@MassCasualtyCommission.ca) to learn more or visit [MassCasualtyCommission.ca/support](https://MassCasualtyCommission.ca/support) for more mental health and wellness resources.

## WHAT CAUSES MENTAL DISTRESS?

The amygdala (a part of the limbic system in the brain) gets over-stimulated when we experience long-term or severe stress. This part of the brain is thought to be responsible for processing memories as well as conditioned responses to fear. Studies have found that distraction is able to decrease the activation of the amygdala.

## WHAT IS DISTRACTION?

Distraction is anything you do to temporarily take your attention away from strong emotion. A key part of a distraction is that it is temporary. Distraction is not about trying to escape or avoid a feeling. It is implied you eventually will return to the feeling you were having. Then, once the intensity of the feeling has reduced, we can use another skill to manage the emotion.

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This mental health resource is largely based on [www.verywellmind.com](http://www.verywellmind.com).

## Tip: Distract Yourself

Sometimes focusing on a strong emotion can make it feel even stronger and more out of control. Therefore, by temporarily distracting yourself, you may give the emotion some time to decrease in intensity, making it easier to manage.

Distraction can keep you safe in the moment by preventing unhealthy behaviors (such as substance use or emotional eating) that can occur in response to a strong feeling, as well as making a feeling easier to cope with in the long run. Some possible options for distractions for you to try if you are feeling overwhelmed or distressed are below.

- **Calling a good friend and talking about ordinary things**
- **Counting backwards from a large number by sevens or another number (e.g. 958, 951, 944, 937, etc.)**
- **Do a chore—wash some dishes, clean out a drawer**
- **Exercise—go for a walk, run, or swim**
- **Do some yoga or meditation and focus on breathing**
- **Read a book, watch a funny movie or show**
- **Try a crossword puzzle or paint a picture**

*Keep in mind these can be brief distractions as well as a break from an intense feeling. If you do this often you may notice some distractions work better for you than others. Everyone is unique and should do what works best for them.*

## Tip: Self-Sooth

Another helpful tip for managing an intense stress response is self-soothing. Self-soothing can be helpful when you involve one or more of your five senses. When engaging in self-soothing, it helps to focus completely on the task in the moment. That means you should try to be mindful of your senses and what you are experiencing. Anytime you are distracted, simply bring your attention back to what you are doing.

Remember, you can come up with your own self-soothing tips. Try to write down as many as you can and put it in a safe place for when you may experience distress.

The following page provides some examples of self-soothing activities and space to write down your own tactics.

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This mental health resource is largely based on [www.verywellmind.com](http://www.verywellmind.com).



**TOUCH**

Your skin is the largest organ in your body and is very sensitive to external stimulus. This makes it a powerful tool in your ability to relax.

- Soak in a warm bath or go for a swim
- Feel warmth on your skin by sitting in the sun or in front of a sunny window
- Change into your most comfortable clothes or wrap up in your favorite blanket

**SMELL**

Research shows positive benefits of aromatherapy and it is often a recommended natural treatment for people dealing with stress, anxiety, depression or problems with sleep.

- Spend time literally “smelling the roses” in a garden
- Simply step outside and take a deep breath of fresh air
- Lavender, vanilla, and a number of other fragrances have proven to reduce stress

**TASTE**

While it's best to try not to turn to food for comfort all the time, it can have positive effects on mood. Many of us have learned that hunger can lead to irritability and this can impact stress levels as well.

- Rather than turning to junk food, try sucking on hard candy or sipping a cup of herbal tea
- Have a comforting meal of a favorite food and try to include healthy foods too

**SOUND**

Your sense of sound can be important for a positive emotional state. Music therapy has become a recommended treatment for people with depression, anxiety and stress.

- Listen to relaxing music or recordings of soothing sounds
- Try saying positive statements of encouragement out loud to yourself or send yourself a voice message to listen to later
- Listen for all the sounds you hear while sitting outside

**MY SELF-SOOTHING TIPS**

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## **13 Notice to Participants, Phase 2**



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## Notice to Participants

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This document provides information about the various opportunities for Participants to participate in Phase 2 public proceedings, including through oral and written submissions. These proceedings will continue to build the factual foundation while also expanding into a broader exploration of how and why the mass casualty occurred. Participants will also continue to have opportunities to contribute to the Commission’s work in a variety of ways.

Please also have in mind the funding provided to you in your contribution agreements. Certain proceedings do not require counsel in attendance, but can be monitored by webcast.

### Phase 1 – Written Submissions

1. Participants who want to offer substantive feedback on the evidence entered into the Commission’s record during Phase 1 public proceedings, including the first 12 Location-based Foundational Documents and related source material as well as the information heard from witnesses, are invited to make written submissions by June 30, 2022. There will also be an opportunity for Participants to make submissions, according to their interest, during closing submissions in September.

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2. The Commission is particularly interested in receiving submissions related to the Foundational Documents presented to date that identify:
  - perceived gaps or errors
  - any related additional context
  - the “how and why” questions that arise with this factual record.
3. Specific, detailed submissions on the content of the individual Foundational Documents should be provided to the Commissioners in writing, to ensure they are accurately conveyed. Participants will also be invited to make brief oral submissions on the bigger picture issues and/or questions arising from the facts relevant to Phase 2 of the Commission’s mandate at various points in the schedule (see draft schedule attached). The purpose of oral submissions is to help focus the Commission’s work on the larger themes and issues as it transitions into Phase 2.
4. As detailed below, Participants (according to their interest and keeping in mind the parameters of their contribution agreements) will also have the opportunity to provide periodic written submissions during Phase 2.
5. Written submissions from Participants and the public on issues within the Commission’s mandate are welcome at any time prior to the deadline for closing submissions. We encourage Participants to craft submissions that are constructive, focused and concise.

## Phase 2 – Purpose and Overview

6. Phase 2 of the inquiry will focus on causes, context, and circumstances. We will shift our focus from establishing what happened on April 18 and 19, 2020, to begin to consider how and why the mass casualty occurred. Phase 2 is a bridge to the Commission’s forward-focused work of gleaning lessons to be learned and developing meaningful recommendations to help keep communities safer in the future.

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7. In Phase 2, we will move from fact-based testimony to hearing from people with experience, knowledge and expertise in specific issues to help the Commission to understand the causes, context and circumstances of the mass casualty. We also anticipate that Phase 2 Participants will begin to directly engage in the processes that are linked to their interest.
8. Phase 2 public proceedings will include a wider range of processes appropriate to allow for a broader lens beyond just building the factual foundation. These processes will include sessions aimed at developing a deeper understanding of issues arising from the mass casualty.
9. In Phase 2, we will build on the Phase 1 location-based factual record and move to public proceedings that are organized thematically based on issues identified in the Commission's mandate, such as police paraphernalia, firearms, and public alerting. Many of these blend the "what" happened with "how" it came to happen. Thus, as the hearing process central in Phase 1 continues (i.e. we will continue to hear from other witnesses, including those involved in command decisions), we will also begin to hear from people in equally important ways through presentations, roundtables and small group sessions.
10. Phase 2 public proceedings will include the presentation of Topic-based Foundational Documents, related source materials and other documents (e.g. investigations supplementary reports, interview transcripts). They will also include hearing from a range of witnesses (individually or in panels).
11. Research and technical reports have been commissioned on issues within the Commission mandate and these will be an important focus in Phase 2 public proceedings. These reports are designed to serve as resource material and will help the Commission to gain a broader understanding of the wide-ranging issues in the mandate.
12. Some of the authors of Commissioned reports will also be heard from as witnesses, some of the authors will participate in Phase 2 roundtables, and some of the Commissioned reports will simply be introduced at proceedings. Regardless, Participants will have an opportunity to make submissions about

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these reports to assist Commissioners' understanding of the issues.

13. The purpose of roundtables and small group sessions is not to garner specific evidence but to provide the Commission with the opportunity to access a broader range of experience-based and expert knowledge. These forms of knowledge are best shared and explored through facilitated dialogue. These Phase 2 activities are non-adversarial opportunities for the Commissioners to hear directly from people, including where appropriate, Participants themselves. Accordingly, members of the sessions need not be sworn.
14. Roundtables and small group sessions will be led primarily by members of the Commission's research and policy team. Roundtables and small group sessions will not usually be facilitated by Commission counsel, who will continue to focus on other aspects of the proceedings. Similarly, the Commission does not expect Participant counsel to be actively involved in these facilitated dialogues.
15. As with all public proceedings, the roundtables and small group sessions will be held in the presence of Commissioners and will form part of the public record. They will be held in public and webcast/livestreamed, with a transcript to be posted on the website afterward.

## Roundtables

16. A roundtable is a facilitated discussion where experts and other individuals with helpful knowledge are invited to share their experience, and/or research on a specific theme, issue or topic with Commissioners. The purpose of these sessions is to learn more about issues related to how and why an aspect of the mass casualty could have happened. This could include discussions around existing policies or legislation that relate to the issues listed above.
17. The Commission has planned to hold 14 roundtables. Details will be shared on the Commission website. Each roundtable focuses on an issue identified by the Commission team as being particularly significant to the Commission's Phase 2 work, for the purposes of fulfilling its mandate and addressing every aspect of the

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Orders in Council.

18. Roundtables will not discuss facts specific to the mass casualty, such as particular police decisions, how the perpetrator acquired his firearms, or other parts of the factual record. Roundtable participants will be asked *not* to comment on the evidence entered in Phase 1 or 2 proceedings nor to express views on what happened on April 18 and 19, 2020. Instead, roundtables will provide the necessary context and expert discussion that will ultimately assist to Commissioners to interpret the factual record.
19. For each roundtable, a bundle of background supporting documents will be provided. These documents may include, for example, Commissioned Reports, information prepared by the Commission's Research and Policy team, and academic articles. Evidentiary materials contained in the bundle will be marked as exhibits by Commission counsel prior to the relevant roundtable.
20. Participants have been invited to suggest members for the roundtables on issues related to their area of substantial and direct interest. In order to function properly, a maximum of ten individuals will be invited to contribute to roundtables. Submissions from Participants with a substantial interest in the roundtable topic will be carefully considered. However, Commissioners will ultimately direct the composition of roundtables.
21. Commissioners will attend the roundtables, and may ask questions of roundtable members. These dialogues will not be facilitated by Commission counsel and there will be no active role for Participants' counsel, though they are welcome to attend.
22. As with all public proceedings, Participants and the public can watch the Commission roundtables on the webcast, listen to audio via the phone line or register to attend in person if capacity of the venue allows. Recordings of the webcasts and transcripts will be available on the website.
23. In addition to suggesting members for the Roundtables, Participants will also have the opportunity to participate in shaping the Commission's record with

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respect to phase 2 issues as described in the section on Phase 2 Participant Submissions, below.

### Small Group Sessions

24. Small group sessions will bring together individuals who will discuss a particular aspect of their experience of (or related to) the mass casualty. These sessions will be facilitated to foster dialogue to deepen the Commission's understanding of the context and impacts of the mass casualty. This will assist the Commissioners to make recommendations that will be practical to implement.
25. Small group sessions will not be used to determine facts but to assist the Commission to develop a fuller understanding of the context underlying the facts. They will be particularly important in order to gain understanding of the human aspect of institutional systems under scrutiny, which will assist the Commission to make meaningful recommendations.
26. For example, the first set of small group sessions will focus on the issue of how information was shared during and in the immediate aftermath of the mass casualty. Through its investigations to date, the Commission has heard that some families had a very difficult time getting information about their loved ones on April 19 in particular. In this context, we have learned that families sought and acquired information through a number of different pathways. Hearing from people who either sought that information or assisted families in accessing that information will be of assistance to the inquiry.
27. Additional small group sessions may be planned during the Phase 2 public proceedings. These sessions will be similar to the opening panels on communities and mental health in the Phase 1 public proceedings in that individuals will be invited to participate (as opposed to subpoenaed) and will not be sworn.
28. The Commissioners will attend the small group sessions to listen and learn about the experience and insights of individuals directly involved, including those most

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affected and those who assisted them. These sessions will not be facilitated by Commission counsel and there will be no active role for Participants' counsel, though they are welcome to attend. Like the roundtables, these sessions will be public proceedings that will be webcast and transcripts will be prepared.

29. If in the course of a small group sessions, an individual shares something about their experience that significantly shifts the Commission's understanding of the factual record and the issues, it will be on the public record since it is webcast and being transcribed. The Commissioners could then determine if the issue requires further exploration through additional investigation, interviews, and if necessary, witness testimony.

### Participation by Coalitions

30. In our Participation Decision (May 13, 2021), we directed some organizations to participate as coalitions to foster efficiency, help create balance, and reduce duplication. It is our expectation that all members of a coalition will collaborate on written and oral submissions and act as a single Participant. Each coalition is invited to file a single joint written submission during or at the end of Phase 2 and a closing submission. Where a coalition is provided the opportunity to make oral submissions, the time allotted may be shared by two or more representatives of the coalition.
31. To the extent that it has not already done so, a coalition should designate a single individual to act as a lead contact and representative for communications with the Commission. The coalition lead contact shall have the responsibility to ensure that information is shared in a timely manner with the other organizations in the coalition and prepare a coordinated response.

### Phase 2 – Participant Submissions

32. Participants (to the extent of their interest, and subject to their funding) who wish to do so are invited to make written submissions on Phase 2 public proceedings

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d'avril 2020 en Nouvelle-Ecosse  
CommissionDesPertesMassives.ca

both on specific issues as they arise during the proceedings and in a cumulative manner at the end of this phase. Phase 2 submissions should be provided to the Commission at the latest by August 15, 2022 to enable it to take the positions and views expressed into account in finalizing plans for Phase 3 public proceedings.

33. The Commission will be particularly interested in hearing about any gaps in evidence and information gathered in Phase 2 on a timely basis to enable it to consider whether additional steps must be undertaken to close these gaps. For example, if a Participant identifies a gap or error in a Foundational Document presented in Phase 2 or wants to provide additional context, where possible, submissions would be welcomed at the earliest opportunity following the presentation. Similarly, the Commission encourages Participants to provide additional information and submissions related to a topic addressed in a roundtable or small group session as soon as possible following the proceeding. Here, the Commissioners will be particularly interested in hearing about the lessons that can be learned, which will inform the Phase 3 work of formulating recommendations.
34. The Commission will provide notice to Participants of the materials it intends to present during its proceedings, such as Foundational Documents, legislative briefs, expert or technical reports, and witnesses from whom it intends to hear. Those Participants with substantive input to provide on the materials to be presented in hearings, particularly those individuals or groups who applied to participate in the Commission due to a substantial interest in and/or knowledge about those issues, are invited to make submissions in relation to those materials. Participants may wish to provide other relevant expert, technical or research reports that provide additional helpful insights different from the reports commissioned by the Commission.
35. Those Participants (to the extent of their interest) who wish to make oral submissions during the time scheduled for submissions on a particular topic should indicate this intention in advance of the week in which the relevant issue will be addressed in public proceedings. This notice should include any written materials offered to assist the Commissioners. Commissioners will review these

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requests and then direct Commission counsel to make a schedule for those oral submissions that the Commissioners direct. Commission counsel will prepare a schedule with time allotments for oral submissions, as appropriate. These submissions will occur during the time scheduled for submissions on a particular topic and will not occur during the Phase 2 activities such as roundtables or small group sessions.

36. Phase 3 public proceedings will seek input on potential recommendations, including through community and stakeholder sessions, public and Participant submissions. Phase 3 public proceedings will be held in September 2022.

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## **14 Guidelines for Roundtable Participation**



## Guidelines for Roundtable Participation

### GUIDING PRINCIPLES

Roundtables are intended to provide the Commission and the public with a deeper and more nuanced understanding of the issues within the Commission's mandate, including those identified in the Commission's [Orders in Council](#).

This series of roundtables is taking place within [phase 2](#) of the Commission's work, which focuses on the context, circumstances and causes of the mass casualty. Therefore, the purpose of the phase 2 roundtables is neither to discuss phase 1 issues of "what happened" on April 18 and 19, 2020, nor to suggest recommendations that the Commissioners should make – these discussions will take place in phase 3.

Phase 2 roundtables are intended to bring together knowledgeable individuals with diverse perspectives on the relevant issue. Consideration of these perspectives will assist the Commissioners to appreciate the range of factors and interests that may be brought to bear on their understanding of the issues presented by the Commission's mandate.

Roundtable discussions are based on principles of open and inclusive communication. It is not expected that roundtable members will agree or reach consensus on every issue discussed. Persuasion of your fellow roundtable members is not the goal of these roundtables.

### FORMAT

The roundtable will begin with an opportunity for roundtable members to introduce themselves and provide brief remarks concerning their connection to the roundtable's theme (i.e. – no more than 5 minutes per roundtable member).

After introductions are completed, the facilitator will direct a specific question to a specific roundtable member based on their area of interest/expertise. When the roundtable member has responded, the facilitator will then call upon a specific roundtable member to either answer a follow-up question or respond to what they have just heard.

Once a question has been explored by two or more roundtable members, the facilitator will introduce a new question that may engage a different core theme than the previous question. The decision to move to the next question is at the discretion of the facilitator.

Roundtable members who wish to contribute to the dialogue but have not yet been called upon by the facilitator may raise their hand to signal their wish to speak. The facilitator will acknowledge the request, and if time permits, will call upon individuals who have indicated a wish to speak. Although the facilitator will make every effort to ensure that all who wish to speak on an issue are afforded the opportunity, it may be necessary to abbreviate the dialogue to ensure that all of the roundtable's core themes are spoken to within the allotted timeframe.

The facilitator will make best efforts to ensure all roundtable members have a fair opportunity to participate in the discussion.

### TIPS FOR A SUCCESSFUL ROUNDTABLE

- **Arrive 30 minutes before** the scheduled start time of your roundtable (i.e. - 9:00 am AST for morning roundtables; 1:00 pm AST for afternoon roundtables) with copies of any supporting materials the Commission has provided.



- **Review the package of materials** provided to roundtable members in advance. Roundtable members are not expected to review the Foundational Documents as part of their preparation for the roundtable.
- **Come prepared to share** your perspective on the roundtable's core themes, to the extent that you have relevant expertise or insight to offer about those themes.
- **Listen respectfully** to other roundtable members when they speak. Don't interrupt, and respect the direction of the facilitator.
- **Avoid side conversations** at all times while the roundtable is proceeding.
- **Actively participate** in the dialogue, making sure that your input reflects your perspective, perception, experience or idea.
- **Don't dominate the dialogue.** Be brief and crisp when you make a point so that all roundtable members have an equitable opportunity to participate.
- **Make an effort to understand other viewpoints.** Others may see the same issue differently than you. Take the opportunity to learn from others' perspectives.
- **Focus on the specific topic** at hand and resist the temptation to speak about areas that are tangential or self-interested.
- **Be supportive** of other roundtable members by adding information during the dialogue that strengthens and sharpens their ideas.
- **Build on the current train of thought** to complete it before you introduce any new train of thought into the discussion, or ask the facilitator if the current topic is over and if you can move on.
- **Help prevent "groupthink"** by respectfully challenging the assumptions and ideas of others when you don't agree with them. In the same way, be open to an evaluation of your input.
- **Be tough on the issues, but respectful of the people.** It is valuable to disagree, but not to be disagreeable.
- **Please turn off your cellphone** or smartphone so the flow of ideas is not disrupted.

## **15 Roundtable Details Documents**

PROTECTED B

DRAFT: April 21, 2022



## Roundtable: Police paraphernalia and police impersonators

**DATE:** April 27, 2022

**LOCATION:** The Prince George Hotel, Halifax

### CORE THEMES

This roundtable will address the following core themes:

1. the cultural significance of police uniforms and equipment and the role that symbols of policing play in public and community relationships with police, including collectors of police paraphernalia
2. the cultural significance of police uniforms and equipment for police (including retired police), and the personal possession of police equipment by police (including retired police)
3. the problem of police imposters – the scale of this problem in Canada, and the impacts of this problem on public trust in police

This roundtable will establish the basis for a conversation in phase 3 about how best to regulate access to police uniforms and equipment in order to balance competing values and interests.

### DOCUMENTATION

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Summary of Canadian cases involving police imposters (prepared by Mass Casualty Commission Research and Policy team) [Relativity ID to follow]
2. Three academic articles that discuss the core themes of this roundtable (including cultural significance of police symbols and the legal approach to police imposters)
  - a. Ian Loader “Policing and the Social: Questions of Symbolic Power”, (1997) 48:1 British Journal of Sociology 1-18 [COMM0055718]
  - b. Callie Marie Rennison & Mary Dodge “Police Impersonation: Pretenses and Predators”, (2012) 37 Am J Crim Just 505-522 [COMM0055717]
  - c. Colleen Bell & Kendra Schreiner “The International Relations of Police Power in Settler Colonialism”, (2018) 73:1 International Journal 111-128 [COMM0055716]
3. Commissioned Report: Bethan Loftus “Police Culture: Origins, Features, and Reform” [COMM0053825]

Also of relevance are the *Police Paraphernalia Foundational Document* and the *Confirmation of replica RCMP cruiser Foundational Document* and their Source Materials which will be tabled at the proceedings



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Roundtable: Police paraphernalia and police impersonators  
DRAFT: April 21, 2022

on prior to the Roundtable. Roundtable members are not expected to review the Foundational Documents as part of their preparation for the Roundtable.

## ROUNDTABLE MEMBERS

**Facilitator: Krista Smith, Legal Policy Officer, Research and Policy Team**

### **Phil Bailey**

Mr. Bailey is a retired member of the Edmonton Police Service who commenced his 40-year policing career at the Atlantic Police Academy and New Glasgow Police Service. He collects police paraphernalia, particularly badges and crests focused on Atlantic Canada, and maintains a website about this hobby: [Welcome to Phil Bailey's Law Enforcement Insignia Collection \(crestcorp.ca\)](http://Welcome%20to%20Phil%20Bailey%27s%20Law%20Enforcement%20Insignia%20Collection%20(crestcorp.ca))

### **Brian Carter**

Mr. Carter was born and raised in Truro, served in the RCMP for 25 years, all on the street and then Uniform, security manager Bell Aliant, policing consultant for Truro Police Department and Halifax regional police with the NS department of justice. Expertise in policing is officer survival, how to survive armed encounters, did a tour in Haiti in 1995 training 5000 Haitian national police in Firearms, and currently the past president of the RCMP veterans association. He has a bachelor of arts degree in political science and criminology, a professional designation certified protection professional (CPP) from the American Society of industrial security, completed all course materials for masters degree, and is writing his thesis now on police education and the need for a practice to perform under pressure.

### **Julia Cecchetto**

Ms. Cecchetto is the former Chief of Kentville Municipal Police Service and the former Chair of Nova Scotia Chiefs of Police. Prior to her role with the Kentville Municipal Police Service Ms. Cecchetto was a member of the Halifax Regional Police Service.

### **Meaghan Daniel**

Ms. Daniel is a lawyer and "occasional academic", focusing on social justice legal practice, various forms of state violence, civil rights and civil disobedience, and Indigenous legal traditions. Ms. Daniel will discuss the cultural power of police and police symbols, and the phenomenon of police impersonation in Canada.

### **Ian Loader**

Professor Loader is a member of the Mass Casualty Commission's Research Advisory Board and Professor of Criminology at the University of Oxford. Among other topics, his published research explores the cultural significance of police iconography and the ways in which police services use symbols and material objects of policing to actively cultivate positive affective relationships with the communities they serve. (See, for example, [Policing, Recognition, and Belonging by Ian Loader :: SSRN.](#))

## 15-2 Roundtable: Public Communications During Emergency Events: Systems Design and Implementation

PROTECTED B

DRAFT: May 5, 2022



### Roundtable

## Public communications during emergency events, including emergency alerting: systems design and implementation

**DATE:** May 12, 2022

**LOCATION:** DoubleTree by Hilton Halifax Dartmouth, Dartmouth

### CORE THEMES

This roundtable will address the following core themes:

1. System design principles, including stakeholder engagement, for public warning systems such as the Alert Ready system
2. Governance and operation of public warning systems including questions of access to that system and appropriate use of the system
3. The role of training and public education in designing and implementing effective public warning systems

This roundtable, paired with the afternoon roundtable, will establish the basis for a conversation in phase 3 about potential recommendations with respect to public warning systems and their implementation and proper use.

### DOCUMENTATION

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Commissioned report: Davis, McNeil & Gamble, "Communications Interoperability and the Alert Ready System" (April 2022). [COMM0055672]
2. Public Safety Canada Web page, "Chronology: National Public Alerting Canada", (2020) [COMM0056304]
3. Marshall-Daigneault & Assoc., "Fact-Finding Report, Governance for National Public Alerting", (2017) [COMM0035884]
4. Canadian Radio-television and Telecommunications Commission, "Exploring attitudes towards Wireless Public Alerting System in Canada", (2021) [Relativity ID to follow]

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Roundtable: Public communications during emergency events,  
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DRAFT: May 5, 2022

5. Media Reports regarding Alerting (prepared by Mass Casualty Commission Research and Policy team) [Relativity ID to follow]
6. Canadian Association of Chiefs of Police, "Resolution 2021-06 - Review of the Communications Interoperability Strategy for Canada: Prioritizing the National Public Alerting System" [COMM0043481]
7. RCMP, "Ops Manual Ch 16.5 Police-Initiated Public Alerts [COMM0056447]
8. NSEMO, "Alert Ready Policy and Standard Operating Procedures", (2021) [COMM0043572]  
*Note: Relevant content at pp. 1-17 & 88*
9. Commissioner Raymond Th  berge, "Letter regarding National Public Alerting System (NPAS)", (September 2021) [COMM0057349]
10. "Everbridge – Mass Notification Alert System", (2020) [COMM0057368]
11. **Additional Resource:** Legislative Brief - Alert System [COMM0034780]

## ROUNDTABLE MEMBERS

**Facilitator: Krista Smith, Legal Policy Officer, Research and Policy Team**

### Michael Hallowes

Michael Hallowes is an independent strategic advisor to governments on the design, delivery, implementation and continuous improvements to public warning systems. This draws on his experiences from 30 years policing London, UK, followed by those as Emergency Services Commissioner for the state of Victoria in Australia and National Director of Australia's Emergency Alert Program.

### Jennifer Jesty

Jennifer Jesty is the First Indigenous Women to become a Member of the Nova Scotia Firefighters Association. She is also the only Indigenous Female Advanced Care Paramedic in this province. Currently Jennifer is the Manager of Emergency Planning with the Union of Nova Scotia Mi'kmaq, a tribal council that assists with the needs of all 5 First Nations Communities in Cape Breton. Jennifer developed the Unama'ki Emergency Alert System.

### Paul Mason

Mr. Mason is the Executive Director of Nova Scotia's Provincial Emergency Management Office and Office of the Fire Marshall. He joined the provincial government in 2007 after working in the Insurance and Commercial banking sectors. He joined EMO in December 2011 as Director, Provincial 911. He assumed his current Executive Director position in November 2017. Mr. Mason has served as the provincial representative on the Public Alerting Governance Council. Since 2017 he has been the provincial representative at the national Senior Officials Responsible for Emergency Management (SOREM) table.

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### **Cheryl McNeil**

Cheryl McNeil was a 35+ year civilian member of the Toronto Police Service, serving twenty years as a communications operator laid the foundation for her later efforts supporting senior police leaders and partners throughout Toronto, Ontario and Canada with communications interoperability and emergency management concerns of first responders.

For many years she administered both the Ontario Association of Chiefs of Police Emergency Preparedness Committee and the Canadian Association of Chiefs of Police Emergency Management Committee. During this time, she earned a Masters' Degree in Disaster & Emergency Management from York University. In 2019, she led the planning effort behind CITIG 13 - Canada's National Public Safety Interoperability Workshop. 2019 was also the year she was invested into the Order of Merit of the Police Forces by the Governor General of Canada.

### **Tim Trytten**

Tim Trytten was the lead of the Alberta Emergency Alert (AEA) Program and his dedication and passion for the National Public Alerting System (NPAS) in Canada made him a leader in the public alerting sphere. In this role, he was responsible for all aspects of the longest-running provincial emergency alerting system – AEA. AEA encompasses all of Alberta and uses television, radio, a smartphone app, Facebook, Twitter and other innovative alert distribution methods to provide emergency information to the public.

Tim earned a Master's Degree from the University of Alberta and has worked in both the Alberta and British Columbia governments in public safety (corrections and policing) and emergency management. In addition to the responsibilities associated with the AEA program, he chaired and participated in a variety of NPAS committees and working groups and his collaborative working relationships with NPAS stakeholders furthered interoperability capacity across Canada.

His contributions were recognized with the National Emergency Management Exemplary Service Award for exceptional emergency management service and achievement presented by the Federal, Provincial, and Territorial Senior Officials Responsible for Emergency Management. Additionally, he was the recipient of the National Award of Excellence in Public Safety Interoperability – awarded by the Canadian Chiefs of Fire, EMS and Police and Canadian Interoperability Technology Interest Group.

## 15-3 Roundtable: Public Communications During Emergency Events: Planning for Accessibility and Equality

PROTECTED B

DRAFT: May 10, 2022



### Roundtable

## Public communications during emergency events, including emergency alerting: planning for accessibility and equality

**DATE:** May 12, 2022

**LOCATION:** DoubleTree by Hilton Halifax Dartmouth, Dartmouth

### CORE THEMES

This roundtable will consider matters of accessibility and equality with respect to the design and use of public warning systems. Core themes include ensuring that:

1. planning and implementation factor in differences in access to cell phones and wireless coverage in remote regions and across Canadian populations;
2. warnings are communicated in both official languages and in other languages appropriate to the intended audience, and that they are culturally appropriate for their intended audience;
3. the use of public warning systems does not reinforce patterns of stigmatization and marginalization, for example with respect to racialized communities.

This roundtable, paired with the morning roundtable, will establish the basis for a conversation in phase 3 about potential recommendations with respect to public warning systems and their implementation and proper use.

### DOCUMENTATION

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Commissioned report: Davis, McNeil & Gamble, "Communications Interoperability and the Alert Ready System" (April 2022). [COMM0055672]
2. Public Safety Canada Web page, "Chronology: National Public Alerting Canada" (2020) [COMM0056304]
3. Marshall-Daigneault & Assoc., "Fact-Finding Report, Governance for National Public Alerting", (2017) [COMM0035884]
4. Canadian Radio-television and Telecommunications Commission, "Exploring attitudes towards Wireless Public Alerting System in Canada", (2021) [Relativity ID to follow]

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5. Media Reports regarding Alerting (prepared by Mass Casualty Commission Research and Policy team) [Relativity ID to follow]
6. CityNews Halifax Twitter Capture, “Emergency Alert”, (April 8) [COMM0057353]
7. Canadian Association of Chiefs of Police, “Resolution 2021-06 - Review of the Communications Interoperability Strategy for Canada: Prioritizing the National Public Alerting System” [COMM0043481]
8. RCMP, “Ops Manual Ch 16.5 Police-Initiated Public Alerts [COMM0056447]
9. NSEMO, “Alert Ready Policy and Standard Operating Procedures”, (2021) [COMM0043572]  
*Note: Relevant content at pp. 1-17 & 88*
10. Commissioner Raymond Théberge, “Letter regarding National Public Alerting System (NPAS)”, (September 2021) [COMM0057349]
11. Office of the Commissioner of Official Languages, “A Matter of Respect and Safety: The Impact of Emergency Situations on Official Languages”, (October 2020) [COMM0057350]
12. “Everbridge – Mass Notification Alert System”, (2020) [COMM0057368]
13. **Additional Resource:** Legislative Brief - Alert System [COMM0034780]

## ROUNDTABLE MEMBERS

**Facilitator: Dr. Emma Cunliffe, Research and Policy Director**

### **Archy Beals**

Archy Beals, community advocate was born and raised in the community of North Preston. He has a BA in Political Science from Dalhousie University, NSCC Community College Education Diploma 1999 and M.Ed. program – Lifelong Learning with a concentration in Africentric Leadership from MSVU 2010. He is married to Caroletta Downey-Beals for 28 years, he is the father of three girls, Patrice 26, Letteisha 23 (deceased) & Kaya 18. Proud grandfather of Khalani 2. He has been employed with the NSCC for the past 27 years as Student Advisor and African Canadian Support. He served as the elected African Nova Scotian Representative of the Halifax Regional School Board and is currently a ministerial appointee on the Provincial Advisory Council on Education serving his second two-year term. His thesis “African Spirituality: A Personal Reflection” Published in the book “Africentricity in Action: we are what you see.” He is the Chair of the Preston Township COVID Impact and Response Team who were the recipients of the 2020 Nova Scotia Human Rights Award.

### **Trishe Colman**

Trishe Colman works for the Seniors Safety Program of Cumberland County as the Seniors’ Safety Coordinator. The Seniors Safety Program of Cumberland County is a safety, information and referral service that focuses on direct service delivery to seniors in the form of home visits, and many group presentations/public education sessions on a wide variety of topics. The coordinator interacts with many clients via telephone and also in the community.

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### **Ian Douglas**

Ian is part of a highly-skilled team of IT Research Analysts in the Technology Analysis group at the Office of the Privacy Commissioner of Canada. He has over 40 years' experience with backgrounds in IT security, privacy, data analytics, research, infrastructure, database and software development. His time is split between research and investigations during the day and is an avid maker by night.

### **Jennifer Jesty**

Jennifer Jesty is the First Indigenous Women to become a Member of the Nova Scotia Firefighters Association. She is also the only Indigenous Female Advanced Care Paramedic in this province. Currently Jennifer is the Manager of Emergency Planning with the Union of Nova Scotia Mi'kmaq, a tribal council that assists with the needs of all 5 First Nations Communities in Cape Breton. Jennifer developed the Unama'ki Emergency Alert System.

### **Greg Smolynec**

Gregory Smolynec is Deputy Commissioner, Policy and Promotion in the Office of the Privacy Commissioner of Canada. As Deputy Commissioner Policy and Promotion, Gregory leads the OPC Policy and Promotion team in developing and promoting general, yet practical, information and guidance, and in developing advice on specific initiatives. Prior to his appointment, Gregory served as Director General Strategic Initiatives in the Strategic Joint Staff at National Defence Headquarters. As DGSJ, he led the Strategic Outlook function for the Canadian Armed Forces. Gregory began his career with the Department of National Defence as a Strategic Analyst in Defence R&D Canada. He has worked in several organizations within the Department of National Defence as an analyst and has held a series of progressively responsible executive positions the Public Service. He has a Bachelor of Arts in History from McGill University, a Master of Arts in Russian and East European Studies from Carleton University and a Doctorate in History from Duke University.

### **Raymond Th  berge**

Raymond Th  berge took office as Commissioner of Official Languages of Canada on January 29, 2018. Prior to this role, he was president and vice chancellor of the Universit   de Moncton in New Brunswick. He has significant experience with official language minority communities and extensive experience in academia. He has a PhD in linguistics from McGill University in Quebec, a master's degree in applied linguistics from the University of Ottawa in Ontario.



May 31, 2022

## Roundtable: Critical incident preparedness

**DATE:** June 1, 2022 (Morning)

**LOCATION:** Best Western Glengarry, Truro

### CORE THEMES

This roundtable will address the following core themes:

1. planning for critical incident response, including emergency preparedness, coordination, and resources;
2. the role of organizational learning and adaptation; and
3. lessons from past reviews of critical incident responses.

### DOCUMENTATION

Roundtable members will be provided with the following documents to assist with their preparation. These documents will also be tabled as exhibits:

1. Commissioned Report: Alison & Shortland, "Critical Incident Decision Making: Challenges of Managing Unique and High-Consequence Events", (May 2022) [COMM0057772]
2. Commissioned Report: Kruke, "Police And First-Responder Decision Making During Mass Casualty Events" (May 2022) [COMM0058374]
3. Rapport fra 22. juli-kommisjonen (2012): Preliminary English Version of Selected Chapters: [https://www.regjeringen.no/contentassets/bb3dc76229c64735b4f6eb4dbfcdbfe8/en-gb/pdfs/nou2012\\_14\\_eng.pdf](https://www.regjeringen.no/contentassets/bb3dc76229c64735b4f6eb4dbfcdbfe8/en-gb/pdfs/nou2012_14_eng.pdf) [Relativity ID to follow]
4. J. Pete Blair, William L. Sandel, & M. Hunter Martaindale "Correlates of the Number Shot and Killed in Active Shooter Events" (2021). 25:4 Homicide Studies 335–360 [COMM0058383]
5. Rolf J. Bye, Petter Almklov, Stian Antonsen, Ole Magnus Nyheim, Asbjorn Lein Aalberg, & Stig Ole Johnsen "The institutional context of crisis. A study of the police response during the 22 July terror attacks in Norway" (2019) 111:2019 67-79 [COMM0058384]
6. Kevin Pollock "Review of persistent lessons identified relating to interoperability from emergencies and major incidents since 1986" (2013) 6 Emergency Planning College Occasional Papers New Series [COMM0058399]
7. Morten Sommer, Ove Njå, & Kjetil Lussand "Police officers' learning in relation to emergency management: A case study" (2017) 21:2017 International Journal of Disaster Risk Reduction 70-84 [COMM0058404]





Roundtable: Critical incident preparedness  
May 31, 2022

## ROUNDTABLE MEMBERS

### Facilitator: Krista Smith, Legal Policy Officer, Research and Policy Team

#### Dr. Kimmo Himberg

Dr. Kimmo Himberg retired at the end of 2021 as the Rector of the national Police University College ([www.polamk.fi/en](http://www.polamk.fi/en)), after having served the Police of Finland for over 30 years. Originally a natural scientist, Dr. Himberg also has a PGCert in Criminal Justice Management from the University of Birmingham, UK. He has provided expert services to several international law enforcement related organizations, including Interpol, UNODC, CEPOL and ENFSI.

#### Supt. Wallace Gossen

Superintendent Wallace Gossen of the York Regional Police has 23 years of critical incident management experience including with the management and structure of public safety responses. He also has experience as a member and leader of the Emergency Response Unit at York Regional Police.

#### Dr. Bjørn Ivar Kruke

Dr. Kruke is a professor in Risk management and societal safety at the Faculty of Science and Technology/Department of Safety, Economics and Planning, University of Stavanger/Norway. He holds a part-time position as professor in Arctic preparedness and response, Svalbard, Norway. He has 16 years of experience from national and international positions in the Norwegian army and NATO, including officers academy. His main interest areas are crisis preparedness and response, and the link between preparedness activities in the pre-crisis phase and the quality of the response in the acute crisis phase. He is also interested in the activities and actions of the population in crisis response. His research is rooted in practical experience from crises areas on several continents, and training as a civil protection expert in the European Civil Protection Mechanism.

#### Dep. Chief Stephen MacKinnon

A 31-year officer with Cape Breton Regional Police, presently assigned to Operations as Deputy Chief of Police. Stephen has instructed and worked with ERT and involved in critical incidents as a Tactical Operator, Team Leader, ERT Commander for the Regional Police in Cape Breton Nova Scotia for 25 years. A past Critical Incident Commander, now assigned as the ADMIN officer for the Emergency Response Team. Past and present additional roles include K9 Handler (Trainer), Criminal Operations, Ethics, Strategic Planning as well as managing the 911 Communications Center.

#### Dr. Hunter Martaindale

Hunter Martaindale, PhD, is the Director of Research for the ALERRT Center at Texas State University. As part of his role, Hunter oversees ALERRT's research into active attack response, police practices/training, use of force, decision-making, and the impact of stress on performance.



May 31, 2022

## Roundtable: Critical Incident Response: Civilians, 911 and First Responders

**DATE:** June 1, 2022 (Afternoon)

**LOCATION:** Best Western Glengarry, Truro

### CORE THEMES

This roundtable will address the following core themes:

1. civilians as first responders and key informants during a mass casualty incident;
2. the role of 911 call takers and dispatch in a mass casualty incident; and
3. general duty police members: training and techniques for immediate response to mass casualties.

### DOCUMENTATION

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Commissioned Report: Alison & Shortland, "Critical Incident Decision Making: Challenges of Managing Unique and High-Consequence Events", (May 2022) [COMM0057772]
2. Commissioned Report: Kruke, "Police And First-Responder Decision Making During Mass Casualty Events" (May 2022) [COMM0058374]
3. J. Pete Blair & Aaron Duron "How police officers are shot and killed during active shooter events: Implications for response and training" (2022). 0:0 The Police Journal 1-19 [COMM0058382]
4. Jessica Gilboly "'Lights and Sirens': Variation in 911 Call-Taker Risk Appraisal and its Effects on Police Officer Perceptions at the Scene" (2021) 0:0 Journal of Policy Analysis and Management 1-26 [COMM0058390]
5. Kruke (2015) Planning for crisis response: The case of the population contribution [Relativity ID to follow]
6. M. Hunter Martindale & J. Pete Blair "The Evolution of Active Shooter Response Training Protocols Since Columbine: Lessons From the Advanced Law Enforcement Rapid Response Training Center" (2019) 35:3 Journal of Contemporary Criminal Justice 342-356 [COMM0058394]
7. Paul L. Taylor "Dispatch priming and the police decision to use deadly force" (2020) 23:3 Police Quarterly 311-332. [COMM0058405]



Roundtable: Critical Incident Response: Civilians, 91  
And First Responders  
May 31, 2022

## **ROUNDTABLE MEMBERS**

**Facilitator: Dr. Emma Cunliffe, Research and Policy Director**

### **Dr. Bjørn Ivar Kruke**

Dr. Kruke is a professor in Risk management and societal safety at the Faculty of Science and Technology/Department of Safety, Economics and Planning, University of Stavanger/Norway. He holds a part-time position as professor in Arctic preparedness and response, Svalbard, Norway. He has 16 years of experience from national and international positions in the Norwegian army and NATO, including officers academy. His main interest areas are crisis preparedness and response, and the link between preparedness activities in the pre-crisis phase and the quality of the response in the acute crisis phase. He is also interested in the activities and actions of the population in crisis response. His research is rooted in practical experience from crises areas on several continents, and training as a civil protection expert in the European Civil Protection Mechanism.

### **Dr. Hunter Martaindale**

Hunter Martaindale, PhD, is the Director of Research for the ALERRT Center at Texas State University. As part of his role, Hunter oversees ALERRT's research into active attack response, police practices/training, use of force, decision-making, and the impact of stress on performance.

### **Ms. Kerry Murray-Bates**

Kerry joined the Toronto Police Service as a Communications Operator, progressing through the ranks over the past 30 years to her current position, Manager of Communications Services. Prior to joining the Toronto Police Service, Kerry spent 5 years in the Royal Canadian Navy and sought out formal education in Business Administration and Management, since joining the Service her education has developed in Extreme Event Response, Event Planning and Change Management. Kerry was the TPS Communications planning lead for the development of the Toronto Police Operations Center (TPOC), the G20 and Pan Am Games and has continued to work on projects that have a significant impact on Toronto Police Service Communications.

### **Dr. Paul Taylor**

Paul Taylor is an assistant professor in the School of Public Affairs at the University of Colorado Denver. His research is focused on decision-making, human factors, and system safety in the context of police interactions with the public. Prior to his academic career, Paul worked as a police officer for over ten years.



May 26, 2022

## **Roundtable: Critical incident decision-making including stress management**

**DATE:** June 2, 2022 (Morning)

**LOCATION:** Best Western Glengarry, Truro

### **CORE THEMES**

This roundtable will address the following core themes:

1. common psychological factors in critical incident decision-making;
2. training critical incident decision-makers; and
3. the psychological and physiological impacts of stress on the performance of first responders and critical incident decision-makers.

### **DOCUMENTATION**

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Commissioned Report: Alison & Shortland, "Critical Incident Decision Making: Challenges of Managing Unique and High-Consequence Events", (May 2022) [COMM0057772]
2. Commissioned Report: Kruke, "Police And First-Responder Decision Making During Mass Casualty Events" (May 2022) [COMM0058374]
3. Simon Baldwin, Craig Bennell, Brittany Blaskovits, Andrew Brown, Bryce Jenkins, Chris Lawrence, Heather McGale, Tori Semple & Judith P. Andersen "A Reasonable Officer: Examining the Relationships Among Stress, Training, and Performance in a Highly Realistic Lethal Force Scenario" (2022) 12:759132 *Frontiers in Psychology* [COMM0058381]
4. Paula M. Di Nota & Juha-Matti Huhta "Complex Motor Learning and Police Training: Applied, Cognitive, and Clinical Perspectives" (2019) 10:1797 *Frontiers in Psychology* [COMM0058385]
5. Matthew J. McAllister, M. Hunter Martindale & Liliana I. Renteria "Active Shooter Training Drill Increases Blood and Salivary Markers of Stress" (2020) 17:5042 *Int. J. Environ. Res. Public Health* [COMM0058396]
6. Sara Waring, Laurence Alison, Neil Shortland & Michael Humann. "The role of information-sharing on decision delay during multiteam disaster response" (2020) 22:2 *Cognition Technology and Work* 263-279. [COMM0058407]
7. Bryce Jenkins, Tori Semple and Craig Bennell, "An evidence-based approach to critical incident scenario development" (2020) 44:3 *Policing: An International Journal* 437-454 [COMM0058409]



Roundtable: Critical incident decision-making including  
stress management  
May 26, 2022

## ROUNDTABLE MEMBERS

**Facilitator: Krista Smith, Legal Policy Officer, Research and Policy Team**

### **Dr. Laurence Alison**

Dr. Laurence Alison is a Professor of Investigative and Forensic Psychology at the University of Liverpool in the United Kingdom, where he also received his PhD. He works within the Psychology, Society and Health Institute, is a member of the Institute of Risk and Uncertainty, is Director of the Centre for Critical and Major Incident Psychology at the University of Liverpool, and is Chair in Forensic and Investigative Psychology. Dr. Alison was key psychological debriefer of over 460 critical incidents and has served as key advisor on over 200 major cases, as well on many key large-scale live exercises for multi-agency responders.

### **Dr. Judith Andersen**

Dr. Judith Andersen is an Associate Professor of Psychology and Affiliated Faculty of Medicine at the University of Toronto. She is the Director of the Health, Adaptation, Research on Trauma (HART) Lab at the University of Toronto Mississauga. Prof. Andersen is a senior scholar in the science of police use of force and de-escalation training. Her work, recognized by both the federal and provincial government, is being applied to shape police training practices in North America and Europe.

### **Supt. Wallace Gossen**

Superintendent Wallace Gossen has been with York Regional Police (YRP) for 32 years and is currently the officer in charge of Operational Command. During his time with YRP he has spent 24 years working with the Emergency Response Unit as an instructor, Team Sergeant, Tactical Commander and Critical Incident Commander (CIC). His portfolio has also included Air Support, Canine and the Public Safety Unit and he is the co-ordinator of YRP's CIC program and a Public Order Commander. Wallace is the Chair of the Ontario Association of Chiefs of Police Emergency Preparedness Committee (OACP EPC) and Vice President of the Association of Canadian Critical Incident Commanders (ACCIC).

### **Dr. Matthew McAllister**

Dr. McAllister is currently an assistant professor of exercise science and the director of the metabolic and applied physiology laboratory at Texas State University. He holds a PhD in nutrition and Master's degree in exercise physiology. His area of expertise is dealing with the impact of occupational stressors among tactical high stress occupations such as law enforcement officers and firefighters. He has published over 40 peer reviewed studies; the majority of which involved interventions to improve cardiometabolic health and markers of performance.

### **Dr. Neil Shortland**

Neil Shortland Ph.D. is the Director for the Center for Terrorism and Security Studies (CTSS) at the University of Massachusetts Lowell and Assistant Professor in the Department of Criminology and Criminal Justice. Dr. Shortland has a Ph.D. from the University of Liverpool which examined the process of decision-making under conditions of high uncertainty. His research focuses on the role of individual differences, social factors, and cultural factors on the process of high-stakes decision-making.



May 25, 2022

## **Roundtable: Contextualizing critical incident response: risks and trade-offs**

**DATE:** June 2, 2022 (Afternoon)

**LOCATION:** Best Western Glengarry, Truro

### **CORE THEMES**

This roundtable will address the following core themes:

1. is there a risk that increasing the focus on critical incident training and preparedness will have unintended consequences for other aspects of the police function? If so, can this risk be adequately addressed or mitigated?
2. how should competing priorities for emergency services training and resources be resolved?
3. what is the role of civil society in police training and resource allocation decisions?

### **DOCUMENTATION**

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Commissioned Report: Alison & Shortland, "Critical Incident Decision Making: Challenges of Managing Unique and High-Consequence Events", (May 2022) [COMM0057772]
2. Commissioned Report: Kruke, "Police And First-Responder Decision Making During Mass Casualty Events" (May 2022) [COMM0058374]
3. Commissioned Report: Goold, "Exercising Judgment: Understanding Police Discretion in Canada", (May 2022) [COMM0058373]
4. Simon Baldwin, Craig Bennell, Brittany Blaskovits, Andrew Brown, Bryce Jenkins, Chris Lawrence, Heather McGale, Tori Semple & Judith P. Andersen "A Reasonable Officer: Examining the Relationships Among Stress, Training, and Performance in a Highly Realistic Lethal Force Scenario" (2022) 12:759132 *Frontiers in Psychology* [COMM0058381]
5. Paula M. Di Nota, Judith P. Andersen, Juha-Matti Huhta, & Harri Gustafsberg "Evidence-Based Instruction of Police Use of Force Practical Methods and Pedagogical Principles" (2021) in E. Arble, & B. Arnetz (Ed.), *Interventions, Training, and Technologies for Improved Police Well-Being and Performance* 72-101 [COMM0058387]
6. Chris Madsen "Green is the New Black: The Royal Canadian Mounted Police and Militarisation of Policing in Canada" (2020) 3:1 *Scandinavian Journal of Military Studies* 114–131. [COMM0058393]



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7. Defunding the Police: Defining the Way Forward for HRM (2022) Report by the Board of the Police Commissioner's Subcommittee to Define Defunding Police, excerpted: pp. 1-5, 70-77, 80-89, 168-174. [COMM0058412]
8. Craig Bennell et al "Knowledge, Skills, and Abilities for Managing Potentially Volatile Police–Public Interactions: A Narrative Review" (2022) 13:818009 *Frontiers in Psychology*, 1-16. [COMM0058410]

## ROUNDTABLE MEMBERS

**Facilitator: Dr. Emma Cunliffe, Research and Policy Director**

### **Dr. Judith Andersen**

Dr. Judith Andersen is an Associate Professor of Psychology and Affiliated Faculty of Medicine at the University of Toronto. She is the Director of the Health, Adaptation, Research on Trauma (HART) Lab at the University of Toronto Mississauga. Prof. Andersen is a senior scholar in the science of police use of force and de-escalation training. Her work, recognized by both the federal and provincial government, is being applied to shape police training practices in North America and Europe.

### **Dr. Paula Di Nota**

Paula Di Nota received her Ph.D. in Psychology from York University in 2017, specializing in Brain, Behaviour, and Cognitive Sciences and affiliated with the world-renowned Centre for Vision Research. Paula is now applying her skills and knowledge in cognition and motor learning to understand how police officers learn and perform under stressful conditions as a Postdoctoral Fellow in the HART Lab at UTM. Paula's research has been published in top peer-reviewed journals in the fields of cognitive psychology and neuroscience (*Frontiers in Psychology*, *Cerebral Cortex*, *Experimental Brain Research*, *Vision*, *BMC Neuroscience*), policing (*Policing: An International Journal*, *The Nordic Journal of Studies in Policing*), and occupational health (*Occupational Medicine*, *Journal of Occupational & Environmental Medicine*, *IJERPH*).

### **Dr. Benjamin Goold**

Dr Benjamin Goold is a Professor at the Allard School of Law. He holds degrees in law and economics from the University of Tasmania, as well as a BCL and doctorate from the University of Oxford. His major research interests include privacy rights, the use of surveillance technologies by the police and intelligence communities, and the rhetoric and language of human rights. Professor Goold has served as Specialist Legal Advisor to a major House of Lords inquiry into surveillance and data collection in Britain, and is currently a member of the BC Information and Privacy Commissioner's External Advisory Board.

### **Dr. Kimmo Himberg**

Dr. Kimmo Himberg retired at the end of 2021 as the Rector of the national Police University College ([www.polamk.fi/en](http://www.polamk.fi/en)), after having served the Police of Finland for over 30 years. Originally a natural scientist, Dr. Himberg also has a PGCert in Criminal Justice Management from the University of Birmingham, UK.



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He has provided expert services to several international law enforcement related organizations, including Interpol, UNODC, CEPOL and ENFSI.

**Dr. El Jones**

Dr. El Jones is an assistant professor in the department of Political and Canadian studies at Mount Saint Vincent University. She received her PhD from Queen's University. El is a former poet laureate of Halifax, an award winning journalist, and received the Burnley "Rocky" Jones award from the Nova Scotia Human Rights Commission in 2016. Her work focuses on state violence in Canada.

**Dr. Hunter Martaindale**

Hunter Martaindale, PhD, is the Director of Research for the ALERRT Center at Texas State University. As part of his role, Hunter oversees ALERRT's research into active attack response, police practices/training, use of force, decision-making, and the impact of stress on performance.



## 15-8 Roundtable: Emergency Communications (Within RCMP and Among Responding Agencies) and Interoperability Among Agencies



June 17, 2022

### Roundtable: Emergency communications (within RCMP and among responding agencies) and interoperability among agencies

**DATE:** June 23, 2022

**LOCATION:** Best Western Glengarry, Truro

**TIME:** 9:30 AM – 2:30 PM (Atlantic Daylight Time)

#### CORE THEMES

This roundtable will address the following core themes:

1. Communications within agencies;
2. Communications between agencies;
3. Cultivating interoperability and collaboration

#### DOCUMENTATION

Roundtable members will be provided with the following documents to assist with their preparation. These also will be tabled as exhibits:

1. Commissioned report: Chris Davis, Peter Gamble & Cheryl McNeil "Communications Interoperability and the Alert Ready System" (April 2022) [COMM0055672]
2. Commissioned report: Curt Taylor Griffiths "Interoperability and Communications among police agencies and other emergency services" (May 2022) [COMM0058936]
3. Communications Interoperability Strategy for Canada (2011) [COMM0058942]
4. Joint Doctrine: The Interoperability Framework (2021) Joint Emergency Services Interoperability Programme (JESIP) [COMM0058957]
5. Kevin Pollock "Local Interoperability in UK Emergency Management: A Research Report" (2017) 19 Emergency Planning College Occasional Papers New Series [COMM0058959]
6. Charlie Guddemi "Providing Reliable Interoperability for First Responders" (2021) Notes from the Field, National Institute of Justice [COMM0058958]
7. Carrie B. Sanders "Need to know vs. need to share: information technology and the intersecting work of police, fire and paramedics" (2014) 17:4 Information, Communication & Society 463-475 [COMM0058962]



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among agencies  
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8. George Carayannopoulos "The flames and water are gone" in Disaster Management in Australia (2018) 155-174 [COMM0058967]

## **ROUNDTABLE MEMBERS**

**Facilitator: Krista Smith, Legal Policy Officer, Research and Policy Team**

### **Mr. Todd Brown**

Mr. Todd Brown has been with the Province of Nova Scotia for 33 years, 27 of which were as Director of Public Safety and Field Communications (PSFC). For the last two years Todd has been Director of Strategic Initiatives for PSFC, looking at new technologies and leading negotiations for an extension of the TMR 2 Agreement. Since 2006, Todd has led teams that won two Premier's Awards of Excellence, a gold medal for innovative management from the Institute of Public Administration of Canada, and in 2017, a nomination for a Governor General's Award for innovation.

### **Mr. Terry Canning**

Terry Canning studied Mechanical Engineering Technology at NSIT (1976) and worked in the farm machinery industry, in heavy truck design, in HVAC system design and troubleshooting, as a post-secondary instructor, and finally as a consultant to the Province of Nova Scotia (15 years), then to the Provinces of New Brunswick, PEI, and Manitoba on the design and implementation of their respective public safety two-way radio systems. Throughout most of his working life, he was a volunteer firefighter holding the offices of Captain, Training Officer, Medical First Responder, and Deputy Fire Chief. He has been semi-retired since March 2021, but remain involved in the fire service in administrative roles.

### **Ms. Hayley Crichton**

Hayley Crichton is originally from Toronto, Ontario, where she received her Bachelor of Arts honours degree from York University. Hayley then moved to Newfoundland and Labrador to pursue a Masters Degree and Doctorate in sociology, specializing in criminal justice. Hayley joined the Nova Scotia Department of Justice after experience as a published academic, university instructor, policy consultant, and public servant, approximately two years ago. She is currently the Executive Director of Public Safety and Security Division, acting in the role since May 2021 and permanently appointed November 2021.

### **Mr. Chris Davis**

Mr. Davis is lead author of the Commissioned Report, "Communications Interoperability and The Alert Ready System". He is a former senior military police officer and has significant emergency management and communications interoperability project experience. Many of his projects have focused on supporting communications interoperability projects through the development of federal, provincial, regional, municipal and organization specific strategies, plans and SOPs. He has worked with first responders and emergency management professionals from numerous regions across Canada in the development of interoperability strategies, plans, and procedures in support of interoperable communication capabilities and technology projects.



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### **Mr. Darryl Macdonald**

CM Macdonald began his RCMP career in 1995 in the Truro Operational Communications Centre. He worked as a 911 Call Taker and Police Dispatcher from '95 to 2007. From 2008 to 2014, Mr. Macdonald was assigned to several projects at the Divisional and National levels. In 2015, Mr. Macdonald was promoted to OCC Commander of the L Division Operational Communications Centre. Since 2010, Mr. Macdonald has been recognized by the RCMP as a subject matter expert (SME) in CIIDS CAD, Radio operations, and Operator training. He presently leads the national CAD working group on behalf of the OCC National Policy Centre. Mr. Macdonald serves on the National OCC Policy Centre (OCCNSS) advisory committee as a technology SME. In 2021 he was recognized as the National OCC Commander of the Year for his contributions to both regional and national OCC programs.

### **Mr. William Moore**

Mr. Moore is presently the Public Safety Project Lead at Halifax Regional Municipality. He was formerly the Executive Director of the Canadian Association of Chiefs of Police and previous to that was the Deputy Chief of Police in Halifax. Mr. Moore has focused on matters of emergency communications and technology throughout his policing career. He was the chair of the Canadian Interoperability Technology Interest Group (CITIG) from 2010 to 2014, a non-profit focused on increasing interoperability within emergency response partners within Canada and abroad. He also managed the design, build and transition to Integrated Emergency Services, the 911 call-taking and police/fire dispatch in Halifax. Mr. Moore holds a master's degree in criminology from Cambridge University and a BSc. In Psychology from Dalhousie University.

### **Chief Dwayne Pike**

Dwayne Pike joined the Amherst Police Department in 1996 and worked in the uniform/patrol section until 2007. In 2008 was re-assigned to the Major Crime Unit until being promoted to Sergeant. In 2010 returned to patrol until promoted to Deputy Chief in 2014. In 2018, was appointed acting chief until permanent appointment to chief in March 2019. Graduated from the Atlantic Police Academy in 1995, Squad leader for APA Squad 63, Class Valedictorian and received the *Chief Robert Inns Memorial Leadership Award*. Prior to attending the Police Academy, graduated from Memorial University of Newfoundland with an Arts degree in Physical Anthropology and Sociology and a Criminology Certificate.

### **Mr. Lance Valcour**

Inspector (Ret.) Lance Valcour O.O.M. retired from the Ottawa Police Service in 2010 after 33 years of service. He spearheaded the creation of, and then led, the Canadian Interoperability Technology Interest Group between 2008 and 2014. Lance is an independent consultant, strategic adviser, author, digital evangelist and coach. He is an internationally recognized keynote speaker and facilitator on a wide range of public safety issues including incident command, public safety interoperability and information management.



June 24, 2022

## Roundtable: Needs of Family and Community After Mass Casualty Incidents

**DATE:** June 28, 2022

**LOCATION:** Halifax Convention Centre

**TIME:** 9:30 AM – 12:30 PM (Atlantic Daylight Time)

### CORE THEMES

This roundtable will address the following core themes:

1. The immediate, short-term, and long-term needs of those impacted by a mass casualty with particular attention of the needs of the families of the victims and members of communities closely connected to a mass casualty;
2. Best practices for addressing those needs; and
3. Existing models that support grief, promote healing and foster resiliency.

This roundtable will establish the basis for a conversation in phase 3 about what supports are required following a mass casualty to meet the immediate, short-term and long-term needs of those directly impacted.

### DOCUMENTATION

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Commissioned report: Grete Dyb, Kristin Alve Glad, Ingebjørg Lingaas and Synne Øien Stensland “Survivors and the Aftermath of the Terrorist Attack on Utoya Island, Norway” [COMM0053822]
2. Commissioned report: Jaclyn Schildkraut “Supporting Survivors and Communities after Mass Shootings” [COMM0058367]
3. Rapid Evidence Review to Inform a Provincial Grief and Bereavement Strategy (2020) [COMM0059266]
4. A Bereavement Charter for Children and Adults in Scotland (2020) Scottish Care Ltd. [COMM0059249]
5. Homicide Loss: Dealing with Grief for Survivors (2022) A paper by the Canadian Resource Centre for Victims of Crime [COMM0059254]



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6. Terry L. Mitchell, Randy D. Townsend, and Jane Schnare "Community Resilience or Unidentified Health Risk?: Health Professional Perceptions on the Impact of the Swissair Flight 111 Disaster on Surrounding Communities" (2003) 22:1 Canadian Journal of Community Mental Health 69-84 [COMM0059265]
7. Nancy P. Kropf & Barbara L. Jones "When public tragedies happen: Community practice approaches in grief, loss, and recovery" (2014) 22:3 Journal of Community Practice 281-298 [COMM0059260]
8. Lauren J. Breen, Daisuke Kawashima, Karima Joy, Susan Cadell, David Roth, Amy Chow, and Mary Ellen Macdonald "Grief literacy: A call to action for compassionate communities" (2020) 46:2 Death Studies 425-433 [COMM0059252]
9. Swarna Weerasinghe, Sherry H. Stewart, & Terry L. Mitchell "Longitudinal follow up of health outcomes of the 1998 Swissair 111 crash" (2016) 2:1 Journal of Epidemiology and Public Health Reviews 1-9 [COMM0059271]

## ROUNDTABLE MEMBERS

**Facilitator: Dr. Emma Cunliffe, Research and Policy Director**

### **Mr. Levent Altan**

Mr. Levent Altan is the Executive Director of Victim Support Europe, a role he has held since 2014. As Executive Director of VSE, he has grown the organisation into an international network of victim support organisations which carries out advocacy, policy and capacity building for all victims of crime.

Levent has worked in the field of justice, security and fundamental rights for twenty years. During this time, he has worked in the UK Civil service in the Ministry of Justice, Home Office and in the Cabinet Office under Prime Ministers Blair and Brown, as well as working for six years as a national expert on criminal justice and victims' rights in the European Commission.

### **Dr. Grete Dyb**

Grete Dyb is a professor at the Faculty of Medicine, University of Oslo and Head of research at the Norwegian Centre for Violence and Traumatic Stress Studies, Oslo, Norway. She has been Principal Investigator of numerous studies on childhood trauma and PTSD in children and adolescents and is past president of the International Society of Traumatic Stress Studies. After the terror attack in Norway in 2011, she initiated the Utøya Study, a longitudinal interview study of youth survivors of the terror attack and their parents.

### **Ms. Mary Fetchet**

Mary Fetchet is President and Executive Director of Voices Center for Resilience, an organization she founded following the death of her 24 year-old son on 9/11. A graduate of Columbia University School of



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Social Work, her 29 years of experience as a clinical social worker influenced VOICES innovative approach to providing long-term support for victims' families, responders and survivors, and commemorating the lives lost in a meaningful way. A strong advocate for government reform, she successfully advocated for the creation of the 9/11 Commission, the 9/11 Memorial & Museum and mental health care for all those impacted by acts of mass violence.

### **Ms. Serena Lewis**

Ms. Lewis was the Northern Zone Grief Coordinator, Provincial Grief Consultant until her term ended in March 2021. She is a registered social worker, Bachelor of Social Work and Master of Social Work. Since she completed her term, she has continued doing consulting work with teams and groups supporting death/ grief literacy, trauma informed and psychological safety. She lives and works on the unceded territory of the Mi'kmaq, calling Great Village her home.

### **Dr. Megan McElheran**

Dr. Megan McElheran is the CEO of Wayfound Mental Health Group and a Clinical Psychologist practicing in Calgary, AB. Her work focuses exclusively on work with military members and public safety personnel, including members of the Royal Canadian Mounted Police, municipal police officers, firefighters, corrections officers, medical personnel, and others who are directly or vicariously impacted by traumatic events.

### **Dr. Terry Mitchell**

Dr. Mitchell is a registered clinical psychologist and a community psychologist who has focussed on trauma throughout her career. She was the principal investigator of a study on the impact on volunteer first responders and local communities following the Swiss Flight 111 disaster, 1998. She is Professor Emeritus, Wilfrid Laurier University and now is working as a clinical psychologist in private practice, PEI.

### **Dr. Jaclyn Schildkraut**

Dr. Jaclyn Schildkraut is an associate professor of criminal justice at the State University of New York at Oswego. She holds a PhD in criminal justice from Texas State University in San Marcos, TX. A national expert on mass shootings, Dr. Schildkraut's research has been featured by local, national, and international media.



June 23, 2022

## Roundtable: Needs of First Responders after mass casualty incident

**DATE:** June 30, 2022 (Morning)

**LOCATION:** Halifax Convention Centre

**TIME:** 9:30 AM – 12:30 PM (Atlantic Daylight Time)

### CORE THEMES

This roundtable will address the following core themes:

1. The immediate, short-term, and long-term needs of first and secondary responders exposed to traumatic situations by the virtue of their jobs;
2. Best practices for addressing those needs;
3. Existing models that provide support, promote healing and foster resiliency.

This roundtable will establish the basis for a conversation in phase 3 about what supports are required following a mass casualty to meet the immediate, short-term and long-term needs of first and secondary responders involved or closely connected with the response to a mass casualty.

### DOCUMENTATION

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Arija Birze, Cheryl Regehr, Elise Paradis, Vicki LeBlanc & Gillian Einstein "Perceived organizational support and emotional labour among police communicators: what can organizational context tell us about posttraumatic stress" (2021) International Archives of Occupational and Environmental Health [COMM0059244]
2. R. Nicholas Carleton, Tracie O. Afifi, Sarah Turner, Tamara Taillieu, Adam D. Vaughan, Gregory S. Anderson, Rosemary Ricciardelli, Renée S. MacPhee, Heidi A. Cramm, Stephen Czarnuch, Kadie Hozempa & Ronald D. Camp (2020) "Mental health training, attitudes toward support, and screening positive for mental disorders" 49:1 Cognitive Behaviour Therapy 55-73 [COMM0059307]
3. Collaborative Centre for Justice and Safety Peer Support and Crisis-Focused Psychological Intervention Programs in Canadian First Responders: Blue Paper (2016) [COMM0059243]

4. Krystle Martin, Alifa Siddiqui, Rosemary Ricciardelli, Liana Lentz, & R. Nicholas Carleton "Differences in Mental Health, Help-Seeking and Barriers to Care Between Civilians and Sworn Members" (2021) 36 Journal of Police and Criminal Psychology 627-633 [COMM0059238]
5. Terry L. Mitchell, William Walters & Sherry Stewart "Swissair Flight 111 Disaster Response Impacts: Lessons Learned From the Voices of Disaster Volunteers" (2006) 6:2 Brief Treatment and Crisis Intervention 154-170 [COMM0059241]
6. Ontario Chief Coroner's Expert Panel, *Staying Visible, Staying Connected - Report of the Expert Panel on Police Officer Deaths by Suicide* (September 2019) [COMM0059246]

## ROUNDTABLE MEMBERS

**Facilitator: Krista Smith, Legal Policy Officer, Research and Policy Team**

### **Dr. Arija Birze**

Dr. Birze is currently a Senior Research Associate at the Institute for Better Health, Trillium Health Partners. Her postdoctoral work, completed at the Factor-Inwentash Faculty of Social Work, University of Toronto, explores the traumatic impacts of violent video evidence among criminal justice professionals. Her PhD, completed at the Dalla Lana School of Public Health, University of Toronto, examined gender and work as social determinants of health, with a focus on occupational stress and traumatic exposures among Police Communicators (911 call-takers and dispatchers), as well as the gendered nature of communications work.

### **Ms. Robin Campbell**

Robin Campbell Bromhead- PhD Candidate at Dalhousie University with research focused on the mental health of volunteer firefighters in rural Nova Scotia. Former volunteer firefighter with Wolfville and Greenwich Fire Departments. Adjunct Professor at Acadia University, Associate Researcher with FIREWELL and Reservist with the Canadian Armed Forces.

### **Dr. Julie Devlin**

Julie Devlin, Ph.D. (Psychology). From 2010 until 2014, Dr. Devlin was the research and program evaluation officer at the Operational Stress Injury Clinic in Fredericton, NB. From 2014 until 2021, she was the manager of the Operational Stress Injury Clinic in Fredericton, NB. From 2015 to 2020, Dr. Devlin was also the manager of psychological services with the Ontario Provincial Police (OPP). From 2021 to the present, Dr. Devlin is a senior advisor to the Director General, Conservation and Protection, Fisheries and Oceans Canada. Dr. Devlin has assisted the RCMP, OPP, Fisheries and Oceans Canada, the National Police of Ukraine, and Fredericton City Police with coordinating mental health responses to critical incidents and has provided, and continues to provide, post-incident support on an individual and group basis for these organizations.





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**Ms. Mary Fetchet**

Mary Fetchet is President and Executive Director of Voices Center for Resilience, an organization she founded following the death of her 24 year-old son on 9/11. A graduate of Columbia University School of Social Work, her 29 years of experience as a clinical social worker influenced VOICES innovative approach to providing long-term support for victims' families, responders and survivors, and commemorating the lives lost in a meaningful way. A strong advocate for government reform, she successfully advocated for the creation of the 9/11 Commission, the 9/11 Memorial & Museum and mental health care for all those impacted by acts of mass violence.

**Dr. Alexandra Heber**

Dr. Heber is an Associate Professor in the Department of Psychiatry and Behavioral Neurosciences at McMaster University. She has over 35 years' experience working in mental health. After a decade working with HIV+ clients and leading an *Assertive Community Treatment Team* in Toronto, she enrolled in the Canadian Armed Forces in 2006, and deployed to Afghanistan in 2009-10. In 2016, she became inaugural Chief of Psychiatry for Veterans Affairs Canada.

She worked closely with the Public Health Agency of Canada to develop the 2019 *Federal Framework on PTSD*. In March 2020, she led a Task Force for the Canadian Institute for Public Safety Research and Treatment, to create online resilience supports for first-responders and public safety personnel during the COVID-19 pandemic.

**Dr. Megan McElheran**

Dr. Megan McElheran is the CEO of Wayfound Mental Health Group and a Clinical Psychologist practicing in Calgary, AB. Her work focuses exclusively on work with military members and public safety personnel, including members of the Royal Canadian Mounted Police, municipal police officers, firefighters, corrections officers, medical personnel, and others who are directly or vicariously impacted by traumatic events.

**Dr. Deborah Norris**

Dr. Deborah Norris is a Professor in the Department of Family Studies and Gerontology at Mount Saint Vincent University. Informed through her background in family science, critical theories, and qualitative methodology, she teaches courses in family relations, family violence, and research methods. Dr. Norris' research program focuses on the bi-directional relationship between operational stress injuries and the mental health and well-being of military and veteran families and the families of public safety personnel.



June 28, 2022

## Roundtable: Rural Communities, Policing and Crime

**DATE:** June 30, 2022 (Afternoon)

**LOCATION:** Halifax Convention Centre

**TIME:** 1:30 – 4:30 PM (Atlantic Daylight Time)

### CORE THEMES

This roundtable will address the following core themes:

1. Crime in rural communities, including rates and nature of crime committed in rural areas;
2. Firearms in rural communities, with focus on attitudes towards possession and use; and
3. Policing in rural communities, including the unique challenges to policing rural areas, and the core values and delivery of community-based policing.

This roundtable will establish the basis for a conversation in phase 3 about policing service delivery models that are responsive to rural communities' needs and culture, and the nature of crime that occurs in these communities.

### DOCUMENTATION

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Commissioned Report: Karen Foster "Crime Prevention & Community Safety in Rural Communities" [COMM0053824]
2. Commissioned Report: Anna Souhami "A Systematic Review of the Research on Rural Policing" [COMM0058282]
3. Mary Allen "Trends in firearm-related violent crime in Canada 2009 to 2020" (2022) Statistics Canada [COMM0059274]
4. Jessica Bundy, "We'll Deal with it Later: African Nova Scotian Women's Perceptions and Experiences of the Police" (2019) 44 Canadian Journal of Sociology 319-342 [COMM0059276]
5. Russell Hogg and Kerry Carrington "Crime, Rurality and Community" (1998) 31:2 Journal of Criminology 160-181 [COMM0059280]
6. Laura Huey and Rose Ricciardelli "This isn't what I signed up for': When police officer role expectations conflict with the realities of general duty police work in remote communities" (2015) 17:3 International Journal of Police Science and Management 194-203 [COMM0059283]



Roundtable: Crime and Rural Communities, including attitudes toward firearms and rural policing

June 28, 2022

7. L. Jane McMillan with Pam Glode-Desrochers and Paula Marshall “Examining Police Policies and Practices in Mi’kma’ki – Pathways to Positive Policing Relationships” (2020) Public Safety Canada [COMM0059129]
8. Samuel Perreault “Police-Reported Crime in Rural and Urban Areas in the Canadian Provinces, 2017” (2019) Statistics Canada [COMM0059285]
9. Rosemary Ricciardelli “Risk It Out, Risk It Out”: Occupational and Organizational Stresses in Rural Policing” (2018) 21:4 Police Quarterly 415–39 [COMM0059287]

## ROUNDTABLE MEMBERS

**Facilitator: Dr. Emma Cunliffe, Research and Policy Director**

### **Dr. Karen Foster**

Dr. Karen Foster (PhD, Carleton University) is an Associate Professor of Sociology in the Department of Sociology and Social Anthropology at Dalhousie, where she holds the Canada Research Chair in Sustainable Rural Futures for Atlantic Canada. Her research, supported by her Rural Futures Research Centre, focuses on rural economy and society, with active studies on such topics as rural business succession, rural regulatory challenges, local food production, and how rural families’ caring lives and working lives are intertwined.

### **Dr. L. Jane McMillan**

Dr. Jane McMillan is Chair of the Department of Anthropology, and the Special Advisor, Indigenous Research and Learning Partnerships, at St. Francis Xavier University. She is the author of the award-winning *Truth and Conviction: Donald Marshall Jr. and the Mi’kmaw Quest for Justice*. She conducts community-engaged research with First Nations on policing, Indigenous justice, treaty rights implementation and resource governance.

### **Supt. Dan Morrow**

Supt. Dan Morrow has been a member of the RCMP for over 29 years and is currently the Southwest Nova District Policing Officer in NS. He has worked in a variety of roles within the RCMP and served in locations including fly-in communities, rural, semi-rural, urban, and nearly two decades in First Nation Communities. For much of his service he was a detachment commander where he was responsible for the operational/administrative functions along with the development of local community policing priorities. His Cree ancestry has provided a personal perspective in the numerous local, provincial, and national committees he has participated in which were predominantly focussed on the development of Reconciliation, Equity, Diversity, and Inclusion strategies within the RCMP.



Roundtable: Crime and Rural Communities, including attitudes  
toward firearms and rural policing

June 28, 2022

### **Dr. Rosemary Ricciardelli**

Dr. Rosemary Ricciardelli is Professor (PhD, Sociology) in the School of Maritime Studies and Research Chair in Safety, Security, and Wellness, at Memorial University's Fisheries and Marine Institute. Elected to the Royal Society of Canada, her research centers on evolving understandings of gender, vulnerabilities, risk, and experiences and issues within different facets of the criminal justice system and among mariners. She has published 11 books, over 190 journal articles and nearly 50 chapters all in the areas of PSP, criminalized persons, and wellness – broadly defined. As a sex and gender researcher, her interests lay in the social health, identity construction, and lived experiences of individuals.

### **Dr. Rick Ruddell**

Professor Ruddell holds the Law Foundation of Saskatchewan Chair in Police Studies and joined the Department of Justice Studies at the University of Regina in September, 2010. Prior to this appointment he served as Director of Operational Research with the Correctional Service of Canada, and held faculty positions at Eastern Kentucky University and the California State University, Chico. Prior to his academic career, he served with the Saskatchewan Ministry of Corrections, Public Safety and Policing as a supervisor and manager. A graduate of the Ph.D. program in Criminology and Criminal Justice at the University of Missouri - St. Louis, Dr. Ruddell's research has focused upon policing, criminal justice policy, and youth justice.

### **Dr. Signa Daum Shanks**

Dr. Signa Daum Shanks is an Associate Professor at the University of Ottawa Faculty of Law. She is a member of the Indigenous Bar Association and is on the Board of Directors for the Ontario Bar Association. In 2018 she organized a pop-up think-tank regarding the criminal trial of Gerald Stanley in Saskatchewan which examined the role of property law, discrimination against Indigenous Peoples, rural policing and the base knowledge community members have about the legal system.

### **Dr. Anna Souhami**

Dr Anna Souhami is Senior Lecturer in Criminology and Head of Criminology at the School of Law, University of Edinburgh, UK. Anna is an ethnographer specialising in policing and police/community relations. Her current work is an extended study of rural policing and communities in the remote Northern islands of Scotland. Her previous research includes a major UK Home Office study of police/community relations in England and Wales, focusing in particular on police responses to racism.



June 29, 2022

## Roundtable: Rurality and Community Well-Being

**DATE:** July 6, 2022

**LOCATION:** Harbourfront Marriott, Halifax

**TIME:** 9:30 AM – 12:30 PM (Atlantic Daylight Time)

### CORE THEMES

This roundtable will address the following core themes:

1. culture and attitudes of rural life in Nova Scotia;
2. limited and differential service delivery in rural areas;
3. health and safety of those working in rural communities and how the rural context affects their working lives.

### DOCUMENTATION

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Commissioned Report: Foster, K. "Crime Prevention & Community Safety in Rural Communities" [COMM0053824]
2. Laura Burns, Joanne Whitty-Rogers, & Cathy MacDonald "Understanding Mi'kmaq women's experiences accessing prenatal care in rural Nova Scotia" (2019) 42:2 Advances in Nursing Science 139-155. [Relativity ID to follow]
3. Amber Colibaba, Elizabeth Russell, & Mark W. Skinner "Rural volunteer fire services and the sustainability of older voluntarism in ageing rural communities" (2021) 88 Journal of Rural Studies 289-297. [COMM0059387]
4. Josephine Etowa, Juliana Wiens, Wanda Thomas Bernard and Barbara Clow "Determinants of Black women's health in rural and remote communities" (2007) Canadian Journal of Nursing Research Archive 56-77. [COMM0059391]
5. Lesley Frank, Laura Fisher, & Christine Saulnier 2020 Report Card on Child and Family Poverty in Nova Scotia (2020) Canadian Centre for Policy Alternatives. [COMM0059377]
6. Nadine R. Henriquez and Nora Ahmad ""The Message Is You Don't Exist": Exploring Lived Experiences of Rural Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ) People Utilizing Health care Services" (2021) 7 SAGE open nursing 1-10. [Relativity ID to follow]



Roundtable: Rurality and Community Well-Being  
June 29, 2022

7. Martha L.P. MacLeod, Lela V. Zimmer, Julie G. Kosteniuk, Kelly L. Penz, & Norma J. Stewart "The meaning of nursing practice for nurses who are retired yet continue to work in a rural or remote community" (2021) 20:220 BMC Nursing 1-13. [COMM0059408]
8. Rachel McLay & Howard Ramos "Comparing Urban and Rural Political Citizenship, Values, and Practices in Atlantic Canada" (2021) in Karen R. Foster & Jennifer Jarman (Eds.) The right to be rural [Relativity ID to follow]

## ROUNDTABLE MEMBERS

**Facilitator: Dr. Emma Cunliffe, Research and Policy Director**

### **Ms. Robin Campbell**

Robin Campbell Bromhead- PhD Candidate at Dalhousie University with research focused on the mental health of volunteer firefighters in rural Nova Scotia. Former volunteer firefighter with Wolfville and Greenwich Fire Departments. Adjunct Professor at Acadia University, Associate Researcher with FIREWELL and Reservist with the Canadian Armed Forces.

### **Ms. Madonna Doucette**

Madonna Doucette is a grassroots community organizer from Cape Breton with deep roots in the non-profit sector of the CBRM. She refers to herself as a professional homosexual as she has been a rural queer educator for 12 years now, most recently being promoted as Director with the Youth Project. In 2022, under her leadership, the Youth Project opened up a new youth drop-in centre for 2SLGBTQ+ youth and their allies in downtown Sydney.

### **Ms. Natalie Doucette**

Natalie Doucette is a L'nu from Potlotek First Nation and is employed with Mi'kmaw Family and Children's Services on NS. She has been in Child Welfare ever since graduating with her BSW in 1990. She has the honour and privilege of being the first Mi'kmaw Child Welfare Specialist, a position originally within DCS but after 5 years, the position was transferred to MFCS.

In addition to her direct work experiences, she brings forth experiences as an L'nu living on Reserve in NS.

### **Dr. Karen Foster**

Karen Foster (PhD, Carleton University) is an Associate Professor of Sociology in the Department of Sociology and Social Anthropology at Dalhousie, where she holds the Canada Research Chair in Sustainable Rural Futures for Atlantic Canada. Her research, supported by her Rural Futures Research Centre, focuses on rural economy and society, with active studies on such topics as rural business succession, rural regulatory challenges, local food production, and how rural families' caring lives and working lives are intertwined.



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**Dr. Lesley Frank**

Dr. Frank researches and publishes in the areas of family and children's poverty and food insecurity, health inequality, rural access to services, and social welfare and policy. She has single authored or co-authored the Child and Family Poverty Report Card for over two decades. Preceding her academic career, she spent several years providing family resources support to families living in low-income circumstances in rural Nova Scotia.

**Dr. Marilyn MacDonald**

Dr. Marilyn Macdonald is a Professor, and Director JBI Centre of Excellence in the conduct of systematic reviews in the School of Nursing, Faculty of Health, Dalhousie University. Dr. Macdonald's program of research is focused on knowledge synthesis related to the older person and has clinical and research experience in home care.



July 12, 2022

## Roundtable: Prediction and Prevention of Mass Casualty Events

**DATE:** July 14, 2022 (morning)

**LOCATION:** Harbourfront Marriott, Halifax

**TIME:** 9:30 AM – 12:30 PM (Halifax)

### CORE THEMES

This roundtable will address the following core themes:

1. Whether mass casualties can be predicted, and whether effective risk assessment models exist.
2. The availability of early intervention/preventative strategies given the state of our knowledge about perpetrators of mass casualties.
3. Steps Canadian institutions and citizens can take to prevent these events, as much as possible, in the future.

### DOCUMENTATION

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Commissioned Report: Kristy Martire and Tess Neal, "Rigorous Forensic Psychological Assessment Practices (Part I and II)" [COMM0058934 & COMM0058935]
2. Benjamin L. Berger, "Mental Disorder and the Instability of Blame in Canadian Criminal Law" in François Tanguay-Renaud and James Stribopoulos, eds, *Rethinking Criminal Law Theory: New Canadian Perspectives in the Philosophy of Domestic, Transnational, and International Criminal Law* (Oxford: Hart Publishing, 2012) [Relativity ID to follow]
3. Kamaldeep S Bhui, Madelyn H Hicks, Myrna Lashley and Edgar Jones, "A public health approach to understanding and preventing violent radicalization" (2012) 10:16 BMC Medicine [Relativity ID to follow]
4. Bryanna Fox & David P. Farrington, "What have we learned from offender profiling? A systematic review and meta-analysis of 40 years of research" (2018) 144:12 Psychological Bulletin 1247 [Relativity ID to follow]
5. Stephen D. Hart "Culture and violence risk assessment: The case of *Ewert v. Canada*" (2016) 3:2 Journal of Threat Assessment and Management 76 [Relativity ID to follow]
6. Nikolas Rose "'Screen and intervene': governing risky brains" (2010) 23:1 History of the Human Sciences 79-105 [Relativity ID to follow]





Roundtable: Mass casualties: sociology, psychology, and prevention  
July 12, 2022

7. Jennifer Skeem & Edward Mulvey “What role does serious mental illness play in mass shootings, and how should we address it?” (2020) 19:1 Criminology & Public Policy 85 [Relativity ID to follow]
8. George Szmukler & Nikolas Rose “Risk Assessment in Mental Health Care: Values and Costs” (2013) 31:1 Behav Sci & L 125 [Relativity ID to follow]
9. George Szmukler, Brian Everitt, & Morven Leese “Risk assessment and receiver operating characteristic curves” (2011) 42:5 Psychological Medicine 1-4 [Relativity ID to follow]
10. George Szmukler “Risk assessment: the problem of rare events (‘base-rate’ problem)” (2022) [Relativity ID to follow]
11. *R v Anderson*, 2021 NSCA 62 [Relativity ID to follow]

## ROUNDTABLE MEMBERS

**Facilitator: Dr. Emma Cunliffe, Research and Policy Director**

### **Professor Benjamin Berger**

Benjamin L. Berger is Professor and York Research Chair in Pluralism and Public Law at Osgoode Hall Law School, York University. He served as judicial law clerk to the former Chief Justice of Canada, the Rt. Honourable Beverley McLachlin, holds a JSD and LLM from Yale University, where he studied as a Fulbright Scholar, and is a member of the Royal Society of Canada. His areas of research and teaching specialization are criminal and constitutional law and theory, the law of evidence, and law and religion, and he has written on issues of mental disorder and criminal responsibility.

### **Dr. Myrna Lashley**

Dr. Myrna Lashley is an Associate Professor in the Department of Psychiatry at McGill University. She is an internationally recognized clinical, teaching and research authority in cultural psychology. In addition, she serves as an expert psychological consultant to institutions, including the juvenile justice system. From 2008 to 2017, she was the Chair of the Cross Cultural Roundtable on Security, an advisory council to the federal government on issues concerning terrorism.

### **Professor Nikolas Rose**

Nikolas Rose FBA, FAcSS, FRSA currently holds honorary Professorial appointments at the Australian National University and University College London. He was Professor of Sociology at Kings College London from 2012 until his retirement in April 2021. He was the founding Head of the Department of Global Health and Social Medicine at King's and Co-Founder and Co-Director of King's ESRC Centre for Society and Mental Health, the UK's first major research centre on the social dimensions of mental distress. His current research concerns the role of the life sciences and neurosciences in changing conceptions of human identity, reshaping ideas of normality and pathology, and shifting ways of thinking about and governing human beings, in particular in relation to mental life and mental health.



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**Professor George Szmukler**

George Szmukler is emeritus Professor of Psychiatry and Society at King’s College London. He is now retired from psychiatric practice, which was as a general psychiatrist in a community setting. He continues to have a special interest in mental health law and human rights, especially in relation to coercive interventions and involuntary treatment in mental health care, and in the role of risk assessment, and its limitations, in preventing harms to self or others involving people with mental health problems.

**Mr. Robert S. Wright**

Robert Seymour Wright is a Social Worker, Sociologist, and the current acting Executive Director of the African Nova Scotian Justice Institute, whose 31 year career has spanned the fields of education, child welfare, forensic mental health, trauma, sexual violence, and cultural competence. A “clinician/academic/administrator,” he has always integrated his work delivering direct practice clinical service to clients with teaching and supervising interns, and promoting lasting systemic change through social policy advocacy. His extensive pro bono work gave birth to The Peoples’ Counselling Clinic, a non-profit mental health clinic located in Halifax, Nova Scotia.



July 7, 2022

## **Roundtable: Definitions and Psychology/Sociology of Perpetrators of Mass Casualty Events**

**DATE:** July 14, 2022 (afternoon)

**LOCATION:** Harbourfront Marriott, Halifax

**TIME:** 1:30 – 4:30 PM (Halifax)

### **CORE THEMES**

This roundtable will address the following core themes:

1. How mass casualties are defined, the debates regarding its definition, and why how we define mass casualties matters.
2. Identifying the perpetrators of mass casualties, including their common characteristics and how gender is relevant to patterns of perpetration.
3. Early intervention and prevention strategies and the role of adverse childhood experiences in the perpetration of violence.

### **DOCUMENTATION**

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Commissioned Report: Tristan Bridges and Tara Leigh Tober “Mass Shootings and Masculinity” [COMM0055671]
2. Commissioned Report: David Hofmann, Lorne Dawson and Willa Greythorn “Core Definitions of Canadian Mass Casualty Events and Research on the Background Characteristics and Behaviours of Lone-Actor Public Mass Murderers” [COMM0059219]
3. Commissioned Report: Kristy Martire and Tess Neal, “Rigorous Forensic Psychological Assessment Practices (Part I and II)” [COMM0058934 & COMM0058935]
4. Commissioned Report: Jude McCulloch and JaneMaree Maher “Understanding the Links between Gender-Based Violence and Mass Casualty Attacks: ‘Private’ Violence and Misogyny as Public Risk” [COMM0053826]
5. Kamaldeep S Bhui, Madelyn H Hicks, Myrna Lashley and Edgar Jones, “A public health approach to understanding and preventing violent radicalization” (2012) 10:16 BMC Medicine [Relativity ID to follow]



Roundtable: Mass casualties: sociology, psychology, and prevention  
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6. Rusan Lateef and Angelique Jenney, "Understanding Sexually Victimized Male Adolescents With Sexually Abusive Behaviors: A Narrative Review and Clinical Implications," (2021) 22:5 Trauma, Violence, & Abuse 1169 [Relativity ID to follow]
7. Sharon Shahid & Megan Duzor "VOA Special Report History of Mass Shootings," VOA News (1 June 2021), online: <<https://projects.voanews.com/mass-shootings/>> [Relativity ID to follow]  
NOTE: We suggest you review the electronic version as it contains enhanced graphics that cannot fully be reproduced in a static document.
8. Jennifer Skeem & Edward Mulvey "What role does serious mental illness play in mass shootings, and how should we address it?" (2020) 19:1 Criminology & Public Policy 85 [Relativity ID to follow]

## ROUNDTABLE MEMBERS

**Facilitator: Krista Smith, Legal Policy Officer, Research and Policy Team**

### **Mr. Tristan Bridges**

Tristan Bridges is Associate Professor and Vice Chair of the Sociology Department and Faculty Affiliate with the Feminist Studies Department at the University of California, Santa Barbara (United States) and currently serves as Co-Editor of the journal *Men and Masculinities*. He received his PhD in Sociology from the University of Virginia. Dr. Bridges' research is broadly concerned with shifts in gender and sexual identities focusing on inequalities and violence.

### **Professor David C Hofmann**

Dr. David C. Hofmann is an Associate Professor of Sociology and the Director of the Criminology and Criminal Justice Program at the University of New Brunswick Fredericton Campus. He is a nationally-recognized expert on far-right extremism and violence, and has an extensive experience conducting funded research in this area with governmental partners.

### **Dr. Angelique Jenney**

Angelique Jenney, MSW, PhD, RSW is an Associate Professor and the Wood's Homes Research Chair in Children's Mental Health in the Faculty of Social Work, at the University of Calgary. Dr. Jenney has 25 years of experience in intervention and prevention services within the gender-based violence, child protection and children's mental health sectors. Her community-based research and practice interests focus on the impact of intimate partner violence (IPV) on children and families including: family-based interventions for childhood trauma; child protection responses to IPV cases; and the use of reflective, simulation-based learning approaches to training both social work students and practitioners in the field.



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**Ms. Tara Leigh Tober**

Tara Tober is a Lecturer in the Sociology Department at the University of California, Santa Barbara. She is a cultural sociologist who studies the way we navigate difficult pasts and events.

## 15-15 Roundtable: Mass Casualties, Intimate Partner Violence, Gender-Based Violence, and Family Violence: Exploring the Connections



### Roundtable: Mass casualties, intimate partner violence, gender-based violence, and family violence: exploring the connections

**DATE:** July 18, 2022

**LOCATION:** Harbourfront Marriott, Halifax

**TIME:** 9:30 AM – 12:30 PM (Halifax)

#### CORE THEMES

This roundtable will address the following core themes:

1. The relationship between forms of violent behaviour that tend to be understood as “*private*” such as intimate partner violence, gender-based violence and family violence and mass casualties that are characterized as “*public*” violence.
2. How moving away from the private/public distinction would generate new understandings of potential preventative strategies, interventions, and responses to mass casualties.
3. Research into the underlying causes of and factors that enable intimate partner violence, gender-based violence, family violence, and mass casualty incidents, and the relevance of this research to policy-making.

#### DOCUMENTATION

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Commissioned Report: Tristan Bridges and Tara Leigh Tober “Mass Shootings and Masculinity” [COMM0055671]
2. Commissioned Report: David Hofmann, Lorne Dawson and Willa Greythorn “Core Definitions of Canadian Mass Casualty Events and Research on the Background Characteristics and Behaviours of Lone-Actor Public Mass Murderers” [COMM0059219]
3. Commissioned Report: Jude McCulloch and JaneMaree Maher “Understanding the Links between Gender-Based Violence and Mass Casualty Attacks: ‘Private’ Violence and Misogyny as Public Risk” [COMM0053826]
4. Patricia Cullen et al, “Intersectionality and invisible victims: Reflections on data challenges and vicarious trauma in femicide, family and intimate partner homicide research” (2021) 36:5 Journal of Family Violence 619 [Relativity ID to follow]



Roundtable: Mass casualties, intimate partner violence, gender-based violence, and family violence: exploring the connections

5. Amanda Dale, "Gun control and women's rights in Context: Reflections of the Applicant on Barbra Schlifer Community Clinic v Canada" (2017) 13 JL & Equality 61 [Relativity ID to follow]
6. Liza H Gold, "Domestic Violence, Firearms, and Mass Shootings" (2020) 48:1 Journal of the American Academy of Psychiatry and the Law 35 [Relativity ID to follow]
7. Alison Marganski, "Making a murderer: the importance of gender and violence against women in mass murder events" (2019) 13:9 Sociology Compass e12730 [Relativity ID to follow]

## ROUNDTABLE MEMBERS

**Facilitator: Dr. Emma Cunliffe, Research and Policy Director**

### **Dr. Wendy Cukier**

Wendy Cukier is a professor in the Ted Rogers School of Management at Toronto Metropolitan University (formerly Ryerson University) where she also teaches and supervises in the Graduate Program on Public Policy. She is the coauthor, with Vic Sidel, past president of the American Public Health Association, of the book *The Global Gun Epidemic: From Saturday Night Special's to AK 47* and the author of many articles, reports and presentations on aspects of gun violence. She has served on a number of expert panels and provided expert testimony on cases related to firearms violence, death and injury as well as systemic discrimination. She is the co-founder and president of the Coalition for Gun Control which is supported by more than 200 organizations including victims groups, women's groups, policing, health care and community organizations. She has a PhD in Management Science, an MBA, MA and two honorary degrees and has received many awards in recognition of her community work.

### **Dr. Amanda Dale**

Dr. Amanda Dale is an activist, legal scholar and non-profit sector consultant. She is best known for her decade as the Executive Director of the Barbra Schlifer Clinic, Canada's comprehensive gender-based violence legal, counselling and language interpretation clinic in Toronto. Amanda has 40 years experience working in municipal, provincial, national, international, multicultural, urban, and remote contexts including an advanced role in direct access to justice service development, test case litigation, Charter challenges and appellate work, as well as international human rights advocacy. Amanda is the 2013 recipient of the YWCA Woman of Distinction Award for Social Justice. She holds a Bachelor's Degree, Joint Specialist in Political Science and Women's and Gender Studies; a Masters in Social and Political Thought from the University of Sussex; a Masters in International Human Rights Law from the University of Oxford (MSt); and a Ph.D. from Osgoode Hall Law School.

### **Dr. Myrna Dawson**

Myrna Dawson is a Professor of Sociology and Research Leadership Chair, College of Social and Applied Human Sciences, University of Guelph. She is the Founder and Director of the Centre for the Study of Social and Legal Responses to Violence (CSSLRV; [www.violenceresearch.ca](http://www.violenceresearch.ca)) and the Canadian Femicide Observatory for Justice & Accountability (CFOJA; [www.femicideincanada.ca](http://www.femicideincanada.ca)). For 10 years, Dawson held a Canada Research Chair in Public Policy in Criminal Justice (2008-2018). She has spent more than two



Roundtable: Mass casualties, intimate partner violence, gender-based violence, and family violence: exploring the connections

decades researching social and legal responses to violence with emphasis on violence against women, children, femicide and filicide.

**Dr. JaneMaree Maher**

JaneMaree Maher (PhD; LLB) is Professor in the Centre for Women's Studies and Gender Research, Sociology, and Associate Dean Graduate Research in the Faculty of Arts at Monash University. JaneMaree's research is focused in three key areas of gendered social science: paid and unpaid work, food, care and family structures, and gendered violences. The intensification and responsabilisation of women's mothering in food and family violence have been central to her recent research.

**Dr. Alison Marganski**

Alison Marganski, Ph.D., is Associate Professor and Director of Criminology at Le Moyne College in Syracuse, New York, USA. Her research focuses on the intersection of gender and violence using interdisciplinary and intersectional approaches. She is an internationally recognized expert who has published on various topics including but not limited to cyber/technology-facilitated violence, intimate partner violence, sexual violence, and mass murder, and she has experience working with survivors of violence, persons who have perpetrated violence, and justice-related professionals.

**Dr. Jude McCulloch**

Emeritus Professor McCulloch is a criminologist and an experienced legal practitioner. She was the inaugural Director of the Monash Gender and Family Violence Prevention Centre. Her research focuses on family violence, policing and the connections between family violence and mass casualty attacks. Her research includes numerous contracted projects evaluating the effectiveness of the implementation of the Victorian Family Violence Royal Commission (2016) recommendations.

**Dr. Barbara Perry**

Barbara Perry is a Professor in the Faculty of Social Science and Humanities at Ontario Tech University, and the Director of the Centre on Hate, Bias and Extremism. She also holds a UNESCO Chair in Hate Studies, a field in which she has written extensively. She is generally recognized as the leading Canadian expert on hate crime and right-wing extremism. She is regularly called upon by policy makers, practitioners, and local, national and international media as an expert on hate crime and right-wing extremism.





July 19, 2022

## **Roundtable: Police and institutional understanding and responses to intimate partner violence and family violence**

**DATE:** July 20, 2022 (Morning)

**LOCATION:** Harbourfront Marriott, Halifax

**TIME:** 9:30 AM – 12:30 PM (Halifax)

### **CORE THEMES**

This roundtable will address the following core themes:

1. The barriers to effective police and other institutional responses to intimate partner violence and family violence
2. Cultural aspects of these barriers and how can they be addressed
3. Promising and best practices in police and institutional responses (Canadian and international)

### **DOCUMENTATION**

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Commissioned Report: Carmen Gill and Mary Elizabeth Aspinall "Violence in Relationships" [COMM0058937]
2. Commissioned Report: Benjamin Goold "Exercising Judgment: Understanding Police Discretion in Canada" [COMM0058373]
3. Lori Chambers, Deb Zweep & Nadia Verrelli, "Paternal Filicide and Coercive Control: Reviewing the Evidence in *Cotton v Berry*" (2018) 51:3 UBC Law Review 671 [COMM0059796]
4. Lori Chambers & Nadia Verrelli "A Missed Opportunity: The Public Investigation into the Conduct of the RCMP in Matters Involving Nicole (Ryan) Doucet" (2017) 32:1 Canadian Journal of Law and Society 117-136 [COMM0059797]
5. Patrina Duhaney "Contextualizing the Experiences of Black Women Arrested for Intimate Partner Violence in Canada"(2021) Journal of Interpersonal Violence 1-28 [COMM0059800]
6. Jennifer Koshan, Janet Eaton Mosher and Wanda Anne Wiegers, "A Comparison of Gender-Based Violence Laws in Canada: A Report for the National Action Plan on Gender-Based Violence Working Group on Responsive Legal and Justice Systems" (2021) [COMM0059764]

7. L. Jane McMillan with Pam Glode-Desrochers & Paula Marshall “Examining Police Policies and Practices in Mi’kma’ki – Pathways to Positive Policing Relationships” (2020) [COMM0059129]  
**NOTE: See especially pp 57, 78-81, 84-5, 91-92, 97, 103, 111-13**
8. PowerPoint: Final Report to Government Presentation Dr Nancy Ross & Cary Ryan, “A Review of Pro-Arrest, Pro-Charge and Pro-Prosecution Policies: Redefining Responses to Domestic Violence” [COMM0059802]
9. Cary Ryan, Dominic Silvio, Tara Borden & Nancy M. Ross “A review of pro-arrest, pro-charge, and pro-prosecution policies as a response to domestic violence” (2022) 22:1 Journal of Social Work 211–238 [COMM0059813]

## **ROUNDTABLE MEMBERS**

**Facilitator: Krista Smith, Legal Policy Officer, Research and Policy Team**

### **Dr. Lori Chambers**

Dr. Lori Chambers is Professor in the Department of Gender and Women's Studies at Lakehead University, Thunder Bay campus. She teaches courses in feminist theory, gender-based violence, the history of women and the law, and reproductive justice. She is the author of 4 monographs and over 75 articles and book chapters and is an expert in intimate partner abuse and coercive control.

### **Dr. Patrina Duhaney**

Dr. Patrina Duhaney is an Assistant Professor in the Faculty of Social Work at the University of Calgary. Her research focuses on Black women's experiences of intimate partner violence and with police. Dr. Duhaney has over 14 years of experience working with various marginalized populations, including women and children exposed to IPV, youth in conflict with the law, children, youth and adults with multiple disabilities and young parents.

### **Dr. Carmen Gill**

Dr. Carmen Gill is a professor in the Department of Sociology at the University of New Brunswick. Dr. Gill works in partnership with police agencies in Canada. Her research focuses on police intervention in intimate partner violence (IPV), domestic homicide and treatment of perpetrators and victims through the criminal justice system. Dr. Carmen Gill is currently leading a national research project entitled: Coercive control, risk assessment and evidence of intimate partner violence: Police response.

### **Dr. Nancy Ross**

Nancy Ross is an Assistant Professor in the School of Social Work, Dalhousie University and has social work degrees from Dalhousie University and a PhD in Peace Studies and International Development from Bradford University, UK. Her previous work as a clinical therapist in Mental Health and Addiction Services motivates her research interests in calling attention to the prevalence and impacts of adverse childhood



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experiences and gendered violence and in defining better measures of intervention and prevention. She applies a feminist peacebuilding and violence and trauma-informed lens to her work.



July 19, 2022

## Roundtable: Police and institutional understanding and responses to sexual violence and other forms of gender-based violence

**DATE:** July 20, 2022 (Afternoon)

**LOCATION:** Harbourfront Marriott, Halifax

**TIME:** 1:30 – 4:30 PM (Halifax)

### CORE THEMES

This roundtable will address the following core themes:

1. The barriers to effective police and other institutional responses to sexual violence and other forms of gender-based violence
2. The cultural aspects of these barriers and how can they be addressed
3. Promising and best practices in police and institutional responses (Canadian and international)

### DOCUMENTATION

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Commissioned Report: Benjamin Goold “Exercising Judgment: Understanding Police Discretion in Canada” [COMM0058373]
2. Michel Bastarache, “Broken Dreams Broken Lives: The Devastating Effects of Sexual Harassment on Women in the RCMP” Final Report on the Implementation of the Merlo Davidson Settlement Agreement (2020) [COMM0058301]  
**NOTE: We ask that you read the executive summary and chapters 4 and 5.**
3. “Colonization as Gendered Oppression” Chapter 4 in Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls volume 1a (2019) [COMM0058342]
4. Isabel Grant and Janine Benedet, “The “Statutory Rape” Myth: A Case Law Study of Sexual Assaults against Adolescent Girls” (2019) 31:2 CJWL 266 [COMM0059803]
5. Clare Heggie, Lois Jackson, & Audrey Steenbeek “Assessing Sexualized Violence Services and Supports for Women in Rural Nova Scotia: A Qualitative Study” (2022) 2:1 Healthy Populations Journal 38-54 [COMM0059804]

6. Elspeth Kaiser-Derrick "Pathways Through Feminist Theories, into the System" in *Implicating the System: Judicial Discourses in the Sentencing of Indigenous Women* (Winnipeg: University of Manitoba Press, 2019) [Relativity ID to follow]
7. Deepa Mattoo, "The Barbra Schlifer Legal Clinic and Ontario's Independent Legal Advice Project" (2018) 43:1 *LawNow* 22. [COMM0059807]
8. Robyn Maynard "Policing Black Lives: State Violence in Canada from Slavery to the Present" (2017) Fernwood Publishing [COMM0059808]
9. RCMP "Sexual Assault Investigations Best Practice Guide: Contract and Aboriginal Policing National Criminal Operations" (2017) [COMM0059860]
10. The Canadian Feminist Alliance for International Action (FAFIA) "The Toxic Culture of the RCMP: Misogyny, Racism and Violence against Women in Canada's National Policy Force" (2022) [COMM0059795]
11. Lucinda Vandervort, "Affirmative Sexual Consent in Canadian Law, Jurisprudence, and Legal Theory" (2012) 23:2 *Colum J Gender & L* 395. [COMM0059853]
12. Summary of Susan Butlin's interactions with RCMP and RCMP actions taken in response to these interactions (prepared by Mass Casualty Commission). [COMM0059861]

## ROUNDTABLE MEMBERS

**Facilitator: Dr. Emma Cunliffe, Research and Policy Director**

### **Ms. Emilie Coyle**

Emilie Coyle is the Executive Director of the Canadian Association of Elizabeth Fry Societies. She is a lawyer, whose experience in civil society has taken her from Canada's west, to the east, and she now makes her home in Ottawa with her two children – Maia and Niko – and her partner, Adam. Emilie is passionate about the power of community and actively pursues ways to animate community-building.

### **Professor Isabel Grant**

Isabel Grant is a professor of law at the Allard School of Law at the University of British Columbia. She specializes in violence against women and girls with a particular interest in disability. She teaches courses on homicide, sentencing and mental health law. She is a fellow of the Royal Society of Canada.

### **Ms. Lana MacLean**

Lana MacLean is a practicing clinical social worker with over 25 years of experience work with members of the African, Black and Caribbean (ABC) in Nova Scotia and Ontario. Lana holds a Bachelor in Arts in Community studies and a bachelor and Masters degree in social work. Lana has worked with Black women and Black youth negatively impacted in the area of I/P and sexualized violence. Lana works from a race and trauma inform lens as part of her clinical formulations and treatment. Lana has been the co-creator of



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Impact of Race and Cultural Impact Assessment. Presently, Lana has been blitzing IRCA in Family Court matters.

### **Ms. Sunny Marriner**

Ms. Sunny Marriner is the National Project Lead for the Improving Institutional Accountability Project which reviews police and criminal justice system responses to sexual violence. She is the co-creator of the Violence Against Women Case Review (VACR) model of independent review of police investigation and charging decisions, which is currently in use in 28 Canadian communities across five provinces. Sunny has provided frontline advocacy and counselling to survivors of sexual violence for over 25 years through Canada's network of independent, community-run sexual assault centres, including with the Sexual Assault Support Centre of Ottawa and as the former executive director of the Ottawa Rape Crisis Centre. Sunny serves in numerous provincial and national advisory roles for best practices in legal and police responses to sexual violence, particularly with marginalized and criminalized women and girls.

### **Ms. Deepa Mattoo**

Deepa Mattoo is the Executive Director of the Barbra Schlifer Commemorative Clinic as well as an Adjunct Professor at Osgoode Hall Law School. Deepa's work is focused on ending gender-based violence, including forced marriage. Deepa has appeared before parliamentary committees and United Nations civil society meetings, commissions, and courts on human rights issues and has provided education to those working with forced marriage survivors, racialized non-status women, and immigration law clients within the context of gender-based violence.

### **Dr. Pamela Palmater**

Dr. Pamela Palmater is a Mi'kmaq lawyer and member of Eel River Bar First Nation. She has a doctorate in law from Dalhousie University; has been a lawyer in good standing for 23 years; and previously worked as senior legal counsel for Justice Canada in the Atlantic Region. She currently serves as Professor and Chair in Indigenous Governance at Toronto Metropolitan University. Her extensive research on the Royal Canadian Mounted Police formed the basis of her submissions to the National Inquiry into Missing and Murdered Indigenous Women and Girls; her submissions to the United Nations Special Rapporteur on violence against women; and her contributions as co-author on the recent report entitled "The Toxic Culture of the RCMP: Misogyny, Racism, and Violence Against Women in Canada's National Police Force."



July 19, 2022

## Roundtable: Intimate partner violence, gender-based violence, and family violence: personal and community responses

**DATE:** July 21, 2022

**LOCATION:** Harbourfront Marriott, Halifax

**TIME:** 9:30 AM – 12:30 PM (Halifax)

### CORE THEMES

This roundtable will address the following core themes:

1. What do we know about the social and material conditions that nurture and sustain gender-based violence? How can these conditions be addressed/transformed?
2. What are the barriers to community-based interventions and support, particularly in the rural context? How can these barriers be addressed?
3. What support services are available to women who experience these forms of violence?
4. What does work? What are some of the promising/best practices with respect to personal and community responses? (Canadian and International)

### DOCUMENTATION

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Canadian Association of Elizabeth Fry Societies (CAEFS) and the Native Women's Association of Canada (NWAC), "Women and the Canadian Legal System: Examining Situations of Hyper-Responsibility" (2008) 26: 3/4 Canadian Women Studies 94 [COMM0059794]
2. Diane Crocker "The system is hard to get to know' Home for Good: Research Report" (2018) [COMM0059764]
3. Pamela Cross & Paula Wansbrough "Going the Distance: Supporting Rural and Remote Survivors with Family Law Issues" (2016) [Relativity ID to follow]
4. Deborah Doherty & Jennie Hornosty, "Abuse in a Rural and Farm Context" in *Understanding Abuse: Partnering for Change*, Mary Lou Sterling, Catherine Ann Cameron, Nancy Nason-Clark and Baukje Miedema, eds, (Toronto: University of Toronto Press, 2004) [Relativity ID to follow]
5. Clare Heggie, Lois Jackson & Audrey Steenbeek "Accessing Sexualized Violence Services and Supports for Women in Rural Nova Scotia: A Qualitative Study" (2022) 2:1 Healthy Populations Journal 38 [COMM0059804]

6. Jennifer Koshan, Janet Eaton Mosher and Wanda Anne Wieggers, "A Comparison of Gender-Based Violence Laws in Canada: A Report for the National Action Plan on Gender-Based Violence Working Group on Responsive Legal and Justice Systems" (2021) [COMM0059764]
7. Nova Scotia Advisory Council on the Status of Women, Neighbours, Friends and Families: How to Talk to Someone Who Abuses Their Partner (n.d.) [COMM0059826]
8. Nova Scotia Advisory Council on the Status of Women, Neighbours, Friends and Families: Safety Planning (n.d.) [COMM0059827]
9. Mass Casualty Commission, "Policies on gender-based violence intimate partner violence and family violence" [Relativity ID to follow]

## **ROUNDTABLE MEMBERS**

**Facilitator: Krista Smith, Legal Policy Officer, Research and Policy Team**

### **Ms. Pamela Cross**

Pamela Cross is a feminist lawyer and the Legal Director at Luke's Place Support and Resource Centre in Durham Region, Ontario. Her work focuses on gender-based violence, in particular, intimate partner abuse, and its intersections with legal systems. She writes and speaks extensively on this topic and recently appeared as an expert witness at an inquest into a triple femicide in Ontario.

### **Dr. Deborah Doherty**

Dr Deborah Doherty recently retired as the executive director of Public Legal Education and Information Service of New Brunswick. During her 30-year career she conducted numerous family violence research studies that examined the clustering of risks factors associated with intimate partner violence and/or female domestic homicide. She was the co-principal researcher on a ground-breaking study examining family violence on the farm and in rural communities.

### **Ms. Emma Halpern**

Emma Halpern is a lawyer, activist and the Executive Director of the Elizabeth Fry Society of Mainland NS (EFMNS). In this role she works to address the systemic issues that criminalize women and gender diverse people. EFMNS has urban and rural offices and regularly works to monitor the conditions of confinement for those incarcerated in the Prison for Women in Truro, NS. Prior to this role Emma was the Equity and Access Officer at the Nova Scotia Barristers' Society and also ran a number of restorative justice initiatives throughout the province.

### **Professor Janet Mosher**

Janet Mosher is an Associate Professor of Law at Osgoode Hall Law School, York University and Co-Director of the Feminist Advocacy: Ending Violence Against Women Clinical Program. For more than two decades her research has focused on intimate partner violence and the responses of various legal domains, including criminal, family, immigration, refugee, and child welfare law. Her current research addresses the access to justice barriers survivors encounter, particularly when they must navigate multiple legal domains.





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**Ms. Lorraine Whitman**

Lorraine Whitman, Grand Mother White Sea turtle and former President of Native Women Association of Canada. Grand Daughter of the late Chief Louis Peters and daughter of late Chief Joseph Peters and Elder Doris nee Brooks.

Born and raised in Middleton, Nova Scotia and graduated from Grant MacEwan Community College and University of Alberta as a Rehabilitation Practitioner. Lorraine had worked on her First Nation community of Glooscap for a total of 30 years, 17 years as an elected councillor, Social Development Officer, Education Councillor, and continued her education at Yellowquill College as a Diabetes Initiative Worker. In 2017, Lorraine was elected as the President of Nova Scotia Native Womens Association and in 2019 Lorraine was elected as the President for Native Women Association of Canada. Throughout her working career she has advocated and defending the rights for the Indigenous people and the women, girls and gender diverse community. Over the past 5 years she has concentrated on the Missing Murdered indigenous Women and Girls.

**Dr. Rachel Zellars**

Rachel Zellars is a lawyer, Senior Research Fellow and Associate Professor at Saint Mary's University. Her research focuses the history of gender-based violence (GBV) in the lives of Black women in North America and transformative justice approaches to GBV and other forms of violence. She also serves as the Advisory Board Chair for *Advancing Gender Equity for Black Women, Girls and Gender Diverse Peoples in Canada*, a WAGE funded project focused on transformative justice and the law. For the last year, she served as a research fellow in the Canada School of Public Service.



September 2, 2022

## Roundtable: Contemporary Community Policing, Community Safety and Well-being

**DATE:** September 7, 2022

**TIME:** 9:30 AM – 4:00 PM (Atlantic Daylight Time)

### CORE THEMES

This roundtable will address the following core themes:

1. Best practices for community policing;
2. Necessary considerations for inclusive community policing and safety that is responsive to diversity and diverse needs;
3. Approaches to community safety that are grounded in community engagement and community mobilization.

### DOCUMENTATION

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Commissioned Report: Christopher Murphy & Cal Corley “Community-Engaged Rural Policing: The Case for Reform and Innovation in Rural RCMP Policing” [Relativity ID to follow]
2. Board of the Police Commissioner’s Subcommittee to Define Defunding Police “Defunding the Police: Defining the Way Forward for HRM” (2022) [COMM0058412]  
NOTE: The most relevant content of this report is at Chapters 6, 6A, 6C, and 7
3. Canadian Municipal Network on Crime Prevention “Topic Summary Rural Crime Prevention” (2020) [Relativity ID to follow]
4. Council of Canadian Academies “Toward Peace, Harmony, and Well-Being: Policing in Indigenous Communities” (2019) The Expert Panel on Policing in Indigenous Communities, Council of Canadian Academies. [Relativity ID to follow]  
NOTE: Please read pp xii-xviii in particular
5. Sulaimon Giwa “Community policing in racialized communities: A potential role for police social work” (2018) 28:6 Journal of Human Behavior in the Social Environment 710-730 [Relativity ID to follow]
6. Halifax Regional Municipality “Community Mobilization Teams” (2019) [Relativity ID to follow]
7. Halifax Regional Municipality “Public Safety Strategy 2018-2022: Making Halifax a safe place to live, work, learn and play” (2017) [Relativity ID to follow]



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8. J.V.N. Hawkes “Mobilizing and engaging your community to reduce victimization and reinvest police resources” (2016) 1:2 Journal of Community Safety and Well-Being 21-25. [Relativity ID to follow]
9. Murray Sawatsky, Rick Ruddell, & Nicholas A. Jones “A quantitative study of Prince Albert’s crime/risk reduction approach to community safety” (2017) 2:1 Journal of Community Safety and Well-Being 3-12. [Relativity ID to follow]
10. Scottish Government “Scotland’s National Performance Framework Our Purpose, Values and National Outcomes” (2022) [Relativity ID to follow]
11. Peter Somerville “Understanding community policing” (2009) 32:2 Policing: An International Journal 261-277 [Relativity ID to follow]
12. Anthony Thomson & Don Clairmont “The Annapolis Valley” (2013) in Mahesh K. Nalla & Graeme R. Newman (Eds) Community Policing in Indigenous Communities. CRC Press. [Relativity ID to follow]

## ROUNDTABLE MEMBERS

**Facilitator: Dr. Emma Cunliffe, Director of Research and Policy**

### **Mr. Cal Corley**

Cal Corley is the CEO of the Community Safety Knowledge Alliance (CKSA). Cal is a former Assistant Commissioner of the RCMP. From 2008 – 2014, he was head of the Canadian Police College and also served as the RCMP Senior Envoy to Mexico and the Americas. Over the course of his career, he gained extensive experience in both operations and executive management, serving in such areas as detachment policing, national security, criminal intelligence, drug enforcement, human resources, and leading strategic reform initiatives. He also served on secondments at Canada’s Privy Council Office and at Public Safety Canada.

### **Dr. Sulaimon Giwa**

Dr. Giwa is the endowed chair in criminology and criminal justice at St. Thomas University in Fredericton, as well as an associate professor and associate dean of social work at Memorial University. He has a diverse background in the criminal justice system, having previously worked as a community parole officer at an Indigenous healing lodge and as a clinical case manager for a gang exit initiative. His research on racial profiling practices in policing has included invited consultations and internships with Correctional Services Canada and several police forces, including the Ottawa Police Service, and he was commissioned by the Independent Civilian Review of Missing Persons Investigations in 2020 to examine systemic bias in police investigations involving racialized 2SLGBTQIA+ persons, after the serial murders of several gay men of colour in Toronto between 2010 and 2017.



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Community Safety and Well-being

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### **Dr. Jamie Livingston**

Dr. Jamie Livingston is an Associate Professor in the Department of Criminology at Saint Mary's University. His research examines issues at the intersection of the mental health, substance use, and criminal justice systems. Dr. Livingston is currently studying community-based approaches for responding without the police to people experiencing a mental health crisis.

### **Professor Denise Martin**

Professor Denise Martin is Professor of Criminology at Abertay University in Scotland and Associate Director of the Scottish Institute of Police Research. She has been researching on police related issues for over 15 years on various issues, including police preventative partnerships, emergency service collaboration and learning and development. She has worked with a range of agencies including Police Scotland, the Home Office and the Scottish Prison Service. Her interests are in relation to police organisational change and learning.

### **Dr. Chris Murphy**

Dr. Chris Murphy has been involved in research, teaching, publishing and consulting on policing policy and reform in Canada for over 40 years. He did his PhD Dissertation on small town RCMP and Municipal Policing in Nova Scotia. He was a senior policy researcher for the federal government's initiative on community policing and recently retired after 30 years as Professor of Sociology at Dalhousie University and the University of King's College.

### **Dr. Hugh C. Russell**

Dr. Hugh C. Russell is a social psychologist with over 50 years of experience enabling community to take more responsibility for its own development and well-being. Author of *Transforming Community Policing: Mobilization, Engagement and Collaboration* (Emond Publishing, 2017), Russell has spent the last 30 years working with police and other security services on developing strategies for increasing community safety. He is the architect of a community policing model, and community safety and well-being planning model, that are being adapted across Canada.

### **Dr. Amy Siciliano**

As Public Safety Advisor for Halifax Regional Municipality, Amy leads the municipality in its journey toward holistic, collaborative approaches to community safety and wellbeing. She is passionate about championing community-led solutions to local problems, and creative ways to harness the inherent strengths of community. With a PhD in Urban Geography, she is well skilled at synthesizing experiential knowledge with scientific research to bring a robust evidence-base to decision-making.



Roundtable: Contemporary Community Policing,  
Community Safety and Well-being

September 2, 2022

**AGENDA**

**WEDNESDAY 7 SEPTEMBER, 2022**

9:30 – 9:35 am      **Opening Remarks**      (5mins)

9:35 am – 12:30 pm      **Facilitated Discussion**      (3 hours)  
**Roundtable: Contemporary Community Policing, Community Safety and Well-being**

Health Break included      Facilitator:      **Dr. Emma Cunliffe**

This roundtable will address the following core themes:

1. Best practices for community-based policing;
2. Necessary considerations for inclusive community policing and safety that is responsive to diversity and diverse needs;
3. Police approaches to community safety that are grounded in community engagement and community mobilization.

12:30 – 1:30 pm      **Lunch**      (1 hour)

1:30 – 4:00 pm      **Participant Roundtable**      (2.5 hours)

During this portion of the roundtable, Participant representatives will be invited to join the discussion with roundtable members. Conversation will continue within the roundtable format.

4:00 pm      **End of Day**



September 6, 2022

## Roundtable: The Structure of Policing in Nova Scotia

**DATE:** September 8, 2022

**TIME:** 9:30 AM – 4:00 PM (Atlantic Daylight Time)

### CORE THEMES

This roundtable will address the following core themes:

1. The present structure of policing in Nova Scotia, and its history
2. Evaluating the current structure of policing in Nova Scotia
3. Potential approaches for reform or restructuring policing in Nova Scotia

### DOCUMENTATION

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. Commissioned Report: Barry MacKnight “The Structure of Policing in Nova Scotia in April 2020” [COMM0040450]
2. Board of the Police Commissioner’s Subcommittee to Define Defunding Police “Defunding the Police: Defining the Way Forward for HRM” (2022) [COMM0058412]  
NOTE: The most relevant content for this roundtable appears at chapters 2 and 5.
3. Jessica Bundy “Nova Scotia’s Best Kept Secret’: African Nova Scotian Perceptions of the Police in Digby” (2017) Master’s Thesis, Acadia University [Relativity ID to follow]  
NOTE: Please read pages 81-105 & 134-138
4. Harry Critchley “The Role of Municipal Police Boards in Addressing the ‘Democratic Deficit’ in Canadian Police Governance” (2022) [COMM0063532]
5. Current Policing Service Delivery in Nova Scotia- Internal Report of the Working Group to the Policing Solutions; 2012 Steering Committee [COMM0000328]
6. L. Jane McMillan “An Evaluation of the Implementation and Efficacy of the Marshall Inquiry Recommendations in Nova Scotia A Tripartite Forum Justice Committee Project: Executive Summary” (2014) [Relativity ID to follow]
7. L. Jane McMillan with Pam Glode-Desrochers & Paula Marshall “Examining Police Policies and Practices in Mi’kma’ki – Pathways to Positive Policing Relationships” (n.d.) [COMM0059129]  
NOTE: Please read pages 1-7 & 15-70

8. Royal Commission on the Donald Marshall, Jr., Prosecution “Digest of Findings and Recommendations” (1989) [Relativity ID to follow]
9. Province of Nova Scotia Provincial Police Service Agreement (2012) [COMM0043270]
10. RCMP Provincial Police Service Agreement (2022) Public Safety and Security Division and Finance and Treasury Board [COMM0050709]
11. Scot Wortley “Halifax, Nova Scotia: Street Checks Report” researched and written for Nova Scotia Human Rights Commission (2019) [COMM0058299]

## ROUNDTABLE MEMBERS

### Facilitator: Dr. Emma Cunliffe, Director of Research and Policy

#### Chief James Butler

He is currently the Chief of Police for the Kentville Police Service and has been in this role just under 1 year. He was briefly a Constable In Kentville before assuming this role (about 9 months) He has come full circle as he was a Constable In Kentville for a term in 1992. Chief James Butler had retired from the Halifax Regional Police at the end of 2020, in the position of Deputy Chief- Support. He was in HRP for 28 years He was very fortunate to assume a variety of roles and was exposed to just about every aspect of policing. The vast majority of his early career was spent between Patrol and in the Criminal Investigation Division. He was the Professional Standards officer for over 1 year. As a senior officer he was the first Information Management Officer, a Patrol Support Officer and then a short period as the Superintendent of CID before promotion to Deputy Chief.

#### Mr. Harry Critchley

Mr. Critchley recently graduated from the Schulich School of Law and he is now an Articled Clerk in the Dartmouth Criminal Office at Nova Scotia Legal Aid. Prior to earning his JD, he spent several years as an educator and researcher for several organizations, including the Access to Justice and Law Reform Institute of Nova Scotia. Mr. Critchley serves on the Board of Police Commissioners for HRM. Mr. Critchley also serves as co-chair of the East Coast Prison Justice Society and Vice Chair of the Board of Directors for the Elizabeth Fry Society of Mainland Nova Scotia.

#### Ms. Hayley Crichton

Hayley Crichton is originally from Toronto, Ontario, where she received her Bachelor of Arts honours degree from York University. Hayley then moved to Newfoundland and Labrador to pursue a Masters Degree and Doctorate in sociology, specializing in criminal justice. Hayley joined the Nova Scotia Department of Justice after experience as a published academic, university instructor, policy consultant, and public servant, approximately two years ago. She is currently the Executive Director of Public Safety and Security Division, acting in the role since May 2021 and permanently appointed November 2021.

### **Ms. Heidi Marshall**

Ms. Marshall is a member of Membertou First Nation; she has been involved with implementation of the Marshall Report recommendations in Nova Scotia. She is also the co-founder of the Jane Paul Indigenous Resource Centre in Sydney, NS, which is the only centre east of Montreal specifically for Indigenous women in high-risk situations, living off-reserve. She also serves as president of the Mi'kmaq Circle of Hope Society, a non-profit Society that supports and passes on Indigenous grandmothers' knowledge, practices and traditions. Ms. Marshall has a Bachelor of Arts degree with a major in Political Science from Cape Breton University, a Bachelor of Law at Dalhousie University, and a Masters of Education from Mount Saint Vincent University.

### **Dr. L. Jane McMillan**

Dr. Jane McMillan is Chair of the Department of Anthropology, and the Special Advisor, Indigenous Research and Learning Partnerships, at St. Francis Xavier University. She is the author of the award-winning *Truth and Conviction: Donald Marshall Jr. and the Mi'kmaq Quest for Justice*. She conducts community-engaged research with First Nations on policing, Indigenous justice, treaty rights implementation and resource governance.

### **Retired Deputy Chief William Moore (O.O.M.)**

Mr. Moore is presently the Public Safety Project Lead at Halifax Regional Municipality. He was formerly the Executive Director of the Canadian Association of Chiefs of Police and previous to that was the Deputy Chief of Police in Halifax. Mr. Moore has focused on matters of emergency communications and technology throughout his policing career. He was the chair of the Canadian Interoperability Technology Interest Group (CITIG) from 2010 to 2014, a non-profit focused on increasing interoperability within emergency response partners within Canada and abroad. He also managed the design, build and transition to Integrated Emergency Services, the 911 call-taking and police/fire dispatch in Halifax. Mr. Moore holds a master's degree in criminology from Cambridge University and a BSc. In Psychology from Dalhousie University.

### **Dr. Scot Wortley**

Dr. Wortley is a Professor in the Centre for Criminology and Sociological Studies at the University of Toronto. Professor Wortley has studied police stop and search activities, use of force, and public attitudes toward police. He has published a number of research studies and reports on these topics, including a 2019 report for the Nova Scotia Human Rights Commission.





Roundtable: The Structure of Policing in Nova Scotia  
September 6, 2022

**AGENDA**

**THURSDAY 8 SEPTEMBER, 2022**

9:30 – 9:35 am	<b>Opening Remarks</b>	(5mins)
9:35 am – 12:30 pm	<b>Facilitated Discussion</b> <b>Roundtable: The Structure of Policing in Nova Scotia</b>	(3 hours)
Health Break	Facilitator: <b>Dr. Emma Cunliffe</b>	
	This roundtable will address the following core themes:	
	<ol style="list-style-type: none"><li>1. The present structure of policing in Nova Scotia, and its history</li><li>2. Evaluating the current structure of policing in Nova Scotia</li><li>3. Potential approaches for reform or restructuring policing in Nova Scotia</li></ol>	
12:30 – 1:30 pm	<b>Lunch</b>	(1 hour)
1:30 – 4:00 pm	<b>Participant Roundtable</b>	(2.5 hours)
	During this portion of the roundtable, Participant representatives will be invited to join the discussion with roundtable members. Conversation will continue within the roundtable format.	
4:00 pm	<b>End of Day</b>	



September 12, 2022

## Roundtable: Police oversight, supervision and accountability

**DATE:** September 14, 2022

**LOCATION:** DoubleTree Hilton Dartmouth

**TIME:** 9:30 AM – 4:00 PM (Atlantic Daylight Time)

### CORE THEMES

This roundtable will address the following core themes:

1. The two elements of oversight of policing, namely governance and accountability.
2. The relationships between oversight, supervision, discretion and independence of operational decision-making.
3. Effective models of oversight including the regulation of discretion and ensuring effective oversight while preserving operational independence.

The governance of policing means the legal and structural framework within which police provide policing services and which ensures that the police fulfil its function under the law and while respecting community norms. Various models of governance exist within Canadian policing, from civilian boards (e.g. Toronto Police Service) to national governance that reports directly to the Minister of Public Safety (RCMP). In many Canadian provinces, including Nova Scotia, more than one governance system is in effect. Accountability in policing describes the processes by which (individual and institutional) police conduct is reviewed and evaluated. It includes the mechanisms by which the public can make complaints about police. These matters have been addressed in many prior reports, documented in the environmental scan.

### DOCUMENTATION

Roundtable members will be provided with the following documents to assist with their preparation. These will also be tabled as exhibits:

1. David H Bayley & Philip C Stenning, *Governing the Police: Experience in Six Democracies* (London: Routledge, 2016) chapter 3. [Relativity ID to follow]
2. Civilian Review & Complaints Commission for the RCMP, *Annual Report, 2020-2021* (Minister of Public Works and Government Services, June 2021) [Relativity ID to follow]
3. Civilian Review & Complaints Commission for the RCMP, *Report on Public Complaints by Province and Territory: Nova Scotia, 2020 – 2021*. [Relativity ID to follow]



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4. Independent Civilian Review into Matters Relating to the G20 Summit (Toronto Police Services Board) (Ontario) [COMM0058295]  
NOTE: Please read chapter 2.
5. Jihyun Kwon, “Misconduct Mismanagement: the Rule of Law, Independent Oversight, and Accountability” (draft PhD dissertation, August 2022). [Relativity ID to follow]  
NOTE: Please read Chapter 3.
6. Erick Laming & Grant Valentine, “Police Governance in Canada: Variations and Disparities across Police Services Boards” (2022) 65:1 Canadian Public Administration 7 – 27. [Relativity ID to follow]
7. Ian Loader, Revisiting the Police Mission, The Police Foundation Insight Paper No. 2, March 2020 [Relativity ID to follow]
8. Office of the Nova Scotia Police Complaints Commissioner and the Nova Scotia Police Review Board, Annual Report 2021 (Province of Nova Scotia, 2022). [Relativity ID to follow]
9. Kent Roach “Conclusion” (2022) in Canadian Policing Why and How It Must Change 173-191 [Relativity ID to follow]
10. Kanika Samuels-Wortley, “To Serve and Protect Whom? Using Composite Counter-Storytelling to Explore Black and Indigenous Youth Experiences and Perceptions of the Police in Canada” (2021) 00:0 Crime & Delinquency 1 – 21. [Relativity ID to follow]
11. Kanika Samuels-Wortley, “Black on Blue Will Not Do: Navigating Canada’s Evidence-Based Policing Community as a Black Academic – A Personal Counter-Story” (2022) 27 Sociology of Crime, Law and Deviance 63 – 80. [Relativity ID to follow]
12. Philip C. Stenning, “Re-thinking governance and accountability of police and policing: David Bayley’s contributions to the debates” (2021) 45:3 International Journal of Comparative and Applied Criminal Justice 249-267 [Relativity ID to follow]
13. United Nations Office on Drugs and Crime “Handbook on police accountability, oversight and integrity” (2011) [Relativity ID to follow]

## ROUNDTABLE MEMBERS

**Facilitator: Dr. Emma Cunliffe, Director of Research and Policy**

### **Dr. Holly Campeau**

Dr. Holly Campeau is an Assistant Professor of Sociology and Criminology at the University of Alberta, specializing in the intersection between criminology, cultural sociology, and sociology of law. She is also Senior Researcher with the Global Justice Lab at the Munk School of Global Affairs & Public Policy at the University of Toronto, focusing on justice reform. Dr. Campeau received her PhD (2016) in Sociology from the University of Toronto, where she split her time between the Department of Sociology and the Centre for Criminology and Sociolegal Studies. Her research involves fieldwork and qualitative methods to examine the cultural structures and processes underlying law, policing and criminal justice.



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### **Inspector Stephen J. Gloade (Ret.)**

Steve is a proud member of the Millbrook First Nation located in Nova Scotia. Steve spent 27 years in the Royal Canadian Mounted Police and has worked successfully with many, local, provincial, federal and international organizations and countries. Steve also served as one of four Critical Incident Commanders for the RCMP in Saskatchewan dealing with any hostage takings, armed and barricaded person or persons shooting at police and or public.

### **Dr. Benjamin Goold**

Dr Benjamin Goold is a Professor at the Allard School of Law. He holds degrees in law and economics from the University of Tasmania, as well as a BCL and doctorate from the University of Oxford. His major research interests include privacy rights, the use of surveillance technologies by the police and intelligence communities, and the rhetoric and language of human rights. Professor Goold has served as Specialist Legal Advisor to a major House of Lords inquiry into surveillance and data collection in Britain, and is currently a member of the BC Information and Privacy Commissioner's External Advisory Board.

### **Ms. Jihyun Kwon**

PhD Candidate in Criminology and Sociolegal Studies at the University of Toronto. Her doctoral research focuses on accountability, oversight, and administrative governance of police conduct in Ontario. She was the Advisor to the Independent Expert at the Ministry of the Solicitor General in Ontario, where she worked to help enforce the terms of a human rights consent order in detention and correctional facilities.

### **Ms. Micheline Lahaie**

Micheline Lahaie was appointed as Chairperson of the Civilian Review and Complaints Commission for the Royal Canadian Mounted Police on January 2, 2019. Ms. Lahaie is a 30-year veteran of the Canadian Armed Forces, retiring at the rank of Commander. During her time in service, she was posted to Saint-Jean-sur-Richelieu, Esquimalt, Halifax, Kingston, and the National Capital Region. She participated in multiple NATO exercises, and deployments with the Royal Canadian Navy, including Operation SHARP GUARD, a naval blockade assisting United Nations' peacekeeping efforts in Yugoslavia, and OPERATION APOLLO, Canada's military contribution to the United States-led international campaign against terrorism.

### **Dr. Bethan Loftus**

Dr Loftus is a Senior Lecturer in Criminology and Criminal Justice at Bangor University. Her research focuses on various aspects of policing and security, with an emphasis on police culture.

### **Professor Kent Roach**

Kent Roach is Professor of Law at the University of Toronto Faculty of Law. He is a graduate of the University of Toronto and of Yale, and a former law clerk to Justice Bertha Wilson of the Supreme Court of Canada. Professor Roach has been editor-in-chief of the *Criminal Law Quarterly* since 1998. In 2002, he was elected a Fellow of the Royal Society of Canada. In 2013, he was one of four academics awarded a Trudeau Fellowship in recognition of his research and social contributions. In 2015, he was appointed a



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Member of the Order of Canada. In 2016, named (with Craig Forcese) one of the top 25 influential lawyers in Canada (change-maker category) by *Canadian Lawyer*. He was awarded the Molson Prize for the social sciences and humanities in 2017.

**Dr. Kanika Samuels-Wortley**

Dr. Kanika Samuels-Wortley is an Assistant Professor at Toronto Metropolitan University and Visiting Fellow at the School of Regulation and Global Governance (RegNet) at Australian National University. Her research explores the intersection of race, racism and the criminal justice system and seeks to better understand how racial bias and discrimination impact Black and Indigenous peoples' experience and perceptions of law enforcement in Canada. Dr. Samuels-Wortley's research has been published in various national and international peer-reviewed journals. Furthermore, she has presented her research on systemic racism in policing in both provincial and federal inquiries, including the *House of Commons Standing Committee on Public Safety and National Security*.



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**AGENDA**

**WEDNESDAY 14 SEPTEMBER, 2022**

9:30 – 9:35 am      **Opening Remarks**      (5 mins)

9:35 am – 12:30 pm      **Facilitated Discussion**      (3 hours)  
**Roundtable: Roundtable: Police oversight, supervision and accountability**

Health Break

Facilitator:      **Dr. Emma Cunliffe**

This roundtable will address the following core themes:

1. The two elements of oversight of policing, namely governance and accountability.
2. The relationships between oversight, supervision, discretion and independence of operational decision-making.
3. Effective models of oversight including the regulation of discretion and ensuring effective oversight while preserving operational independence.

12:30 – 1:30 pm      **Lunch**      (1 hour)

1:30 – 4:00 pm      **Participant Roundtable**      (2.5 hours)

During this portion of the roundtable, Participant representatives will be invited to join the discussion with roundtable members. Conversation will continue within the roundtable format.

4:00 pm      **End of Day**

**16 Sample Foundational Document  
(RCMP Public Communications, April 18-19, 2020)**



**MASS CASUALTY  
COMMISSION**  
**COMMISSION  
DES PERTES MASSIVES**

**RCMP Public  
Communications,  
April 18–19, 2020**

**Foundational Document**

**Prepared by: Counsel for the Mass Casualty Commission  
Version 3.1 (Exhibit)**



RCMP Public Communications, April 18–19, 2020  
Foundational Document  
Mass Casualty Commission

June 2, 2022

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**NOTE 1:** This document is based on an analysis of materials available to the Mass Casualty Commission as of June 2, 2022. Further production and investigation are ongoing. Should new information reveal inaccuracies in this document, an addendum may be issued.

**NOTE 2:** Foundational documents should be read and understood in light of, and in conjunction with, hearing testimony received by the Commission. Witnesses that may have provided evidence relevant to the present document include S/Sgt. Steve Halliday, Paul Mason, Michael Hallows, and Rodney Legge.

**NOTE 3:** This document contains sensitive and disturbing material. Please read this information about the potential of being affected and/or overwhelmed when hearing, talking about, and/or reading distressing material:

Sometimes thinking, reading, or hearing about a distressing or emotionally overwhelming experience can remind us of circumstances that are upsetting and disturbing. It can bring up a specific thought pattern or memory that is difficult to think about and could cause psychological distress. Having an immediate short-term effect like this would be a usual way to feel. This is often referred to in literature as having a “triggering effect” or a “flooding of distressing memories.”

If you are experiencing distress and overwhelming emotions you can call the **Nova Scotia Provincial Crisis Line**. This service is available twenty-four hours a day, seven days a week. It is open to persons of all ages, and you can call for yourself or because you have concern for someone else. The Nova Scotia Provincial Crisis Line is aware they may receive some additional calls and are ready and prepared to take your call as needed. You do not have to be in a crisis to call, and nothing is too big or too small a reason to reach out. The staff responding when you phone are skilled crisis clinicians. They can also provide the contacts for other 24/7 crisis services if you live outside of Nova Scotia. The number is **1-888-429-8167**.

**NOTE 4:** The identities of youth witnesses have been anonymized in this document in accordance with statutory obligations.

**SUBJECT MATTER**

This document addresses the RCMP’s communications with the public from the start of the mass casualty on April 18, 2020, until approximately 12:00 p.m. on April 19, 2020. Information on communications from the RCMP to the public that occurred after the mass casualty is contained in the *Public Communications from the RCMP and Governments About the Mass Casualty* Foundational Document. The current foundational document reviews interactions within the critical incident command team and interactions between the critical incident command team and the strategic communications unit of the RCMP. The document references the timing and substance of social media releases to the public. It also discusses consideration of the Alert Ready notification tool. Further information about the Alert Ready system is contained in the *Alert Ready in Nova Scotia* Foundational Document. Brief mention is made in this document about the 911 call of the Blair and McCully children, the shooting of Constable Chad Morrison, Joseph Webber’s vehicle, and the homicides of Lillian Campbell, Kristen Beaton, and Heather O’Brien.

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## RCMP Public Communications, April 18–19, 2020: Foundational Document

### SPECIAL TERMS

Alert Ready	The public-facing name of the National Alert and Aggregation Dissemination System (NAADS) and supporting national initiative
Authorized Government User	Federal, provincial, territorial, or municipal government agencies that have entered into a formal agreement with Pelmorex Communications Inc. to access the NAAD System and make their alerts available to distributors
BOLO	Be on the Lookout
CIC	Critical Incident Commander
CIIDS	Computer Integrated Information and Dispatching System
Command Post	The RCMP's critical incident command post set up at the Great Village and District Volunteer Fire Brigade hall in Great Village, Nova Scotia
CrOps	RCMP Criminal Operations
DEOC	RCMP Divisional Emergency Operations Centre
DNR	DNR: The Nova Scotia provincial Department of Natural Resources, properly identified at the time of the mass casualty as the Department of Lands and Forestry
DPO	RCMP District Policing Officer
EMO	Nova Scotia Emergency Management Office (also NS EMO)
EMS	RCMP Emergency Management Section

H-Division/H-Div	Nova Scotia Royal Canadian Mounted Police
NAAD System	National Alert Aggregation and Dissemination System
OCC	RCMP Operational Communications Centre
PCC	Emergency Management Office, Provincial Coordination Centre
PIO	RCMP Public Information Officer
PROS	Police Reporting and Occurrence System (RCMP computer database)
Trusted Source	A provincial government department, a local municipality, a telecom provider, a utility provider, a police force, or any other source that EMO has determined to be accurate and trustworthy

### KEY PARTICIPANTS

Chief Superintendent (C/Spt.) Chris Leather	RCMP, Criminal Operations Officer, H-Division
Superintendent (Spt.) Archie Thompson	RCMP, District Policing Officer, Northeast Nova District
Inspector (Insp.) Dustine Rodier	RCMP, Officer in Charge, Operational Support and Communications Centre, H-Division
Staff Sergeant (S/Sgt.) Jeff West	RCMP, Critical Incident Commander, H-Division
S/Sgt. Brian Rehill	RCMP, Risk Manager at OCC, overnight April 18–19, 2020
S/Sgt. Bruce Briers	RCMP, Risk Manager at OCC, morning of April 19, 2020
S/Sgt. Steve Ettinger	RCMP, Risk Manager at OCC (volunteer duty), April 19, 2020
S/Sgt. Steve Halliday	RCMP, Operations Officer and Advisory Non-Commissioned Officer, Northeast Nova (West), Stellarton and Antigonish Detachments
S/Sgt. Addie MacCallum	RCMP, Pictou County District; Acting Northeast Nova District Advisor Non-Commissioned Officer (DANCO)
S/Sgt. Allan "Al" Carroll	RCMP, District Commander, Colchester County District, Bible Hill Detachment

RCMP Public Communications, April 18–19, 2020  
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Constable (Cst.) Stuart Beselt	RCMP, Bible Hill Detachment, Colchester County
Cst. Heidi Stevenson	RCMP, Enfield Detachment, Hants East District
Lia Scanlan	RCMP, Director of Strategic Communications Unit
Kayla Rees	RCMP, Assistant to the Director of Strategic Communications Unit
Corporal (Cpl.) Jennifer Clarke	RCMP, Public Information Officer, Strategic Communications Unit
Cpl. Lisa Croteau	RCMP, Public Information Officer, Strategic Communications Unit
Cindy Bayers	RCMP, Senior Communications Advisor, Strategic Communications Unit
Regis Dudley	RCMP, Communications Advisor, Strategic Communications Unit
Cindy MacKenzie	RCMP, Communications Advisor, Strategic Communications Unit
Glenn Mason	RCMP, EMS Emergency Planning Coordinator
Cpl. Shawn Reynolds	RCMP, DEOC Director
Paul Mason	NS EMO, Executive Director
Michael Bennett	NS EMO, Incident Management Division, Training and Exercise Officer/PCC Incident Commander
Jason Mew	NS EMO, Director of Incident Management Division
Rod Legge	NS EMO, Manager of Information Systems, Alert Ready Lead
Dominic Fewer	NS EMO, Emergency Management Planning Officer
Aaron MacEachern	NS EMO, Geographic Information Systems Analyst

## SUMMARY

*Please note that the content in this section is intended to assist readers with knowing what to expect in the detailed narrative below; it is not intended to present a comprehensive overview of all available information. A chronological list of all of the RCMP's public communications during the mass casualty is included at the beginning of the detailed narrative.*

1. At 10:47 p.m. on April 18, 2020, the RCMP district commander for Colchester County, Staff Sergeant (S/Sgt.) Al Carroll, contacted Operational Communications Centre (OCC) dispatch supervisor Jen MacCallum to inquire whether community members in Portapique could be contacted by 911 and warned to shelter in place. OCC staff used an internal RCMP computer database to attempt to find telephone numbers for residents in the area and call them with the warning.
2. At 11:16:29 p.m., Constable (Cst.) Stuart Beselt spoke with the on-duty risk manager, S/Sgt. Brian Rehill, over the Colchester radio. He asked if "some kind of emergency broadcast" was being sent to warn people to shelter in place. S/Sgt. Rehill responded that the "911 map" was being used to contact as many residents as possible.
3. At 11:20:56 p.m., S/Sgt. Rehill contacted the on-call RCMP public information officer (PIO) of the Strategic Communications Unit, Corporal (Cpl.) Lisa Croteau, at home. S/Sgt. Rehill informed her about the developing situation in Portapique. Cpl. Croteau issued the first public communication of the mass casualty, at 11:32 p.m., via the @RCMPNS Twitter account.
4. The next morning, at approximately 4:55 a.m. on April 19, 2020, S/Sgt. Steve Halliday asked Cpl. Croteau to attend at the RCMP Command Post in Great Village to provide media communications support. At approximately 6:00 a.m., Cpl. Croteau spoke with Lia Scanlan, the director of the Strategic Communications Unit, and updated her on the situation.
5. Between 7:15 a.m. and 7:27 a.m. on April 19, 2020, RCMP members became aware from multiple sources that the perpetrator owned a fully marked replica RCMP cruiser. Ms. Scanlan spoke with S/Sgt. Halliday and S/Sgt. Addie MacCallum shortly before 8:00 a.m., and S/Sgt. MacCallum sent her a photograph of the perpetrator and Lisa Banfield shortly thereafter. It is presently unclear to the Commission whether a subsequent email, with photographs of the perpetrator's replica RCMP vehicle attached, was sent to Ms. Scanlan around this time as well. The second and third RCMP tweets were released at 8:02 a.m. and 8:54 a.m., respectively. The 8:54 a.m. tweet included the photo of the perpetrator, with Ms. Banfield cropped out.
6. At 8:44 a.m., Cst. Heidi Stevenson of the Enfield RCMP detachment inquired to RCMP OCC (also known as dispatch) about whether a media release describing the perpetrator's replica RCMP cruiser was being released to the public. S/Sgt. Carroll and S/Sgt. Bruce Briers spoke by phone about Cst. Stevenson's inquiry at approximately 9:00 a.m. At 9:08 a.m., S/Sgt. Carroll emailed S/Sgt. Briers: "Thought was given to give release about vehicle, but decision was made not to."

7. In his Mass Casualty Commission interview, S/Sgt. Halliday was asked about the email between S/Sgt. Briers and S/Sgt. Carroll. He stated that it was “absolutely inaccurate” to say that the request to release the vehicle’s description had been denied. S/Sgt. Halliday stated that “[t]here was no...no point ever at any point did I have any conversation with anyone who denied any release of any information.”
8. Notwithstanding the 9:08 a.m. email, it appears that preparations for such a release were underway shortly before 9:00 a.m. on April 19, 2020. By 9:40 a.m., a draft tweet describing the replica RCMP cruiser and including a photograph of the vehicle had been prepared and forwarded to S/Sgt. MacCallum for approval. S/Sgt. MacCallum did not reply, possibly because he was responding to the Wentworth homicide dispatch. The request for approval was forwarded to S/Sgt. Halliday at 9:45 a.m., and approval was granted at 9:49 a.m.
9. At 9:47 a.m., RCMP Cpl. Rodney Peterson saw the perpetrator on Highway 4 in Glenholme. At 9:49 a.m., residents in Glenholme called 911 to report that the perpetrator was at their home. At 10:04 a.m. and 10:10 a.m. respectively, the RCMP posted about the perpetrator’s presence in Glenholme on Twitter and Facebook.
10. At 10:17 a.m., the public was first alerted by the RCMP, via the @RCMPNS Twitter account, that the perpetrator was driving a replica RCMP cruiser. The 10:17 a.m. tweet included a photo of the vehicle with a circle around the fake 28B11 call sign. Posts noting that the perpetrator was in Central Onslow or Debert, driving what appeared to be an RCMP vehicle, and wearing what appeared to be an RCMP uniform were made on Facebook at 10:19 a.m. and Twitter at 10:21 a.m.
11. Between 10:26 a.m. and 10:39 a.m., the RCMP issued an email media release and posted messages to Facebook and Twitter noting that updates on the active shooter situation would be provided via Twitter.
12. At 11:04 a.m., the RCMP tweeted that the perpetrator was last sighted heading southbound on Highway 102 in Brookfield. At 11:06 a.m., another tweet updated that the perpetrator was driving a small silver Chevrolet SUV. At 11:24 a.m., a tweet indicated the vehicle was a silver Chevrolet Tracker and the perpetrator was last seen in the Milford area.
13. At 11:35 a.m., the RCMP tweeted that the suspect may be in an RCMP uniform but was not an RCMP employee. At 11:40 a.m., the RCMP issued their last tweet of the mass casualty, stating that the perpetrator was “in custody.” This information was posted on Facebook at 11:41 a.m.
14. It appears that the use of Nova Scotia’s “Alert Ready” public alerting system was first considered at approximately 8:19 a.m. on April 19, 2020, by employees of Nova Scotia’s Emergency Management Office (EMO). The EMO is the authorized government user of the Alert Ready system. EMO can broadcast public alerts to cell phones, radio, and television at the request of a trusted source, which includes the RCMP. The EMO’s executive director, Paul Mason, called

employees into the EMO's Provincial Coordination Centre (PCC) in the event that a request might be forthcoming from the RCMP.

15. At 9:33 a.m., the EMO advised their broadcast disseminator that they were on stand-by in the event that the RCMP requested use of Alert Ready.
16. At 10:32 a.m., Paul Mason instructed Emergency Management Planning Officer Dominic Fewer to contact the RCMP. Efforts were made to speak with a member at the RCMP's Divisional Emergency Operations Centre (DEOC) for direction, but could not get through. At 10:39 a.m., a civilian member from the RCMP's Emergency Management Section (EMS), Glenn Mason, was identified as a point person who would contact the EMO PCC.
17. At 11:14 a.m., Michael Bennett, the EMO's incident commander at the PCC, called Glenn Mason. He advised Mr. Mason that EMO Incident Command was prepared and ready to use the Alert Ready messaging system upon request by the RCMP.
18. At 11:17 a.m., Glenn Mason called the OCC to inquire whether the RCMP wanted a public alert sent via the Alert Ready system. After a brief telephone exchange, Mr. Mason was told to go ahead with a public alert. Glenn Mason relayed this information to Michael Bennett at 11:21 a.m. The request to issue a public alert, therefore, was made minutes before the perpetrator was killed in Enfield, at 11:25 a.m.
19. No Alert Ready messages were broadcast in relation to the mass casualty.

## DETAILED NARRATIVE

*Please note that the detailed narrative that follows is broadly but not exclusively set out in chronological order. Where appropriate, threads of a similar issue or event have been grouped together to provide a more cohesive picture of what happened.*

### RCMP H-Division Strategic Communications Unit

20. According to the RCMP's *Instructions/SOP for Risk Managers Re Media Relations duties*: "The RCMP has a duty to inform the public on public safety issues." The document further states:

Please note if there was a significant public safety or public interest issue (homicide etc.), the Strategic Communications Unit would be engaged by the CrOps Officer to manage situations of that nature.

CrOps stands for Criminal Operations. On April 18 and 19, 2020, the CrOps officer for H-Division in Nova Scotia was Chief Superintendent (C/Spt.) Chris Leather.

- SOP Media Relations for Risk Managers 2019-07-30: COMM0043156 at p. 2



- Note: SOP stands for Standard Operating Procedure.
  - Statement of C/Spt. C. Leather: COMM0036064
21. The Strategic Communications Unit of H-Division RCMP – often referred to as “Strat Comms” – is responsible for public communications from the RCMP. The Strategic Communications Unit drafts media releases and communications from the RCMP to the public, sends them for translation, sends them to news agencies, and publishes them to the RCMP’s website, Facebook, and Twitter. It is also responsible for liaising with media outlets and other stakeholders.
- Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at pp. 2, 5–6
  - Mass Casualty Commission interview of Cpl. L. Croteau: COMM0015504 at pp. 2–4
  - SOP Media Relations for Risk Managers 2019-07-30: COMM0043156 at p. 2
22. On April 18, 2020, the Strategic Communications Unit consisted of:
- Lia Scanlan, director of Strategic Communications Unit;
  - Kayla Rees, assistant to Lia Scanlan;
  - Cindy Bayers, senior communications advisor;
  - Regis Dudley and Cindy MacKenzie, communications advisors;
  - Cpls. Lisa Croteau and Jennifer Clarke, RCMP public information officers; and
  - Cpl. Jeff Peddle.
- Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at pp. 2–3
  - Mass Casualty Commission interview of Insp. D. Rodier: COMM0015496 at pp. 42–44
  - Employee Organizational Chart for Operation H-Strong: COMM0007032
  - Note: According to Cpl. Croteau in her interview with the Mass Casualty Commission, the term “public information officer” replaced “media relations officer” as the scope of their role involved more than dealing with the media. She stated that as a public information officer, her role is to provide information to the public and the media. See: Mass Casualty Commission interview of Cpl. L. Croteau: COMM0015504 at p. 3.
  - Note: During the events of April 18 and 19, 2020, the RCMP’s social media posts were posted by various members of the Strategic Communications Unit. See: H-Strong Communication Product Timeline: COMM0037113.

23. On April 18 and 19, 2020, the RCMP used Twitter and Facebook as the two primary methods of communicating directly with the public. In her interview with the Mass Casualty Commission, Cpl. Croteau described the process for a Tweet being issued:

Lisa CROTEAU [00:36:18] Well, the way it works is if the detachment wants us to send something out, they would provide the information and we would usually word it. Like, if it's a news release or if it's ... we have a certain format or a different ... like I said, we try to speak to Grade 4, so we try to ... or Grade 6, my apologies, but so we'll ... we might change a few like, words just to make it sound better. But it's the information that comes from the detachment or ... or if it's something more serious, then the CIC [critical incident commander] or whoever.

- Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at pp. 12–15
  - Mass Casualty Commission interview of Cpl. L. Croteau: COMM0015504 at p. 14
24. Twitter is a social media platform where account holders can post public messages that can be read by any person with access to the internet, provided that the content is not set to private.
- See: <https://help.twitter.com/en/resources/new-user-faq>, which states: “[...] If your Tweets are public, anyone who runs a search for a keyword in your Tweet may be able to see that message.”
25. Facebook is a social media platform where account holders can share a variety of content that can be read by anyone with access to the internet, provided that the content is not set to private.
- See: <https://www.facebook.com/help/1297502253597210>, which states: “Facebook Pages are public spaces. Anyone who can see the Page can see your post or comment. When you post or comment on a Page, a story can be published in News Feed and other places on Facebook.”
26. According to Lia Scanlan, H-Division RCMP had active Twitter and Facebook accounts and had used these platforms as its primary means of communicating with the public “for eight or nine years.” While the RCMP had a presence on YouTube, Twitter was the preferred method of public news alerting, due to the perceived large number of people and news organizations that followed the RCMP Twitter feed. She explained the RCMP’s use of social media as follows:

Lia SCANLAN [00:36:59] Okay. So, for our social media accounts, we only have Facebook and Twitter and that's a good thing. There's other platforms, TikTok, they don't serve a function in policing right now, as far as I can see. We have YouTube also, but it's evolved ... Facebook and Twitter evolve themselves. When we first had them, Twitter wasn't basically for news and Facebook wasn't basically for this, but they've evolved so that Facebook is more of a platform where you can write lots of things, put pictures, people comment, there's no shortage of

characters, and it can be more of a public relations tool, like a traditional public relations tool. Whereas Twitter, there's very much an expectation with Twitter by any organization or corporation that exists in that platform, that it's ... it's breaking news, it's relevant, it's current, it's ... So, within our world, it's ... for us, it's news. For us, it's our way to tell our own story. That's what it evolved to for us. So, we have been for, I can't tell you how many years now, I'd have to ... but let's say eight or nine years, using Twitter as ... Twitter and Facebook as our primary means of communicating to the public.

...

So, we use Twitter as a tool to amplify whatever it is we're communicating, and every news outlet has followed us for as long as we've created the tool like, when we ... when we started using those tools, we sent out a news release. And it's just the way we've done business here for years. So, but Twitter on its own, separate to the RCMP, that's very much what it is ...

- Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at pp. 10, 12–13
  - Mass Casualty Commission interview of Cpl. L. Croteau: COMM0015504 at pp. 12–13
  - Note: It is the Commission's understanding that on April 18 and 19, 2020, the RCMP's Twitter feed was "public."
  - Note: A document entitled "H Strong II\_Social Media Analytics\_Portapique" appears to have been prepared by the assistant to the director of the Strategic Communications Unit, Kayla Rees, with a draft date of March 25, 2021 (COMM0048884). This document purports to provide "analytics" data for the Twitter and Facebook posts published by the RCMP on April 18 and 19, 2020. It should be noted that the document does not specify *when* any particular user engaged with the material (be it during the mass casualty or post-event), does not provide a description of the methodology of the analysis, and does not offer any assurances regarding the accuracy of the data. See also: H-Div Social Media Stats Analysis: COMM0048897.
27. The RCMP also used email to provide at least one media release to media organizations during the mass casualty. According to Cpl. Croteau, the Strategic Communications Unit uses an email distribution list to send out news releases to "all the news agencies."
- Mass Casualty Commission interview of Cpl. L. Croteau: COMM0015504 at p. 12
  - Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at p. 15
28. In her interview with the Mass Casualty Commission, Lia Scanlan described delivering information to the public on April 19, 2020, using a "tag team approach" between four colleagues: herself, Regis Dudley, Cpl. Jen Clarke, and Cindy Bayers. She explained that "any information that we were given, we Tweeted out. And that's essentially what formed all of our information to the public."

- Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at p. 15
29. Lia Scanlan also told the Mass Casualty Commission that her experiences during and after the shootings in Moncton, New Brunswick, on June 4, 2014, informed her approach during the mass casualty. She explained that she had taken over the communications role at the Codiac RCMP detachment during the Moncton shootings and was lead drafter of the subsequent report produced by retired commissioner Alphonse MacNeil (the MacNeil Report, released in January of 2015). Ms. Scanlan described how these experiences informed her approach on April 18 and 19, 2020: “I went right back to Codiac, to be honest, because it was very similar for me in what my function is...what am I telling the public and what am I asking them to do? Like, what’s the call to action, like, what is it that we’re saying?”
- Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at pp. 3, 4, 9
  - Note: Section 8 and the List of Recommendations section of the MacNeil Report speak to the use of social media by the RCMP during critical incidents. See the MacNeil Report: COMM0050842 at pp. 22–35; COMM0050843 at pp. 79–80.
30. The MacNeil Report noted that, given the late hour at which the incident in Moncton began – 7:20 p.m. – “traditional media was not the immediate channel to get information to the public” as local news would not be broadcast freely until the next day. As a result, the Report stated that “social media was the quickest and most effective way to reach people in the shortest period of time” and that the information would be shared widely. The Report concluded:
- It is recognized that social media (Twitter and Facebook) is being utilized by RCMP Communications sections on a regular basis. In this case it was extremely valuable when used in conjunction with news releases, news conferences and media availabilities as ways to communicate directly to the public. It helped build credibility and maintained the organization’s reputation as an accurate and authoritative source for information during this crisis.
- MacNeil Report: COMM0050843 at p. 25
31. In an affidavit provided to the Mass Casualty Commission, Lia Scanlan explained the approval process for the release of tweets as follows:
- [13.] With respect to the approval process for the release of tweets in general, it depends on the circumstance. For example, an employee from the Strategic Communications unit might be directed to release a tweet to warn the public about icy road conditions. This would be a matter that falls within the unit and no outside approval process is required.

[14.] In an active policing situation, where Strategic Communications has been engaged to release information to the public, they would have any proposed tweet approved by their RCMP contact in the field before releasing it to the public.

[15.] The RCMP contact in the field is the member in charge of a particular [sic] policing response or whomever has been delegated the task of liaising [sic] with Strategic Communications by the person in charge. There is no requirement for this member to be of a specific rank. For example, it could be a constable responding to a motor vehicle collision that is causing a road closure.

- Affidavit of Lia Scanlan: COMM0057343 at paras. 13-15

32. Ms. Scanlan's affidavit also addressed the H-Division Strategic Communications Unit's use of its "Tweet Bank." Ms. Scanlan explained that the Tweet Bank resides on a shared drive and is accessible to all employees in the unit. She described it as an "evergreen" document that changes and expands over time as new tweets are developed in response to varied situations. She described the rationale for the bank as follows:

[5.] The Strategic Communications [sic] unit created the Tweet Bank as an efficiency measure. Employees found that, over time, they were crafting the same types of tweets addressing similar themes in their communications with the public on a variety of issues. These common issues include road closures, weather events, public safety events such as school lockdowns, and traffic-related matters such as speeding and impaired driving.

[6.] Template tweets were crafted in both English and French and were designed to be tailored to a specific policing and/or public safety event as needed. For example:

Due to an investigation, (street name) in #(name of community) is shut down while #RCMPNS gather evidence. #RCMPNS	Enquête en cours : la rue (street name), à #(name of community), est fermée à la circulation pendant que les policiers travaillent à amasser des preuves. #GRCNÉ
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- Affidavit of Lia Scanlan: COMM0057343 at paras. 3-6, 17
33. Ms. Scanlan's affidavit explains that there are no policies or guidelines in place regarding the use of the Tweet Bank, and no obligation to use it; it is just a resource that may be referred to instead of drafting original tweets in every circumstance. Draft tweets may be used as drafted, or adapted to fit the circumstances.
- Affidavit of Lia Scanlan: COMM0057343 at paras. 9-10
34. Exhibit "A" to Ms. Scanlan's affidavit attached a number of draft tweets from the H-Division Strategic Communications Unit Tweet Bank. It includes the following draft messages:

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RCMP responding to complaints of an active shooter in/around (LOCATION). The area is near (large landmark or community name or event name). Avoid the area. Residents: Stay inside & away from windows; lock doors.	La GRC répond à des plaintes concernant un tireur actif à (LIEU). La région est proche de (grand point de repère ou nom de la communauté ou nom de l'événement). Évitez la région. Résidents : Restez l'intérieur et éloignez-vous des fenêtres ; verrouillez les portes. Appelez le 911 si quelqu'un se trouve sur votre propriété.
#RCMPNS asking people to avoid the area of XX and XX due to an ongoing incident. We will provide more details as soon as we can.	Incident à XX. Veuillez éviter le secteur. Plus de détails à venir! #GRC #GRCNÉ
#RCMPNS is responding to a firearms complaint in the XX area. The public is asked to avoid the area and stay in their homes with doors locked at this time.	La #GRC se trouve actuellement sur les lieux d'une plainte concernant des armes à feu sur la rue/le chemin/la route XX, à XX. Évitez le secteur! Si vous habitez le quartier, restez chez vous et verrouillez les portes. #GRC #GRCNÉ
At this time we can confirm shots fired and multiple fatalities. The incident is ongoing. We will release confirmed info as soon as we can. Please continue to avoid the area of XX. #RCMPNS	Des coups de feu ont été tirés dans le secteur de _____, et des personnes sont décédées. Veuillez éviter le secteur. Plus de détails suivront sous peu. #GRCNÉ
Please continue to avoid area of XX. An incident has resulted in at least XX people killed. We will release confirmed info as soon as we can. #RCMPNS	Un incident a causé la mort de __ personnes dans le secteur de la rue/du chemin/de la route XX, à XX. Veuillez éviter le secteur. Plus de détails à venir! #GRC #GRCNÉ
Police remain on scene of shooting on XX. Please avoid the area. Due to volume of calls, please refrain from calling the police directly and in an emergency, call 911. #RCMPNS	Des coups de feu ont été tiré dans le secteur de la rue/du chemin/de la route XX, à XX. La police est actuellement sur les lieux. Veuillez éviter le secteur. En raison du nombre d'appels reçus n'appellez pas la police directement. Si c'est urgent, composez le 911! #GRCNÉ

- Affidavit of Lia Scanlan: COMM0057343 at Exhibit "A"

**Timeline of Public Communications on April 18 and 19, 2020**

No.	Date	Time	Platform	Text
1	April 18, 2020	11:32 p.m.	Twitter	#RCMPNS is responding to a firearms complaint in the #Portapique area. (Portapique Beach Rd, Bay Shore Rd and Five Houses Rd.) The public is asked to avoid the area and stay in their homes with doors locked at this time.
2	April 19, 2020	8:02 a.m.	Twitter	#RCMPNS remains on scene in #Portapique. This is an active shooter situation. Residents in the area, stay inside your homes & lock your doors. Call 911 if there is anyone on your property. You may not see the police but we are there with you. #Portapique.
3	April 19, 2020	8:54 a.m.	Twitter	51-year-old [perpetrator's name] is the suspect in our active shooter investigation in #Portapique. There are several victims. He is considered armed & dangerous. If you see him, call 911. DO NOT approach. He's described as a white man, bald, 6'2-6'3 with green eyes. [photo attached]
4	April 19, 2020	9:12 a.m.	Facebook	RCMPNS is responding to a firearms complaint in the #Portapique area. (Portapique Beach Rd, Bay Shore Rd and Five Houses Rd.). We remain on scene. This is an active shooter situation. Residents in the area, stay inside your homes & lock your doors. Call 911 if there is anyone on your property. You may not see the police but we are there with you. 51-year-old [perpetrator's name] is the suspect in our active shooter investigation in #Portapique. There are several victims. He is considered armed & dangerous. If you see him, call 911. DO NOT approach. He's described as a

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				white man, bald, 6'2-6'3 with green eyes. [photo attached]
5	April 19, 2020	10:04 a.m.	Twitter	#RCMPNS is advising people to avoid Hwy 4 near Hidden Hilltop Campground in #Glenholme. [perpetrator's name] is in the area. Please stay inside your homes and lock your doors. #Portapique.
6	April 19, 2020	10:10 a.m.	Facebook	#RCMPNS is advising people to avoid Hwy 4 near Hidden hilltop Campground in #Glenholme. [perpetrator's name] is in the area. Please stay inside your homes and lock your doors. #Portapique.
7	April 19, 2020	10:17 a.m.	Twitter	#Colchester: [perpetrator's name] may be driving what appears to be an RCMP vehicle & may be wearing an RCMP uniform. There's 1 difference btwn his car and our RCMP vehicles: the car #. The suspect's car is 28B11, behind rear passenger window. If you see 28B11 call 911 immediately. [Image of replica police vehicle attached to post].
8	April 19, 2020	10:19 a.m.	Facebook	Colchester: [perpetrator's name] may be driving what appears to be an RCMP vehicle & may be wearing an RCMP uniform. There's 1 difference btwn his car and our RCMP vehicles: the car #. The suspect's car is 28B11, behind rear passenger window. If you see 28B11 call 911 immediately.
9	April 19, 2020	10:21 a.m.	Twitter	[perpetrator's name] is currently in the #CentralOnslow #Debert area in a vehicle that may resemble what appears to be an RCMP vehicle & may be wearing what appears to be an



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				RCMP uniform. Please stay inside and avoid the area. #RCMPNS.
10	April 19, 2020	10:26 a.m.	Facebook	RCMP is currently responding to an active shooter investigation in Portapique. This is an active and evolving situation. Residents of the area are asked to remain inside their homes and lock your doors. Call 911 if there is anyone on your property. All further communication regarding this situation will be done via the Nova Scotia RCMP Twitter account, @RCMPNS, <a href="https://twitter.com/RCMPNS">https://twitter.com/RCMPNS</a> . You can also search for RCMP Nova Scotia. Thank you for your understanding as we work to provide the most updated information while addressing public and officer safety.
11	April 19, 2020	10:36 a.m.	E-mail (media release)	<p>RCMP Engaged in Active Shooter Investigation: Information Available on Twitter April 19, 2020, Portapique, Nova Scotia... RCMP is currently responding to an active shooter investigation in Portapique. This is an active and evolving situation. Residents of the area are asked to remain inside their homes and lock your doors. Call 911 if there is anyone on your property.</p> <p>All further communication regarding this situation will be done via the Nova Scotia RCMP Twitter account, @RCMPNS. You can also search for RCMP Nova Scotia. Thank you for your understanding as we work to provide the most updated information while addressing public and officer safety.</p> <p>Contact Person: Cpl. Lisa Croteau          Public Information Officer          Halifax District RCMP          Cell: 902-830-5695          Email: <a href="mailto:lisa.croteau@rcmp-grc.gc.ca">lisa.croteau@rcmp-grc.gc.ca</a></p>

12	April 19, 2020	10:39 a.m.	Twitter	<p>Please stay tuned to our Twitter account for the latest information on the active shooter investigation where [perpetrator's name] is the suspect 1/2</p> <p>Thank you for your understanding as we work to provide the most updated information while addressing public and officer safety 2/2 #Portapique #CentralOnslow #Debert #Glenholme #Colchester</p>
13	April 19, 2020	11:04 a.m.	Twitter	[perpetrator's name], suspect in active shooter investigation, last seen traveling southbound on Hwy #102 from #Brookfield area in what appears to be RCMP vehicle & may be wearing RCMP uniform. Suspect's car is 28B11, behind rear passenger window. If you see 28B11 call 911.
14	April 19, 2020	11:06 a.m.	Twitter	[perpetrator's name], suspect in active shooter investigation, now believed to be driving small silver Chevrolet SUV. Traveling southbound on Hwy #102 from #Brookfield area if seen, call 911.
15	April 19, 2020	11:24 a.m.	Twitter	Confirmed suspect vehicle is silver Chevy Tracker. Last seen #Milford. If seen, call 911.
16	April 19, 2020	11:35 a.m.	Twitter	To clarify, the suspect in our active shooter investigation, [perpetrator's name], is NOT employed by the RCMP but he may be wearing an RCMP uniform. He is considered armed and dangerous. If you see him, do NOT approach and call 911 immediately."
17	April 19, 2020	11:40 a.m.	Twitter	[perpetrator's name], suspect in active shooter investigation, is now in custody. More information will be released when available. Thank you for your cooperation and support. #Colchester.

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18	April 19, 2020	11:41 a.m.	Facebook	[perpetrator's name], suspect in active shooter investigation, is now in custody. More information will be released when available. Thank you for your cooperation and support. #Colchester.
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### Shelter in Place in Portapique

#### Initial Efforts at Public Communication: The 911 Reverse-Call Map

35. At 10:47 p.m. on April 18, 2020, the RCMP district commander for Colchester County, S/Sgt. Al Carroll, contacted OCC dispatch supervisor Jen MacCallum to inquire whether community members in Portapique could be contacted by 911 and warned to shelter in place.
- Transcript of recorded 911 calls, April 18, 2020: COMM0002628 at lines 1561–92
  - Handwritten notes of S/Sgt. A. Carroll: COMM0013915 at p. 2
  - OCC Master Ledger of Calls: COMM0038801 at p. 4
  - Mass Casualty Commission interview of Jennifer MacCallum: COMM0018362 at pp. 22–23
  - Mass Casualty Commission interview of Donnalee Williston: COMM0043476 at pp. 36–39
  - Mass Casualty Commission interview of S/Sgt. A. Carroll: COMM0019386 at p. 19
36. According to OCC commander Glen Byrne, the RCMP's 911 system does not "...have the ability to basically grab up the space on the map, pull...extend it out, draw a circle and send the alerting out." OCC Commander Byrne explained that the only way the OCC could call up residents in a geographic area would be by manually looking up an address and phone number from the RCMP records management system.
- Mass Casualty Commission interview of Glen Byrne: COMM0015499 at p. 59
37. It appears plausible that Jen MacCallum attempted to explain this technical point to S/Sgt. Carroll. However, at the time of this call, Ms. MacCallum was assisting the 911 call-taker who was on the line with the Blair and McCully children. The children had heard banging on the door of the McCully residence in Portapique, and Ms. MacCallum was advising the call-taker to ensure that the children did not open the door. Over the course of the phone call, she is heard speaking with other dispatchers and call-takers at the OCC, as she relayed messages between parties. The conversation between S/Sgt. Carroll and Ms. MacCallum thus appears disjointed:
- S/Sgt. Al CARROLL: I'm just getting to the office they were either, I guess there was more shots being fired.
- Jen MacCALLUM: Yeah.

S/Sgt. AI CARROLL: Okay.

Jen MacCALLUM: Okay.

S/Sgt. AI CARROLL: Is there any way, going through 9-1-1 for people in that area to whomever's there to h[u]nker down in their basements or.

Jen MacCALLUM: Yup...

S/Sgt. AI CARROLL: Just.

Jen MacCALLUM: ...we have access to the owners of that car, that's not to say there might be tenants or anything. But if we start running them on PROS um, in order to try to start to do that.

S/Sgt. AI CARROLL: Yeah if we can just h[u]nker down on that so they're not out there rolling around and start to...

Jen MacCALLUM: And we have the kids eh, they, they were told to h[u]nker down, lay low...

- Transcript of recorded 911 calls, April 18, 2020: COMM0002628 at lines 1561–92

38. Notwithstanding the disjointed nature of the conversation, the request to try to contact residents in Portapique appears to have been disseminated within the OCC. In her interview with the Mass Casualty Commission, OCC call-taker supervisor Donnalee Williston stated that she was told to use the "911 map" by Jen MacCallum. Ms. Williston stated that she believed that S/Sgt. Addie MacCallum (the acting non-commissioned officer [NCO] for the Northeast Nova District) "requested it from the command centre" and she was instructed to "[g]et the call taker to start calling them and tell them to shelter in place."

- Mass Casualty Commission interview of Donnalee Williston: COMM0043476 at p. 37

39. Donnalee Williston confirmed that the RCMP's Police Reporting and Occurrence System (PROS) was used to obtain phone numbers to reach residents in Portapique. A number of calls were made using the numbers generated by cross-referencing the "911 map" to records in the PROS database. Some residents in Portapique were reached; however, many attempts to reach residents were "negative." Ms. Williston stated in her interview that they were "grasping at straws" and had "very little success" because their calls went unanswered, the dwelling was an empty building, the phone number was out of date, or the residence did not have a landline:

[Donnalee] WILLISTON [00:57:02] No, what we ended up doing is we used our Intrado map, the 9-1-1 map, and it had ... it has a feature where you can see who

the ... not the registered owner, like, land title owner is of that property. And then we would take that name and pop over into our PROS system and run the name and to see if it matched the address, if ... if there's anything current there, any files from there recently. And we just cold called and hope that it matched. And some of the land titles had nothing, some of them were like two or three generations ago and a lot of them, because it's cottage country there, were like rental tenants, so, they weren't listed there, so. I talked to some poor guy in BC because his name was listed and I found him in PROS and he's like, "I live in BC, but my sister's there, staying at the cottage."

Anna MANCINI [00:57:55] Right, right. So, was that something you guys kind of thought of on the fly or had you used ... done that type of thing before?

[Donnalee] WILLISTON [00:58:03] I'd never done that before.

Anna MANCINI [00:58:04] Okay, yeah.

[Donnalee] WILLISTON [00:58:05] Jen came over and I don't even know who made the plan, she said, "We need ... they want us to do this." I think Addie requested it from the command centre. I think he said, "Get the call takers to start calling and tell them to shelter in place." So, that was ... that was the only thing we could do was hope that the name and 9-1-1 showed up in PROS and that they ... that it matched, and then we just did cold calls.

Anna MANCINI [00:58:27] Okay, okay.

[Donnalee] WILLISTON [00:58:27] With very little success because people weren't answering or it was an empty building or the phone number was 40 years old, or it was a renter, or.

Anna MANCINI [00:58:36] Right.

Kelsey BENNETT [00:58:38] And so, generally, PROS is your only sort of avenue to find any information like that? I think there was also one person that maybe used like Canada 4-1-1 as sort of a callback tool-

[Donnalee] WILLISTON [00:58:48] Yeah, we were grasping at straws, yeah, yeah.

Kelsey BENNETT [00:58:50] Those are the only methods?

[Donnalee] WILLISTON [00:58:54] Yeah. I mean, that would be great if they had software, but I don't know how they would ... like land titles change. You would have to ... like the privacy laws make it really hard to have all that info dumped into-

Kelsey BENNETT [00:59:05] For sure.

[Donnalee] WILLISTON [00:59:06] So, that would ... that would have been nice.

Kelsey BENNETT [00:59:08] And then of course, there's the cell phone problem again, but yeah.

[Donnalee] WILLISTON [00:59:13] Yeah. Very few landlines left anymore...

- Mass Casualty Commission interview of Donnalee Williston: COMM0043476 at pp. 21, 29, 37–38
  - Note: Ms. MacCallum similarly suggested that cell phones may have been an issue in reaching Portapique residents (Mass Casualty Commission interview of Jen MacCallum: COMM0018362 at pp. 22–23).
  - Note: The Police Reporting Occurrence System, or PROS, is the RCMP database that contains information obtained through past police interactions.
  - Note: “Intrado” is shorthand for the Intrado Corporation, which provides Geographic Information Systems tools within the 911 call-taking context.
40. The Mass Casualty Commission conducted an investigation into the RCMP’s attempts to contact individuals within the Portapique community during the events of April 18 and 19, 2020. It appears that OCC staff began searching for contact information for residences in Portapique by 11:00:04 p.m. The following Portapique residents were called by OCC call-takers, but did not answer:
- Susan Neufeld
  - Frances and Leo Hartog
  - Doris and David Ellison
  - Ralph Gamble
  - Berth and Leandre Richard
  - Donna and G. (George) Winston
  - Gilberte Sutherland
  - Janice Gilbert and Gary Brown
  - Gina and Will Conrod (Concord) (not clear if they responded)
- Internal Messages: COMM0036378 at pp. 4–6, 8, 18
  - Incident detail report 200403757: COMM0018407 at p. 5.
  - Mass Casualty Commission interview of Donnalee Williston: COMM0043476 at p. 37
  - Mass Casualty Commission Investigations Supplementary Report re: contact, canvass, and attempts to contact person(s) within the Portapique Community: COMM0053340 at pp. 1–2, 4–15
  - Note: at 11:41:43 p.m., OCC call-taker supervisor Donnalee Williston called Don Johnson, who owned a property on Portapique Beach Road. Mr. Johnson was in British Columbia, but told

Ms. Williston that his sister, Cate Rector, was at the property. Mr. Johnson was unable to provide Ms. Williston with Ms. Rector's phone number. Ms. Williston asked Mr. Johnson to contact his sister and advise her to shelter in place. At 1:51:20 a.m., Ms. Williston called Mr. Johnson back and asked if he was able to contact his sister. Mr. Johnson said he was not. However, as detailed in the *Portapique: April 18-19, 2020* Foundational Document, RCMP officers had knocked on Cate Rector's door and advised her to evacuate Portapique. Ms. Williston told Mr. Johnson that Mr. Rector was now in Great Village. See: Transcript of recorded 911 calls, April 18, 2020: COMM0002628 at lines 3838–903; Transcript of recorded 911 calls, April 19, 2020, 00:00–08:00: COMM0006368 at lines 4780–853.

41. In addition, the following Portapique residents called 911 during the mass casualty:
- the Blair and McCully children
  - Andrew and Kate MacDonald
  - the Griffon family
  - Floria and Jerry Murphy
  - the Zimmerman family
  - Bjorn Merzbach and Allison Francis
  - Richard Ellison
  - Clinton Ellison
  - Leon Joudrey
  - Peter and Deb Thibeault
  - Mallory Colpitts
- Transcript of recorded 911 calls, April 19, 2020, 00:00–08:00: COMM0006368 at lines 6832–87
  - Transcript of recorded 911 calls, April 18, 2020: COMM0002628 at lines 251–330, 414–47, 520–607, 1741–1841, 2576–2636, 2641–2710, 3838–3903
  - Transcript of recorded 911 call of AD/AB: COMM0002884
  - OCC Master Ledger of Calls: COMM0038801 at pp. 1–3, 5, 13, 28, 41, 64
42. Various Portapique residents also met directly with first-responding Immediate Action Rapid Deployment (IARD) and ERT members in the community:
- the Blair and McCully children
  - Andrew and Kate MacDonald
  - Cate Rector

- Floria and Gerald Murphy
  - Harlan Rushton
  - the Griffon Family
  - Janice Gilbert and Gary Brown
  - Allison Frances
  - Bjorn Merzbach
  - Carroll-Ann Blair and Jack Blair Sr.
  - Leon Joudrey
  - Clinton Ellison
  - Mallory Colpitts
- Mass Casualty Commission Investigations Supplementary Report re: contact, canvass, and attempts to contact person(s) within the Portapique Community: COMM0053340 at pp. 2, 7

#### **Cst. Beselt Inquires About an Emergency Broadcast**

43. On the night of April 18/19, 2020, Cst. Stuart Beselt was on foot in the community of Portapique as acting corporal of the first-responding Immediate Action Rapid Deployment (IARD) members.
  - Additional information on the IARD team in Portapique is contained in the *First Responder Actions in Portapique* Foundational Document
44. At 11:16:29 p.m., Cst. Beselt radioed S/Sgt. Rehill, the risk manager at the OCC who was in command of the incident response at that time. Cst. Beselt asked: “Is there some kind of emergency broadcast that we can make that – make people go into their basement and not go outside?” Cst. Beselt told the Mass Casualty Commission that he had no experience with such alerts but knew that Amber Alerts could be sent in the event of a kidnapping and thought something similar might be available for this situation.
  - Colchester radio: COMM0003806 at lines 779–80
  - Note: The Colchester radio transcript uses Eastern Daylight Time. Transcript times have been converted to Atlantic Daylight Time throughout this foundational document.
  - Mass Casualty Commission interview of Cst. S. Beselt: COMM0015529 at p. 34
  - The RCMP’s critical incident command structure is detailed in the *RCMP Command Post, Operational Communications Centre, and Command Decisions* Foundational Document.



45. In response to Cst. Beselt's radio request, S/Sgt. Rehill replied: "They were using the 911 map to call as many as they can to tell them to shelter-in-place."
- Colchester radio: COMM0003806 at lines 781–82
46. During a 12:35 a.m. briefing with S/Sgt. MacCallum and S/Sgt. Carroll at the Bible Hill RCMP detachment, S/Sgt. Halliday noted that the OCC had been using the 911 system to try to reach residents in the area to tell them to shelter in place.
- Timeline of actions taken by S/Sgt. S. Halliday: COMM0010696 at pp. 2–3

#### **S/Sgt. Rehill Engages RCMP Strategic Communications**

47. At 11:20:56 p.m. on April 18, 2020, S/Sgt. Rehill contacted the on-call RCMP public information officer of the Strategic Communications Unit, Cpl. Lisa Croteau, at home. S/Sgt. Rehill informed her about the developing situation in Portapique:

S/Sgt. Brian REHILL: We have a crazy, crazy incident on the go. We got an active shooter in um, down Highway 2 towards-it's Colchester area on your way to Cumberland down the back way through to Parrsboro.

Cpl. Lisa CROTEAU: Okay.

S/Sgt. Brian REHILL: We got um, I think at least three deceased victims um, Andy O'BRIEN is looking for you to call him.

Cpl. Lisa CROTEAU: Yeah.

S/Sgt. Brian REHILL: [phone number redacted C-1]. Let me double check that number. Ah, we got ERT [Emergency Response Team] on the way, we got everything on the go here. I'm surprised we haven't got calls already for media.

Cpl. Lisa CROTEAU: Yeah everybody's probably asleep at the end of the day that's why.

S/Sgt. Brian REHILL: Yeah um, I don't know if I can put a reparse from here to get his name or not. I scribbled it so quick cause it's really chaotic here. It's all these people talking to me at once. Al CARROLL, ERT's on the way... Ah, [phone number redacted C-1].

Cpl. Lisa CROTEAU: Okay.

S/Sgt. Brian REHILL: Okay.

Cpl. Lisa CROTEAU: I'll give him a call.

- Transcript of recorded 911 calls, April 18, 2020: COMM0002628 at lines 2957–76
  - The initial RCMP response to Portapique is detailed in the *First Responders in Portapique*; *Containment Points in and Around Portapique*; and *RCMP Emergency Response Team (ERT)* Foundational Documents
48. At approximately 11:30 p.m., Sgt. Andy O'Brien contacted Cpl. Croteau "to ask that social media post be made to advise people to stay in their houses as there was an active shooter in the area." Cpl. Croteau, in describing the request, stated, "He advised me that he wanted me to put out a Twitter message saying that the people needed to shelter in place in the Portapique area."
- Member report of Sgt. A. O'Brien: COMM0014752 at p. 1
  - Mass Casualty Commission interview of Cpl. L. Croteau: COMM0015504 at p. 5
49. Cpl. Croteau received Sgt. O'Brien's information and then reviewed a list of pre-translated stock messages and located a "shelter in place" message. She read it to Sgt. O'Brien, who confirmed it was correct. She described this process to the Mass Casualty Commission as follows:
- we have a list of ... we call it a Tweet bank. So, we have different tweets that are pre-translated because we have to send everything out in English and in French. Even though I'm French, we try to ... it's sometimes when it's a little bit more ... stuff's going on, we want to have it there so we don't have to be thinking about it, make sure it's correct. So, I went through our Tweet bank and there was some that we already had pre-translated stuff regarding to shelter in place. So, I just had to enter basically the community. And then I read those to Andy O'Brien, Sgt. O'Brien, to make sure that was correct, and he said, "Yeah, just send that out and we'll be in touch." So, I sent those out on Twitter, French and English.
- Mass Casualty Commission interview of Cpl. L. Croteau: COMM0015504 at p. 5.
  - Note: Investigation is ongoing into whether this and other tweets were released in French as well.
50. At 11:32 p.m., Cpl. Croteau posted the first tweet about the unfolding events in Portapique on the Nova Scotia RCMP's @RCMPNS Twitter feed. The tweet stated:



- RCMP tweet, April 18, 2020, at 11:32 p.m.: COMM0013645
  - Social media captures: COMM0017953
51. In her affidavit provided to the Mass Casualty Commission, Lia Scanlan explained that there is no special approval process when the Tweet Bank is used, and that Cpl. Croteau's use of the bank on April 18, 2020 was "an appropriate use of the Tweet Bank to facilitate the preparation of public messaging."
- Affidavit of Lia Scanlan: COMM0057343 at paras. 11-12; but see also: Mass Casualty Commission interview of L. Scanlan, February 2, 2022: COMM0058826 at pp. 14, 16
52. Cpl. Croteau returned to bed after sending the tweet. She was awakened at approximately 3:00 a.m. on April 19, 2020, by a call from the Canadian Broadcasting Corporation (CBC) seeking information. She stated that she had no additional information to provide beyond the content of the tweet and that the shelter in place direction was the most recent update.
- Mass Casualty Commission interview of Cpl. L. Croteau: COMM0015504 at p. 5
  - Media response re: information provided to media by Cpl. L. Croteau: COMM0010544
53. S/Sgt. Halliday's notes from his 4:33 a.m. briefing with CIC S/Sgt. Jeff West indicated that "media relations needs to be notified to be on site." At 4:55 a.m., S/Sgt. Halliday called Cpl. Croteau and requested that she attend the Portapique scene to manage media calls he expected to begin receiving. Cpl. Croteau left voicemail messages for Lia Scanlan and Cindy Bayers. She then went

to RCMP Headquarters, picked up a police cruiser, and drove to the Command Post at the Great Village fire hall to manage media from there. According to S/Sgt. West, S/Sgt. Halliday engaged “strategic communications” early in the night and remained the “point of contact between strategic comms” and “the command post.”

- Handwritten notes of S/Sgt. S. Halliday: COMM0011831 at pp. 16–17
- Timeline of actions taken by S/Sgt. S. Halliday: COMM0010696 at p. 5
- Mass Casualty Commission interview of Cpl. L. Croteau: COMM0015504 at p. 5
- Mass Casualty Commission interview of S/Sgt. J. West: COMM0035916 at p. 28
- Mass Casualty Commission interview of Cpl. L. Croteau: COMM0015504 at pp. 5–6

#### **Lia Scanlan, Director of Strategic Communications, Notified**

54. Around 6:00 a.m. on April 19, 2020, Lia Scanlan, the director of the Strategic Communications Unit, awoke and checked her phone. She was not on call, but noticed that she had missed calls from Cpl. Croteau and called her back.
  - Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at pp. 7–8
55. Cpl. Croteau was en route to the Command Post in Great Village when she received the phone call from Lia Scanlan. Cpl. Croteau was tasked to interact with any media organizations that might show up on scene. She relayed the information she had to Lia Scanlan, and asked Ms. Scanlan to contact the CIC, S/Sgt. West.
  - Mass Casualty Commission interview of Cpl. L. Croteau: COMM0015504 at p. 6
56. At approximately 6:50 a.m., Lia Scanlan phoned the OCC, just as S/Sgt. Briers was arriving to relieve S/Sgt. Rehill as risk manager. S/Sgt. Rehill informed S/Sgt. Briers that “media relations” was en route to Portapique. S/Sgt. Rehill advised Ms. Scanlan to call S/Sgt. West, who advised her, at approximately 7:00 a.m., that S/Sgt. Halliday would call her.
  - Member report of S/Sgt. B. Briers: COMM0009061 at p. 1
  - Mass Casualty Commission interview of S/Sgt. B. Briers: COMM0035921 at p. 36
  - Handwritten notes of Lia Scanlan: COMM0013736 at p. 1
  - Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at p. 8
  - Timeline of actions taken by S/Sgt. J. West: COMM0010715 at p. 7
57. S/Sgt. Halliday called Ms. Scanlan at approximately 7:20 a.m. and confirmed that there was an active shooter armed with a high-powered rifle, that more than six people were dead, containment had been set up, the RCMP ERT was on scene in Portapique, and they were asking people to stay inside. Ms. Scanlan’s notes suggest she was told she could speak with S/Sgt. MacCallum in

order to get updates on the current situation. S/Sgt. MacCallum told the Mass Casualty Commission that he was tasked with speaking with media relations at this point.

- Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at pp. 8–9
- Handwritten notes of Lia Scanlan: COMM0013736 at pp. 1–3
- Mass Casualty Commission interview of S/Sgt. A. MacCallum: COMM0019382 at p. 41
- Note: Lia Scanlan told the Mass Casualty Commission that she was told by S/Sgt. Halliday that a “news” helicopter was overhead and that he had tasked someone with shutting down the air space (Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at p. 8). According to S/Sgt. Halliday, he was concerned that news agencies may launch drones in the area. To preserve the integrity of the scene and the operation, including the Department of Natural Resources [DNR] helicopter; the safety of the members; and out of respect for the families of those most affected, S/Sgt. Halliday asked District Policing Officer [DPO] Archie Thompson to look into closing the air space around Portapique (Mass Casualty Commission interview of S/Sgt. S. Halliday: COMM0019379 at pp. 7, 30).

58. The handwritten notes of C/Supt. Chris Leather suggest that he spoke with Lia Scanlan at approximately 7:43 a.m. The notes state “LIA – 743 discuss & update.” The notes that follow state:

- Eventually to that
- Most concerned out
- Active shooter incident
- Info out to public – tweet
- Specific info. That he’s alive.
- Out in front of this – tweets like Bourque
- English only tweets – get to the people in area.
- Picture + name – not there right now.

- Handwritten notes of C/Supt. C. Leather: COMM0051406 at p.64

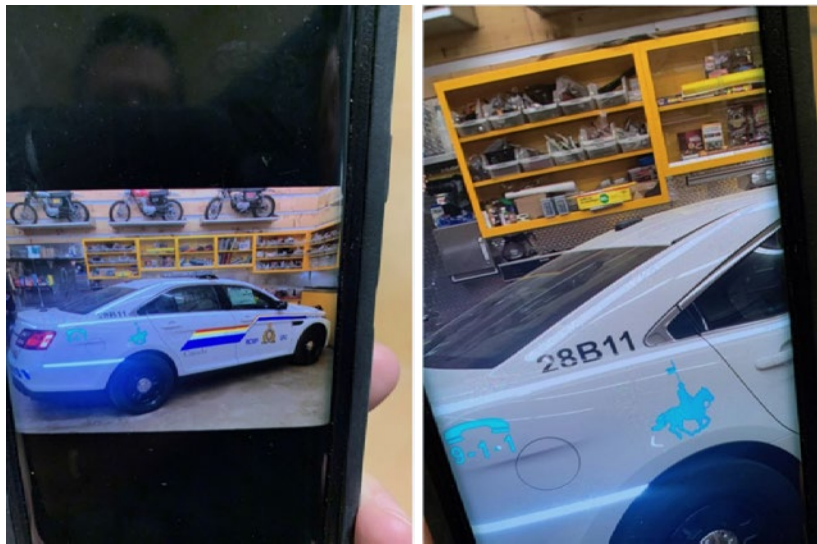
59. Cpl. Croteau arrived at the Great Village fire hall Command Post shortly before 8:00 a.m., and shortly before CBC reporters arrived. Cpl. Croteau responded to questions from reporters on scene and over the phone and on camera. Once the perpetrator was confirmed to be active again, Cpl. Croteau was directed to leave the Command Post and travel back to RCMP Headquarters for her own safety. She described pulling over to take calls from media during her drive.

- Mass Casualty Commission interview of Cpl. L. Croteau: COMM0015504 at pp. 6–7

## Perpetrator Driving a Replica RCMP Cruiser

### Information Given to Strategic Communications Team

60. As detailed in the *Confirmation of Replica RCMP Cruiser* Foundational Document, between 7:15 a.m. and 7:27 a.m. on April 19, 2020, RCMP members became aware that the perpetrator owned a fully marked replica RCMP cruiser. At approximately 7:17 a.m., HRP Sgt. Bourdages called RCMP S/Sgt. MacCallum at the RCMP Command Post in Great Village and advised him of the replica cruiser. He then texted two photographs of the perpetrator's replica cruiser to S/Sgt. MacCallum. He also texted him a photograph of the perpetrator and Lisa Banfield, taken on the evening of April 18, 2020.



*Photographs of replica RCMP cruiser image on David McGrath's phone, taken by Sgt. P. Bourdages (April 19, 2020): COMM0015230 and COMM0015229*

- Can-Say statement of Cst. J. Clarke: COMM0009911 at p. 1
- Handwritten notes of Cst. J. Clarke: COMM0015277 at pp. 1–2
- Handwritten notes of Sgt. P. Bourdages: COMM0015009 at pp. 2–3
- Member report of Sgt. P. Bourdages: COMM0014998 at pp. 1–3
- Member report of S/Sgt. A. MacCallum: COMM0009498 at p. 5

- Additional information on the identification of the replica police cruiser and command decisions in relation to the vehicle is contained in the *Confirmation of Replica RCMP Cruiser and RCMP Command Post, Operational Communications Centre, and Command Decisions Foundational Documents*

61. According to S/Sgt. Halliday's post-incident report, by 7:55 a.m., it was established that the perpetrator's vehicle could not be accounted for in Portapique and there was a possibility that the perpetrator was on the run in a fully marked replica cruiser with the call sign "28B11." Sgt. Halliday's post-incident report states that this had to be communicated to the public, and that he spoke with Lia Scanlan and S/Sgt. MacCallum about doing so:

0755hrs — ERT confirms that the PMV's are quite badly burned but there is no sign of a silent patrolman in either and no remnants of any firearms.

We are obviously now concerned there may be a 4<sup>th</sup> police car that we are unaware of and it is [sic] either still somewhere in the area or somehow managed to escape the area. Based on the threat cues observed by the members of fires having been lit, sound of gunfire, we believe the suspect may still in in [sic] the area hiding or deceased. We are concerned though there is a possibility he may be on the run in a fully marked RCMP PPMV 28B11. This has to be communicated out to the members, J Division, All municipal agencies, PD's and border crossings and we have to get it out to the public ASAP.

I spoke with Lia Scanlan about the content of the message and task Addie to work with her on getting something out to the public.

- Member report of S/Sgt. S. Halliday: COMM0010697 at p. 9
  - Handwritten notes of S/Sgt. S. Halliday: COMM0011831 at p. 4
62. In an interview with the Mass Casualty Commission, S/Sgt. Halliday said he spoke to Lia Scanlan "right around 8:00" and then tasked S/Sgt. MacCallum with following up with her. S/Sgt. Halliday described his concern that releasing the information that the perpetrator may be driving a fully marked replica RCMP cruiser could negatively impact member safety and risk overloading the 911 system. He said he relayed those concerns to Ms. Scanlan at that time to ensure the message was carefully crafted:

Steve HALLIDAY [00:39:35] ... And so, now we're liaising with comms to ... to ... you know, the best way to get this information out to the public without creating an even worse situation for us than what we already have. How do we get this out without putting our members at more risk than what they're already at without overloading the system? Because, you know, you have an RCMP car with a ... with a suspect in it, that just creates a whole level ... another level of complexity that, you know, we had to make sure we did our best to manage as effectively as we could to ... to minimize the risk, not knowing, of course, whether or not it's perhaps still down at the scene or that it is mobile, that there has been an escape

and it's gone. But again, I will say that the threat cues and the stimuli that was coming out of there for the majority of that night and the containment that we had, we felt confident that it would have been unlikely that the suspect escaped in that car past our people during the course of those four or five hours.

...

Steve HALLIDAY [00:00:15] So, we're talking to strat comms, yeah. So, we're talking to strat comms about that, and I have a conversation with Lia Scanlan, who's our Director, about that.

Krista SMITH [00:00:25] Do you know when you spoke to her?

Steve HALLIDAY [00:00:27] Yeah, would have been about 8:00. So, I tasked that out to Addie to reach out to comms at about 8, and to get it out through OCC to J Div, New Brunswick, all the municipal PD's. And I believe I ... well, not believe, I know I had a phone call from Lia, and it would have been right around 8 a.m. I had a phone call from her to have that discussion.

Krista SMITH [00:01:14] And what all did you share with her at that time?

Steve HALLIDAY [00:01:17] Well, I shared the ... she ... we shared the photo with her, she had a copy of the photo, and just some of my concerns around how that was going to be worded in order not to, you know, put ourselves at ... our people at ... in any more risk and, you know, not overload our ... send the public into a frantic panic and overload our ... our ... our OCC operators. You know, it was just you ... in your mind's eye you could envision, you know, by this point, there's 100 police cars on the road, and you know, everybody who sees a police car starts calling 9-1-1, then the critical information that we ended up with that we needed to ultimately end up getting the suspect, we would never have gotten. And you know, that was ... that was top of mind when we were trying to frame how this was going to ... how this was going to be communicated. As it was, we knew we had to get it out, but you know, I don't ... none of us had ever had any experience with sending a message like that out to the public. You know, it was ... it was a ... it was ... it was pretty heavy, it was very heavy, I have to say at that time. So, then of course, I update the DPO that, you know, this is a significant development in ... and what is taking place.

...

So, in my conversation with the DPO and the CROPS officer early on when I was talking about relief...So, then I became aware it was going to be Insp. Rob Bell from Halifax District coming in to relieve me. And meanwhile, there's conversation about, you know, the media release and it's going out. There's still activity at the scene where ERT guys are, you know, going through and they're finding more victims and whatnot. And then we're getting more information from our



investigators about what Lisa Banfield has said has occurred. So, all of this is unfolding, you know, between 8:30 and 9:30 in the morning...

- Mass Casualty Commission interview of S/Sgt. S. Halliday: COMM0019379 at pp. 32–34

63. According to S/Sgt. MacCallum, he spoke with Lia Scanlan at some time around 7:45 a.m. to 8:00 a.m. S/Sgt. MacCallum's post-incident report states:

07:45 hrs spoke with Lia Scanlan with Comms. Provided information for media release warning public about [perpetrator's name]. ERT confirm that no evidence of firearms or silent patrolman in the 2 burnt out Taurus's located at Wortman's properties. Suspect that the Taurus with fake RCMP markings is not 1 of the burnt ones & its whereabouts are unknown.

- Member report of S/Sgt. A. MacCallum: COMM0009498 at p. 5
- Mass Casualty Commission interview of S/Sgt. A. MacCallum: COMM0019382 at p. 41

64. In his interview with the Mass Casualty Commission, S/Sgt. MacCallum stated that he sent Ms. Scanlan a photo of the replica RCMP cruiser and the photo of the perpetrator and Lisa Banfield. He recalled discussing both the photo of the perpetrator and the photo of the replica cruiser with Lia Scanlan and discussing the wording of the messaging for the public:

Addie MACCALLUM [01:16:11] I also got tasked with ... speaking with our media relations, our Comms. So, 7:45, 7 ... about a half an hour after the photo surfaced of the car, I was told that to expect a phone call from Lia Scanlan or Cindy ... Cindy MacKenzie, one of the two from H Div Comms, to get some information, because we're now going to be putting out ... there's going to be a more substantial media release, something's going to be put out. So, I got a call from Lia, like I said, it was before 8:00, it was before I tasked the other members in person, and Lia was asking me some things and I said, "Do you have a picture of the car?" and she says, "I don't think so." So, I sent her a picture of the car. I said, "Do you have a picture of him?" She goes, "Send it to me again," and I send the picture of him. And we talked about things and I said like, you know, wording ... some of the wording it was like, you know, we really don't know much more than say, you know, we have ... and this is paraphrasing, too, "We have an active ... we had an active critical incident in the Portapique Beach area, police are in there in ... in ... in force." And then there was some discussion about what do you say about, you know ... you know, "Look for this car, and here's the call sign number on it, and call 9-1-1," and discussions like that. But there was ... it wasn't really heavy. I was more or less just providing the information for it to be crafted. So, I said, "Is that all you need?" She said, "Yeah, that's ... that's good"...

- Mass Casualty Commission interview of S/Sgt. A. MacCallum: COMM0019382 at pp. 41–42

65. Lia Scanlan's notes indicate that she spoke with S/Sgt. Halliday and then called S/Sgt. MacCallum. It is not clear from Ms. Scanlan's notes what exactly was discussed at that time, but there is no notation regarding the receipt of a photo of the replica RCMP cruiser. The notes, which do not contain precise times, state:

Spoke to Steve & asked to speak to someone

Addie MacCallum [phone number C-1 reacted]

- Calling Addie MacC.
- Bible Hill
- Great Village Firehall is the Command Post right now.

Immediately following the above notations is an entry stating, "CrOps call - with Chris" and "Explained to him what I need to do right now & get info out." On the next page, the notes state:

68 1968

- Normally a charge laid when we release a photo

Regis Cropped photos

- Call Brad – notify him translation & get the Tweets out in French
- Asked Regis to call Addie & determine month for DOB

➔ Archie Thompson called

Members are

➔

- We are sure

[illegible] RCMP marked PC

22B11 – call sign on the d

[illegible] Plate

➔ Called & advised chris of approach & that public safety trumps all else.

He agreed.

How many victims

When did it start?

- Jen working on location & how secured
- Received confirmation from Archie that he is in a PC - + 22B11 call number

Jen is pulling that together

- Handwritten notes of Lia Scanlan: COMM0013736 at pp. 3–5
- Note: The fake call sign on the replica RCMP cruiser was actually 28B11.

66. In her interview with the Mass Casualty Commission, Lia Scanlan recalled speaking with S/Sgt. MacCallum and receiving a photograph of the perpetrator and Lisa Banfield, but did not recall receiving a photo of the replica cruiser at that time. She explained that she sent the photo of the perpetrator to Regis Dudley to crop out Ms. Banfield before using it in an RCMP tweet posted at 8:54 a.m.:

So, I spoke with Addie MacCallum, who is just a solid head. He you know, was telling me a lot of the same stuff like that ... that Steve had told me. He was just saying like they were talking about operations, so, it's an emerging and evolving situation. And him and I established, I said, "Well, I'm going to get my information directly from you. It's going to be me or Regis or whoever on my team that calls," because I knew that I had assigned, like Regis, to start calling the other people on the team. Like it didn't matter who called, it's a direct line to the CIC. So, we establish a direct line with the Risk Managers and the CIC's, as well as Archie Thompson. He was the Superintendent of Northeast Nova at that time, he since retired. He and I were speaking. So, I had my personal phone, my work phone, and as did Regis. And then the rest of the team became engaged like they ... everyone was up and briefed up. I had a conference call like, so everyone ... that's where I was telling people, "Okay, we've got a situation here. I don't know ... they don't have the gunman."

...

Add[ie] called me, Add[ie] MacCallum, he's the CIC, he called me and said that the girlfriend had been, you know, located at the house, like she had called out on (inaudible) members there, and then he said we were getting it, we have a photo ... we're getting a photo. The family's providing a photo where they were able to get a photo. So, I said, "Okay, I will sit here and wait for it." And they got it to me really quickly. He just ... I don't even know ... I don't know how it got to me so quickly. I don't know if they had an electronic copy. Either way, Add[ie] flipped it to me and ... because I remember thinking that was at 8:54 that Tweet went out. So, you got to remember, if I say a Tweet went out at 8:54, I didn't receive ... it takes

a second to put it together and just ... like a minute. So, Add[ie] had said ... like Add[ie]'s on the phone with me, we don't disconnect from one another. So, Add[ie] said that's a picture of him; I believe he said it was last night at their anniversary dinner. So, I knew right away that I needed to get her out of the photo. So, I called Regis as Add[ie]'s on the phone, and said, "Crop her out right now and send it back to me." Regis is savvy, she just did it in 10 seconds, sends it back to me. And I'm still getting the details of 51-year-old [perpetrator] and just reading them out to Add[ie]. So, I'm writing and then I type it. And then I read it out to him, said, "Okay, I'm hitting Send, I'm hitting Send," because I knew, like, that was a big moment for me, like it was ... sorry. Yeah, it's very ... it's a very odd feeling, I can't describe it. I don't even know what to call it to know that you have information that's going to change a lot of people's lives.

- Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at pp. 10–11, 16
67. It appears that S/Sgt. MacCallum sent Lia Scanlan an email from his Gmail account at 8:02:01 a.m. with the subject line "Here is photo of sus, [perpetrator's name]. Confirmed it is him from last nite. Addie". The email had a single photo attached showing the perpetrator and Lisa Banfield. A cropped version of this photograph was included in the tweet released at 8:54 a.m. The photograph of the replica RCMP cruiser was not attached to this email.
- Email from S/Sgt. A. MacCallum to Lia Scanlan, "Here is photo of sus, [perpetrator's name]. Confirmed it is him from last nite. Addie": COMM0016614; attached image of the perpetrator and Lisa Banfield: COMM0016615
68. S/Sgt. MacCallum appears to have sent another email from his Gmail account at 8:10:58 a.m. There was no text added to the subject line. It is unclear who this email may have been sent to, as the recipient is listed as "gwcheck\_recipient.dummy\_domain.dummy\_host". The email included two photo attachments. One attachment was the same photo of the perpetrator and Lisa Banfield as attached to the 8:02:01 a.m. email. The second attachment was the photo of the replica RCMP cruiser texted to S/Sgt. MacCallum by Sgt. Bourdages at 7:27 a.m.
- Email from S/Sgt. A. MacCallum to gwcheck\_recipient.dummy\_domain.dummy\_host: COMM0016210; attached images of the perpetrator's replica RCMP cruiser: COMM0016211, and of the perpetrator and Lisa Banfield: COMM0016212
69. It is unknown whether the 8:10:58 a.m. email and attachments were received by Lia Scanlan. Ms. Scanlan told the Mass Casualty Commission that she was not aware of the perpetrator's replica RCMP cruiser before 8:00 a.m.:

Krista SMITH [00:48:41] And then I had understood that ... I guess this is what I want to get from you, is like before 8 a.m., did you ... did you know ... like when did

you find out that Lisa Banfield was out of the woods and that he might very well have a mock PC?

Lia SCANLAN [00:49:05] Not before 8 a.m.

Krista SMITH [00:49:08] Not before 8 a.m.?

Lia SCANLAN [00:49:10] No. Not that Lisa Banfield. Yeah, I mean I-

Krista SMITH [00:49:14] So, yeah, you said 8:54-

Lia SCANLAN [00:49:16] Was the Tweet. So, that means that-

Krista SMITH [00:49:19] So, it wasn't that first phone call-

Lia SCANLAN [00:49:20] ... that I would have found out at like, 8:45 ... yeah, no.

- Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at pp. 16

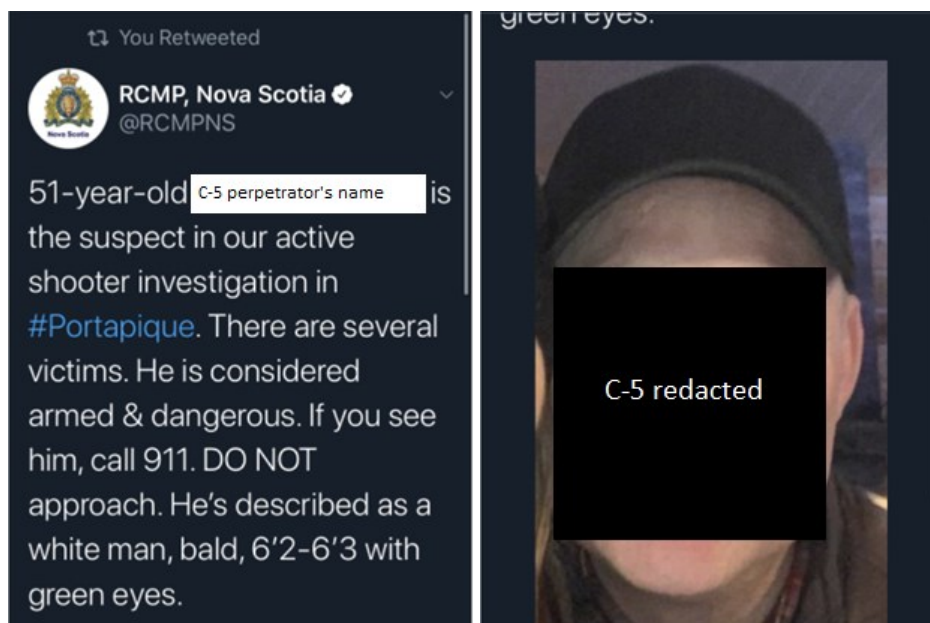
70. At 8:02 a.m. on April 19, 2020, a second tweet was published on the Nova Scotia RCMP Twitter feed. The tweet was drafted by Lia Scanlan, and stated:



- RCMP tweet, April 19, 2020, at 8:02 a.m.: COMM0013636
  - Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at pp. 9–10
71. According to Lia Scanlan, the wording in the last sentence of the tweet was responsive to S/Sgt. Halliday's concern about the fact that the public could not observe the heavy police presence in Portapique, given the fact that they had been responding in the dark overnight hours and were operating in dense vegetation. It was also born out of Ms. Scanlan's experience from the 2014 Moncton/Codiac shooting incident in New Brunswick, where comforting wording in social media communications was, in her estimation, positively received.
- Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at pp. 8–10
72. At 8:13 a.m., Lia Scanlan sent an email to "HDIV\_Comms" – an email list for the H-Division Strategic Communications team – asking for everyone to be working on the active shooter incident, including coordination of press conferences and communications with the media. She also instructed Regis Dudley to monitor the comments on social media in order to understand the information the public might be requesting.
- Email from Lia Scanlan to HDIV\_Comms, "Active shooter": COMM0016616
  - Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at p. 10
73. At 8:14 a.m., Regis Dudley emailed Lia Scanlan inquiring whether the tweets needed to be translated into French. Mr. Dudley then tried to call the translation services but received no answer. She emailed translation services directly at 8:43 a.m. to request translation of tweets.
- Email from Regis Dudley to Lia Scanlan, "Want me to send tweets for trans?": COMM0016617
  - Email from Regis Dudley to Brad Horncastle et. al., "For translation – urgent tweets": COMM0016627
74. S/Sgt. Halliday recorded in his handwritten notes that at 8:30 a.m. on April 19, 2020, "speak with Comms regarding messaging." S/Sgt. MacCallum's report states that at 8:45 a.m., he "spoke to Lia Scanlan, answered some further questions & added details for the pending MR." According to Ms. Scanlan's Mass Casualty Commission interview, during that call S/Sgt. MacCallum sent her a photograph of the perpetrator obtained from Lisa Banfield's sister, Maureen Banfield, earlier that morning. As noted above, the photo was sent at 8:02 a.m. Ms. Scanlan indicated that she drafted a tweet and read it back to S/Sgt. MacCallum to confirm accuracy.
- Handwritten notes of S/Sgt. S. Halliday: COMM0011831 at p. 20
  - Member report of S/Sgt. A. MacCallum: COMM0009498 at p. 5

- Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at p. 11
- Email from S/Sgt. A. MacCallum to Lia Scanlan, “Here is photo of sus, [perpetrator’s name]. Confirmed it is him from last nite. Addie”: COMM0016614; attached image of the perpetrator and Lisa Banfield: COMM0016615

75. At 8:54 a.m., the third tweet from the RCMP was published:



- H-Strong Communication Product Timeline: COMM0037113 at pp. 3–4

76. At 8:57 a.m., Regis Dudley emailed Lia Scanlan to ask if tweets should be posted on Facebook as well. Ms. Scanlan replied that they should be. Ms. Scanlan told the Mass Casualty Commission that because Twitter is more widely used for news and current events, the RCMP’s standard procedure was to post on Twitter first and then replicate the content on Facebook for those Facebook users who do not use Twitter.

- Email from Regis Dudley to Lia Scanlan, “Do we want to put these tweets on FB too?”: COMM0016630
- Email from Lia Scanlan to Regis Dudley, “RE: Do we want to put these tweets on FB too?”: COMM0016631

- Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at p. 13

77. At 9:12 a.m., the first Facebook post was published on the Nova Scotia RCMP Facebook page. The content appears to be a compilation of the RCMP tweets sent out at 8:02 a.m. and 8:54 a.m.:

RCMPNS is responding to a firearms complaint in the #Portapique area. (Portapique Beach Rd, Bay Shore Rd and Five Houses Rd.). We remain on scene. This is an active shooter situation. Residents in the area, stay inside your homes & lock your doors. Call 911 if there is anyone on your property. You may not see the police but we are there with you. 51-year-old [perpetrator's name] is the suspect in our active shooter investigation in #Portapique. There are several victims. He is considered armed & dangerous. If you see him, call 911. DO NOT approach. He's described as a white man, bald, 6'2-6'3 with green eyes. [Facebook post includes picture of perpetrator]

- H-Strong Communication Product Timeline: COMM0037113 at pp. 1–2

#### **Cst. Stevenson Inquires About Media Release on Replica Cruiser**

78. At 8:19 a.m. on April 19, 2020, Cst. Heidi Stevenson, from the Enfield RCMP detachment, contacted OCC dispatch in an attempt to gather information about the perpetrator's replica RCMP cruiser. She was advised by dispatch that they had obtained a photograph of the replica police cruiser and were uploading it onto the RCMP's computer dispatch system so that it could be viewed by members. Cst. Stevenson was advised that a photo was uploaded to the Computer Integrated Information and Dispatching System (CIIDS) and should be available in the "web view" on the mobile work station in her police car.

- OCC Master Ledger of Calls: COMM0038801 at pp. 49–50
- Transcript of recorded 911 calls, April 19, 2020, 08:00:00–11:29:52: COMM0014806 at lines 593–631, 720–90
- CIIDS (Computer Integrated Information and Dispatching System) and SAMM (Status and Messaging Module) Internal Messaging: COMM0043457 at p. 284

79. At 8:44 a.m., Cst. Stevenson inquired over the Hants East radio channel whether a media release to the public was being considered regarding the perpetrator's replica police cruiser. RCMP dispatcher Lisa Stewart acknowledged Cst. Stevenson's question by responding "10-4."

8:44:22 AM – CST. STEVENSON (H-15B04/H-EN P10): Has there been discussion about a media release in regard to that vehicle? Just for the public to be on the lookout for that and to also be aware that he may – it – we don't know if a uniform or access to anything else but just to ah, keep an eye out for that car.



8:44:41 AM – L. STEWART (RCMP OP3/DP03): Um, sorry I ver- I missed the very first part of what you said.

8:44:44 AM – CST. STEVENSON (H-15B04/H-EN P10): Just asking about a media release in regard to that PC.

8:44:48 AM – L. STEWART (RCMP OP3/DP03): 10-4

- Hants East radio: COMM0003809 at lines 310–18
- Note: 10-4 is RCMP code for “affirmative.”

80. At 8:46:32 a.m., Lisa Stewart sent the following message to dispatch supervisor Bryan Greene and risk manager S/Sgt. Briers: “enfield mbrs requesting a media release re: 28b11 being an imposter.” There is no record of Cst. Stevenson receiving a response to this question.

- CIIDS and SAMM Internal Messaging: COMM0043457 at p. 284

81. In S/Sgt. Briers’s post-event typed notes, he indicates that as a result of Cst. Stevenson’s inquiry, he contacted S/Sgt. Carroll at the “CIC location”:

- Note: U/K exact time but sometime between 0830 & 0904 hrs a Dispatcher mentioned that an Enfield officer asked about doing media release for new SUS vehicle (marked PC) — as a result of that suggestion I called S/Sgt Carroll and asked whether considering news release for new suspect vehicle — marked PC 28B11. He adv they will discuss again @ CIC location.

- Member report of S/Sgt. B. Briers: COMM0009061 at p. 3

82. The OCC call transcripts show that the call between S/Sgts. Briers and Carroll occurred at approximately 9:00:57 a.m. S/Sgt. Briers was at the OCC and S/Sgt. Carroll was at the Command Post in Great Village. The telephone exchange was as follows:

S/Sgt. Allan CARROLL: Hello?

S/Sgt. Bruce BRIERS: Hi Al, it’s Bruce again. Sorry, I don’t know, who else should I bother there? I tried MacCALLUM, but he wouldn’t answer this time, so.

S/Sgt. Allan CARROLL: He’s (INDISCERNIBLE) on his phone right beside me.

S/Sgt. Bruce BRIERS: Listen I um, came from one of the members out in uh, Enfield, I don’t know if there’s any consideration about doing a media release about this vehicle, potentially out on the go, so that.

S/Sgt. Allan CARROLL: Yeah...

S/Sgt. Bruce BRIERS: Like uh...

S/Sgt. Allan CARROLL: We're uh, it's been discussed here uh, I think that they're looking at it.

S/Sgt. Bruce BRIERS: Okay um.

S/Sgt. Allan CARROLL: I'll run it by later, later on, I uh, (INDISCERNIBLE) wherever [whenever, I'll] bring it up (INDISCERNIBLE) [to them again].

- Transcript of recorded 911 calls, April 19, 2020, 08:00:00–11:29:52: COMM0014806 at lines 2393–408
- Member report of S/Sgt. B. Briers: COMM0009061 at p. 3
- Note: The suggested edits (“(INDISCERNIBLE) wherever [whenever, I'll] bring it up (INDISCERNIBLE) [to them again]”) are based on Commission counsel's review of the audio file.

83. At 9:08 a.m., S/Sgt. Carroll emailed S/Sgt. Briers from his Samsung device. The email's subject line, “further to our conversation,” suggests that it was intended as a follow-up to their 9:00 a.m. phone call regarding consideration at the Command Post of releasing a description of the perpetrator's replica RCMP cruiser. In his email, S/Sgt. Carroll stated: “Thought was given to give release about vehicle, but decision was made not to.” S/Sgt. Briers replied at 9:15 a.m.: “Very good. Kind of figured they may not want to release.”

- Email from S/Sgt. B. Briers to S/Sgt. A. Carroll, “RE: further to our conversation”: COMM0016121
- Member report of S/Sgt. B. Briers: COMM0009061 at p. 3

84. S/Sgt. Carroll told the Mass Casualty Commission that he was “mobile” when he received the inquiry from S/Sgt. Briers. S/Sgt. Carroll stated that he passed the request up the chain of command and spoke with S/Sgt. Halliday about it. He states that the answer he received was: “No, we're not going to, not right now. Maybe later”:

Wayne FOWLER [00:41:47] Right, okay. So ... and so, as a result of this information about the fully marked police vehicle, are you able to enlighten us on any decision-making processes in regards to release of that information to the ... to the general public?

Allan CARROLL [00:42:12] Brian Rehill ... not Brian Rehill, Bruce Briers had sent me a message, and I don't remember what the time of it was. He had asked me about releasing information or the photograph or ... I believe it was the photograph,

I can't re ... can't be a hundred percent certain. I said, "Well, I" ... I said, "I can't make that call. I'll have to feed that up the ch ... feed that up and see what we're going to do with it," which I did. Hard to get a hold of people. I was on ... when Bruce was talking to me, I was out ... I was mobile, I wasn't at the command post. I did end up speaking with Staff Halliday about it. I can't remember if he gave me an answer right away or he was checking back, but he came back at some point in time and I was trying to get back to Briers. I couldn't get a hold of him right away. I ended up sending him ... I sent him an email saying, "Yeah, they ... discussed, not going to send it out right now. It's still under discussion," or still being looked at or whatever. I know it was sent out afterwards.

Wayne FOWLER [00:43:21] And so that decision, would that come from West, being the Incident Commander, or would that be a group decision amongst yourself, Halliday and MacCallum, or who was in this decision-making tree, I guess?

Allan CARROLL [00:43:41] I passed the information up and I don't know who the information tree was, because I wasn't there when they ... when the ... I wasn't there when any discussion was had on it.

Wayne FOWLER [00:43:51] Oh, okay.

Allan CARROLL [00:43:52] I was still mobile when the answer came back, "No, we're not going to, not right now. Maybe later."

Wayne FOWLER [00:43:57] Okay. And when you say you were mobile, you were out what ... basically, what were you doing when you're out mobile, if you can remember?

Allan CARROLL [00:44:10] I was prob ... I was either driving ... putting around the time while I was driving down to ... out to ... out to the area, to Portapique. I wasn't driving near the places, I drove ... I drove food out to the guys and that type of stuff.

Wayne FOWLER [00:44:34] Okay. So, this email was in around just after 9:00 in the morning?

Allan CARROLL [00:44:44] I delivered food for like ... I can't say, I don't-

Wayne FOWLER [00:44:53] Okay. No, that's-

Allan CARROLL [00:44:54] I was ... I was somewhere out the ... yeah, I was-

Krista SMITH [00:44:59] You sent the email from your mobile workstation?

Allan CARROLL [00:45:01] I would ... no, no, I didn't have a-

Krista SMITH [00:45:03] You had a phone?

Allan CARROLL [00:45:03] It's a cell phone. Yeah, no, I didn't ... the vehicle I had didn't ... didn't have a mobile workstation.

Wayne FOWLER [00:45:13] Yeah, the questions are ... I find it harder to get ... put it into the timeline in your own mind when things are taking place, so it's ... it's hard to put it into context of everything that was going on.

Allan CARROLL [00:45:25] Well, I ... I remember ... I remember talking to ... I remember a phone call with Bruce asking me a question, and I remember not being able to get back to him. I tried to call and tried to call and couldn't get back to him. And is same, I couldn't get all Halliday right away, either. And if I had been ... if I had have been at the command post, I would have walked up and seen him. So, whether I was driving out to the ... driving out to Portapique, I can't recall where I was.

Wayne FOWLER [00:45:54] Okay, no, that's fine.

Allan CARROLL [00:45:54] I just can't.

Wayne FOWLER [00:45:55] No.

Krista SMITH [00:45:56] So, but it was Halliday that you talked to?

Allan CARROLL [00:45:59] Yes.

- Mass Casualty Commission interview of S/Sgt. A. Carroll: COMM0019386 at p. 36

85. In his Mass Casualty Commission interview, S/Sgt. Halliday was asked about the email between S/Sgt. Briers and S/Sgt. Carroll. He stated that it was "absolutely inaccurate" to say that the request to release the vehicle's description had been denied. S/Sgt. Halliday stated that "[t]here was no...no point ever at any point did I have any conversation with anyone who denied any release of any information":

Wayne FOWLER [00:43:35] Okay. Just going to go back to I believe in your notes that there were some briefings/discussions had in regards to releasing the mock police car information to the public and eventually the decision made, it was denied, earlier in the ... I guess I have to find exactly where it was. It was in the-

Steve HALLIDAY [00:44:09] In the handwritten notes?

Wayne FOWLER [00:44:11] Yes.

Steve HALLIDAY [00:44:20] There was no ... no point it was denied. It's either a misprint, a misread, a mis something.

...

Steve HALLIDAY [00:45:04] No, there's ... that's absolutely inaccurate, one hundred percent. So, in my notes I have in relation to that is at 8:00 in the morning, "With this information, we are now concerned there may be a fourth police car that we were unaware of. And it is either still there somewhere in the area or has managed to flee the scene. Based on the threat cues observed by the members of the fires being lit, the sound of gunfire, we believe the suspect may still be in the area and ... or in hiding or deceased. We are concerned, though, that there's a possibility he may be on the run in a fully marked PC, 28Bravo11. This needs to be communicated to the members, J Division, all municipal agencies, PD's and border crossings. Have to get this info out to the public ASAP. Task this to get out to comms." That's the only notes in relation to that. And then I speak with comms regarding messaging at 8:30. There was no ... no point ever at any point did I have any conversation with anyone who denied any release of any information. No. ...

...

Krista SMITH [00:47:59] ...Okay, so at 9:08 a.m. on Sunday, Al Carroll sent an email to Risk Manager Briers in relation to a media release request made by Cst. Stevenson about the perpetrator's fully marked, mocked cruiser. Carroll's email said the decision had been made not to release the information about the perpetrator's mocked cruiser to the media. It stated, "Thought was given to release about vehicle, but decision made not to." Briers replied back to Al Carroll seven minutes later, saying, "Very good, kind of figured they may not want to release." So, I think that's what we were referring to.

...

Krista SMITH [00:50:41] Yeah. So, really, I know it's not directly to you, but I'm just wondering if you have any memory of discussion around ... around that?

Steve HALLIDAY [00:50:49] That's the first I've heard anything like that, and I'm shocked to hear that. I don't think that that's accurate, frankly.

Krista SMITH [00:50:56] Okay.

Steve HALLIDAY [00:50:57] I don't think that's accurate. I think that's inaccurate.

- Mass Casualty Commission interview of S/Sgt. S. Halliday: COMM0019379 at pp. 45–48

86. S/Sgt. West told the Mass Casualty Commission that any decisions relating to the release of information to media personnel rested "with Steve Halliday":

Wayne FOWLER [00:43:27] Strategic Comms. Can you go into that a little bit for me?

Jeff WEST [00:43:36] Well, that was something ... Steve Halliday engaged Strategic Comms early on with whoever the on call, I believe it might have been

Lisa Croteau, who was the on-call person that night, I think. So, Steve engaged them early on and throughout the night into the morning Steve was the point of contact between Strategic Comms and ... and ... and the command post. So, a lot of ... any of the ... a lot of the liaison with that in strategy ... strategizing was between Steve Halliday and whoever else he was talk ... because I know it was Lisa, then Lia Scanlan was engaged and ... and ... the next morning, because she ... she had called the command post and I had asked Steve to ... to speak to her on that ... on that.

Wayne FOWLER [00:44:15] Okay. So now, in ... with Steve dealing with strategic communications, who was the decision- maker on what information would get released to the public and what would not, or in drafting of the ... I guess it was the Tweets/Facebook that they were using at the time?

Jeff WEST [00:44:40] That would have been between the ... Steve Halliday and Strategic Comms.

...

Wayne FOWLER [00:09:06] I'm just going to stop you, yeah, right there just before we move into this. Between the information times, you're starting to get the information from Lisa Banfield and her family out of Halifax and now becoming aware of this fully replica police car, and Glenn Byrne is pushing out, I'm going to ... the BOLO's-

Jeff WEST [00:09:33] Yeah.

Wayne FOWLER [00:09:35] ... to all the police services, both internal and external. What communication or what information is being passed on or who's making any decisions in regards to media personnel?

Jeff WEST [00:09:51] That's with Steve Halliday.

Wayne FOWLER [00:09:53] That rests with Steve?

Jeff WEST [00:09:54] Yeah.

- Mass Casualty Commission interview of S/Sgt. J. West: COMM0035916 at pp. 28, 36

87. In his interview with the Mass Casualty Commission, S/Sgt. Briers described his call with S/Sgt. Carroll about a potential media release. S/Sgt. Briers stated that he understood that there was a decision to hold back the information regarding the replica RCMP cruiser. He stressed that it was not his decision – it was that of the members at the Critical Incident Command centre – but that he agreed with the call given the strain on 911 call-taking resources that he believed would result from public release of the information:

Sometime between 8:30 and 9:04, I can't say the time, the Enfield dispatcher, it may have been Leah Swan, but I can't say definitively who it was, asked ... brought up the fact about a member from Enfield, an officer from Enfield, and I want to say Enfield's dispatcher, because that'd be the only person that would be talking to Enfield at that stage, brought up about doing a media release for the new suspect veh ... veh ... a marked PC, 28Bravo11. As a result of that suggestion, I called Al Carroll. It's not my call on these things. I'm not the Incident Commander of this at this stage, so I have to consult the people that are making those calls in relation to that, so. And asked whether, considering news ... And so, I called Al Carroll, asked whether [sic] consider a news release for the new suspect vehicle, that 28Bravo11. He again wasn't the decider on that either. He had to consult with the people that are there, the Incident Commander. So, he said he would talk it over at the CIC, the Critical Incident Command centre and he'd get back to me. So, 9:04, I have a note, it says, "Further to an internal message I received from dispatch, I contacted (Al Carroll) the below noted, then sent an email to him and Sgt. O'Brien." ...

...

9:09, Al Carroll wrote me back in an email that he says, "...thought was given to give release about vehicle, but decision was made not to." So, their call, their decision. I will interject here, though, in my opinion, it was probably the right decision. If they said we were looking for a marked police car, travelling on the highway or anywhere on the rural roads, we would have been frigated. There wouldn't be enough phone calls or enough dispatchers in that area at that time to ... because there was lots ... there was lots of police cars out there, so every police car would have been reported on. I'll even go on one step. I worked the week after this and we had numerous calls daily about someone reporting a white unmarked going down the road. This is long after this incident happened. And we need to have that checked. Like a white car, like any car, every car; this is not a marked car, but every car was reported after the fact. So, I ... in my opinion, based on what I know about how the office works, it would have been a problem for that at that time. And they had a lot of dispatchers in there, but you can only take so many phone calls with ... with the ... what potentially that could have brought on. But it's not my call; I left it up to them to decide.

- Mass Casualty Commission interview of S/Sgt. B. Briers: COMM0035921 at pp. 43–44
88. According to the notes of Cpl. Angela McKay, she met with S/Sgt. Halliday at 9:19 a.m. and received an update on the incident response. Her notes include the statement "Public Safety has gone up through CrOps & discussing [with] Comms."
- Handwritten notes of Cpl. A. McKay: COMM0005379 at p. 7

### Tweets About Replica RCMP Cruiser Prepared by Strategic Communications Team

89. Whether or not there was a decision made at the Command Post to delay the release of information about the replica RCMP cruiser, it appears that preparations for such a release were underway shortly before 9:00 a.m. on April 19, 2020.

90. At 8:59 a.m., RCMP public information officer Cpl. Jennifer Clarke emailed Lia Scanlan with an update regarding the perpetrator's replica police cruiser. The email stated:

The car involved looks like a current RCMP Ford Taurus Interceptor. The only difference is that it has a 'whip' antenna mounted on the trunk. That is a long antenna that is about 5 to 6 feet high. 22B11 is marked on the "C" pillar of the car like our PC numbers are usually marked. I will get some pics for you in a separate email.

- Email from Cpl. J. Clarke to Lia Scanlan, "22B11 description": COMM0016632
- Handwritten notes of Cpl. J. Clarke: COMM0054717 at p. 1
- Note: The fake call sign on the replica RCMP cruiser was actually 28B11.
- Additional information on the identification of the perpetrator's replica police vehicle is found in the *Confirmation of Replica RCMP Cruiser* Foundational Document

91. At 9:04 a.m., Lia Scanlan replied to Cpl. Clarke as follows:

Perfect

The next tweet is him and a photo etc.

After that I am wanting this PC one.

Can you have a look at what we have said so far and pull something together, Addie [MacCallum] can approve.

I will have REgis [*sic*] save it to the doc

- Email from Lia Scanlan to Cpl. J. Clarke, "Re: 22B11 description": COMM0016634

92. At 9:40 a.m., a draft tweet had been prepared by Cpl. Clarke with a photo of the perpetrator's replica police cruiser and forwarded to S/Sgt. MacCallum for approval. The email stated:

Addie - I received the info about the uniform from HD members. The car # is 28b11 not 22b11 as I was told earlier. This is good because 28 is Oxford and they don't have 11 B cars. There is no way the real version of that car # is on the road anywhere in NS.

For approval please



Jen

RCMPNS #Colchester: The suspect, [perpetrator's name] may be driving what appears to be an RCMP vehicle. He may be wearing an RCMP uniform. There is one difference between his car and our RCMP vehicles. It's the car #. The suspect's car is 28B11. You can find the # behind the rear passenger window. If you see 28B11 call 911 immediately.



- Email from Cpl. J. Clarke to Lia Scanlan, “APPROVED by Steve Halliday: Tweet for approval - immediate pls: 22B11 description”: COMM0016642
  - H-Strong Communication Product Timeline: COMM0037113 at p. 1
93. Cpl. Clarke’s email request to S/Sgt. MacCallum went unanswered. As detailed in the *Highway 4, Wentworth* Foundational Document, RCMP dispatch broadcast the Lillian Campbell homicide call in Wentworth at 9:41:57 a.m. via the Cumberland radio channel, and at 9:42:30 a.m. via the Colchester radio channel. S/Sgt. MacCallum responded to the Wentworth call from the Great Village Command Post. It appears plausible that this may be why S/Sgt. MacCallum did not respond to Cpl. Clarke’s email.
- Colchester radio: COMM0003806 at lines 4496–99
  - Cumberland radio: COMM0043478 at p. 24
  - Member report of S/Sgt. A. MacCallum: COMM0009498 at p. 6
94. At 9:45 a.m., Cpl. Clarke appears to have forwarded the request for approval to S/Sgt. Halliday. Cpl. Clarke’s email stated: “Steve - need approval asap.. Addie is 10-6...Thanks Jen.”
- Email from Cpl. J. Clarke to Lia Scanlan, “APPROVED by Steve Halliday: Tweet for approval - immediate pls: 22B11 description”: COMM0016642
  - Note: 10-6 is the RCMP code for “busy.”

95. At 9:49 a.m., Cpl. Clarke appears to have received approval of the replica RCMP cruiser tweet from S/Sgt. Halliday. She sent an email to Lia Scanlan, copying Regis Dudley, with the subject line “APPROVED by Steve Halliday: Tweet for approval – immediate pls: 22B11 description.” The body of the email stated:

Pls note they are responding to another incident, suspect is on the run/ Tweet is approved.

Jen

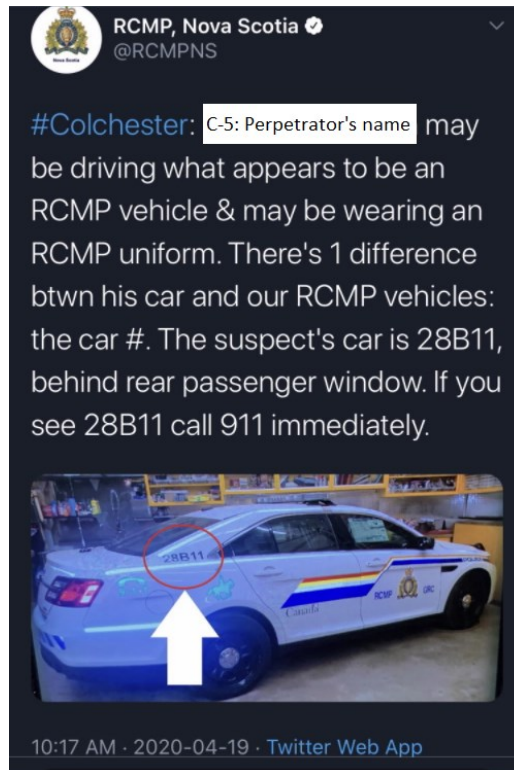
- Email from Cpl. J. Clarke to Lia Scanlan, “APPROVED by Steve Halliday: Tweet for approval - immediate pls: 22B11 description”: COMM0016642
  - Note: Investigation is ongoing into the creation, approval, and publication process of the tweet approved at 9:49 a.m.
96. At approximately 9:47 a.m., RCMP Cpl. Rodney Peterson was travelling towards the Wentworth call when observed the perpetrator travelling the opposite direction on Highway 4 . The perpetrator avoided police detection by turning into a driveway and attending at a private residence in Glenholme, Nova Scotia, just south of the Hidden Hilltop Family Campground. The residents of the home called 911 at approximately 9:49 a.m. to report that the perpetrator was there. At 9:50:18 a.m., RCMP dispatch broadcast over Colchester radio that the perpetrator was at the residence on Highway 4. The perpetrator subsequently left the Glenholme residence and travelled to Debert.
- Colchester radio: COMM0003806 at lines 4558-59, 4597-98
  - Member report of Cpl. R. Peterson: COMM0003900 at p. 1
  - Cumberland radio: COMM0043478 at pp. 24–27
  - Note: The events in Glenholme are detailed in the *Highway 4, Glenholme* Foundational Document.
97. The perpetrator committed the homicides of Kristen Beaton and Heather O’Brien shortly before 10:00 a.m. on Plains Road in Debert. The cell phone records of both women indicate that they were aware of the incident in Portapique. Kristen Beaton was actively following the situation on social media and posted a warning to her coworkers on Facebook. Heather O’Brien similarly sent a photograph of the perpetrator to her colleague at 9:37:29 a.m.
- The events in Debert are detailed in the *Plains Road, Debert* Foundational Document.
  - Extraction report for Heather O’Brien’s cell phone: COMM0003830 at pp. 4-5
  - Extraction report for Kristen Beaton’s cell phone: COMM0003838 at p. 10, 13, 15
  - Screenshot of Kristen Beaton’s Facebook post: COMM0040571
98. At 10:04 a.m., the RCMP posted the following update on the Nova Scotia RCMP Twitter feed:



- RCMP tweet, April 19, 2020, at 10:04 a.m.: COMM0013637
99. The Debert call was dispatched to RCMP members over Colchester radio at 10:07:53 a.m.
- Colchester radio: COMM0003806 at lines 4804-05
100. At 10:10 a.m., the Glenholme tweet was posted on the Nova Scotia RCMP Facebook page.
- H-Strong Communication Product Timeline: COMM0037113 at p. 2
101. By 10:15 a.m., with the perpetrator still at large, S/Sgt. Halliday indicated in his timeline notes: "Called for media and comms to get this info broadcast out to the public."
- Timeline of actions taken by S/Sgt. S. Halliday: COMM0010696 at p. 8
  - Member report of S/Sgt. S. Halliday: COMM0010697 at p. 10
  - Handwritten notes of S/Sgt. S. Halliday: COMM0011831 at p. 5

#### Replica RCMP Cruiser Communicated to Public

102. The first tweet referencing the perpetrator's replica RCMP cruiser was published on the Nova Scotia RCMP Twitter feed at 10:17 a.m., April 19, 2020, approximately 28 minutes after its content was authorized by S/Sgt. Halliday at 9:49 a.m. (see paragraph 86, above).



- RCMP tweet, April 19, 2020, at 10:17 a.m.: COMM0013638
- Additional information on the perpetrator's use of an replica RCMP cruiser is contained in the *Confirmation of Replica RCMP Cruiser* Foundational Document
- Note: Investigation is ongoing into the creation, approval and posting of the above tweet.

103. The same message was then posted to the Nova Scotia RCMP Facebook page at 10:19 a.m.

- H-Strong Communication Product Timeline: COMM0037113 at p. 2

104. At 10:21 a.m., the following update tweet was published on the Nova Scotia RCMP Twitter feed:



- RCMP tweet, April 19, 2020, at 10:21 a.m.: COMM0013639

### Updates on Active Shooter Investigation “in Portapique”

105. At 10:26 a.m. on April 19, 2020, the RCMP published the following update on Facebook:

RCMP is currently responding to an active shooter investigation in Portapique. This is an active and evolving situation. Residents of the area are asked to remain inside their homes and lock your doors. Call 911 if there is anyone on your property. All further communication regarding this situation will be done via the Nova Scotia RCMP Twitter account, @RCMPNS, <https://twitter.com/RCMPNS>. You can also search for RCMP Nova Scotia. Thank you for your understanding as we work to provide the most updated information while addressing public and officer safety.

- H-Strong Communication Product Timeline: COMM0037113 at p. 2; Note: according to this document, “Lia Scanlan and Cindy Bayers were approving here forward.”
106. Ten minutes later, at 10:36 a.m., an email was circulated through the RCMP email list (rcmpns-grcne) that includes all news agencies in the province. The content of the email was an RCMP media release:

RCMP Engaged in Active Shooter Investigation: Information Available on Twitter

April 19, 2020, Portapique, Nova Scotia... RCMP is currently responding to an active shooter investigation in Portapique. This is an active and evolving situation. Residents of the area are asked to remain inside their homes and lock your doors. Call 911 if there is anyone on your property.

All further communication regarding this situation will be done via the Nova Scotia RCMP Twitter account, @RCMPNS. You can also search for RCMP Nova Scotia. Thank you for your understanding as we work to provide the most updated information while addressing public and officer safety.

Contact Person: Cpl. Lisa Croteau

Public Information Officer

Halifax District RCMP

Cell: 902-830-5695

Email: [lisa.croteau@rcmp-grc.gc.ca](mailto:lisa.croteau@rcmp-grc.gc.ca)

- Email from rcmpns-grcne to rcmpns-grcne, "RCMP Engaged in Active Shooter Investigation: Information Available on Twitter / \*La traduction suivra": COMM0016229
- H-Strong Communication Product Timeline: COMM0037113 at pp. 2–3
- Note: A version of this press release was translated into French and released at 10:45 a.m.: Email from rcmpns-grcne to rcmpns-grcne, "La GRC mène une enquête sur un tireur actif: mises à jour diffusés sur Twitter / RCMP Engaged in Active Shooter Investigation: Information Available on Twitter": COMM0016653
- Mass Casualty Commission interview of Cpl. L. Croteau: COMM0015504 at p. 12

107. The RCMP published two further tweets on their Twitter feed at 10:39 a.m. The tweets included hashtags for Portapique, Central Onslow, Debert, Glenholme and Colchester:

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- RCMP tweets, April 19, 2020, at 10:39 a.m.: COMM0013635; COMM0013634

108. At 10:55 a.m., S/Sgt. MacCallum received an email from Cindy MacKenzie, communications advisor with the Strategic Communications Unit. The email attached a screenshot of a comment posted by a civilian on the perpetrator's Facebook page. The Facebook comment appears to have been posted at 10:26 a.m. The comment stated:

IF YOU LIVE IN THAT AREA.DO NOT GO NEAR AN RCMP CRUISER.HIS MAIN HOBBY IS BUYING EX POLICE CARS AT AUCTIONS.HE DID MY DENTURES IN JANUARY.AND SHOWED PICS OF A CRUISER THAT HE REDID.IT'S EXACTLY LIKE AN ACTUAL RCMP POLICE CAR,AND HE HAS THE UNIFORM TO GO WITH IT!

- Email from Cindy MacKenzie to S/Sgt. A. MacCallum, "FYI - Twitter Info": COMM0016230
- Screenshot: COMM0016231

### Perpetrator in Brookfield and Milford

109. As detailed in the *Shubenacadie* Foundational Document, broadcasts over Colchester radio at 10:42 a.m. and 10:44 a.m. suggested that the perpetrator was in Brookfield travelling southbound on Highway 2.

- Colchester radio: COMM0003806 at lines 5261–63, 5270–71

110. At 10:49 a.m., Cst. Chad Morrison broadcast over the Hants East radio channel that he had been shot by the perpetrator in Shubenacadie. Cst. Heidi Stevenson was fatally shot by the perpetrator at the Shubenacadie cloverleaf shortly after. At 10:59 a.m., ERT member Cst. Trent Milton

broadcast that an RCMP member was down at the junction of Highways 2 and 224, and that the perpetrator had left the scene “in a silver Tracker, Halifax-bound.”

- Colchester radio: COMM0003806 at lines 5398–99
- Hants East radio: COMM0003809 at lines 516–17

111. The next RCMP update was released, via Twitter, at 11:04 a.m. on April 19, 2020:



- RCMP tweet, April 19, 2020, at 11:04 a.m.: COMM0013640

112. Shortly after, at 11:06 a.m., another update was published on the Nova Scotia RCMP Twitter feed:



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- <https://twitter.com/RCMPNS/status/1251874934298759168>, accessed April 12, 2022
- Twitter posts – RCMP H-Division Account: COMM0013633
- H-Strong Communication Product Timeline: COMM0037113 at pp. 3

113. At 11:20 a.m., RCMP Strategic Communications administrative assistant Kayla Rees emailed Regis Dudley and copied the "HDIV Comms" email with the subject line: "Please keep an eye on social media." The body of the email advised that "people want to know what to do if they get pulled over today."

- Email from Kayla Rees to Regis Dudley, "Re: Please keep an eye on social media": COMM0016666

114. The next RCMP public communication was at 11:24 a.m., via Twitter:



- RCMP tweet, April 19, 2020, at 11:24 a.m.: COMM0013641
- Note: Joseph Webber's vehicle was actually a Ford Escape mistakenly identified as a Chevrolet Tracker.
- The events at the Shubenacadie cloverleaf are detailed in the *Shubenacadie* Foundational Document

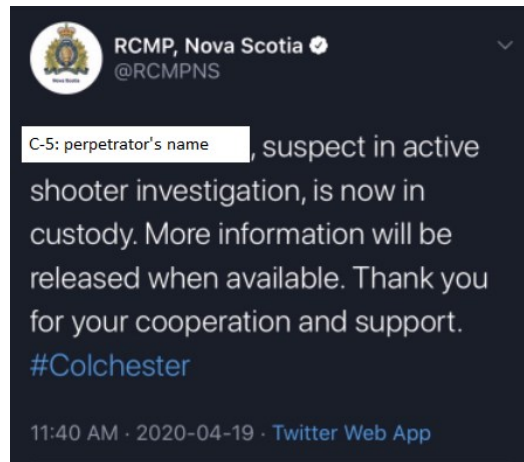
115. At 11:35 a.m., Nova Scotia RCMP published the following update on their Twitter feed:



- RCMP tweet, April 19, 2020, at 11:35 a.m.: COMM0013642

**Perpetrator “In Custody”**

116. As detailed in the *Enfield Big Stop Foundational Document*, at 11:25 a.m., the perpetrator was killed by RCMP at the Enfield Big Stop. At 11:40 a.m. on April 19, 2020, Nova Scotia RCMP published, on their Twitter feed, that the perpetrator was in custody:



- RCMP tweet, April 19, 2020, at 11:40 a.m.: COMM0013643
117. In her interview with the Mass Casualty Commission, Lia Scanlan explained that the term “in custody” was used based on information they were told at the time:
- ...we were told he was in custody. We didn't care. We were just told it was over, he's in custody. And that was the information they had at the moment. So, we put it out; there wasn't like waiting, let's confirm that he's dead [...]
- Mass Casualty Commission interview of Lia Scanlan, September 14, 2021: COMM0015883 at p. 20
118. This tweet was then published on the Nova Scotia RCMP Facebook page at 11:41 a.m.
- H-Strong Communication Product Timeline: COMM0037113 at p. 3
  - Email from Cindy Bayers to HDIV\_Comms, “Tweeted & posted to FB”: COMM0016673

## Alert Ready

*Additional information on the regulatory underpinnings and technical workings of the Alert Ready System is contained in the Alert Ready in Nova Scotia Foundational Document.*

### Nova Scotia Emergency Management Office

119. The Nova Scotia Emergency Management Office (EMO) is the government agency responsible for emergency planning and coordination of emergency responses in Nova Scotia.

- Emergency Management Office: About us: <https://beta.novascotia.ca/government/emergency-management-office/about>, accessed April 20, 2022

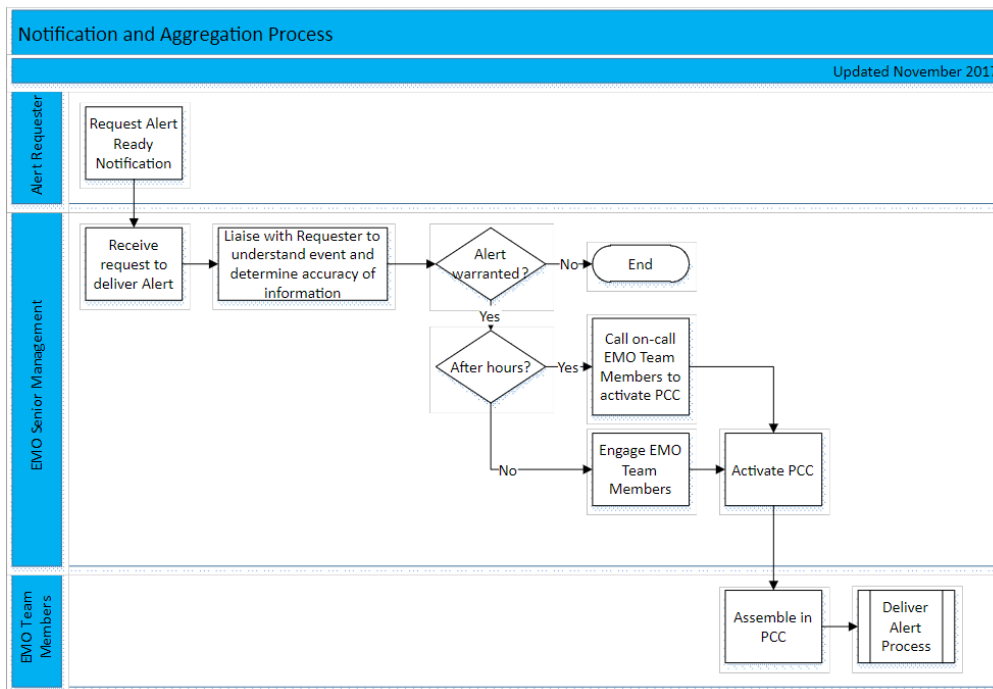
120. Alert Ready is the public-facing website that informs Canadian residents of national public alerting. The National Alert Aggregation and Dissemination System (NAAD System) is the software or architecture that gives “Authorized Government Users” the ability to create and send alerts. In Nova Scotia, EMO is the Authorized Government User of the NAAD System and can send out geographically targeted “broadcast intrusive” alerts to cell phones, radio, and television where there is an imminent threat to life or property.

- EMO Alert Ready Standard Operating Procedures: COMM0001011 at pp. 3–7
- EMO Public Alerting System Presentation: COMM0001015 at pp. 2–3, 6

121. The EMO was, at the time of the mass casualty, responsible for managing and issuing the public Alert Ready messaging. As the Authorized Government User of Alert Ready, EMO is responsible for training users to operate the NAAD System and having a team of individuals who are trained users of the system. While the EMO is not a 24/7 operation, it is responsible to have an on-call process to deliver alerts 24/7.

- Alert Ready System Memo: COMM0001010 at pp. 1–2
- NAAD System User Agreement: COMM0000994

122. Once a request for an alert is made by a trusted source, EMO will activate the Provincial Coordination Centre (PCC). The PCC is a centralized operations centre for the EMO during events requiring Alert Ready requests. The director of EMO decides if an alert is warranted. A trusted source includes a police force such as the RCMP. The EMO Alert Ready Standard Operating Procedures document describes the Alert Ready notification and aggregation process in the following chart:



Process Box	Role	Type	Explanation
Request Alert Ready Notification	Alert Requester	Action	A request to deliver an Alert could come in from many sources. It could come from a provincial government department, a local municipality, a telecom provider, a utility provider, a police force, or any other source. The request may reach Senior Management directly, or it may reach an EMO team member and be passed to Senior Management.
Receive request to deliver Alert	EMO Senior Management	Action	A member of EMO Senior Management will receive a request to deliver an Alert Ready notification. They will immediately begin to gather information about the event and make a decision about whether the Alert is warranted, based upon the criteria for each type of Alert.

Liaise with Requester to understand event and determine accuracy of information	EMO Senior Management	Action	EMO Senior Management will liaise with the Alert Requester to understand the event and gather information for the Alert. EMO Senior Management will be diligent in determining the accuracy/trustworthiness of the source.
Alert warranted?	EMO Senior Management	Decision	EMO Senior Management will decide whether an Alert is warranted based up the information that they have at the time and the national guidelines for decision making.
After hours?	EMO Senior Management	Decision	The time of day that the request is received determines whether EMO Team Members will be around the office or whether they will need to be called at home.
Call on-call EMO Team Members to activate PCC	EMO Senior Management	Action	If the request comes in after hours, Senior Management must call the EMO Team Members in to the PCC.
Engage EMO Team Members	EMO Senior Management	Action	If the request comes in during regular hours, Senior Management must simply engage the EMO Team Members in person.
Activate PCC	EMO Senior Management	Action	EMO Senior Management will take the necessary steps to activate the Provincial Coordination Centre.
Assemble in PCC	EMO Team Members	Action	EMO Team Members will assemble in the Provincial Coordination Centre.
Deliver Alert Process	EMO Team Members	Sub-Process	Once assembled, the EMO Team Members will execute the Deliver Alert Process.

- EMO Alert Ready Standard Operating Procedures: COMM0001011 at pp. 4–7
- Additional information on the Alert Ready System is detailed in the *Alert Ready in Nova Scotia* Foundational Document

### RCMP H-Division Emergency Management Section

123. The RCMP H-Division Emergency Management Section (EMS) is responsible for operational readiness and response, and emergency preparedness initiatives for the RCMP in Nova Scotia. It is under the overall direction of Inspector (Insp.) Dustine Rodier, the officer-in-charge of operational support and the Operational Communications Centre. As part of its mandate, the EMS manages ground search and rescue operations for the Province of Nova Scotia, Amber Alerts,

business continuity plans for emergency disaster preparedness and response, as well as emergency operational plans for H-Division. It coordinates with the Nova Scotia Emergency Management Office on natural disasters.

- Mass Casualty Commission interview of Insp. D. Rodier: COMM0015496 at pp. 2–4, 52

124. The EMS usually has two full-time staff: one civilian and one RCMP member. According to Insp. Rodier, both EMS positions were vacant for a “significant amount of time” prior to the mass casualty, and she was performing EMS duties in addition to her officer-in-charge duties. Shortly before the mass casualty, Glenn Mason joined the EMS in the civilian position. It appears there was no RCMP member assigned to EMS at the time of the mass casualty.

- Mass Casualty Commission interview of Insp. D. Rodier: COMM0015496 at pp. 51–53

125. The EMS operates the RCMP H-Division’s Divisional Emergency Operations Centre (DEOC). The DEOC is a “stand up” coordination centre, which means that it can be activated when required in an emergency. This means that all necessary support is housed in one room, potentially including operations, logistics, finance, major crime, and strategic communications.

- Mass Casualty Commission interview of Insp. D. Rodier: COMM0015496 at pp. 51–53

#### **RCMP Awareness of Alert Ready Before April 19, 2020**

126. While a public health–related alert had previously been sent on behalf of the Nova Scotia Department of Health, at the time of the mass casualty the RCMP in Nova Scotia had never sent an emergency alert before, including Amber Alerts, and had no policies or protocols in place to do so. Several RCMP members have stated that they were only familiar with public alerting in police in relation to Amber Alerts, sent in kidnapping situations. RCMP EMS manager Glenn Mason told the Mass Casualty Commission:

I was aware of emergency alerting to the point that it was for Amber Alert, was always my understanding, that it was for if someone was kidnapped or abducted and in imminent danger of being harmed, an Amber Alert was to be sent out.

- Mass Casualty Commission interview of Rodney Legge: COMM0056199 at pp. 12-13
- Mass Casualty Commission interview of Glenn Mason: COMM0053758 at p. 13
- See also: Broadcast Immediate Alerting Statistics by Jurisdiction: COMM0057352

127. OCC commander Glen Byrne told the Mass Casualty Commission, “Alert Ready never existed in this province, no matter what anybody tells you... I never until this incident ever heard the term Alert Ready.” He explained that following the mass casualty event, “now that policing agencies know about it,” the RCMP and Halifax Regional Police have been given direct access to send their own alerts, although Amber Alerts still must be sent through EMO. The RCMP also now has

protocols in place for Alert Ready's use, and he, the Risk Managers, and Insp. Rodier have received training on the Alert Ready system.

- Mass Casualty Commission interview of Glen Byrne: COMM0015499 at pp. 54–55
- Mass Casualty Commission interview of Insp. D. Rodier: COMM0015496 at p. 35
- Mass Casualty Commission interview of Cpl. L. Croteau: COMM0015504 at p. 14

128. In his interview with the Mass Casualty Commission, S/Sgt. Jeff West brought up the issue of public alerting. When asked what his view on it was, he replied that it was not a tool in their toolbox at the time:

Our view ... my view, It's very simple. It's not a tool that was in our toolbox at the time that we were aware of. That's exactly that, in a very short sentence is where if you wanted at that time. If it was a tool in our toolbox, we would have considered it; but at that time, it wasn't one in our toolbox.

- Mass Casualty Commission interview of S/Sgt. J. West: COMM0035916 at p. 50

129. When asked about Alert Ready in her interview with the Mass Casualty Commission, Insp. Rodier said, "Prior to April 19, 2020, I knew nothing about it... if you had said to me Alert Ready in policing, I ... it didn't ... it was never something we used. It was not something really that was used anywhere." She went on to say:

we were talking about Amber Alert, not Alert Ready. And it wasn't until after this that ... and ... and what happened in April, that Alert Ready was even a thing. It was not ... it was not a thing for us. We had no idea anything about it. We certainly had never used it. We'd never ... we didn't know the impacts; we didn't know the risks. We didn't we didn't know anything.

...

public alerting was ... was meant for natural disasters, floods, fires and some kind of public alerting for Amber Alert. It ... it was not something that we were ... we knew of, that we had been trained on, anything.

- Mass Casualty Commission interview of Insp. D. Rodier: COMM0015496 at pp. 45–47

130. EMO executive director, Paul Mason, told the Mass Casualty Commission that "Alert Ready" is a brand name, and that the system is more commonly referred to as "public alerting" or "the national public alerting system." When asked what policing agencies would know about Alert Ready, he stated:

You know, they're aware of the program. Once again, I mean, we're running ads; we're testing it; we're calling them; we're offering it to them.



...

I saw in the media afterwards that RCMP does not have a standard operating procedure on Alert Ready. I was shocked by that. Once again, they are participating in the [Public Alerting Working Group] nationally and have been for years.

- Mass Casualty Commission interview of Paul Mason: COMM0054268 at pp. 15, 21, 23
- Note: investigation is ongoing into the Public Alerting Working Group and the RCMP's participation therein.

131. Paul Mason also noted that, at the time of the mass casualty, an active shooter event was not specifically listed as an alert type in the Alert Ready system. In 2014, 2016, and 2019, the EMO gave presentations to law enforcement agencies, including the RCMP, concerning the possible applications of public alerting in policing. The EMO suggested that it share its public alerting capacity with law enforcement to allow these agencies to create and disseminate their own alerts without the involvement of the EMO. The RCMP appears to have consistently held the position that it preferred to liaise with EMO in the event that the need for an emergency alert should arise. The 2016 presentation included "Criminal Activity (Terrorism, Active Shooter, etc)," along with "Amber Alert," as law enforcement related examples of "broadcast intrusive" alerts. Notes prepared by Glenn Mason subsequent to the mass casualty indicate that he was told that Insp. Rodier attended the 2019 presentation; however, minutes for the May 31, 2019 Agency Representatives Committee meeting where Rod Legge presented on Alert Ready do not list her as an attendee.

- Mass Casualty Commission interview of Paul Mason: COMM0054268 at pp. 19-23
- EMO Public Alerting System Presentation: COMM0001015 at pp. 8–9
- Agency Representative Committee - May 31 2019: COMM0043666 at pp. 1-2
- Public Alerting System - June 23, 2016.pdf: COMM0035867 at pp. 1, 14
- Alert Ready System Memo: COMM0001010 at pp. 2–3
- Email from Insp. D. Rodier to C/Supt. C. Leather, "Notes": COMM0017963
- Notes of Glenn Mason re: RCMP Public Safety Broadcast: COMM0017964
- Note: In 2016, Halifax Regional Police indicated that it preferred to request alerts through EMO, citing training, staffing, and capacity concerns. While the RCMP's reasons for its position are not clear, it appears plausible that the RCMP may have had similar concerns (See memo from HRP Supt. S. Auld to Paul Mason, "Trusted Agent Status, NAAD": MCC00000149 at pp. 1–2).
- Note: Insp. Rodier sent an email on April 24, 2020 indicating that she did not recall attending the 2019 presentation: COMM0018411. Investigation is ongoing on this question.

#### **Alert Ready Discussions on April 19, 2020**

*Please note that this section describes the extent to which the Alert Ready system was engaged on April 19, 2020.*

132. At 5:49 a.m. on April 19, 2020, the Nova Scotia Emergency Management Office duty officer, Andrew Mitton, was notified that there was an active shooter situation in Portapique. He was advised that RCMP had requested helicopter assistance from the Nova Scotia Department of Lands and Forestry (now DNR). The RCMP had also contacted EMO early that morning to request that they set up a comfort centre for evacuees from Portapique. At 6:16 a.m., Mr. Mitton called Dominic Fewer, EMO emergency management planning officer, to advise him of the situation. At 8:08 a.m., Mr. Fewer contacted Jason Mew, director of the EMO Incident Management Division to provide an update.
- NS EMO sequence of events: COMM0000999
133. At 8:19 a.m. on April 19, 2020, Jason Mew called EMO executive director Paul Mason and advised him that the RCMP was responding to a shooting situation and evacuating residents. Mr. Mason instructed Mr. Mew to bring in additional staff to the Provincial Coordination Centre and prepare to assist with any potential requests from the RCMP to issue an Alert Ready notification through the NAAD System. In his interview with the Mass Casualty Commission, Mr. Mason indicated that EMO did not expect that an alert would be needed, but they brought in extra staff and prepared for an alert as a precaution in case the RCMP requested one, based on what he and Mr. Mew knew of the events in Portapique.
- NS EMO sequence of events: COMM0000999
  - Mass Casualty Commission interview of Paul Mason: COMM0054268 at pp. 46–47
  - Text message exchange between Paul Mason and Jason Mew: COMM0001000 at pp. 1–3
134. At 8:22 a.m., Jason Mew called Rod Legge, EMO Alert Ready lead, and advised that he should be ready in case the RCMP requested that an Alert Ready notification be sent.
- NS EMO sequence of events: COMM0000999
135. At 8:38 a.m., Jason Mew called Rod Legge again and instructed him to request that Aaron MacEachern, EMO Geographic Information Systems analyst, report to and remain at the EMO's PCC, in case the RCMP requested an Alert Ready notification. Mr. Legge was also instructed to monitor for an Alert Ready request from the RCMP while Mr. MacEachern was en route.
- NS EMO sequence of events: COMM0000999
136. About an hour later, at 9:33 a.m., Aaron MacEachern emailed the NAAD System support desk at Pelmorex Communications Inc., the company contracted by the Nova Scotia provincial government to disseminate and broadcast Alert Ready notifications. Mr. MacEachern advised the Pelmorex support desk that NS EMO was on standby as a precaution in the event that the RCMP requested use of the Alert Ready system, noting that no request had yet been received from the RCMP and requesting that the email update be treated as confidential.

- NAAD System User Agreement: COMM0000994
  - Email from Aaron MacEachern to Support - Public Alerting, "Active shooter situation in Nova Scotia": COMM0000400
  - Email from Aaron MacEachern to Support - Public Alerting, "RE: Active shooter situation in Nova Scotia": COMM0000398
137. Glenn Mason, RCMP EMS manager, was not working on April 19, 2020, and had not heard about the events overnight in Portapique until he received a text message from a co-worker while eating breakfast. Mr. Mason told the Mass Casualty Commission that at around or shortly after 9:00 a.m., he received a phone call from Christian Gallant, a civilian member with the RCMP who was the acting informatics officer at the time, asking if he wanted him to "turn up the DEOC". Mr. Mason told the Commission that he then called Insp. Rodier, who was on her way to the OCC, and she advised him that it was not necessary to activate the DEOC at that time. Mr. Mason's notes state that at approximately 10:15 a.m., he received a call from Michael Bennett, the EMO's incident commander at the PCC, asking if the RCMP wanted to send an alert. According to Mr. Mason, he called Insp. Rodier again and she responded, "yeah, yeah great idea." Mr. Mason said that he then called Mr. Bennett back and advised him to contact Insp. Rodier directly.
- Mass Casualty Commission interview of Glenn Mason: COMM0053758 at pp. 21–22
  - Notes of Glenn Mason re: RCMP Public Safety Broadcast: COMM0017964
  - Note: Glenn Mason's notes do not mention the phone call from Christian Gallant or this first call to Insp. Rodier. In Email from Insp. D. Rodier, "Rodier Phone calls \*corrected\*" (COMM0020772), Insp. Rodier stated that she thinks Mr. Mason's times are off in his notes.
138. Insp. Rodier's notes indicate that the only call she answered from Glenn Mason was at 10:21 a.m., asking about activating the DEOC. Her notes indicate that she responded that that decision was up to the support services officer (SSO) and was already being considered. Insp. Rodier told the Mass Casualty Commission that she told Mr. Mason to contact the SSO, at that time Superintendent (Supt.) Darren Campbell. In her interview with the Mass Casualty Commission, Insp. Rodier noted that the DEOC was not activated on April 18 and 19, 2020, and that she did not think it would have been responsive to the need at the time. Mr. Mason told the Commission that, in hindsight, the DEOC could have been used during the mass casualty event, but that it would be rare to do so for an ERT callout.
- Screenshot of calls of Insp. D. Rodier: COMM0031060
  - Phone call notes of Insp. D. Rodier: COMM0031068
  - Mass Casualty Commission interview of Insp. D. Rodier: COMM0015496 at pp. 51–54
  - Mass Casualty Commission interview of Glenn Mason: COMM0053758 at p. 18
139. At 10:32 a.m., Paul Mason called Dominic Fewer to discuss the Alert Ready system. Mr. Mason instructed Mr. Fewer to reach out to the RCMP DEOC for direction. At 10:35 a.m., Mr. Fewer made three phone calls to the RCMP DEOC but could not get through. At 10:39 a.m., Mr. Fewer

texted Cpl. Shawn Reynolds to inquire if he was in the DEOC and could speak regarding the use of Alert Ready. Cpl. Reynolds replied by text that Glenn Mason would contact EMO's PCC.

- NS EMO sequence of events: COMM0000999
- Mass Casualty Commission interview of Dominic Fewer: COMM0054263 at p. 46
- Text message exchange between Dominic Fewer and Cpl. S. Reynolds: COMM0001017

140. At 10:52 a.m., Supt. Campbell called Insp. Rodier and remained on the phone with her, receiving live updates, until the perpetrator was killed.

- Phone call notes of Insp. D. Rodier: COMM0031068
- Screenshot of calls of Insp. D. Rodier: COMM0031060

141. At 11:12 a.m., Dominic Fewer called the PCC's incident commander, Michael Bennett, and requested that the PCC reach out to Glenn Mason regarding the use of Alert Ready. Two minutes later, at 11:14 a.m., Mr. Bennett called Mr. Mason and advised him that EMO Incident Command was prepared and ready to use the Alert Ready system upon request by the RCMP.

- NS EMO sequence of events: COMM0000999

142. At 11:16 a.m., Glenn Mason called Insp. Rodier; she did not answer. At 11:17:41 a.m., Glenn Mason called the OCC. Call-taker Nathan Joyce answered the call and transferred him to S/Sgt. Steve Ettinger. Mr. Mason advised him that if the RCMP wanted an Alert Ready notification sent, EMO could send it within minutes. S/Sgt. Ettinger informed Insp. Rodier and relayed the message from her to go ahead and include minimal information. Their conversation was as follows:

S/Sgt. Steve ETTINGER:	ETTINGER
Nathan JOYCE:	I have Glenn Mason with EMS.
S/Sgt. Steve ETTINGER:	Sorry, I can't hear you.
Nathan JOYCE:	I have Glenn Mason with EHS, EMS.
S/Sgt. Steve ETTINGER:	Glenn Mason with EHS?
Nathan JOYCE:	EMS, yeah, looking for the Risk Manager.
S/Sgt. Steve ETTINGER:	Okay.
Nathan JOYCE:	Ready for him?
S/Sgt. Steve ETTINGER:	Sure.

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Nathan JOYCE: There you go, you're on with the Risk Manager.

S/Sgt. Steve ETTINGER: Glen.

Glenn Mason: Yes?

S/Sgt. Steve ETTINGER: It's ETTINGER here, how are you doing?

Glenn Mason: Not bad, I was just talking with Michael BENNETT at EMO.

S/Sgt. Steve ETTINGER: Yep.

Glenn Mason: They did EMO up, flashed up and if you guys want to put out an Alert Ready, they, they can do that within minutes.

S/Sgt. Steve ETTINGER: Okay, so they got what, a chopper ready?

Glenn Mason: No, they don't have a chopper, they have Alert Ready, which is the cellphone alert.

S/Sgt. Steve ETTINGER: Oh, a cellphone alert.

Glenn Mason: Yeah.

S/Sgt. Steve ETTINGER: Oh, yeah, okay.

Glenn Mason: So if you guys want to, if you guys want to push that out, just craft something up and uh...

S/Sgt. Steve ETTINGER: Uh, just hold on a sec.

Glenn Mason: Yeah.

S/Sgt. Steve ETTINGER: (Background: That's Glenn Mason, he wants to know if you want to do a cellphone alert? Out to everybody, like media, like one of those emergency alerts. Well to stay inside and watch this guy and stay away from him.)

(INDISCERNIBLE BACKGROUND CONVERSATION)

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S/Sgt. Steve ETTINGER: Yeah, okay, Dustine says go ahead and do that um, bare minimum. Um, he just, so you know, he's not, he's not in the police car anymore.

Glenn Mason: Oh yeah, I just saw that on the news.

S/Sgt. Steve ETTINGER: Sorry.

UNKNOWN FEMALE: (Background: INDISCERNIBLE)

S/Sgt. Steve ETTINGER: Yeah, just uh, that we're looking for this guy, just the...

Glenn Mason: Well...

S/Sgt. Steve ETTINGER: ...the basics for him

Glenn Mason: How about if I...

S/Sgt. Steve ETTINGER: ...his identify.

Glenn Mason: ...how about if I get Mike BENNETT to give you a call so you can, you can (INDISCERNIBLE).

S/Sgt. Steve ETTINGER: Actually can, actually maybe Mike BENNETT can give Dustine a call?

Glenn Mason: I will do that.

S/Sgt. Steve ETTINGER: Oh okay, forget it, she's on the phone (laughs).

Glenn Mason: I'll, I'll get him to call, I'll get him the coordinates, her information.

S/Sgt. Steve ETTINGER: Okay.

Glenn Mason: Good enough.

S/Sgt. Steve ETTINGER: Thanks.

Glenn Mason: Thanks, okay, bye.

S/Sgt. Steve ETTINGER: Bye.

- Phone call notes of Insp. D. Rodier: COMM0031068

- Screenshot of calls of Insp. D. Rodier: COMM0031060
- Transcript of recorded 911 calls, April 19, 2020, 08:00:00–11:29:52: COMM0014806 at lines 13107–63
- OCC Master Ledger of Calls: COMM0038801 at p. 89

143. Insp. Rodier's notes summarized the call from Glenn Mason and her discussion with S/Sgt. Ettinger, as follows:

11:17:41 – S/Sgt. Steve Ettinger received call on Risk Manager line from Glenn Mason advising Mike Bennet [*sic*] from EMO, advising they have the EMO flashed up and can do an Alert Ready cellphone alert if we want. S/Sgt. Ettinger checked with Insp. Rodier and she gave the approval to proceed with the alert.

11:18:40 – Ettinger checked with me on the messaging content. I said it should be basic and to tell Mason to go through Strat Comms for their social media messaging. Ettinger advised Mason to keep messaging generic and the suspect was no longer in a replica police car. Mason said that he would have Michael Bennett call Insp. Rodier. Ettinger said not to bother, as she was on the phone.

11:19:19 – Glenn Mason advised he would provide Michael Bennett with the coordinates.

- Phone call notes of Insp. D. Rodier: COMM0031068
- Email from Glen Byrne to Insp. D. Rodier, "Call from Glenn Mason re: Alert Ready": COMM0031054

144. Insp. Rodier further told the Mass Casualty Commission that, until Glenn Mason called, she had not had any discussions with respect to public communication with anyone. Insp. Rodier stated that when S/Sgt. Ettinger asked about sending a public alert, she said yes and to keep it basic. When she heard S/Sgt. Ettinger tell Mr. Mason to call Insp. Rodier, she indicated she was not available to take the call. Insp. Rodier heard S/Sgt. Ettinger tell Mr. Mason not to call her. Insp. Rodier told the Commission that she then yelled, "Go through Strat Comms" intending that Mr. Mason would consult the Strategic Communications Unit to ensure the alert wording was consistent with what the RCMP had been posting on social media. Insp. Rodier acknowledged that the referral to Strategic Communications was not relayed to Mr. Mason. She stated that perhaps S/Sgt. Ettinger did not hear her, but she was certain that she said it. Insp. Rodier also told the Mass Casualty Commission that the decision to issue a public alert should have gone through the CIC, not OCC, "[b]ecause the CIC has overarching command of the entire operation."

- Mass Casualty Commission interview of Insp. D. Rodier: COMM0015496 at pp. 49–50, 56–58
- OCC Master Ledger of Calls: COMM0038801 at p. 89
- Phone call notes of Insp. D. Rodier: COMM0031068

145. Insp. Rodier's phone indicates that she missed two calls from Glenn Mason between 10:52 a.m. and 11:28 a.m., one of which was at 11:19 a.m.
- Phone call notes of Insp. D. Rodier: COMM0031068
  - Screenshot of calls of Insp. D. Rodier: COMM0031060
146. At 11:21 a.m., Glenn Mason confirmed with Michael Bennett that the RCMP wished to make use of the Alert Ready system. He instructed Michael Bennett to contact Insp. Rodier.
- NS EMO sequence of events: COMM0000999
  - Mass Casualty Commission interview of Glenn Mason: COMM0053758 at p. 22
147. As detailed in the *Enfield Big Stop* Foundational Document, the perpetrator was killed in Enfield by RCMP members at 11:25 a.m.
148. At 11:29 a.m., RCMP Strategic Communications administrative assistant Kayla Rees emailed Regis Dudley and the "HDIV Comms" email to advise that members of the public were asking for an emergency alert to be sent to phones.
- Email from Kayla Rees to Regis Dudley, "Re: Please keep an eye on social media": COMM0016669
  - Email from Kayla Rees to HDIV\_Comms, "Public asking for use of emergency alert system": COMM0016670
  - Note: A document entitled "Comments re alert system during incident" appears to have been prepared by the assistant to the director of Strategic Communications Unit, Kayla Rees, with a draft date of March 25, 2021: COMM0048883. It is unclear from the document whether or how many of the social media posts included in this document were seen by Ms. Rees during the mass casualty and informed her email to Ms. Dudley.
149. At 11:28 a.m. and 11:31 a.m., Michael Bennett called Insp. Rodier; she did not answer, as she was in a meeting. Mr. Bennett left a message. At 11:31 a.m., Mr. Bennett called Glenn Mason to advise that he was unable to reach Insp. Rodier.
- Phone call notes of Insp. D. Rodier: COMM0031068
  - Screenshot of calls of Insp. D. Rodier: COMM0031060
  - NS EMO sequence of events: COMM0000999
  - Mass Casualty Commission interview of Glenn Mason: COMM0053758 at p. 22
  - Note: The NS EMO sequence of events document indicates that the first call to Insp. Rodier was placed at 11:29 a.m. It also indicates that at 11:31 a.m., Glenn Mason informed Michael Bennett that the perpetrator had been taken into custody. However, this appears likely to be an error as this was before Glenn Mason appears to have learned this information.



150. At 11:33:40 a.m., Glenn Mason again called the risk manager at the OCC. He advised the call-taker that the EMO had been trying to get in contact with someone at the OCC to issue the Alert Ready notification. He also advised that the EMO was unable to reach Insp. Rodier and that they could not issue the Alert Ready without receiving exact wording from the RCMP. The call-taker transferred the call to S/Sgt. Ettinger, who informed Mr. Mason that the perpetrator was now “in custody,” but that the RCMP may want to issue an alert to inform citizens that there is no longer an active threat. Mr. Mason provided Michael Bennett’s contact information to S/Sgt. Ettinger and suggested S/Sgt. Ettinger contact Mr. Bennett when ready.

- Overview of calls to and from OCC on April 18–19, 2020: COMM0002902 at p. 102
- Transcript of recorded 911 calls, April 19, 2020, 11:30–11:59: COMM0006369 at lines 558–74

151. At 11:41 a.m. on April 19, 2020, Jason Mew sent a text message to Insp. Rodier asking to confirm that the suspect was “in custody” and they could stand down on the Alert Ready request. She replied, “Yes confirmed in custody thx.”

- Phone call notes of Insp. D. Rodier: COMM0031068
- Text message exchange between Jason Mew and Insp. D. Rodier: COMM0001000
- NS EMO sequence of events: COMM0000999

152. Concerning the events of April 19, 2020, EMO executive director Paul Mason stated:

I mean I understand it must have been extremely busy so I’m not trying to be critical. But we couldn’t get a hold of anybody to decide whether or not to issue an alert. That’s what happened.

Glenn Mason expressed a different perspective to the Commission, stating that “the reality of it is, by the time Michael [Bennett] called me, it was all over anyway.”

- Mass Casualty Commission interview of Paul Mason: COMM0054268 at p. 24
- Mass Casualty Commission interview of Glenn Mason: COMM0053758 at p. 23

## **17 Share Your Suggestions for Change Discussion Guide**

## MASS CASUALTY COMMISSION

# Discussion Guide



## The Mass Casualty Commission wants to hear from you about ways we can strengthen community safety.

The Commission has been working since its inception in October 2020 to examine the April 18-19, 2020 mass casualty in Nova Scotia and to provide meaningful recommendations to help make our communities safer. This work has included gathering tens of thousands of documents for review, conducting hundreds of interviews, hearing from witnesses and experts in public proceedings, and sharing information with the public about what happened, and how and why it happened. Information about all of this is available on the Commission's website: [MassCasualtyCommission.ca](https://www.masscasualtycommission.ca).

In August and September 2022, the focus of the Commission's activities will be to consider findings and recommendations. This work builds on everything the Commission has learned through its earlier phases investigating what happened, and how and why it happened. The Commission is inviting recommendations from the general public, Commission Participants and community organizations. All of this information and input will be considered in preparing recommendations that could help prevent, intervene and effectively respond in the best ways possible in the future.

### PURPOSE OF THE GUIDE

Make it easier to share your suggestions for change by introducing issues analyzed by the Commission and asking questions to help you think about potential recommendations.

### PREPARE

- Use this Discussion Guide to learn more about the kinds of issues the Commission is exploring
- Review our website, including the extensive information shared through **Foundational Documents**, **Research and Commissioned Reports**, **proceedings webcasts** and more
- Talk with your colleagues, family, friends or neighbours about potential changes you would like to see

### SHARE YOUR SUGGESTIONS FOR CHANGE



#### Online

[MassCasualtyCommission.ca/PublicSubmissions](https://www.MassCasualtyCommission.ca/PublicSubmissions)



#### Phone

902-407-7532 (local)  
or 1-833-635-2501 (toll-free)



#### Email

[info@MassCasualtyCommission.ca](mailto:info@MassCasualtyCommission.ca)



#### Mail

Mass Casualty Commission  
1791 Barrington St, Suite 310  
Halifax, NS, B3J 3K9

## ISSUES COVERED IN THE COMMISSION'S MANDATE

The following pages outline seven issues identified in the Commission's mandate and associated questions to assist you in thinking of recommendations or changes that can help make our communities safer.

### 1. Ensuring public communication during an emergency

#### Topics we have learned/are learning about from proceedings, research, experts and others with relevant knowledge

- The discussions and process for sending a public alert during the mass casualty
- Technical information about emergency alerting
- Design, implementation, capabilities and limitations of the Canada's emergency alerting system (Alert Ready) program
- Best practices and useful models for emergency communications in other countries
- How to convey important information to the general public as well as to first responders at the tactical level and to other emergency responder agencies
- How to share important information from the public in emergencies

#### Questions to help you think about potential recommendations

- How can we ensure that community members receive the information they need to stay safe during an emergency?
- What is the role of public education in ensuring emergency public communications produce the desired result of increased safety?
- How can we consider the needs of vulnerable or marginalized individuals and communities in designing and implementing these systems?

### 2. Supporting individuals, families, first responders, service providers and communities after a mass casualty

#### Topics we have learned/are learning about from proceedings, research, experts and others with relevant knowledge

- What worked or did not work for survivors, those most affected and support services of this mass casualty and other mass casualties
- American and Norwegian experiences with the sharing of information and support following mass casualties
- Best practices for addressing the needs of those most affected and models that support grief, promote healing and foster resiliency
- Key principles for supporting those most affected including comprehensive support services that are tailored to meet different needs

#### Questions to help you think about potential recommendations

- What kinds of support do individuals, families, first responders, service providers and communities affected by a mass casualty need?
- What role should communities and government play in designing and delivering these supports? What role can individuals play?
- Do you have additional suggestions for providing support for those affected by a mass casualty?

### 3. Preventing gender-based and intimate partner violence

#### Topics we have learned/are learning about from proceedings, research, experts and others with relevant knowledge

- The dynamics of violence generally and more specifically gender-based (GBV) and intimate partner violence (IPV) as linked to the causes, context and circumstances of the mass casualty
- How understanding the dynamics between these forms of violence could assist in the development of policies to better understand, prepare for, identify warning signs for and respond to mass casualty events
- Preventing GBV and IPV as a priority social and political objective and as a promising strategy for preventing some mass casualties
- Barriers to effective police and other institutional prevention, intervention and responses to IPV, GBV and family violence including cultural aspects

#### Questions to help you think about potential recommendations

- How can men and boys be encouraged to cultivate healthy relationships and to avoid using violence?
- What resources and supports do women and children need to be safe and protected from violence?
- What resources, supports and consequences do abusers need to break their cycle of violence?
- What is particularly needed in rural areas?
- What will make the biggest impact?

### 4. Improving community safety and well-being

#### Topics we have learned/are learning about from proceedings, research, experts and others with relevant knowledge

- Best practices for improving community safety that goes beyond crime and policing and includes mental, physical and social well-being
- Approaches focused on community development and contemporary community policing, coordinated leadership and enhanced ability to intervene early and employ preventive strategies
- Police and law enforcement agencies, public service institutions, organizations and systems that are mandated to help keep communities safe
- Individual and community opportunities to keep each other safer and to support each other in the future

#### Questions to help you think about potential recommendations

- What resources or strategies will help rural communities be safe, welcoming and inclusive places for everyone?
- What do police services need to do or understand better to contribute to community safety in rural areas?
- How can we consider the needs of vulnerable or marginalized individuals and communities?
- Are you involved in or aware of initiatives designed to improve community safety since the mass casualty?

## 5. Changing our current structure and approach to policing

### Topics we have learned/are learning about from proceedings, research, experts and others with relevant knowledge

- The working culture and organization of policing and law enforcement within Canada and in other countries
- Numerous Nova Scotian and other Canadian reviews have made recommendations with respect to many issues such as police oversight, training, preparation, and organizational culture
- The need to break down silos of work internally (within) police agencies and externally (with) police and non-police partner agencies
- Too often these recommendations remain unimplemented
- Assessments of the implementation of past recommendations may provide an additional perspective into the police context and can identify recurring challenges in achieving reform
- Barriers to change and strategies for understanding and overcoming these barriers

### Questions to help you think about potential recommendations

- Is change required to our current structure and approach to policing? If so, what changes could work?
- What are the tasks that police services are well-equipped to do? Are there some tasks they are presently doing that could be better done by other services or agencies?
- What steps can be taken to ensure our recommendations are fully implemented?
- What steps should be taken to improve how police services work with other agencies?
- How can we consider the needs of vulnerable or marginalized individuals and communities in designing and implementing police reform?

## 6. Regulating access to firearms

### Topics we have learned/are learning about from proceedings, research, experts and others with relevant knowledge

- Policies about how police respond to reports of the possession of prohibited firearms, including communications between law enforcement agencies
- The broader context of rural gun ownership and community safety
- Past recommendations about access to firearms in the context of active shooter events and GBV/IPV
- Legal and policy interventions including the limitations of firearms registration systems, risk assessment, the limitations of reporting mechanisms when civilians are worried about safety as a result of the acquisition or presence of firearms and the use of pro-removal policies in situations of relationship violence

### Questions to help you think about potential recommendations

- How should access to firearms be regulated in Canada? Do you think the current regulations are sufficient, or should they be revisited?
- How can laws about the possession, importation and transfer of firearms be effectively enforced?
- Do you have thoughts on the role of any agencies below?
  - Canadian Border Services
  - Provincial Firearms officers
  - Criminal Intelligence Services Canada and its provincial bureaus

## 7. Regulating the private ownership of police paraphernalia

### Topics we have learned/are learning about from proceedings, research, experts and others with relevant knowledge

- The impact of the perpetrator's police paraphernalia and replica RCMP vehicle in the mass casualty
- The current regime for regulating procurement, access, and disposal of police paraphernalia
- Differing impacts of police symbols (i.e., source of pride for some or source of fear for others)
- The negative impact of criminal behaviour by police impersonators and its wider impact on trust in police
- A range of views on the question of whether the advantages of allowing police uniforms, equipment and vehicles to circulate in the general population outweigh the risks

### Questions to help you think about potential recommendations

- What limits, if any, should be placed on the private ownership of police equipment, uniforms and vehicles?
- Do you have additional suggestions about the regulation of police paraphernalia?

### DO YOU HAVE COMMENTS OR SUGGESTIONS THAT ARE NOT COVERED ABOVE?

This is not a complete list of issues or questions. Please share your suggestions for change or related information on any issues within the scope of the Commission's work, which you can read more about on the website: [MassCasualtyCommission.ca/About/Mandate](https://MassCasualtyCommission.ca/About/Mandate).

**Thank you for providing your input and for taking actions to help make our communities safer. Here are some other questions you might like to consider:**

- What steps can we take to help ensure the Commission's report and recommendations are implemented and lead to substantive positive change?
- How do you want to be involved in making change happen?
- Who will lead change?
- What would make the biggest impact in making communities safer?

## 18 Surveys





The Joint Federal/Provincial Commission into  
the April 2020 Nova Scotia Mass Casualty  
MassCasualtyCommission.ca  
Commission fédérale-provinciale sur les événements  
d'avril 2020 en Nouvelle-Ecosse  
CommissionDesPertesMassives.ca

### SHARE YOUR EXPERIENCE SURVEY

#### Survey introduction:

Welcome to the Share Your Experience process of the Mass Casualty Commission.

This survey provides an opportunity for you to share your experiences and perspectives about the April 2020 mass casualty events. These submissions will assist the Commission in understanding the broader effects of the mass casualty and will be used to inform the recommendations that will help to make communities across Canada safer.

\*Add mental health warning and supports language

Click here to begin the survey.

#### Share Your Experience Questions:

1. With which group or groups do you identify? *\*mandatory question*
  - a) *Those most affected by the mass casualty (including family members of the deceased, survivors of the violence)*
  - b) *First responders and critical service providers*  
*<survey logic for first responders only - check all that apply>*
    - i) *911 Call taker/dispatch services*
    - ii) *Emergency Health Services (EHS)*
    - iii) *Fire service*
    - iv) *Physician, nurse, or other hospital healthcare provider*
    - v) *Police service*
    - vi) *Victim Services*
    - vii) *Other*
  - c) *Affected community member (e.g. resident of Colchester, Cumberland, or Hants Counties)*
  - d) *Advocacy group representative*
  - e) *Member of the public residing in Nova Scotia*
  - f) *Member of the public from Canada*
  - g) *Member of the public from outside Canada*
  - h) *Prefer not to answer*
2. *What are the first three digits of your Canadian postal code? This helps us understand where people are responding from and how impacts varied geographically without collecting specific or personal information.*

3. What was your experience during the events of April 18-19, 2020? Please share as much or as little as you are comfortable with.
4. What was your experience in the weeks and months after the events? Please share as much or as little as you are comfortable with.
5. Have these events changed your day-to-day activities and/or behaviours and how? Please share as much or as little as you are comfortable with.
6. Have these events affected your mental health and/or wellbeing and how? Please share as much or as little as you are comfortable with.

**First Responders**

Were you involved in the response to the mass casualty in April 2020?

Have these events affected your mental health and/or wellbeing? If yes, how?  
Please share as much or as little as you are comfortable with.

What was your experience accessing support services (e.g. mental health support, counselling, grief and bereavement support, alternative therapy etc.) and how could access to these services be improved?  
Please share as much or as little as you are comfortable with.

Have these events impacted your work as a first responder, healthcare and/or support service provider and how?  
Please share as much or as little as you are comfortable with.

The Commission is considering holding group discussions about improving mental health and support services for first responders. Would you be interested in participating in a group discussion about this topic if they are offered?  
A. Yes -> provide contact information (email and phone number)  
B. No

7. Please rate your sense of safety in your community on the scale below:

*Extremely Unsafe/Very Unsafe/Unsafe/Neutral/Safe/Very Safe/Extremely Safe*

*Before April 2020*

*In the weeks following the events of April 2020*

*Present day*

8. Are there any examples of your community coming together after the mass casualty that you would like to share?
9. Is there anything else you want the Commission to know about the impact of the events on you or your community?
10. How may the Commission use your submission in its final report?
  - a) *May use my submission using my first name and location*
  - b) *May use my submission as anonymous contribution*
  - c) *May not publish my submission in any form*
11. Can a Commission team member follow up with you if we have any further questions?
  - A. *Yes -> provide contact information(email and phone number)*
  - B. *No*

*Optional Demographic Questions Section*

1. What gender do you identify as?

- A. *Male*
- B. *Female*
- C. *\_\_\_\_\_ (Short Answer Space)*
- D. *Prefer not to answer*

2. What is your age?

- A. *0 - 20 years old*
- B. *21 - 40 years old*
- C. *41 - 60 years old*
- D. *61+*
- E. *Prefer not to answer*

**After Survey Submission:**

Thank you for participating in Share Your Experience process with the Mass Casualty Commission. Your input will help make our communities safer. If you would like to share anything with us, or have any questions or feedback for the Mass Casualty Commission, you

can contact us at [info@masscasualtycommission.ca](mailto:info@masscasualtycommission.ca) or 902-407-7532 (local) or 1-833-635-2501 (toll-free).

You can also find more information at [www.masscasualtycommission.ca](http://www.masscasualtycommission.ca) and sign up for regular updates.



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Commission fédérale-provinciale sur les événements  
d'avril 2020 en Nouvelle-Ecosse  
CommissionDesPertesMassives.ca

### PUBLIC SUBMISSIONS

#### Survey introduction:

Welcome to the Public Submissions process of the Mass Casualty Commission.

An important part of the Commission's work is to explore the causes, context and circumstances giving rise to the April 2020 mass casualty and to make meaningful recommendations for the future. To support this work, we have commissioned reports on issues relevant to our mandate, and gathered and analyzed public policy, academic research and lessons learned from previous mass casualties. We encourage you to review the [Commission's mandate](#) and list of [Commissioned Reports](#) prior to completing this survey.

We want to make sure we have gathered input on these issues from a range of research, academic, technical or other sources, including members of the public who have experience in these areas, either professionally or personally. Public Submissions will provide an opportunity for you to share your perspective and help inform the Commission's recommendations to help make communities safer. All input we receive on issues related to our mandate will be carefully reviewed.

You do not need to be an expert or policy maker to provide a meaningful submission. We want to hear from you if you have something to share that would be helpful for the Commission to consider. That could be anything from academic reports or research on related issues to a simple suggestion or change that you think would make your local community safer.

Please submit your response by September 1, 2022. Multiple responses are permitted. Your participation is appreciated.

We know the nature of the events and issues we are investigating can be difficult, and we encourage you to consider the mental health and other wellness supports available if you or anyone you know need them at any time. Information can be found on our [Wellness page](#).

#### Public Submissions Questions:

1. With which group or groups do you identify? (can select more than one)
  - a) *Those most affected by the mass casualty (including*
    - (1) *family members of the deceased,*
    - (2) *survivors of the violence*

(3) *First responder, healthcare provider, and/or support service provider*  
 <check all that apply>

- (a) *911 Call taker/dispatch services*
- (b) *Emergency Health Services (EHS)*
- (c) *Fire service*
- (d) *Physician, nurse, or other hospital healthcare provider*
- (e) *Police service*
- (f) *Victim Services*
- (g) *Other*
- b) *Affected community member (e.g. resident of Colchester, Cumberland, or Hants Counties)*
- c) *Academic/researcher*
- d) *Policy maker*
- e) *Advocacy group representative*
- f) *Member of the public from Nova Scotia*
- g) *Member of the public from Canada*
- h) *Member of the public from outside Canada*
- i) *Prefer not to answer*

2. What are the first three digits of your Canadian postal code?

Select if not a resident of Canada

- Not a resident of Canada

3. The Commission is seeking input on issues related to its mandate that fall under the following three topics:

- Policing (structure, culture, staffing, training, firearms regulation, rural policing, history, etc.)
- Community (long-term impacts of mass casualties, mental health, social services, community safety, public warning systems, access to firearms, etc.)
- Violence (sociology of mass casualties, mass shooting events, gender-based and intimate partner violence, etc.)

4. Please indicate which topic you would like to provide input on now (note that you will have the opportunity to select additional topics later):

- Policing
- Community
- Violence

5. Please provide an overview of any research or information that you feel the Commission should consider in relation to the topic of “**policing/community/violence**” below.

6. As a part of the Commission's mandate, we must produce a report that sets out recommendations that could help prevent and respond to similar incidents in the future.

Do you have any recommendations in relation to the topic of "policing/community/violence" that you think the Commission should consider including in its final report?

7. Please provide any recommendations that you think the Commission should consider including in its final report below.
8. Please provide an overview of any research or information that you feel the Commission should consider in relation to the topic of "policing/community/violence" below.
9. Would you like to provide input on an additional topic?
10. Are there any topics you think should be further explored by the Commission in relation to its mandate?
11. Please upload any supporting documents related to your submission you think the Commission should consider.

*5 files maximum, up to 16mb each (not .exe files)*

12. How may the Commission use your submission in its final report?
  - a) *May use my submission with identifying information -> please provide contact information (name, email and phone number)*
  - b) *May use my submission as anonymous contribution*
13. Can a Commission team member follow up with you if we have any further questions?
  - a) *Yes -> please provide contact information (email and phone number)*
  - b) *No*

### **After Survey Submission**

Thank you for your involvement in the Public Submissions process of the Mass Casualty Commission. Your input will help make our communities safer.

Please return if you have additional input to share on issues related to our mandate.

If you would like to share anything else with us, or have any questions or feedback for the Mass Casualty Commission, you can contact us at [info@masscasualtycommission.ca](mailto:info@masscasualtycommission.ca) or 902-407-7532

(local) or 1-833-635-2501 (toll-free). You can also find more information at [www.masscasualtycommission.ca](http://www.masscasualtycommission.ca) and sign up for regular updates.





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Commission fédérale-provinciale sur les événements  
d'avril 2020 en Nouvelle-Ecosse  
CommissionDesPertesMassives.ca

### SHARE YOUR SUGGESTIONS FOR CHANGE

#### Survey introduction:

Please use this online survey to share your suggestions for change or ways we can strengthen community safety.

Your suggestions will be considered in preparing recommendations and may be included in the Commission's final report. This survey will close at the end of the day on Friday, October 7th.

#### Mass Casualty Commission Background

The Commission has been working since its inception in October 2020 to examine the April 18-19, 2020 mass casualty in Nova Scotia, learning about what happened, and how and why it happened in order to deliver findings and recommendations that can help make our communities safer. This work has included gathering tens of thousands of documents for review, conducting hundreds of interviews, hearing from witnesses and experts in public proceedings, and sharing information with the public along the way. Information about all of this is available on the Commission's website: [MassCasualtyCommission.ca](https://MassCasualtyCommission.ca).

In August and September 2022, the focus of the Commission's activities will be to consider findings and recommendations. This work builds on everything the Commission has learned through its earlier phases.

#### Key Links and Resources

- [Public Submissions Webpage](#)
- [Discussion Guide](#)
- [Commission Mandate](#)
- [Documents and Exhibits](#)

#### Share Your Suggestions for Change Questions

1. Identification
  - a) Name and Organization/Group (if applicable)
  - b) Anonymous Submission
2. Contact Details

- a) Email and/or Phone
- b) Anonymous Submission

3. What are your suggestions to help make our communities safer?

Your submission can be brief and you can provide input on more than one topic. Some topics to consider include:

- *How to ensure effective public communication during an emergency*
- *How to support individuals, families, responders, and communities after a mass casualty*
- *How to help prevent gender-based and intimate partner violence*
- *How to improve community safety and well-being*
- *How to improve our approach to policing*
- *How to improve the regulation of firearms access*
- *How to improve the regulation and private ownership of police paraphernalia*