

MASS CASUALTY COMMISSION COMMISSION DES PERTES MASSIVES

Mass Murder Commission Recommendations Part 4 of 4 monthly installments

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119: Recommendation P.70 CANADIAN POLICE EDUCATION

The Commission recommends that:

- All Canadian governments and police agencies should, by 2032, adopt a three-year police education degree as the minimum standard for police education.
- Police education programs should employ subject matter experts who use research-based approaches to design and deliver curriculum, particularly in areas where police services currently underperform.
- Police education programs should offer financial support to Indigenous and racialized students and other students from backgrounds or identities that have historically been under-represented in Canadian police services. Financial means should not be a barrier to obtaining a police education.

120: Recommendation P.71 NOTE TAKING

The Commission recommends that:

- The RCMP, following the recommendation made by the Civilian Review and Complaints Commission, should implement training and supervisory strategies to ensure that all members take complete, accurate, and comprehensive notes.
- The RCMP should develop an effective asset management process to retain, identify, store, and retrieve the completed notebooks of its members.
- Canadian police agencies should evaluate front-line supervisors' oversight of front-line members' note taking as one criterion by which their performance is assessed.
- Canadian police education programs should integrate effective note-taking practices into every aspect of their curriculum – for example, by incorporating note-taking skills and assessment into substantive assignments.

IMPLEMENTATION POINTS

- All Canadian police agencies should adopt the practice of requiring front-line members to provide their notebooks to their supervisor at the end of each shift for review and countersigning.
- Where necessary, electronic alternatives to these supervisory practices (e.g., scanning notebook pages for review and approval by a remotely located supervisor) can be adopted.
- The quality of an agency's note-taking practices should be assessed both by compliance with notebook review policies and by the quality of members' note taking.
- Police notebooks should be stored in police detachments between shifts.
- When members are transferred, resign, or retire, their notebooks should remain at their detachment.
- Canadian police agencies should explore the potential for transitioning to electronic note taking in light of available technologies such as cellphone voice recognition note-

taking ability and the increased use of body-worn cameras. Regardless of the platform, the fundamentals of good note taking should be present, including the essential requirement of being able to ensure the integrity of records taken on temporarily with the events they recount.

121: Recommendation P.72 SUPERVISION

The Commission recommends that:

- The RCMP should review the structure of contract policing services delivered in H Division to ensure that every general duty member receives routine and effective supervision, including regular feedback on the quality of low-visibility decision-making.

- Shift meetings should become a standard practice at the beginning of every general duty shift in RCMP contract policing. Supervisors should receive training in how to run an effective shift meeting.

IMPLEMENTATION POINT

If the structures we have identified as problematic in H Division also exist in other RCMP divisions, this recommendation should be followed in those divisions too.

122: Recommendation P.73 COMMUNITY-ENGAGED POLICING

The Commission recommends that:

- Police agencies should adopt policies and practices that encourage front-line police to consult with community subject matter experts on questions that will help them better understand and serve their communities. These policies and practices should permit consultation on operational matters.
- Community subject matter experts should be paid fairly for their work, and police agencies should establish a budget for this purpose.

123: Recommendation P.74 COUNTERING SYSTEMIC BIAS

The Commission recommends that: Government, police agencies, and police education programs make the goal of identifying and countering the operation of misogyny, racism, homophobia, and other inegalitarian attitudes central to every strategy for improving the quality of everyday policing in Canada.

124: Recommendation P.75 PREVENTING VIOLENCE AND PROTECTING SAFETY

The Commission recommends that: Government, police agencies, and police education programs emphasize that working with other gender-based violence advocacy and support sector members to prevent an escalation of violence and protect the safety of those who experience violence is the primary purpose of every police response to a complaint of violence or the expressed fear of violence. Volume 6: Implementation – A Shared Responsibility to Act.

125: Recommendation I.1 TURNING THE TIDE TOGETHER IMPLEMENTATION AND MUTUAL ACCOUNTABILITY BODY

The Commission recommends that:

- By May 31, 2023, the Governments of Canada and Nova Scotia should establish and fund an Implementation and Mutual Accountability Body with a mandate to: (i) provide mutual accountability, exchange of knowledge, and support among all organizations and actors involved in the implementation process; (ii) consult with community members on priority areas for action and on implementation strategies; (iii) establish a monitoring framework and monitor on an ongoing basis, including through the power to request information from federal, Nova Scotian, and municipal public authorities; (iv) take active steps to encourage members of the public to participate in the whole of society engagement recommended in this Report; (v) provide public information about the process of implementing the recommendations; (vi) provide public updates on progress on the implementation plan every three months and publish an annual report on the status of implementation of each recommendation; and (vii) liaise with implementation efforts in other provinces and territories.
- By May 31, 2023, the Governments of Canada and Nova Scotia should appoint the Founding Chair and Champion of the Implementation and Mutual Accountability Body following consultation with all Commission Participants and representatives of the communities most affected by the April 2020 mass casualty, including the Mi'kmaq communities most affected and representatives of African Nova Scotia communities.

- By July 31, 2023, the Founding Chair, in consultation with representatives of organizations with responsibility mandated by this Report's recommendations and other interested individuals and organizations, should present the Governments of Canada and Nova Scotia with a proposed list of members and budget for the Implementation and Mutual Accountability Body.

- By September 1, 2023, the Governments of Canada and Nova Scotia should jointly appoint the membership of the Implementation and Mutual Accountability Body.

- As soon as practicable, the Implementation and Mutual Accountability Body should develop a plan for monitoring implementation and establish reporting and accountability mechanisms; it should provide the plan to Parliament and the Nova Scotia Legislature, and take other steps to make it available to members of the public, including through the establishment of a dedicated website that tracks updates and progress.

- The Implementation and Mutual Accountability Body should provide public updates on progress on the implementation plan every three months and publish an annual report on the status of implementation of each recommendation.

IMPLEMENTATION POINTS

Composition: The Implementation and Mutual Accountability Body should include the following members:

- at least two representatives of those most affected by the mass casualty (including families of the deceased and/or survivors);
- a civic representative from one of the affected municipalities;
- a representative of RCMP National Headquarters senior management

with authority to act on behalf of the Commissioner;

- the RCMP Deputy Commissioner of Contract and Indigenous Policing
- the Assistant Commissioner of RCMP H Division;
- a representative of the RCMP Management Advisory Board;
- a senior representative of Public Safety Canada;
- a senior representative of Nova Scotia Department of Justice Public Safety;
- at least one community-based representative from the gender-based violence advocacy and support sector;
- at least one representative of Indigenous community organizations engaged in policing reform;
- at least one representative of African Canadian community organizations engaged in policing reform; and
- on their establishment, delegates from the other bodies established under the Report's recommendations: the Federal and Nova Scotia Community Safety and Well-Being Leadership Councils (Recommendation C.17); the Gender-Based Violence Commissioner (Recommendation V.X) or their appointee. Advisory Group: The Implementation and Mutual Accountability Body should consider establishing an advisory group consisting of other agencies engaged in the Canadian and Nova Scotian public safety systems, policing organizations, the health sector, and victims' advocacy organizations. Facilitating implementation: The Implementation and Mutual Accountability Body should circulate the Commission report and recommendations to stakeholder communities, and communicate and consult with community members on priority areas

for action and on implementation strategies; and

- provide the report to the Auditor General of Canada and the Auditor General of Nova Scotia so they might inquire into the progress of implementing these recommendations.

Status reports: Updates should include analysis of information to identify trends, obstacles, delays, problems, issues, and best practices.

Rationale for Non-Implementation: To encourage transparency, where an organization has decided not to implement a recommendation or part of a recommendation, the Implementation and Mutual Accountability Body will request a written explanation of this decision and publish it in reports under the implementation plan. Volume 7: Process

126: Recommendation Pr.1 PRE-INQUIRY PHASE

The Commission recommends that: There should be a consultation phase prior to the establishment of an inquiry. During this phase, governments should identify the commissioner(s) and, pursuant to an appropriate confidentiality undertaking, engage them in discussion about the draft terms of reference in order to ensure the mandate is realistic.

* In particular, the scope of the mandate must be achievable in the time frame allotted.

* There is precedent for such discussions. For example, in the Arar Inquiry, Commissioner Dennis O'Connor with his counsel Paul Cavalluzzo negotiated the mandate (see Bessner and

Lightstone, Public Inquiries in Canada: Law and Practice (Toronto: Thomson Reuters, 2017), 28–29 and 77–78).

127: Recommendation Pr.2 PREPARATORY PHASE

The Commission recommends that: Following this brief pre-inquiry phase, the Orders in Council should provide for a three-month preparatory phase to allow the commissioners time to (a) establish appropriate infrastructure such as office space, computers, and phones, (b) develop a website, and (c) hire start-up support staff.

128: Recommendation Pr.3 EXTERNAL INDEPENDENT AUDIT

The Commission recommends that: An external independent audit of the RCMP and the Attorney General of Canada's document management and production processes be conducted, with the results made public.

129: Recommendation Pr.4 DESIGNATED DOCUMENT DISCLOSURE BODY

The Commission recommends that: The federal government create a designated body to assist the Attorney General of Canada with document disclosure generally.

130: Recommendation Pr.5 FORM OF DOCUMENT PRODUCTION

The Commission recommends that: Public inquiries should be authorized to direct the manner in which participants must produce documents in their possession.

This is the final segment of a four part series of all 130 Mass Murder Commission Final Report Recommendations. Parts 1, 2, & 3 were published in the June, July and August issues.

Dan Troke: Colchester's new CAO

The Municipality of Colchester has appointed Dan Troke as its new Chief Administrative Officer (CAO), effective September 25, 2023. He comes to Colchester as a former CAO for the towns of Kentville and Pictou; a former Chief Executive Officer for Niagara Regional Housing; President and Chief Executive Officer, and Chief Operating Officer for Housing Nova Scotia; and has worked with the Nova Scotia Departments of Community Services, Agriculture, and Finance.

Troke brings over 25 years of leadership and operational experience in municipal government, delivering federally and provincially regulated programs, and building collaborative relationships with strategic partners. He has a proven track record in developing public policy, financial, asset, and human resource management, and is an experienced public speaker.

"We are very pleased to have selected Dan Troke as our new CAO. Dan is a Nova Scotian with an impressive career, having worked with mu-



DAN TROKE
Colchester CAO

nicipal, provincial, and federal orders of government. He has strong leadership skills, has experience in dealing with large budgets, working in municipal government, and with other partners. Dan also has strong interpersonal skills, is family oriented, and community minded. These are all attributes that we were looking for in a CAO and we are sure he will be a good fit for our Municipality. We welcome him and look forward to his arrival in late September," says Mayor Christine Blair.

Originally from Cape Breton, Troke is a seasoned leader through both his experience and education. He earned a Master of Business Administration degree through St. Mary's University, and Bachelor of Business Administration through the University College of Cape Breton. With Executive Leadership Development Program and Regional Emergency Management training, a Diploma in Management Accounting, and his technical abilities, he comes to Colchester with the many skills needed as CAO.

"I am both humbled and excited to have been appointed the CAO for the Municipality of Colchester. To have the opportunity to remain in my home province and continue my career in public service is indeed very gratifying. In particular, I am looking forward to advancing Council's priorities and working with a knowledgeable and experienced staff as we respond to the needs of our citizens and the business community," says Troke.

Yes it still hurts...

The Mass Murder Commission Final Report has been released with 130 recommendations. We are publishing all 130 recommendations in a four part series – June, July, August & September.

We want our publishing effort to provide a larger audience so people can save the pages, hold in their hands to read and study.

By understanding the recommendations, although we might not agree with them in their entirety, We can use as tool and yard stick to ensure recommendations are implemented.

We are here...

For the betterment of our/all people and communities along the shore.

We want to help develop and deliver "mental wellness.

We will follow your suggestion and pitch in to help where you deemed appropriate.

Should we develop a page or two each issue on "mental wellness"?

You call, we will respond to help.