

**Standing Committee on
Public Safety and National Security**

**2020-21 Supplementary Estimates “C”
and
2021-22 Main Estimates**

March 24, 2021

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Tab 1 Scenario note

**House of Commons Standing Committee
on Public Safety and National Security (SECU)
March 24, 2021
3:30 p.m. – 5:30 p.m. / Virtual Setting
RCMP Appearance
Supplementary Estimates “C” & Main Estimates**

Key messages

- The key messages regarding issues from the Main Estimates and Supplementary Estimates “C”, as well as other interrelated issues, are included in the briefing material prepared for the appearance.

Appearance

On Wednesday, March 24, 2021, the Minister of Public Safety is scheduled to appear before SECU regarding their study of Supplementary Estimates “C” and Main Estimates. You and other senior officials from Public Safety, CSIS, CBSA, CSC and the PBC will attend to support the Minister.

The Minister will appear with officials from 3:30 p.m. to 4:30 p.m.; officials will stay for the second hour from 4:30 p.m. to 5:30 p.m.

Confirmed Witnesses:

- Bill Blair, Minister of Public Safety and Emergency Preparedness
- Brenda Lucki, RCMP Commissioner
- Rob Stewart, Deputy Minister of Public Safety Canada
- Tricia Geddes, Deputy Director, Policy and Strategic Partnerships, CSIS
- John Ossowski, President of CBSA
- Anne Kelly, Commissioner of CSC
- Jennifer Oades, Chairperson of PBC

The Committee has provided the Minister with an opportunity to deliver opening remarks of up to 10 minutes. Developed by Public Safety, they are included at tab 2.

Financial information is available at Tab 3. RCMP officials have prepared Hot Issue notes available at Tab 4; standalone briefing material on the *Bastarache Report* is available at Tab 5.

An overview of SECU mandate and Member Biographies are available at Tab 6 and helpful tips on answering committee questions at Tab 7.

Background

SECU reviews the policies, programs and expenditure plans of government departments and agencies responsible for public safety and national security, policing and law enforcement, corrections and conditional release of federal offenders, emergency management, crime prevention and the protection of Canada’s borders.

The Chair of the SECU Committee is the Hon. John McKay (Liberal). Vice-Chairs Shannon Stubbs (Conservative) and Kristina Michaud (Bloc Québécois), and member Jack Harris (NDP)

are the Public Safety and Emergency Preparedness critics for their respective parties. Joël Lightbound (Liberal) is the Parliamentary Secretary for the Minister of Public Safety and Emergency Preparedness. The current composition of SECU includes six Liberal MPs, four Conservative MPs, one NDP MP, and one Bloc Québécois MP.

Once tabled, Main Estimates and Supplementary Estimates are referred to the relevant House of Commons Committee for detailed study, which in this case is SECU. Committees may choose whether or not to study the Estimates, as they are automatically adopted and referred back to the House of Commons at a set date established by the Standing Rules and Regulations of Parliament.

Committee discussions and questions are not typically confined to the financial areas of the Supplementary Estimates, as they cover vast areas within the Department and its Agencies; therefore, the subject of discussion and questions can vary widely.

The Minister may choose to respond or may defer to one or more of his officials to answer questions.

Strategic Considerations

Key topics/themes of interest to Committee members or discussed at recent meetings:

RCMP response to CRCC Interim Report – Boushie

Pam Damoff (Liberal) is the Parliamentary Secretary to the Minister of Indigenous Services. Minister Blair appeared at SECU on November 2, 2020 on the topic of Colten Boushie's death. The CRCC Final Report for the Boushie Public Interest Investigation was published on their website on March 22, 2021 (Tab j).

Harassment, Modernization and Indigenous Reconciliation

On December 2, 2020, retired Supreme Court justice Mr. Michel Bastarache appeared as a witness to discuss his report entitled "Broken Dreams Broken Lives: The Devastating Effects of Sexual Harassment On Women in the RCMP". Several Committee Members continue to have a keen interest in the RCMP's ability to implement change and address systemic discrimination (Tab 5).

MP Jack Harris (NDP) has raised the topic of systemic racism and policing. Further, the MP is critical of the RCMP's relationship with Indigenous populations, stating "We've had 150 years of the RCMP imposing race-based laws on Indigenous people and something very, very significant has got to be done to change that. I think we have to treat it as a crisis and try to find a crisis-based solution for this systemic racism." He also expressed "...the Inuit live with mistrust of the RCMP" (Tab e).

MP Harris has also been advocating for the federal government to set standards for police to follow, acknowledge the systemic problems within policing, and act to de-escalate encounters between police and Indigenous and Black Canadians where it can. SECU's draft report on Systemic Racism was considered on February 17, 2021 and March 8, 2021, and is scheduled to be considered again on March 22, 2021. This report is currently awaiting a tabling date (Tab h).

Online Child Sexual Exploitation

On February 22, 2021, representatives from the RCMP appeared at the Standing Committee on Access to Information, Privacy and Ethics (ETHI) to discuss their study '*Protection of Privacy and Reputation on Platforms such as Pornhub*'. On March 15, 2021, 53 MPs and 20 Senators called for a full criminal investigation into Pornhub's parent company, MindGeek. In a letter received by the RCMP, MPs and Senators accuse MindGeek of failing to report cases of child pornography to the Canadian Centre for Child Protection and the United States National Center for Missing and Exploited Children between 2011 and 2020. SECU Committee members John McKay, Glen Motz, Shannon Stubbs, Damien Kurek, Tako Van Popta, and Kristina Michaud signed the letter.

You and the Minister have been invited to attend a meeting of ETHI on this issue on April 12, 2021.

Rural Crime

Upon his appointment to SECU in 2020, MP Damien Kurek (Conservative) indicated that priority issues for him are rural crime, the ban on assault-style firearms, and "issues at our borders". He also noted his desire to "address the risks of foreign influence in Canada and the smuggling of illegal weapons at the border". To address rural crime, RCMP jurisdictions have developed and pursued customized initiatives, which aim to address the unique and diverse characteristics of the communities they serve (Tab f).

Clare's Law

The Standing Committee on Justice and Human Rights (JUS) is conducting a study on controlling or coercive conduct within intimate relationships. The study aims to address rising domestic violence incidents that are characterized by serious harm to the victim suffered even in the absence of overt violence and will also study the proposed creation of a new criminal offence of controlling or coercive conduct as outlined in Private Member's Bill C-247. The RCMP fully supports the work undertaken by this Committee and those who tirelessly advocate for the victims and survivors of intimate partner violence. Legislation similar to *Clare's Law* is pending in a number of provinces where the RCMP is contracted as the provincial police force (Tab g).

Annex: General Information

Rounds of Questioning:

Members of the Committee are allotted six minutes to both ask questions and receive responses during the first round of questioning. In the second round (time permitting), the allotted time for questions and answers is reduced to five minutes.

- Typical order of questioning for the first round: Liberal, Conservative, Bloc, NDP.
- Typical order of questioning for the second round: Conservative, Liberal, Conservative, Liberal, then 2.5 minutes each for the Bloc and NDP.

Departmental officials present at Committee are responsible for supporting the Minister's accountability in Parliament. As departmental officials are not primarily responsible for exercising the powers of the Crown, their relationship to Parliament is different from that of Ministers. While Ministers are responsible for political, partisan matters, and for defending public policies before Parliament, deputy heads and officials support Ministers in providing explanations and information on public policies that Ministers could not be expected to provide due to the level of detail or complexity.

When responding to questions from committee members, keep your answers brief and factual. Avoid taking a position, providing your opinion, stating your personal recommendations or

speaking on behalf of others on a given issue. Do not divulge classified information, Cabinet confidences or any information that contradicts privacy laws.

Tab 2 Minister's opening remarks

Speaking Notes
for
The Honourable Bill Blair
Minister of Public Safety and Emergency Preparedness
Appearance Before the House of Commons Standing Committee on Public Safety and National
Security
2021-22 Main Estimates and Supplementary Estimates "C"
Ottawa, Ontario
March 24, 2021
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Mr. Chair, Honourable Committee Members,
Thank you for the invitation to join you today.

I'm pleased to present the 2020-21 Supplementary Estimates "C" and the 2021-22 Main Estimates for the public safety portfolio.

I'm joined today by (TBC): Rob Stewart, Deputy Minister of Public Safety Canada; Tricia Geddes, Deputy Director, Policy and Strategic Partnerships of the Canadian Security and Intelligence Service; John Ossowski, President of the Canada Border Services Agency; Anne Kelly, Commissioner of the Correctional Service of Canada; Brenda Lucki, Commissioner of the Royal Canadian Mounted Police; and Jennifer Oades, Chair of the Parole Board of Canada.

As always, I thank all of my guests today, and want to acknowledge the dedication and professionalism of employees across the public safety portfolio.

They have all stepped up to the plate during an incredibly difficult and challenging time, keeping our borders, communities and correctional institutions safe, and protecting our national security.

And today, these Estimates reflect that work.

I will go through the Supplementary Estimates "C" for 2020-21 first, in order to present these items chronologically.

The approval of those Estimates would result in funding approvals of \$11.1 billion for the public safety portfolio.

That represents an increase of 3.3 per cent over total authorities provided to date.

I'll briefly share some of the highlights here, as they relate to how we manage our critical services during the pandemic.

The first is \$135.8 million for the Correctional Service of Canada, for critical operating requirements related to COVID-19.

The second is \$35 million for Public Safety Canada, to support the urgent relief efforts of the Canadian Red Cross during the pandemic.

Mr. Chair, as you know, the many volunteers and staff of the Canadian Red Cross have been there to support Canadians from the outset of this pandemic, including at long-term care homes across the country.

I know you'll join me in thanking them for all they continue to do to provide needed support.

And I'll note that this funding is in addition to \$35 million of Vote 5 funding to Public Safety from Health Canada, to support rapid response capacity testing, to be deployed to fill gaps in surge or targeted activities, including remote and isolated communities.

Included in these Supplementary Estimates is also funding to enhance the Integrity of our Borders and asylum system, while also modernizing the agency's security screening system.

This funding will ensure that security screening results are made available at the earliest opportunity under a reformed system.

Mr. Chair, I'd like to highlight that CBSA employees have done a remarkable job in keeping our borders safe in response to COVID-19.

That work started over a year ago with the repatriation of Canadians in January 2020, well before a pandemic was declared.

They have adapted quickly to the many border restrictions that this Government has introduced over the past year to curb the spread of COVID-19 and its variants from importation, as well as they have continued with their usual facilitation, interdiction, and enforcement role that we can always rely on them for.

I want to take this opportunity to thank them for all they are doing to keep Canadians safe during this difficult time.

We are also working through these Supplementary Estimates to increase funding to end violence against Indigenous women and girls, and to provide essential mental health services.

And for the RCMP, we are investing significant funds through both the Supps and Main Estimates to support improvements to federal policing investigative capacity by bolstering its capability with additional policing professionals, investigators and scientists.

This will be used to deal with federal policing initiatives, which include responding to money laundering, cybercrime such as child sexual exploitation, and national security such as responding to terrorism and foreign-influenced activities.

Mr. Chair, I'll turn now to the 2021-22 Main Estimates.

The Public Safety portfolio, as a whole, is requesting a total of \$10 billion for this fiscal year.

As I've previously noted, the portfolio funding has remained stable over the last few years. I'll break the numbers down by organization.

Public Safety Canada is seeking a total of \$1.1 billion in the Main Estimates.

This represents a net increase of \$329.9 million, or 45.5 per cent, over the previous year.

The bulk of that increase is due to Grants and Contributions regarding the Disaster Financial Assistance Agreements program, or DFAA.

It's an increase in funding based on forecasts from provinces and territories for expected disbursements under the DFAA for this fiscal year.

Mr. Chair, this represents a critical part of my mandate as Minister of Public Safety and Emergency Preparedness.

Climate-related disasters, like floods and wildfires, have increased over the years, due in no small part to a changing climate.

That funding helps provinces and territories with the costs of response, and of returning infrastructure and personal property to pre-disaster condition.

With flood season approaching, I know that this is top of mind for many communities as it is for me. Mr. Chair, in these Main Estimates, increases also include \$15 million in incrementing funding to take action against gun and gang violence.

As Committee members know, I introduced Bill C-21 in the House not long ago – a Bill designed to protect Canadians from firearms-related violence.

It represents the most significant changes to Canada's firearm laws in our country's history. It will complete the prohibition on the assault-style firearms we announced last year.

It will help protect Canadians from dangerous situations involving firearms. It will support municipalities in their efforts to restrict handguns.

And it will strengthen our laws to keep firearms out of the wrong hands and keep our communities safe.

I know this Committee will have the chance to review that legislation soon, and I look forward to discussing it with you further.

I want to focus on a number of ongoing issues and our responses to them.

Starting with Correctional Service of Canada, which is seeking \$2.8 billion this fiscal year, an increase of \$239.8 million or 9.4 per cent over the previous year.

The net increase is mostly due to a net increase in operating funding, which includes an increase for transforming federal corrections as a result of the passage of the former Bill C-83.

Mr. Chair, that Bill introduced the new Structured Intervention Unit model. While that Bill represents a major change to the way our Correctional institutions operate, recent reports have made clear that more must be done.

Funding is just one part of the solution.

With the creation of data teams, efforts to replicate best practices nationally and enhanced support for Independent External Decision Makers, I am confident that we will deliver on our transformational promise in full.

I also want to again acknowledge the troubling findings of the Bastarache report, which I know this committee has examined.

We are seeking funds to establish the Independent Centre for Harassment Resolution. This will be responsible for implementing the full resolution process, including conflict management, investigations and decision-making.

There remains much work to do, but this is part of our efforts to respond to that report.

I want to conclude by once again noting the importance of oversight in our agencies which carry tremendous responsibilities.

You will see in the Mains that we are seeking funding to increase funding for the Correctional Investigator's office, the CRCC and the ERC, the latter by 100%.

With that, I thank you, Mr. Chair and members of the Committee for your time today.

We are now happy to answer your questions about these estimates, and the collective work of the portfolio.

Tab 3 Financial information

Tab 3a Supplementary estimates "C"

Proposed Response:

- The RCMP is seeking an increase of \$24.5 million in spending authority in 2020-21 Supplementary Estimates "C" which represents an increase of 0.7% over its 2020-21 Main Estimates of \$3.5 billion.

Financial Implications:

- \$20.0M is in support of the Foundational Improvements to Federal Policing Investigative Capacity and Capability Initiative, which will enhance investigative capacity in transnational serious and organized crime, national security, cybercrime, and money laundering.
- \$2.0M is requested to establish the Independent Centre for Harassment Resolution (ICHR), which will address gaps and concerns regarding the existing harassment complaint process.
- \$1.5M in statutory funding related to Employee Benefit Plans for the noted initiatives.
- \$0.83M is for the reinvestment of revenues for the sale or transfer of real property.
- \$0.14M is related to proceeds from Record Suspension Applications processed by the Parole Board of Canada. These proceeds help offset costs related Criminal Record Checks performed by the RCMP.

Background:

The RCMP is seeking an increase of \$24.5M in spending authority in new voted and statutory appropriations, as well as transfers to/from other government departments through the 2020-2021 Supplementary Estimates (C). This amount consists of an increase of \$23.0M in new voted appropriations and \$1.5M related to statutory appropriations.

	<i>(in millions of dollars)</i>
Vote 1, Operating expenditures	11.5
Vote 5, Capital expenditures	11.5
Vote 10, Grants and Contribution	-
Total Required	23.0
Statutory (Employee Benefit Plans)	1.5
Less: Funds Available (Frozen Allotments)	-
Net New Voted and Statutory Appropriations Required	24.5
Net Transfers From/(to) Other Departments	-
Total RCMP funding through Supplementary Estimates (C)	24.5

Note: Totals may not add due to rounding

- The RCMP is to receive \$20.0M of funding to implement the Foundational Improvement to Federal Policing Investigative Capacity and Capability to enhance Federal Policing capacity. The funding will improve investigative capability including transnational serious and organized crime, national security, and cybercrime, while specifically addressing gaps in capabilities specific to money laundering /proceeds of crime investigation.
 - It will establish specialized units that support all federal policing investigations, including money laundering, as well as augment the RCMP's information management/information technology (IM/IT) and data science capacity, upgrade RCMP systems and specialized units that support all federal policing investigations, including money laundering.
 - The funding requested for IM/IT systems will help address exponentially increasing size requirements to manage data in a digital world as part of investigations, as well as the need to review complex case data banks under time constraints to meet disclosure obligations.
- In addition, the RCMP is to receive \$2.0M in funding for the Independent Centre for Harassment Resolution (ICHR). The establishment of the ICHR will address gaps and concerns regarding the existing process where it will be responsible for implementing the full harassment resolution process, including workplace conflict management, investigations and decision-making.
- \$1.5M in statutory funding related to Employee Benefit Plans for the noted initiatives.
- On an annual basis, the RCMP receives funding through various technical adjustments:
 - \$0.83 million in reinvestment of revenues from the sale or transfer of Real Property.
 - \$0.14 million in proceeds from Criminal Record Checks related to Record Suspension Applications (from Parole Board of Canada).

Tab 3b Main estimates

Proposed Response:

- The RCMP is seeking \$3,439.7 million in 2021-22 Main Estimates which represent a decrease of \$76.8 million or 2% from the previous year.
- The decrease is primarily related to adjustments in statutory authorities for Employee Benefit Plans which do not impact RCMP policing services and operations.

Financial Implications:

- These Main Estimates include an increase of \$33.0 million for compensation adjustments for Public Service Employees and Civilian Members as per the new Collective Agreements.
- An increase of \$17.1 million is in support of the Foundational Improvements to Federal Policing Investigative Capacity and Capability Initiative.
- An increase of \$14.9 million is in support of the advancement of the Ensuring Security and Prosperity in the Digital Age and the implementation of the second phase of the National Cybercrime Solution Information Management/Information Technology Project.
- This new funding is offset by a \$119.9 million decrease in Employee Benefit Plan (EBP) statutory authorities as a result of changes in the attribution of RCMP members and Public Service Employees, as well as changes in their respective rates.
- A decrease of \$24.0 million is related to sunsetting funding for the settlement of a class action lawsuit related to harassment and discrimination of female employees in the workplace.
- A decrease of \$10.6 million is related to sunsetting funding for the Ontario, Quebec and National Capital Region Radio Renewal initiative.

Background:

The RCMP is seeking \$3,439.7 million in spending authority in the 2021-22 Main Estimates.

(in millions of dollars)	2021-22 Main Estimates	Variance from 2020-21 Main Estimates
Vote 1, Operating expenditures	2,642.7	32.0
Vote 5, Capital expenditures	251.9	2.7
Vote 10, Grants and Contribution	195.0	(0.4)
Total Voted	3,089.7	34.3
Statutory (EBP)	350.0	(111.1)
Total Budgetary	3,439.7	(76.8)

The main items comprising the (\$76.8) million are:

- An increase of \$33.0 million (incl. EBP) related to compensation adjustments for Public Service Employees and Civilian Members as per the new Collective Agreements.
- An increase of \$17.1 million (incl. EBP) in support of the Foundational Improvements to Federal Policing Investigative Capacity and Capability Initiative. The funding will improve

investigative capability across its broad mandate, including transnational serious and organized crime, national security, and cybercrime, while specifically addressing gaps in capabilities specific to money laundering /proceeds of crime investigation.

- An increase of \$14.9 million (incl. EBP) in support of the advancement of the Ensuring Security and Prosperity in the Digital age and the implementation of the second phase of the National Cybercrime Solution Information Management/Information Technology Project. The RCMP is to receive funding to implement and maintain the National Cybercrime Solution (NCS), which will provide the National Cybercrime Unit (NC3) with the required IM/IT functionality to receive, store, analyze and share cybercrime data through three main sub-systems. In addition, the RCMP will also receive funding to create the NC3 Public Reporting Team, as well as to develop and maintain a Public Reporting Website.
- Lastly, the RCMP is requesting an increase of \$5.6 million (incl. EBP) to continue to establish the Independent Centre for Harassment Resolution. The establishment of the ICHR, a separate entity within the RCMP, will address gaps and concerns regarding the existing harassment complaint process. It will be responsible for implementing the full harassment resolution process, including workplace conflict management, investigations and decision-making.
- A \$119.9 million decrease in Employee Benefit Plans (EBP) as a result of changes in the attribution of RCMP members and Public Service Employees, as well as changes in their respective rates. These adjustments are to align the EBP rates to the new effective EBP rates of 14.8% for Public Service Employees and 10.1% for Members of the RCMP. These rates will more accurately reflect the actual costs of statutory employer's contributions to the Superannuation Plan, the Canada and the Quebec Pension Plans, Death Benefits and Employment Insurance accounts, as prescribed by the Treasury Board Secretariat.
- A decrease of \$24.0 million related to sunseting funding for the settlement of a class action lawsuit related to harassment and discrimination of female employees in the workplace. All claims have now been assessed and compensation awards have been paid in accordance with the terms of the settlement.
- A decrease of \$10.6 million related to sunseting funding for the Ontario, Quebec and National Capital Region Radio Renewal initiative. The RCMP received \$88.7 million over five years (2019-20 to 2023-24) and \$8.2 million ongoing to design, acquire and implement a new radio infrastructure system, replacing equipment at radio tower sites and dispatch centers in Ontario, Quebec, and the National Capital Region.

Tab 3c Investments since 2015

Budget 2015

1. National Counterfeit Enforcement Strategy
2. Countering Terrorism
3. Memorial for Three Moncton Royal Canadian Mounted Police Officers
4. Funding to expand biometric screening in Canada's immigration system

Budget 2016

5. One Year Integrity Funding to Maintain Current Operations
6. National Forensic Laboratory (Vancouver) Relocation
7. International Police Peacekeeping and Peace Operations
8. Security at Official Residences
9. Federal Infrastructure Program – RCMP Projects

2016 Fall Economic Statement

10. Security for the 2016 North American Leaders Summit

Budget 2017

11. Multi-Year Immigration Levels Planning
12. Protecting Air Travellers – inclusive of funding for CATSA, Transport Canada and RCMP
13. Government of Canada Commitment to Address Gender-Based Violence – inclusive of funding of funding for Department of National Defence and RCMP

2017 Fall Economic Statement

14. Supporting RCMP Front-Line Operations – Inclusive of funding for RCMP and the RCMP External Review Committee
15. New Legal Framework to Strictly Regulate and Restrict Access to Cannabis – inclusive of Funding for Health Canada, RCMP, CBSA and Public Safety
16. Strengthening and Enforcing Drug-Impaired Driving – inclusive of Funding for Public Safety, RCMP and CBSA.

Budget 2018

17. Initiative to Take Action Against Guns and Gangs
18. Canada's 2018 G7 Presidency and Leaders' Summit
19. Supporting RCMP Frontline Operations
20. Renewing Radio Systems for the RCMP
21. Action Plan and Supports on Mental Health for Public Safety Officers
22. Renewing and Enhancing the Federal Tobacco Control Strategy
23. Ensuring Security and Prosperity in the Digital Age: Cyber
24. Gender Based Violence
25. Addressing "Unfounded" Cases of Sexual Assault and Better Support Victims
26. Irregular Migration: Managing the Border
27. Migrant Smuggling
28. International Police Peacekeeping and Peace Operations

Budget 2019

29. Asylum Reform
30. CATSA Transition Funding
31. Departmental Review - RCMP

- 32. Emerging Economic-Based National Security Threats
- 33. RCMP – Class Action Settlements
- 34. Enhancing Federal Policing Capacity Strengthening Canada's AML-ATF Regime
- 35. Royal Canadian Mounted Police Disability Pension Program Adjustments

2019 Fall Economic Statement

- 36. Anti-Money Laundering Support for the RCMP-GRC

Economic and Fiscal Update 2019

- 37. Supporting and Enhancing the Royal Canadian Mounted Police

2020 Fall Economic Statement

- 38. Body Worn Cameras

2021 Announcement

- 39. Implementation of a Suite of Measures to Combat Firearms Related Crime

Budget 2015

- 1. National Counterfeit Enforcement Strategy: The RCMP was approved to receive \$15 million over five years for the renewal of the National Counterfeit Enforcement Strategy (NCES) and the counterfeit database.
- 2. Countering Terrorism: Funding was received for Counter-Terrorism Investigative Resources for Canadian Security Intelligence Service, RCMP and Canada Border Services Agency. The RCMP was approved to receive \$149.9 million over five years with \$46.5 million ongoing to directly support national security criminal investigations, including high-risk travellers and high-risk individuals.
- 3. Memorial for Three Moncton Royal Canadian Mounted Police Officers: The RCMP was approved to receive \$1 million for one year to create a memorial in honour of the three fallen RCMP Police Officers from the Moncton shooting.
- 4. Funding to expand biometric screening in Canada's immigration system: The RCMP, Immigration and Citizenship Canada, Canada Border Service Agency, and Shared Services Canada were approved to receive \$312.6 million over five years and \$103.2 million ongoing to: implement the expanded biometrics screening program to all visa-required travelers seeking entry to Canada to achieve strengthened identity management; improved ability to prevent inadmissible individuals from entering Canada; and to facilitate movement of admissible individuals into Canada.

Budget 2016

- 5. One Year Integrity Funding to Maintain Current Operations: The RCMP received \$79.3 million for one year to maintain overall operations of the RCMP pending the results of a Resourcing Review.
- 6. National Forensic Laboratory (Vancouver) Relocation: The RCMP was approved to receive \$60.4 million over five years to replace the 42 year old national forensic laboratory facility in Vancouver B.C. with a new facility in Surrey B.C.
- 7. International Police Peacekeeping and Peace Operations: The RCMP was approved to receive \$106.5 million over 3 years to support Canada's foreign policy objective to enhance global security through the stabilization of fragile or conflict-affected states through Canadian police and expert civilian participation in international peace support operations and other stabilization-focused bilateral police deployments.
- 8. Security at Official Residences: The RCMP and National Capital Commission were approved to receive \$5.5 million over five years for security infrastructure for Rideau

Cottage and the Harrington Lake Estate. The funding approved for Rideau Cottage was to undertake a series of capital improvements to address security needs to ensure the appropriate level of security required to protect the Prime Minister and his family within these interim accommodations. The funding approved for Harrington Lake was to improve communication and surveillance systems, upgrade the vehicle gates and establish permanent vehicle barriers to better control access to the grounds. The implementation of the security measure aim to reduce the RCMP's intervention time for security personnel and provide an increased safety level for the occupants.

9. Federal Infrastructure Program – RCMP Projects: The RCMP was approved to receive \$64 million over five years to address health and safety concerns for officers, ensure the continuity of mission-critical operations, repurpose existing spaces to better meet program requirements and upgrade training facilities, in particular those at the RCMP Depot Division located in Regina, Saskatchewan.

2016 Fall Economic Statement

10. Security for the 2016 North American Leaders Summit: \$17.5 million for one year was announced for costs related to the 2016 North American Leader's Summit. Within this amount the RCMP was approved to receive funding to ensure the safety and security of the general public and Heads of State attending the summit.

Budget 2017

11. Multi-Year Immigration Levels Planning: The RCMP was approved to receive \$4.7 million over five years and \$1.1 million ongoing to provide biometric screening and fingerprint identification services to IRCC and CBSA in support of Canada's immigration programs; and to support overtime activities due to the increase in IRCC applications.
12. Protecting Air Travellers – inclusive of funding for CATSA, Transport Canada and RCMP: The RCMP, CATSA and Transport Canada were approved to receive \$152 million for one year to help reduce the data entry backlog at Transport Canada and support increased demands placed on the RCMP for Law Enforcement Record Checks in the screening of airport employees. Of this the RCMP received \$1.2 million in support of these activities.
13. Government of Canada Commitment to Address Gender-Based Violence – inclusive of funding of funding for Department of National Defence and RCMP: The RCMP, Status of Women, Health Canada, National Defence, Immigration and Citizenship Canada, and Public Safety were approved to receive \$100.9 million over five years and \$20.7 million ongoing to implement the Strategy to Prevent and Address Gender-based Violence. The funding for the RCMP was to support key activities that will serve as the core elements of the whole-of-government Strategy to develop and enhance RCMP training, including: develop and deliver new, Division-specific, cultural competency and trauma-informed gender-based violence training for RCMP employees; update the RCMP's broader national cultural competency training, informed by Indigenous women and other experts; and use Gender-based Analysis Plus (GBA+) as a tool to examine existing training, in order to ensure it is gender and culturally sensitive.

2017 Fall Economic Statement

14. Supporting RCMP Front-Line Operations – Inclusive of funding for RCMP and the RCMP External Review Committee: The RCMP and RCMP External Review Committee were approved to receive \$100 million over three years to maintain the overall operations of the RCMP pending completion of a comprehensive Departmental Review to address recommendations identified in the Resourcing Review.
15. New Legal Framework to Strictly Regulate and Restrict Access to Cannabis – inclusive of Funding for Health Canada, RCMP, CBSA and Public Safety: With the introduction of Bill

C-45 (also known as Cannabis Act) in Parliament, Health Canada, RCMP, Canada Border Services Agency, Public Safety Canada and Public Health Agency of Canada were approved to receive \$526 million over five years to implement and administer a new federal framework to legalize and regulate cannabis.

16. Strengthening and Enforcing Drug-Impaired Driving – inclusive of Funding for Public Safety, RCMP and CBSA: The RCMP, Public Safety and CBSA were approved to receive \$138 million over five years and \$12 million ongoing to support efforts to enforce new legislation on drug-impaired driving. Funding was to update and expand training to detect drug-impaired drivers through enhanced Standardized Field Sobriety Test (SFST) training and increasing the number of police officers certified as Drug Recognition Experts (DRE). In addition, funding was to increase current capacity in Government of Canada laboratories to provide forensic toxicology analysis, interpretation and court support to respond to the increase in demand for the service requests.

Budget 2018

17. Initiative to Take Action Against Guns and Gangs: The RCMP was approved to receive \$38 million over five years in support of the RCMP's new Integrated Criminal Firearms Initiative, which will leverage and expand existing investigative and intelligence support and services to meet the increased operational and technical capacity demands.
18. Canada's 2018 G7 Presidency and Leaders' Summit: The RCMP was approved to receive \$259 million over two years in support of incremental security costs associated with the G7 Summit in fiscal years 2017-18 and 2018-19. As the primary agency responsible for security at the Summit, the RCMP received these funds to support the RCMP's activities during the planning and pre-event operations, event operations and close out phases of the G7 events.
19. Supporting RCMP Frontline Operations: The RCMP was to receive \$80 million for one year to provide temporary stability to the RCMP, allowing the development of the Departmental Review submission that will present longer term plans for program sustainability, taking into account any major changes stemming from governance or mandate consultations.
20. Renewing Radio Systems for the RCMP: The RCMP was approved to receive \$60.2 million over five years and \$9.5 million ongoing to design, acquire, and implement a replacement radio system for New Brunswick, as well as for the National Capital Region, Ontario and Quebec.
21. Action Plan and Supports on Mental Health for Public Safety Officers: The RCMP was approved to receive \$21.4 million over five years to implement measures to better support the mental health of first responders by providing Periodic Psychological Health Assessments.
22. Renewing and Enhancing the Federal Tobacco Control Strategy: The RCMP was approved to receive \$7.4 million over five years and \$1.5 million ongoing to continue and augment current monitoring and compliance activities to enable increased knowledge and understanding of the illicit tobacco market and links to organized crime. The funding is also to be used to modernize existing border monitoring equipment in areas where cross-border smuggling is most prevalent, purchase other covert equipment, and hire new resources to support analysis and reporting on the intelligence information collected.
23. Ensuring Security and Prosperity in the Digital Age (Cyber): The RCMP was approved to receive \$224 million over five years and \$43 million ongoing to implement Canada's Cyber Security Strategy. The strategy includes establishing a cybercrime investigative team, a cyber unit within the National Intelligence Coordination Centre, digital evidence specialists within the investigative team and at Technical Operations and developing new training courses for law enforcement at the Canadian Police College.

24. Gender Based Violence: The RCMP was approved to receive \$19.3 million over five years and \$5.8 million ongoing in support of a National child Exploitation Coordination Centre to enhance key activities that will serve as the core elements of the whole-of-government Strategy.
25. Addressing “Unfounded” Cases of Sexual Assault and Better Support Victims: The RCMP was approved to receive \$10 million over five years and \$2 million ongoing to establish a national unit that will coordinate the review of sexual assault complaints coded as “unfounded”, including oversight of the development of a curriculum and training, as well as an external advisory committee and supports for victims
26. Irregular Migration: Managing the Border: The RCMP was approved to receive \$9.5 million for one year to respond to pressures facing the in-Canada asylum system created by the sudden influx of irregular migrants between the ports of entry along the Canada/US Border.
27. Migrant Smuggling: The RCMP received \$26.2 million over five years to renew and expand the Canada’s Migrant Smuggling Prevention Strategy to include air and land, in addition to the existing marine mode of transportation, and to provide greater geographic latitude for action, in response to intelligence information.
28. International Police Peacekeeping and Peace Operations: The RCMP was approved to receive \$106.5 million over 5 years and \$35.5 million ongoing to support Canada’s foreign policy objective to enhance global security through the stabilization of fragile or conflict-affected states through Canadian police and expert civilian participation in international peace support operations and other stabilization-focused bilateral police deployments.

Budget 2019

29. Asylum Reform: The RCMP was approved to receive \$77.3M over five years and \$13.5M ongoing to support the implementation of the Border Enforcement Strategy and to respond to pressures facing the in-Canada asylum system created by the sudden influx of irregular migrants between the ports of entry along the Canada/US Border.
30. CATSA Transition Funding: The RCMP was approved to receive \$11.5M over three years to address the increased volume and complexity of security background checks for employees at aerodromes who need unescorted access to secure zones beyond Canadian Air Transport Security Authority Checkpoints.
31. Departmental Review – RCMP: The RCMP was approved to receive \$508.6M over five years for RCMP to begin the implementation of recommendations and findings identified in the RCMP’s Departmental Review.
32. Emerging Economic-Based National Security Threats: The RCMP was approved to receive \$5.7M over five years and \$1.2M ongoing to implement activities that will provide the Government of Canada with: an enhanced awareness of economic-based national security risks, intelligence collection and analysis; capacity for mitigation measures, monitoring and compliance; and, the capability to adapt and renew, while recognizing the evolving threat landscape.
33. RCMP – Class Action Settlements: The RCMP was approved to receive \$197.5 million over three years to cover the costs association with a national class action filed against the RCMP for harassment and discrimination in the workplace.
34. Enhancing Federal Policing Capacity Strengthening Canada’s AML-ATF Regime: The RCMP was approved to receive \$68.9M over five years and \$20M ongoing to better protect the integrity of the financial system and the safety and security of Canadians. Funding will be used to improve investigative capability across its broad mandate, including transnational serious and organized crime, national security, and cybercrime, while specifically addressing gaps in capabilities specific to money laundering /proceeds of crime investigations.

35. Royal Canadian Mounted Police Disability Pension Program Adjustments: The RCMP was approved to receive \$120M over 2 years to correct an indexation error in Disability Pension Adjustments that occurred between 2003 and 2010.

2019 Fall Economic Statement

36. Anti-Money Laundering Support for the RCMP-GRC: The RCMP was approved to receive an additional \$8 million over six years to enhance the RCMP's AL-ATF Regime, as identified above.
37. Supporting and Enhancing the Royal Canadian Mounted Police: The RCMP was approved to receive \$464.4M over five years and \$177.9 ongoing to stabilize and strengthen core operations to address critical resource shortfalls identified in the RCMP's 2018 Departmental Review, and for the creation of the Independent Centre for the Resolution of Harassment to address gaps and concerns regarding the existing harassment complaint process.

2020 Fall Economic Statement

38. Body Worn Cameras: To improve transparency, accountability, and response to concerns from racialized and Indigenous communities, the RCMP was approved to receive \$160.5M over five years and \$23M ongoing to implement a national Body Worn Camera Program for frontline RCMP officers, including a Digital Evidence Management System.

2021 Announcement

39. Combating Firearms Related Crime: The RCMP, PS and CBSA were approved to receive \$312.0 million over five years and \$41.4 million ongoing to support to implement a suite of measures to combat firearms related crime. Including \$234.0 million for the RCMP with \$17.4 million in remaining amortization and \$34.6 million ongoing to: support licensing suspension, increased anti-smuggling capacity, enhance capacity to combat the criminal use of firearms, increase the capacity of the Canadian Firearms Program, support implementation of a non-permissive storage regime, support the implementation of municipal handgun restrictions, and provide seed funding for the buy-back program. New funding will partially be offset by \$1.1 million of existing RCMP funding.

Tab 3d COVID-19 expenditures

- The RCMP has not requested any incremental funding related COVID-19 activities since the onset of the pandemic.
- The RCMP has incurred approximately \$40M from April 1st, 2020 to January 31st, 2021 in support of COVID-19 response activities.
- The majority of these costs relate to employee salaries and overtime (\$19.1M), as well as protective kit and clothing for Regular Members (\$8.4M), and IM/IT acquisitions (\$3.3M) to enable employees to work from home.
- The RCMP has been able to cover these costs using existing budgets as a result of reduced spending in other areas during COVID-19 such as travel and in-person training.

Pay	Incremental	Absorbed	Total
Casual and Terms	116,525	-	116,525
Public Servant salaries	-	2,662,847	2,662,847
Public Servant overtime	266,435	-	266,435
Regular Member salaries	-	8,890,474	8,890,474
Regular Member overtime	7,122,153	-	7,122,153
Total Pay	7,505,113	11,553,321	19,058,434
Operating & Maintenance			
Protective Kit & Clothing	7,574,631	867,571	8,442,202
Travel	2,060,798	-	2,060,798
Medical Supplies & services	284,032	48,260	332,292
Automotive	388,854	1,118	389,972
Building cleaning & utilities	514,232	-	514,232
Printing, communications & office	1,429,611	23,658	1,453,269
IT acquisition & services	3,337,042	-	3,337,042
Health Services	862,250	-	862,250
Other miscellaneous	2,264,448	1,045,153	3,309,601
Total Operating & Maintenance	18,715,898	1,985,760	20,701,658
Total	26,221,011	13,539,081	39,760,091

Tab 3d1

RCMP Employees (All Categories) using the category 'Leave with pay for other reasons' (code 699) From 2020-04-01 to 2021-02-28

Employment Category	No. of employees	No. of Hours	Estimated Costs
RM	3,889	352,801	15,109,066
PS	3,373	631,564	20,619,145
CM	929	173,819	6,718,606
Special Constable	13	2,078	92,907
Grand Total	8,204	1,160,261	42,539,724

Tab 3d2

Expenditures report - covid-19 response			Month ending:		31-Jan-2021
Department / Agency:	Royal Canadian Mounted Police				
Type of Expenditures	Prior Expenditures	Adjustments to Prior Expenditures	Current Month Expenditures	Cumulative	Comments
1. Incremental Expenditures					
Salary	108,007		8,517	116,524	
Overtime	6,929,266		459,322	7,388,588	
Operations (purchases, travel, ...)	15,908,505		2,807,393	18,715,898	
Grants & Contributions				-	
Statutory Expenditures (please specify)				-	
Other (please specify)				-	
Sub-Total	22,945,778	-	3,275,232	26,221,010	
2. Non-Incremental Expenditures					
Salary	10,777,691		775,630	11,553,321	
Overtime	-			-	
Operations (purchases, travel, ...)	1,923,230		62,530	1,985,760	
Grants & Contributions				-	
Statutory Expenditures (please specify)				-	
Other (please specify)				-	
Sub-Total	12,700,921	-	838,160	13,539,081	
Full Expenditures (total of incremental and non-incremental expenditures)					

Salary	10,885,698	-	784,147	11,669,845	
Overtime	6,929,266	-	459,322	7,388,588	
Operations (purchases, travel, ...)	17,831,735	-	2,869,923	20,701,658	
Grants & Contributions	-	-	-	-	
Statutory Expenditures (please specify)	-	-	-	-	
Other (please specify)	-	-	-	-	
Total	35,646,699	-	4,113,392	39,760,091	
Other Comments					
Please add any additional comments you wish to share related to reporting of expenditures.	Above figures represent only actualized expenditures and are net of any earmarked commitments. The RCMP currently has \$5.9M in such commitments as at January 31, 2021. The bulk of the commitments are for medical supplies, building cleaning contracts and Personal Protective Gear and Equipment to support front line police operations in the response to COVID-19.				
Deputy Chief Financial Officer (DCFO) Approval					
The information in the Expenditure Report - COVID-19 Response and Expenditures by Measure respects the reporting instructions, is based on best estimate and judgment, and is considered reasonable given available data and departmental materiality.					

Tab 4 RCMP Hot issues notes

Tab 4a Foundational improvements to Federal policing investigative capacity and capability (FP)

RCMP speaking points

- Transnational and serious organized crime pose a significant threat to the safety of Canadians and to the economic integrity of Canada. Organized crime groups rely on money laundering to conceal profits from their illicit activities and to perpetuate their criminal activity.
- In November 2020, the RCMP announced it received \$98.9M over five years, starting in 2020–2021, and \$20M ongoing to enhance its operational capabilities and investigative capacity.
- This investment creates an IM/IT platform to modernize Federal Policing's investigative capability across its mandate, including money laundering and proceeds of crime investigations.
- It also bolsters Federal Policing's investigative capacity by creating new Integrated Money Laundering Investigative Teams supported by essential operational and administration functions.

Questions and answers

Question: What is the RCMP currently doing to address Money Laundering?

- Recently, the Government of Canada invested \$98.9M over five years and \$20M ongoing to enhance the RCMP's Federal Policing operational and investigative capacity as part of the Government's commitment to combat financial crime in Canada.
- The funding allocated to the RCMP will support the modernization of the RCMP's IM/IT systems to enter, analyze, and categorize data for Federal Policing investigations, as well as to develop four dedicated teams to conduct money laundering and proceeds of crime investigations.
- Targeting organized crime in Canada is a priority for the RCMP. Federal Policing, which targets the most serious criminal threats to Canadians, takes a multi-pronged approach in its investigations, including "following the money" to identify, seize, and forfeit major assets and criminal profits and uncovering financial facilitators and criminalized professionals, such as lawyers and accountants.

Question: What is the role of these new dedicated money laundering teams?

- Integrated Money Laundering Investigative Teams (IMLITs) are being implemented in British Columbia, Alberta, Ontario, and Quebec and will bring together expertise from a variety of agencies such as the Canada Revenue Agency and the Canada Border Services Agency to take on complex cases and advance money laundering and proceeds of crime investigations.

Question: Describe the money laundering threat facing Canada.

- Money laundering is a significant and complex problem in Canada. Organized crime groups of all sizes rely on money laundering to conceal profits from their illicit activities and to sustain and grow their criminal operations.
- Professional money laundering networks remain the principal money laundering threat in Canada. Criminal groups are increasingly reliant on these professional

money launderers, who offer their services for hire and work to legitimize criminal proceeds. This allows groups to diversify and leverage other criminal expertise that are normally far outside of their capabilities.

- The volume, size, and speed of money laundering transactions, combined with recent advancements in technology, such as cryptocurrencies, that are currently being observed in high-end money laundering operations, presents real enforcement challenges when attempting to “follow the money.”
- Our investigators and analysts need the same level of skill and expertise as criminal professionals in order to effectively combat their illegal activities in Canada.

Background / Current status:

Executive summary for RCMP Officials

1. In November 2020, the RCMP publicly announced new funding of \$98.9M over five years and \$20M ongoing, for enhanced FP operational and investigative capacity, including to fight money laundering. A portion of the funding was provided in Budget 2019 and an additional \$10M in funding was announced by the Minister of Finance and Minister of Border Security and Organized Crime Reduction in June 2019 for the RCMP to invest in IM/IT infrastructure and digital tools to pursue complex financial crimes. Funding will also support approximately 60 full-time employees, of which 20 will work within the new Integrated Money Laundering Investigative Teams.
2. Budget 2019 also announced funding for Public Safety and the CBSA to bolster Canada’s anti-money laundering and anti-terrorist financing framework. These investments do not implicate the RCMP directly, but the RCMP can expect increased investigative referrals as a result of these measures.
3. The \$98.9M funding is broken down as follows:
 - \$19.8M for new Integrated Money Laundering Investigative Teams
 - \$63.5M for foundational investments
 - \$10.1M for operational support
 - \$5.5M for internal services

Additional background information:

Money Laundering

Money Laundering (ML) is a complex and a significant problem facing countries around the globe, including Canada. As with other types of crime, technology and globalization has created new ways to launder proceeds of crime effortlessly and anonymously.

Tackling proceeds of crime/ML is a shared responsibility. The RCMP is committed to continuing its work with all levels and areas of government and private industry, including internationally, to prevent and detect the most serious threats to Canada’s economic integrity. These partnerships are essential due to the borderless and data-dependent nature of financial crimes, prevalent use of cyber technology, and the need for information to support intelligence-led policing.

RCMP Federal Policing Transnational Serious and Organized Crime & Money Laundering Challenges

Criminal groups and their networks operate transnationally and are technically savvy, challenging policing organizations funded, staffed, and structured for a 20th Century policing

model. These networks are adaptable, agile, and flexible, operating in both physical and virtual space, and have demonstrated an ability to capitalize on weakness in institutional systems.

The adoption of disruptive technologies such as end-to-end encryption adds layers of complexity for police on levels not previously encountered. There is no longer a need for physical proximity to carry out criminal acts, presenting a threat to the security of Canada from criminals around the globe.

RCMP's Federal Policing Enforcement

Federal Policing's (FP) high-priority investigative projects, whether they are related to TSOC, NS, or cybercrime, collect ever-increasing volumes of data and digital evidence, posing a significant challenge for the RCMP reviewing, analyzing, and preparing this evidence for the judicial process.

Modernization of IM/IT at RCMP National Headquarters provides a robust and agile platform that automates and digitalizes current manual process of sorting and reviewing the vast amount of digital evidence and information associated with each investigation. This process provides the investigator with data that is readily accessible and relevant to their investigation.

Recognizing FP's priorities of TSOC and ML/POC, combined with the anticipated increase in ML/POC investigations due to referrals from other Government of Canada initiatives announced in Budget 2019, a limited investment in dedicated Integrated Money Laundering Investigative Teams (IMLITs) in specific divisions will allow the RCMP to more effectively investigate related criminal activities.

The IMLITs, located in "C", "O", "K", and "E" Divisions are on track to be fully staffed by the end of this fiscal year (2020/21). Positions are being filled through a combination of transfers and new employees. These teams dedicated to the investigation of ML/POC, will enhance investigative capacity and are a positive response to recent public and Parliamentary scrutiny, including recommendations cited in several reports¹ to establish units integrating key members of Canada's AML/ATF Regime.

¹ The two Peter German Reports as well as the 2018 report of the Standing Committee on Finance "*Confronting Money Laundering and Terrorist Financing: Moving Canada Forward*", which was written following that Committee's review of the *Proceeds of Crime (Money Laundering) and Terrorist Financing Act*.

Tab 4b Independent centre for harassment resolution (PRS)

RCMP speaking points

- The RCMP has made it a priority to ensure that its harassment resolution process is accessible, timely and accountable.
- Key improvements have been made based on expert recommendations including centralized complaint intake, additional training for decision-makers, and expanded access to informal conflict management tools to address issues in a timely manner.
- Since April 2019, all cases of sexual harassment have been investigated by external investigators to ensure the independence of the process and to address concerns of bias and conflict of interest. The RCMP recognizes that larger structural change is needed to address employee feedback and external recommendations.
- In line with key issues, recommendations and best practices stemming from the Final Report on the Implementation of the Merlo Davidson Settlement Agreement and other reports, the RCMP has worked with experts over the past two years to develop the Independent Centre for Harassment Resolution (ICHR).
- We continue to plan for the ICHR to be operational by June 2021 and fully staffed by early 2022.
- New funding for this initiative was made through the 2020 Economic and Fiscal Snapshot in the amount of \$34.1M over five years and \$8.2M ongoing. The RCMP will be receiving \$2.2M from this amount as part of the 2020–2021 Supplementary Estimates C and \$5.6M as part of the 2021–2022 Main Estimates. In future years, the RCMP will receive \$7.5M in annual funding. Additionally, the RCMP is expecting to direct existing financial and human resources to support this initiative.

Questions and answers

Question: As the ICHR is not external to the RCMP, it is still technically investigating itself.

- a) How is this different from the past process?
- b) How does this ensure independence and/or accountability?
 - Under the previous process, divisions were responsible for coordinating, investigating, and making decisions on harassment complaints involving division employees. The majority of harassment investigators were regular members who performed the function on an *ad hoc* basis in addition to their regular duties.
 - Under the ICHR, investigations will be done by external contractors. This will ensure that those responsible for carrying out the investigation are independent of the environment where the harassment complaint originated.
 - Removing investigative roles from the local chain of command will improve consistency and timeliness of the process as well as help to mitigate employees' concerns related to bias and conflict of interest.
 - The initial assessment for making the ICHR fully external indicated that it would require legislation, machinery of government measures and would take considerable time. The plan has been to launch the ICHR with externalize components where possible, that are within our current authorities, but also create a model that can be fully externalized when required.

Question: How will the RCMP monitor and measure the effectiveness of the ICHR?

- One of the main goals of the ICHR is to rebuild the trust and confidence in the RCMP's ability to handle harassment issues. This will be achieved by:
 - Maintaining independence in the process to address the fear of retaliation and perception of bias in the investigation;
 - Having dedicated civilian resources to address issues in a timely manner; and,
 - Centralizing the process nationally to consistently apply policy, processes, and/or discipline.
- Results will be measured through internal surveys, including the Government of Canada's Public Service Employee Survey. Questions will focus on the effectiveness of the harassment and resolution process to help inform decision-making and improve the ICHR. Each complainant will be surveyed at the end of a file to determine their level of satisfaction with the resolution of their complaint, with responses collated annually.
- Disaggregated data is now being collected to examine trends in reporting and to inform the organization on prevention initiatives.
- We want our employees to feel safe and confident in coming forward to report incidents and that their issue(s) will be taken seriously.
- The RCMP may observe an increase in complaints following implementation of the ICHR. This could signal an increase in trust in the new process rather than an increase in actual harassment occurrences.
- New *Canada Labour Code* regulations on workplace harassment came into force in January 2021. The new legislation includes mandatory service standards, such as specific reporting requirements, and critical steps in the harassment process. These new regulations will be integrated into the ICHR through policy and training.

Harassment – Facts and Figures

1. How many harassment complaints does the RCMP receive annually?

Year	Complaints
2015	152
2016	242
2017	296
2018	252
2019	190
2020	213

- The average number of harassment complaints the RCMP has received between 2015 & 2020 = 224 per year.

2. How many of these are related to sexual harassment?

Year	Numbers
2015	3
2016	15
2017	22
2018	7
2019	7
2020	8

- The average number between 2015 & 2020 = 10 per year.

Note: In the Bastarache Report the 2019 number reads as 0. However, this reflects files established or concluded, and not those received, of which there were 7 (5 of those files are concluded).

3. What is the breakdown by category of employee for both complainants and alleged harassers (respondents)?

Year	Type	RM	CM	PSE	Non-employee
2015	Complainants	120	9	23	0
2015	Respondents	128	5	16	3
2016	Complainants	176	29	26	11
2016	Respondents	187	28	26	1
2017	Complainants	223	22	40	11
2017	Respondents	252	16	25	3
2018	Complainants	192	31	29	0
2018	Respondents	205	24	21	2
2019	Complainants	130	15	45	0
2019	Respondents	143	12	35	0
2020	Complainants	175	18	19	1
2020	Respondents	181	14	17	1

4 - What is the average length of time it takes to investigate and reach a decision on each complaint?

- The time has been calculated using 2018 files as the most complete year starting from receipt of complaint to completion of the Record of Decision.
- For the 2018, the average time to complete an investigation was 277 days (just over nine months).

Background / Current status

Executive summary for RCMP officials

1. In 2017, the Civilian Review and Complaints Commission (CRCC) released its *Report on Workplace Harassment in the RCMP*. The report proposed 10 recommendations to address harassment, and focused on improving processes, clarifying definitions, and enhancing training.
2. Also in 2017, the Fraser Report was released. The report made three recommendations: 1) strengthen the governance framework and consider the creation of a civilian board to oversee organizational changes; 2) establish an independent harassment investigation process; and, 3) conduct an independent review of the RCMP's Health Services and the grievance process.

3. In 2019, creation of a separate and independent harassment investigation and resolution process was approved. This new process was aligned with the CRCC and Fraser Report recommendations, the Commissioner's mandate, and legislative changes associated with Bill C-65.
4. Key elements of the new Independent Centre for Harassment Resolution (ICHR) include: additional investigative capacity to improve the timeliness of the investigative process and provide better communication and support for employees; a focus on early conflict resolution, where appropriate; analytical support to promote consistency in both decision-making and disciplinary action; additional support to complainants throughout the harassment resolution process; and, increased prevention efforts through employee awareness and communication campaigns.

Tab 4c Ensuring Security and Prosperity in the Digital Age and Implementation of the National Cybercrime Solution Information Management/Information Technology Project (SPS)

RCMP Speaking points:

- Cybercrime is a complex public safety issue that has the potential to impact all Canadians. The Government is committed to enabling law enforcement to address cybercrime in an effective and coordinated fashion.
- The RCMP's recent investments to coordinate law enforcement activities and expand its investigative capacity to combat cybercrime are making a difference.
- As announced in Budget 2018, the Government is investing \$196M over five years, and \$43M ongoing, to bolster the RCMP's ability to fight cybercrime as part of the Government of Canada's National Cyber Security Strategy (NCSS).
- The funding allocated to the RCMP supports enhancements to Federal Policing cybercrime enforcement activities (\$78.98M over five years and \$19.76M ongoing) and the creation of the National Cybercrime Coordination Unit (NC3) (\$116M over five years and \$23.2M ongoing).
- The NC3 reached initial operating capability in April 2020. Through the NC3, the RCMP is better equipped to coordinate and de-conflict cybercrime investigations and work closely with domestic and international law enforcement partners.
- A recent example is the RCMP's participation in a global operation to disrupt EMOTET, one of the most significant malware threats of the past decade. The RCMP led the Canadian component, Project CIPHER, and developed specialized techniques to seize critical digital evidence and support our international law enforcement partners. In the end, over 60 servers were blocked around the world to disrupt EMOTET, including 13 servers in Canada.
- In the next few years, the RCMP will continue implementation of the NC3, including full implementation of the National Cybercrime Solution, a \$67M IM/IT initiative that will include a new public reporting system for cybercrime and fraud victims, a secure portal to exchange data with law enforcement partners, and an internal case management/analytic solution to intake, triage, prioritize, analyze, and store reported fraud and cybercrime information.
- The 2021–2022 Main Estimates includes a year-over-year increase, in comparison to the 2020–2021 Main Estimates, of \$14.9M for the RCMP to support the NC3 and the NCS. This increase will support the implementation and maintenance of the NCS and the creation of the NC3 Public Reporting Team.
- Funding the RCMP's Federal Policing Cybercrime Enforcement Initiative will augment the RCMP's operational capacity to take enforcement action against priority cybercrime activity both domestically and internationally.

Questions and answers

Question: What is the RCMP doing to address cyber crime?

- In Budget 2018, the Government invested \$196M over five years, and \$43M ongoing, to bolster the RCMP's ability to fight cybercrime as part of the Government of Canada's NCSS.
- The funding allocated to the RCMP under the NCSS will support the establishment of

the NC3 and enhance the RCMP's operational capacity to take federal enforcement action against priority cybercrime activity in Canada and to assist international partners.

Question: What is the role of the NC3?

- Budget 2018 earmarked \$116M over five years and \$23.2M ongoing for the NC3 as a National Police Service. The NC3 reached initial operating capability in April 2020, and will be fully operational by 2023.
- The NC3 will coordinate Canadian cybercrime investigations and collaborate with international partners; provide digital investigative advice and guidance; produce actionable intelligence; and, establish a national public reporting mechanism for Canadians and businesses to report to law enforcement.

Question: What is the National Cybercrime Solution?

- The National Cybercrime Solution is a \$67M IM/IT initiative that will include a new public reporting system for cybercrime and fraud victims.
- It is a secure portal to exchange data with law enforcement partners and it is an internal case management/analytic solution to intake, triage, prioritize, analyse and store reported fraud and cybercrime information.

Question: What is the role of the RCMP regarding cyber crime enforcement?

- Budget 2018 earmarked \$78.98M over five years and \$19.76M ongoing to implement the Federal Policing Cybercrime Enforcement Initiative.
- This initiative consisted of establishing two additional Cybercrime Investigative Teams (CITs) in Milton, Ontario and Montréal, Quebec.
- The CITs conduct major national-level and international cybercrime investigations; create Cyber Capability Specialist (CCS) positions for deployment across Canada to support Federal Policing investigations that do not fall within the mandate of the CITs; and, deploy two cyber specialists abroad to actively participate in joint investigations with international partners to counter global cybercrime threats affecting Canada.
- CITs focus on criminal activity that targets Canada's critical infrastructure, involve the use of cyber systems to facilitate or support terrorist activity, and threaten key business assets. CCSs are specialized resources dedicated to bridging the divide between the complex technical landscape of cyberspace, and that of conventional investigative techniques and strategies employed by law enforcement.
- Cyber specialists deployed abroad are intended to generate more investigative leads, support the investigative work of new and existing CITs, influence foreign investigations to ensure Canada's priorities are addressed, and enhance the RCMP's position and ability to actively participate in joint cybercrime operations.

Background / Current status

Executive summary for RCMP officials

1. The RCMP is actively supporting the Government's efforts to protect the safety and security of Canadians and our critical infrastructure from cyber threats and cybercrime.

2. As announced in Budget 2018, the Government is investing \$196M over five years, and \$43M ongoing, to bolster the RCMP's ability to fight cybercrime as part of the Government of Canada's NCSS (\$507.7M over five years and \$108.8M ongoing).
3. This includes funding to support Federal Policing cybercrime enforcement activities (\$78.98M over five years and \$19.76M ongoing) and the creation of the NC3 (\$116M over five years and \$23.2M ongoing).
4. The NC3 reached initial operating capability in April 2020, and is working to launch the National Cybercrime Solution (IM/IT project) which will be at full operating capability in 2023.
5. The Federal Policing program established two CITs, created CCS positions for deployment across Canada and deployed two cyber specialists abroad.

Additional Background Information:

Cybercrime is a global problem that significantly impacts the safety and economic well-being of Canadians and Canadian businesses, particularly vulnerable members of our society, such as our elderly and youth. Canadian businesses and individuals are a key target for cybercriminals because of our relative wealth and internet-dependent economy.

Cybercrimes reported to the RCMP reveal that cyber threats are generally linked to financial crimes, both domestic and international. The threats include the deployment of malware, such as banking trojans, online fraud scams, including more recent developments in business email compromise events, or through extortion events, including ransomware or distributed denial of service (DDOS) attacks. Furthermore, advancements in technology used by criminal organizations to move and launder their proceeds of crime have opened the door to truly global criminal networks. These groups use international money controllers to organize the funding of criminal activity and use advancements in technology (e.g. virtual currencies and trade-based money laundering schemes) to move money from one country to another largely undetected.

The RCMP plays a central role in the Government of Canada's overarching priority to provide for the safety and security of Canadians, and as such has the federal mandate and authority to investigate criminal offences related to cybercrime. Within the RCMP's Federal Policing program, cybercrime investigative efforts are focused on criminal activity that targets the federal government; threatens Canada's critical infrastructure; involves the use of cyber systems to facilitate or support terrorist activity, and threatens key business assets.

Budget 2018 earmarked funding for two RCMP initiatives under the Strategy: the National Cybercrime Coordination (NC3) Unit and Federal Cybercrime Enforcement.

National Cybercrime Coordination (NC3) Unit

Budget 2018 earmarked \$116M over five years and \$23.2M ongoing for the NC3, as a National Police Service.

The mandate of the NC3 Unit will be to enable a coordinated Canadian law enforcement response to cybercrime by:

1. Coordinating Canadian cybercrime investigations and collaborating with international partners;
2. Providing digital investigative advice and access to technical capabilities to Canadian police;
3. Producing actionable cybercrime intelligence for Canadian police; and,
4. Establishing a national public reporting mechanism for Canadians and business to report

cybercrimes to police.

The NC3 reached initial operating capability in April 2020 and it is expected to be fully implemented in 2023. To fulfill its mandate, the NC3 requires an advanced IM/IT system to receive, cross-reference, analyze, and securely share cybercrime information with law enforcement partners, and make it easier for victims of cybercrime and fraud to report cybercrime. The NC3 is working closely with the CAFC to develop a single national cybercrime and fraud reporting mechanism while ensuring no duplication of effort. In 2019, over 44,000 cybercrimes were reported to Canadian police agencies, a 147% increase compared to 2015.

The development and implementation of the National Cybercrime Solution (NCS) will address these business requirements. The NCS is a \$67M IM/IT initiative and will include a new public reporting system for cybercrime and fraud victims, a secure portal to exchange data with law enforcement partners, and an internal case management/ analytic solution. Furthermore, work is underway to publish, in spring 2021, a Request for Proposals that would allow the RCMP to work with industry to acquire the NCS using an agile procurement methodology.

The Canadian Anti-Fraud Centre (CAFC) also continues to receive an increase in reported frauds, many of which are cyber-enabled. In 2020, the CAFC received over 101,000 reports of fraud, totaling more than \$160M in reported fraud losses. To date, the CAFC has received over 13,000 reports of fraud related to COVID-19 alone. However, cybercrime continues to go underreported to police. In 2019, only 12% of businesses affected by cybercrime reported the incidents to law enforcement. The actual rate of cybercrime in Canada is much higher than what is reported to law enforcement, and requires action from various sectors.

Federal Cybercrime Enforcement

Allocated \$78.98M over five years (2018-19 to 2022-23) and \$19.76M ongoing for cybercrime enforcement within the RCMP.

This initiative consisted of establishing two additional CITs, in Milton, Ontario and I don't Montréal, Quebec; deploying CCS to Federal Policing units across Canada; and, deploying two cyber specialists abroad.

Budget 2018 also earmarked funding for the Communications Security Establishment (CSE) to establish the Canadian Centre for Cyber Security (the Centre) as a single, unified federal government source of unique expert advice and services on cyber security operational matters, providing Canadians and businesses with a clear and trusted source for cyber security advice. CSE 'virtually' launched the Centre in November 2018.

Tab 4d Online sexual exploitation (SPS)

RCMP speaking points

- Sexual offences committed against children are among the most deplorable of all crimes and often causes long-term negative impacts for victims, endangering their health and psychological well-being.
- The RCMP National Child Exploitation Crime Centre (NCECC) is Canada's law enforcement focal point for online child sexual exploitation. The NCECC provides a number of services to law enforcement agencies across Canada and internationally, such as immediately responding to a child at risk, coordinating domestic and international investigative files, identifying victims, and supporting undercover investigations.
- We are committed to reducing the vulnerability and exploitation of children by identifying victimized children; investigating and assisting in the prosecution of offenders; and strengthening the capacity of municipal, territorial, provincial, federal, and international policing partners through training, research, education, and investigative and technological support.
- Budget 2018 allocated \$19 million over five years and \$5.8 million ongoing to the NCECC, which has enhanced its investigative capacity.
- We have received the letter from parliamentarians calling for a criminal investigation into Pornhub's parent company (MindGeek), and it is currently being reviewed.
- With respect to the call for a criminal investigation, this matter is with the RCMP for review and any required action.

Questions and answers

Question: Have rates of online child sexual exploitation increased in recent years?

- The NCECC received 61,174 reports in 2018 and 102,927 reports in 2019. In 2020, the NCECC received approximately 51,300 reports.
- The decrease in the number of reports compared to 2019 was due to a previously Canadian-owned service provider (KIK) being purchased and re-located to the United States in October 2019.
- In 2019, KIK accounted for 61% of the reports received at the NCECC. A smaller proportion of KIK reports are still being received at the NCECC, but are now received through the US National Centre for Missing and Exploitation Children (NCMEC).
- These spikes in volumes of reporting demonstrate the significant impact that even one company can have on the NCECC's ability to respond. It is important for the RCMP to remain flexible and quickly adaptable to changing reporting rates.

Question: How has COVID-19 affected online child sexual exploitation?

- Over the past year, the COVID-19 pandemic has also heightened the risk to children since offenders have taken advantage of the fact that children are spending more time online, often unsupervised.
- Since the outset of the pandemic, the Centre has seen increased online activity related to online child sexual exploitation.

- From March 2020, the time COVID-19 shutdown measures were initially imposed, to when report numbers peaked, the NCECC recorded an approximate 36% increase in reports of suspected online child sexual exploitation. This surge in reporting was attributed, in part, to an increase in viral media and a tangible increase in self-exploitation cases.
- The NCECC anticipates that law enforcement will see more reports of child sexual exploitation offences, both online and offline, as pandemic-related restrictions are slowly lifted and children gain access to trusted adults once again.
- Children's access to teachers, caregivers, and community support services was largely limited at the onset of the pandemic, likely preventing children from reporting abuse to trusted adults outside of the home.

Question: What progress has the RCMP made in addressing this crime?

- Although law enforcement is facing challenges in addressing this crime, the RCMP has made significant progress.
- In 2019, over 100,000 reports were received and 362 Canadian victims were identified and uploaded to the Interpol's International Child Sexual Exploitation (ICSE) Database, an increase of 32% from the previous year
- This database is an intelligence and investigative tool, which allows specialized investigators worldwide to share data on cases of child sexual abuse.
- The RCMP also developed and implemented a new, more efficient file management system specific to online child sexual exploitation investigations to increase intake and analysis capabilities.
- The NCECC has enhanced its international partnerships, leading to multiple complex and multi-jurisdictional investigations.
- The RCMP also led a global study related to health and wellness of employees working within online child sexual exploitation units through their role in the Virtual Global Taskforce (VGT) to combat online child sexual exploitation. The RCMP is currently the chair of the VGT, an alliance of law enforcement working in partnership with industry and NGOs.

Question: What challenges does the RCMP face with respect to online child sexual exploitation?

- Although the RCMP received additional funding in 2018 to enhance its online child sexual exploitation capacity, the RCMP continues to face significant operational challenges since the volume of cases greatly outstrip capacity and cases are becoming increasingly complex.
- The RCMP would benefit from increased capacity in several areas, including investigations, training, research, and intelligence.
- The RCMP would also benefit from receiving basic subscriber information (BSI) with reports obtained in accordance with the *Mandatory Reporting Act*, so as to minimize delays in law enforcement's ability to identify offenders and rescue victims from harm.

Question: What is the RCMP doing with respect to Pornhub? Is the RCMP investigating Pornhub?

- The RCMP began receiving reports from Pornhub through NCMEC in the United States in June 2020.
- Most recently, Pornhub advised that they would continue to report voluntarily to NCMEC

and the Canadian Centre for Child Protection (C3P).

- C3P is a national charity dedicated to the personal safety of all children, whose goal is to reduce the sexual abuse and exploitation of children, assist in the location of missing children, and prevent child victimization through a number of programs, services, and resources for Canadian families, educators, child-serving organizations, law enforcement, and other parties.
- Pornhub reports through NCMEC as they operate servers in the United States. The *Mandatory Reporting Act* does recognize that a person can be in compliance with their reporting obligations under the Act if they report under the laws of a provincial or foreign jurisdiction.
- Since June 2020, the RCMP has received 120 reports about Pornhub through the United States NCMEC.
- Out of total number reports, 25 have been referred to a Canadian law enforcement agency as part of an investigative package.
- The NCECC cannot speak to the status of these files.
- The NCECC deemed 93 reports non-actionable for various reasons. Notably, the vast majority of the material was what we call “age-difficult media,” meaning it cannot definitively be ascertained whether the individual is under the age of 18, and therefore did not correspond to the definition of child pornography as per the Criminal Code.
- The remaining reports are being assessed.
- We have received the letter from parliamentarians calling for a criminal investigation into Pornhub’s parent company (MindGeek), and it is currently being reviewed.
- With respect to the call for a criminal investigation, this matter is with the RCMP for review and any required action.

Background / Current status

Executive summary for RCMP officials

- It is imperative that we keep children safe from online sexual exploitation and abuse. The Government of Canada is staunchly committed to protecting children from these crimes.
- The National Child Exploitation Crime Centre has subject matter experts with strong, specialized skill sets who assess every report to the fullest extent possible based on available information and evidence. This includes providing investigative support to domestic and international police services of jurisdiction in online child sexual exploitation cases.
- Budget 2018 allocated \$19 million over five years and \$5.8 million ongoing to the RCMP’s National Child Exploitation Crime Centre, which has enhanced its investigative capacity.
- The RCMP and Canadian law enforcement take action to remove Canadian children from abusive environments and bring Canadian perpetrators to justice. The RCMP continues to work with national and international partners to put a stop to this heinous crime.

Additional background information:

The National Strategy for the Protection of Children from Sexual Exploitation on the Internet was launched in April 2004 and renewed on an ongoing basis in 2009. Public Safety Canada is the lead for the National Strategy and partners with the RCMP, Justice Canada and C3P, a not-for-profit organization responsible for operating Cybertip.ca, the national tip line. Public Safety also

works with international partners, such as the Five Eyes, to better understand the threat of online child sexual exploitation and to find solutions to better protect children and youth.

The RCMP's NCECC is the national law enforcement arm of the National Strategy and functions as a central point of contact for investigations related to online sexual exploitation of children in Canadian and international investigations involving Canadian victims, offenders, or companies determined to be Canadian that are hosting child sexual exploitation material. The RCMP undertakes investigations to track down offenders and identify and rescue victims, and provides training, research, and investigative and technical support for municipal, territorial, provincial, federal, and international police.

Budget 2018 allocated \$19 million over five years and \$5.8 million ongoing to enhance capacity of the RCMP's National Child Exploitation Crime Centre.

Pornhub

Pornhub is a leading online adult entertainment platform owned by MindGeek. Victims of child sexual exploitation and abuse whose exploitation and abuse was recorded have found their material available on Pornhub and flagged the difficulties they face in having the company remove this content. Pornhub is legally registered in Luxemburg and it is not clear if any of their servers are located in Canada. This impacts the authority of Canadian police to investigate and on the application of Canadian laws.

The *Mandatory Reporting Act* requires Internet service providers to report tips they receive regarding Web sites where child pornography may be publicly available to the Canadian Centre for Child Protection and to notify police and safeguard evidence if they believe that a child pornography offence has been committed using their Internet service. The Act recognizes that a person can be in compliance with their reporting obligations if they report under the laws of a provincial or foreign jurisdiction. The RCMP engages service providers to explain relevant Canadian legislation and obligations and enforces the law to the greatest extent possible. However, there can be jurisdictional challenges in applying domestic criminal laws to Internet services, which can be global in nature and not bound by traditional borders.

The Parliamentary Standing Committee on Access to Information, Privacy and Ethics (ETHI) recently passed a motion to have Minister Blair, Minister Lametti (JUS), Commissioner Lucki, and the head of the Public Prosecution Service appear for their study on Protection of Privacy and Reputation on Platforms Such as Pornhub. Representatives from the RCMP's Specialized Policing Services (SPS) previously appeared before the committee for this study on February 22, 2021.

More than 70 parliamentarians from all parties have also addressed a letter to the RCMP Commissioner calling for a full criminal investigation into Pornhub's parent company (MindGeek), following testimony to the House of Commons Standing Committee on Access to Information, Privacy and Ethics from survivors and child-protection organizations. The 53 MPs and 20 Senators who signed the letter accuse MindGeek of failing to report cases of child pornography to the Canadian Centre for Child Protection (C3P) and the U.S. National Center for Missing and Exploited Children (U.S. NCMEC) between 2011 and 2020. The RCMP can confirm that the Commissioner has received the letter from parliamentarians and that it is currently being reviewed.

With respect to the call for a criminal investigation, this matter is with the RCMP for consideration and any required action.

Tab 4e Missing and murdered Indigenous women and girls MMIWG report recommendations (C&IP)

RCMP speaking points

- The RCMP shares the concerns regarding unacceptably high rates of violence against Indigenous women and girls and has a duty to enforce the law, to support victims and survivors, and to create crime prevention initiatives to reduce and respond to violence, including gender-based violence.
- The RCMP continues to work with federal departments led by Crown-Indigenous Relations to formulate a response to the Final Report, Reclaiming Power and Place, and the Calls for Justice.
- The RCMP is also working with Women and Gender Equality Canada and other federal departments to address gender-based violence.
- The RCMP is committed to improving the relationship with Indigenous communities, supporting survivors and families, and ensuring that investigations are robust and professional and result in justice for the victims and their families.
- In Budget 2018, the Government of Canada announced an investment of \$9.56 million over five years, and \$2.046 million ongoing. The funding has contributed to improving oversight on serious and sensitive investigations, enhancing service delivery on a national level, and has contributed to the development/facilitation of training for specialized techniques and areas within major case management.

Questions and answers

Question: What has the RCMP done to address the Calls for Justice in Final Report of the National Inquiry?

- On the one-year anniversary of the release of the Final Report, Reclaiming Power and Place, the Commissioner issued a statement updating RCMP progress to attract Indigenous applicants, deliver new training, strengthen investigations, and collaborate and consult with Indigenous leaders and Elders. For example, the RCMP has:
 - Developed two courses for RCMP employees: 1) how to use a trauma-informed approach when conducting investigations, and 2) helping employees better understand the impacts of culture and personal identity on actions, perceptions, interactions and experiences;
 - Updated the Canadian Police College's Human Trafficking course to include Indigenous awareness and human trafficking prevention elements;
 - Created a pilot program for Inuit police officer recruitment in Nunavut to help applicants successfully navigate the RCMP recruitment process;
 - Piloted an innovative new Drive-in Model for policing in northern Manitoba that provides a full-time RCMP presence in remote communities, allowing officers to build and strengthen relationships; and,
 - Expanded our consultation and engagement with Indigenous leaders and Elders at the national, divisional and local levels, including establishing an Indigenous consultative group of Indigenous academics and advocates that provide input on violence prevention initiatives, operational policy and reconciliation activities.

Question: What is the RCMP doing to change the culture of the organization to better serve Indigenous people?

- As the RCMP moves toward its 150th anniversary in 2023, we are working to renew, refresh and modernize the organization. Vision 150 is about putting people first so that we can provide the best service to communities, to ultimately keep Canadians safe and secure.
- More specifically, over the past two years the RCMP has:
 - Established the Commissioner's Indigenous Lived-Experience Advisory Group, comprised of current and former Indigenous RCMP employees, to provide advice on reconciliation and addressing systemic issues;
 - Implemented new inclusive practices, including the option of swearing legal oaths on an Eagle Feather;
 - Modernized the RCMP uniform to provide the opportunity to incorporate Indigenous cultural items into RCMP ceremonial dress;
 - Integrated and encouraged the display of culturally relevant articles in detachments;
 - Introduced the Foundations of Leadership course, to ensure a full suite of RCMP leadership training. Available to all employees, the content includes self-awareness, ethics, unconscious bias, conduct, and dealing with conflict;
 - Established a partnership with the First Nations University to ensure that the instruction for cadets at the RCMP Training Academy is reflective of Indigenous experiences;
 - Partnered with the Government of Nunavut and Inuit organizations to develop and deliver a pilot program to eliminate recruitment barriers for Inuit applicants and support them through the hiring process. The program welcomed an initial seven participants in January 2020; and,
 - Obtained title to the former site of the Regina Indian Industrial School and adjacent cemetery and transferred the land to the permanent safekeeping of the Regina Indian Industrial School Commemorative Association. This effort was done in order to memorialize the 35 Indigenous children who died and were buried at the facility during its operation from 1891 to 1910.

Background / Current status

Executive summary for RCMP officials

1. In Budget 2018, the Government of Canada provided funding for a portion of the RCMP's National Office of Investigative Standards and Practices (NOISP) as part of the effort to address the recommendations of the National Inquiry's Interim Report released in November 2017. It was an investment of \$9.56 million over five years, and \$2.046 million ongoing.
2. The RCMP has enhanced its operational response with a Missing Persons Strategy that reinforces the investigative priority and supervisory oversight of missing persons cases and provides for enhanced training for investigators.
3. The RCMP collaborates with a wide range of Indigenous individuals and consultative groups to help guide prevention efforts to seek input and advice related to MMIWG, reconciliation, and community engagement.
4. As the RCMP moves toward its 150th anniversary in 2023, it is working to renew, refresh and modernize the organization

Tab 4e2 Rekindling Trust with First Nations, Inuit and Métis people

Reconciliation & MMIWG Leadership: Our stewardship

- Acknowledging the past, evaluating current practices, and collaborating with Indigenous communities for the future.
- Equity, Diversity and Inclusion Strategy launched, including anti-racism training.
- Divisional and national Reconciliation Strategic Action Plans in development.
- Advancing the collection of raced-based data to address systemic racism and discrimination, in collaboration with partners.
- New RCMP employee Indigenous Lived-Experience Advisory Group.
- Establishing Office for RCMP-Indigenous Collaboration, Co-Development and Accountability.

Shared voices, tradition and culture our people: Our people

- Internal Indigenous employee councils in each province and territory, and nationally.
- Comprehensive RCMP Guide to Support Transgender, Non-Binary and Two-Spirited Employees.
- Indigenous-created and led awareness workshop, Kairos Blanket Exercise, mandatory at Depot.
- New mandatory Cultural Awareness and Humility course.
- Region-specific cultural awareness workshops for all employees.
- Trauma-informed approach training mandatory for all police officers.
- Professional development training on human trafficking, and unsolved and historical death investigations with Indigenous awareness components.

Partnerships & supporting resilient communities: Our culture

- Partnering with Indigenous Women's groups — Pauktuutit Inuit Women of Canada; Native Women's Association of Canada; Les Femmes Michif.
- Strengthening relationships with National Indigenous Organizations, including Native Friendship
- Centres, Assembly of First Nations, Métis National Council and Inuit Tapiriit Kanatami.
- Providing victims, witnesses, suspects and police officers the option to swear legal oaths on an eagle feather.
- Expanding consultation and engagement with Indigenous leaders and Elders, and seeking input on violence prevention initiatives, training and operational policy.
- Modernizing uniform policy to allow police officers to incorporate Indigenous ceremonial items of honour and distinction into the RCMP ceremonial uniform

Enhanced service delivery: Our police services

- Ongoing reviews of unfounded sexual assault cases.
- National Office of Investigative Standards and Practices providing expertise/oversight on major case investigations, including MMIWG.
- Updated Human Deaths policy to include provisions for greater cultural sensitivity.
- Improved policies and procedures to ensure strengthened quality, oversight and communication with families on missing person investigations.
- Dedicated historic homicide units across the country, reinvestigating cases using forensic technology.
- Increasing use of restorative justice referrals.

- Modernizing recruitment through proactive action to diversify and reduce bias in processes.

Support to families and victims

- Best practice guide developed for using a trauma informed approach when contacting sexual assault victims.
- Leveraging civilian expertise in external sexual assault case reviews across the country.
- Developing guides for families of homicide victims and missing persons, covering the Canadian legal system, Investigations and corrections.
- Federal Family Violence Initiative Fund supports RCMP efforts delivering projects in Indigenous communities.
- New Victims of Crime Unit working with community partners to support victims.
- Annual social media campaign highlighting MMIWG cases across Canada.

Tab 4f Rural crime (C&IP)

RCMP speaking points

- The RCMP provides local policing services across Canada, much of which is in the country's vast rural setting. Policing in rural and isolated communities can pose unique complexities, and the RCMP works with the provinces and territories to optimize available resources.
- To address rural crime, RCMP jurisdictions have developed and pursued customized initiatives, which aim to address the unique and diverse characteristics of the communities they serve.
- The RCMP's recruitment efforts and enhanced service delivery options will also enable it to bolster its presence and community safety across the country.
- Funding for such priorities is sought in accordance with Police Services Agreements, which establish the parameters for the sharing of costs between the Government of Canada and the provincial, territorial, and municipal Governments.

Questions and answers:

Question: What is the RCMP doing to ensure that rural communities have access to adequate resources based on their needs?

- Contract policing ensures a consistent quality of service across Canada with the level of policing services provided in each province and territory determined by the provincial or territorial governments.
- As such, each jurisdiction may develop and pursue individual, customized initiatives to address the issue of rural crime. Local priorities and crime prevention approaches are discussed regularly by community leaders and RCMP Detachment Commanders.
- The RCMP also offers a number of Enhanced Service Delivery Options to support alternative policing service delivery approaches within RCMP contracted jurisdictions. These options include: the Community Program Officer Program, the Community Constable Pilot Program, and the Auxiliary Program.
- These options were designed to enhance, not replace, the existing RCMP core resources by drawing from the unique skill sets of community members. They aim to solidify the relationship between the RCMP and the community served, as well as to help the RCMP better meet the needs and expectations of communities and clients.

Question: The needs of Indigenous rural communities across Canada are unique and diverse. How is the RCMP ensuring that its services to Indigenous communities are adequate and relevant?

- The RCMP serves hundreds of Indigenous communities, and the safety and well-being of Indigenous communities is a strategic priority.
- The RCMP works closely with Indigenous groups to develop innovative and culturally-sensitive and responsive policing approaches that meet their distinctive needs, helping to foster positive relationships with Indigenous communities, in the spirit of reconciliation.
- Furthermore, the RCMP Commissioner has a National Indigenous Advisory Committee, comprised of representatives from RCMP Division Commanding Officers' own advisory committees, and with whom the Commissioner meets semi-annually to seek strategic advice and cultural perspectives regarding the delivery of Indigenous policing services.

Background / Current status:

1. The RCMP provides contract policing services to eight provinces, three territories, approximately 150 municipalities, and hundreds of Indigenous communities, as well as federal policing services for all Canadians. Given the geographic scope of Canada, much of the territory under RCMP jurisdiction is rural.
2. Policing rural and isolated communities poses a number of complexities, including the demand it puts on police resources. The RCMP works with provinces and territories to evaluate needs and optimize the available resources for rural communities.
3. Rural Crime Initiatives are currently ongoing at the national level, in the divisions and for Indigenous communities across Canada. At the national level, the RCMP has created a "Rural Crime Reduction Toolbox" as a central repository of initiatives from all the divisions, which is accessible to all RCMP employees.

Examples of Rural Crime Initiatives:**National Level:**

- In 2020, the RCMP and the National Crime Stoppers Association signed a Memorandum of Understanding to establish a collaborative effort for solving crime.
- As a partner to the Federal Family Violence Initiative, the RCMP's Vulnerable Persons Unit receives annual funding, which it distributes to support communities in responding to, and reducing root causes of crime and family violence.
- The RCMP hosts national Youth Leadership Workshops annually that bring together youth from across the country to develop a community action plan to help address an issue in their community.

Indigenous Communities across Canada:

- Increased emphasis is being placed on Restorative Justice, which is a process that involves victims, offenders, and the community to deal with the impact of criminal and offending behaviour by addressing the needs of victims and the community with an emphasis on offender accountability and repairing harm.

Province of Alberta:

- The RCMP in Alberta continues to expand the Crime Reduction Strategy, which is the basis for the delivery of policing services to the people of Alberta.
- Starting in September 2019, the Alberta RCMP introduced Data2Action to crime-impacted communities in the province. Data2Action is an intelligence led strategy that promotes a holistic approach to crime reduction and brings the four pillars of the crime reduction strategy together as a comprehensive program with oversight and accountability.
- The RCMP is also identifying a Restorative Justice liaison for every detachment in the province; they will work with local agencies to increase referrals to local programming.

Province of Saskatchewan:

- The Government of Saskatchewan's Community Safety Officer (CSO) initiatives enables municipal employees to be tasked with carrying out high-priority, low-risk enforcement of bylaws and select provincial statutes. Diverting these types of investigations to CSOs has freed up the RCMP to focus on crimes that are more serious.
- Further, a Provincial Domestic Violence Coordinator position has been created, whose responsibilities include being a resource for complex Violence in Relationships files. This

includes working with various community programs for both offenders and victims, and ensuring quality of investigations throughout the province.

- In March 2019, the province also implemented the Saskatchewan Crime Watch Advisory Network, which utilizes the Everbridge Mass Notification System. Using this tool, the police send credible and timely police advisories to the mobile devices of Saskatchewan residents via text, email or telephone, when public assistance is needed to prevent or solve crimes.

Province of Manitoba:

- The RCMP in Manitoba has also implemented a Crime Reduction Strategy that includes efforts to reduce incidents, severity, fear, and impact in rural communities. The objectives include forming partnerships, evidence-based service delivery, and results-based accountability. The focus of the strategy is on the root causes of crime, prolific offenders, and crime hot spots.

Tab 4g *Clare's Law*

RCMP speaking points

- The RCMP has been and continues to be supportive of *Clare's Law*. The RCMP maintains its commitment to keeping families and communities safe and will continue to work with partner agencies and government departments to seek solutions to the serious problem of intimate partner violence.
- *Clare's Law* legislation is pending in a number of provinces where the RCMP is contracted as the provincial police service, including Alberta and Newfoundland & Labrador. The RCMP must consider a nationwide approach to harmonize the various provincial *Clare's Law* frameworks and the overarching federal privacy regime.
- Unlike independent municipal or provincial police services, the RCMP is subject to federal legislation, including the *Privacy Act*. The RCMP will ensure that its actions regarding *Clare's Law* are compliant with the *Privacy Act*.
- The RCMP is currently exploring options to ensure full participation in *Clare's Law* and is continuing to consult stakeholders.
- No new funding is being sought for this item.

Questions and answers

Question: What is the RCMP doing to adopt provisions related to *Clare's Law* while respecting the *Privacy Act*?

- Section 8 of the *Privacy Act* provides that "Personal information under the control of a government institution shall not, without the consent of the individual to whom it relates, be disclosed by the institution except in accordance with this section."
- The type of information disclosed under *Clare's Law* (risk assessments connected to a specific individual based on their criminal history/records) could be considered to be personal information.
- The RCMP is exploring options to ensure compliance with the *Privacy Act*.
- The RCMP in Saskatchewan has implemented a new, enhanced process to ensure that anyone who comes forward with concerns and is identified by the RCMP as being at risk will be provided access to victim services, relevant information, and other resources to support their safety. If the RCMP determines that a crime has been committed or is imminent, then it will take all necessary actions.

Question: Was the RCMP involved in the adoption and implementation of *Clare's Law* in Saskatchewan and Alberta?

- The RCMP in Saskatchewan and Alberta have been involved with the planning for *Clare's Law* from the beginning.
- The RCMP, unlike independent municipal police departments in Saskatchewan or Alberta, is subject to federal legislation, including privacy legislation. Because of this, early in discussions and planning for the implementation of *Clare's Law*, the RCMP informed provincial governments and municipal police services that there may be some challenges to overcome by the RCMP during the on-boarding phase of the law.
- The RCMP remains committed to helping any individual with concerns about intimate partner violence through its established processes. The RCMP in Saskatchewan has also implemented a new, enhanced process that will ensure that

anyone who comes forward with concerns and is identified by the RCMP as being at risk will be provided access to victim services, relevant information, and other resources to support their safety. If the RCMP determines that a crime has been committed or is imminent, then it will take all necessary actions.

- The RCMP is also mindful that legislation similar to *Clare's Law* is pending in a number of provinces where the RCMP is contracted to provide provincial policing services. This makes it important for the RCMP, as a federal institution, to ensure that its approach is well-considered and nationwide and that it harmonizes various provincial *Clare's Law* frameworks with the overarching federal privacy regime.

Background / Current status

Executive summary for RCMP Officials

1. *Clare's Law* was an initiative in England and Wales that was created in response to Clare Wood being murdered by her boyfriend in 2009. Ms. Wood was killed by an accused who had a record of violence against women. Her family believes that she would still be alive if she knew the full extent of the previous behaviour of the accused.
2. Saskatchewan's *The Interpersonal Violence Disclosure Protocol Act* ["*Clare's Law*"] and its regulations came into force on June 29, 2020, and Alberta's *Clare's Law* legislation is set to take effect in April 2021. Similar *Clare's Law* legislation is pending in a number of provinces where the RCMP is contracted to provide provincial policing services.
3. Unlike independent municipal or provincial police services, the RCMP is subject to federal legislation, including the *Privacy Act*. Therefore, RCMP participation in *Clare's Law* must comply with the *Privacy Act*.

Tab 4h Use of Force and De-Escalation (C&IP) Carotid Control Technique/Vascular Neck Restraint

RCMP Modernize Training Standards for Police De-escalation and Crisis Intervention

A Crisis Intervention and De-Escalation (CID) Task Force is being led by an RCMP Assistant Commissioner and Waterloo Regional Police with representation from a number of police services from across Canada with a view to standardize and improve police intervention options and techniques. Regular meetings are occurring to access best theory, research and practice to update, renew or adopt new Framework/Model to support officer training, and facilitate professional and public understanding of officer interventions.

The RCMP is committed and leading to advance and improve crisis intervention and de-escalation CID training and may require increased federal/provincial/municipal investments for:

- de-escalation instruction, training and re-certification for public safety interactions;
- public awareness and education of officer interventions; and
- after action reviews, reports and accountability.

Consultations with police centric academics and organizations representing racialized people will form an important component of this task force and future actions it undertakes for consultation of evidence-based advice

RCMP Intervention Statistics: Overall, there was a 44% decline in the rate of police intervention options being applied from 2010 to 2019 - Decrease from 3,554 to 2,288 occurrences, respectively. 2019 (0.075%) marked the lowest rate of police intervention over a ten-year period. That means that 99.9% of RCMP occurrences are resolved naturally or with police presence and/or communication/de-escalation.

RCMP Training Improvements and Updates

RCMP have made revisions to the Incident Management Intervention Model (IMIM) so that it more accurately reflects how Crisis Intervention & De-escalation (CID) is fundamental to just about every police interaction. Specifically,

1. "Crisis Intervention and De-escalation" is now prominently depicted in the outer ring of the IMIM. It is blue in colour representing its interconnection with Verbal and Non-Verbal Communication. Police officer presence, along with our verbal and non-verbal communication, can significantly affect our ability to de-escalate a situation.
2. Intervention training, both online and instructor-led, has been updated to place a greater emphasis on the development of Crisis Intervention and De-escalation (CID) techniques.
3. The updated IMIM Online Recertification now educates members on the changes to the model and the reasoning behind them, and also includes a module dedicated to the topic of Crisis Intervention and De-escalation.
4. This training provides members with an opportunity to refresh their ability to recognize Emotionally Disturbed Persons (EDP) or subjects experiencing a mental health crisis and to their de-escalation skills and techniques on an annual basis.

- *See Detailed Appendix for Carotid Control Technique/Vascular Neck Restraint

Carotid Control Technique/Vascular Neck Restraint

On the Training & Policy:

- RCMP training and policy are restrictive and limit the use of the carotid control technique to instances where an officer fears grievous bodily harm or death for themselves or any other person.
 - *The RCMP does not teach or endorse any technique where RCMP officers place a knee on the head or neck.
 - *Use of a knee on the head or neck should not be confused with the proper application of the carotid control technique.
- CCT/VNR provides a reasonable option in situations where the officer is unable to access their intervention options, including their firearm, or they determine that the use of their firearm is not the best option given the totality of the situation, in order to protect and preserve life.
- A moratorium on training or the use of this technique may present a risk to officer safety by removing an intervention option that could cause members to potentially use a technique they have not received training for, or choosing instead to use an option that has the potential to cause more harm to the subject or officer.

On the Oversight & Accountability:

- The RCMP has a robust oversight and accountability measure in place to continually monitor and assess each incident where the CCT/VNR is used. This ensures that the technique is only utilized in critical situations as articulated within RCMP training and policy, as well as the *Criminal Code*.

On the Medical Research & Evidence for Sound Decision-making:

- The RCMP relies on evidence for sound decision-making. Based on the existing research, internal data, policy, and training, as well as the robust oversight and accountability measures in place for the carotid control technique, the evidence does not indicate that it would be prudent to suspend use of the technique at this time.
- The RCMP currently relies on available external medical research and internal analysis of police intervention data to support the use of the carotid control technique/vascular neck restraint (CCT/VNR) as an option for officers when responding to threats of grievous bodily harm and/or death against themselves or others.
 - Medical research indicates that when properly applied CCT/VNR is neither likely nor intended to cause serious injury. Internal CCT/VNR data also demonstrates half the injury rate of other physical control hard techniques such as stuns, strikes, and takedowns.
- RCMP have partnered with the leading international experts to examine our data and provide objective medical evidence of the risks and benefits of this intervention. Once concluded, the RCMP will use results to inform a decision on the technique.

On the Canadian Police Community:

- Authorization of training and use of this technique is inconsistent across Canada. Consultation indicates that:
 - The Provincial Standards in BC allow for the use of the CCT/VNR. (1/3 of the RCMP Front-line)
 - The CCT/VNR is trained and approved for use in the province of Quebec.
 - The CCT/VNR is approved for use by several police services in Canada such as Vancouver, Victoria, Calgary, and Halifax Regional police services, while it is not approved or endorsed by other police services like Winnipeg and Edmonton.
 - As of 1992, the CCT/VNR has been prohibited in Ontario.

Tab 4h1 Police intervention and de-escalation

RCMP Speaking points

- It is important to highlight that 99.9% of all RCMP interactions with the public are resolved naturally or with communication and de-escalation.
- The RCMP will launch an updated Incident Management Intervention Model online training course in April 2021. This updated training includes more emphasis on crisis intervention and de-escalation, as well as better representation of the Incident Management Intervention Model graphic.
- The work of the National Police Chiefs Roundtable Task Force continues with a view to standardize and improve the use of police intervention options, utilizing crisis intervention and de-escalation techniques, which could include a higher frequency of training.
- The RCMP's Cadet Training Program is being updated to reflect these changes to training.
- The Incident Management Intervention Model, an online training course, was designed with RCMP Police Intervention and Learning Design experts. This is a continuation of the ongoing review of the training material, with no budget impacts.
- No new funding is being sought for this item.

Questions and answers

Question: How is this training going to be delivered?

- The course will be delivered online. RCMP members complete the training each year and can review the materials anytime.
- The online course gives the RCMP the ability to deliver the training from coast to coast to coast in a cost effective manner.
- RCMP members will still have to attend in-person training for tri-annual training in their respective divisions.

Question: Why is de-escalation only now being incorporated into the Incident Management Intervention Model (IMIM)?

- Communication and crisis intervention and de-escalation (CID) have always been a significant component of the IMIM training, and emphasized throughout the training all RCMP members receive. This update brings a re-fresher specific to CID on a yearly basis.
- The RCMP uses communication and de-escalation techniques on a daily basis in its interactions with Canadians. It is worth noting that 99.9% of all police interactions are resolved naturally or with communication and de-escalation.

Question: Where does the 99.9% statistic come from?

- Subject Behaviour / Officer Response (SB/OR) reporting was introduced in 2010 and is mandatory for all police interventions that result in an injury, or where police intervention equivalent to physical control – hard – is utilized.
- Applications of intervention account for one in every 1,070 RCMP calls for service and since 2010, the RCMP has responded on average to 2.8 million calls per year.
- The first Police Intervention Options Report was released in October 2020, and the RCMP has committed to annual reports going forward.

Background / Current status

Executive summary for RCMP officials

1. CID training was introduced in 2016, and has been mandatory for all regular members since September 2017.
2. When there is a physical interaction between police and the public, according to Subject Behaviour / Officer Response (SB/OR) reporting, 99.9% of interactions are resolved using soft to low physical control.
3. The National Police Chiefs Roundtable Task Force is ongoing. The inaugural meeting was hosted in late 2020 and further task force meetings are scheduled for well into 2021.
4. Updates to the IMIM graphic have been conducted in conjunction with the updated annual IMIM online recertification, which now includes a stand-alone module to refresh training on CID.
5. Depot Division already incorporates de-escalation training into the Cadet Training Program, and is actively working to include updates to the IMIM graphic and training content.

Additional background information:

Code of Conduct & Accountability:

RCMP members are held to a high standard in terms of their code of conduct. The RCMP is committed to handling conduct issues in a timely, efficient and fair manner. RCMP members are subject to a *Code of Conduct* both on and off-duty, in Canada and abroad.

The RCMP is subject to several internal and external review processes that ensure its police officers are accountable for all police intervention occurrences and member-involved shooting incidents. Internal processes may take the form of an investigation by professional standards, a review by a use of force subject matter expert, or an Independent Officer Review. External Reviews of Major Police Incidents occur when there is a serious injury or death of an individual involving an RCMP member, or where it appears that an RCMP member may have contravened a provision of the *Criminal Code* or other statute and the matter is of a serious or sensitive nature.

The RCMP has extensive operational manual policies designed to ensure transparency, accountability, and openness, mandating that an independent civilian agency or external law enforcement body conduct the investigation whenever possible.

Complaints Process:

Part VII of the RCMP Act stipulates that any individual may make a public complaint concerning the conduct of any RCMP employee who, at the time, was in the performance of their duties.

Further, the Chairperson for the Civilian Review and Complaints Commission for the RCMP may initiate a public complaint, if they are satisfied that there are reasonable grounds to investigate the conduct. The ultimate goal of the public complaint process is to provide excellence in policing through accountability.

Statistics: Number of Public Complaints received per Fiscal Year

2015-2016: 2,109

2016-2017: 2,341

2017-2018: 2,317

2018-2019: 2,317
2019-2020: 2,286

*NOTE: The above noted numbers differ from the CRCC statistics, as the CRCC screens out complaints that they determine are not within the mandate as legislated in *Part VII of the RCMP Act*. Only those complaints that meet the *RCMP Act* criteria for a public complaint are sent to the RCMP for investigation.

From 2017 to 2019, the RCMP entered an average of 2.93 million occurrences per year into RCMP records management systems. Over this time period, each year there were on average 2,215 encounters involving reportable applications of police intervention. Applications of police intervention account for 0.08% of the total number of RCMP occurrences, or one encounter involving police intervention for every 1,322 occurrences. This indicates that approximately 99.9% of RCMP encounters are resolved naturally or successfully de-escalated by officers without the need for police intervention.

The RCMP continually reviews its policies, procedures, training and equipment to ensure it is using the most effective practices in law enforcement. The RCMP's approach in responding to protests has evolved significantly and it is moving away from enforcement-focused policing toward a measured and intelligence-led approach using community conflict management principles.

Large Scale Protests:

The RCMP has an Operational Framework to Address Large Scale Protests. The framework encourages officers to prevent and resolve conflict, accommodate and respect differences and interests, and strategize to minimize the need for use of force.

In support of this framework, the RCMP has developed Community Conflict Management Group (CCMG) training that is available to RCMP employees and other law enforcement agencies. CCMG training teaches interest-based communication skills, strategic thinking, and relationship-building techniques to facilitate the timely resolution of conflicts. CCMG-trained police officers use relationship-building techniques, emphasizing proactive engagement to establish trust, respect and accommodation of the positions and interests of all parties.

In any interaction with the public, RCMP members are guided by the *RCMP's Bias-Free Policing Policy*, which is based on the principles of equality and non-discrimination, as well as the *Canadian Charter of Rights and Freedoms*, the *Canadian Human Rights Act* and the *RCMP Act's* mission, vision and values. Bias-free policing means equitable treatment of all persons by all RCMP employees in the performance of their duties, in accordance with the law and without abusing their authority. The ethnicity of a subject is not a factor in a police officer's risk assessment and decision-making process for selecting appropriate intervention options.

Tab 4i Upcoming Legal Cases (LSU)

RCMP speaking points

- The following legal cases have recently attracted media attention or may do so in the near future as a result of anticipated court hearings.
- Meng: In December 2018, Meng Wanzhou was arrested at Vancouver International Airport by the RCMP. She was the subject of a U.S. provisional arrest warrant under the *Extradition Act*. The RCMP's involvement was and remains limited to the execution of the arrest warrant, in line with our responsibilities under the Act,.
- Corriveau: The RCMP takes all allegations of inappropriate behaviour seriously. Our primary concern is for the wellbeing of our members and employees and we are committed to fostering a safe and respectful workplace. Canada had previously agreed to certification of this matter as a class action. Certification is a procedural step that allows the court to decide claims where there is at least one common issue between class members.
- Blair/O'Brien: The shootings in Nova Scotia shocked us all, and it is important that we work to make sure nothing like it ever happens again. All Canadians should have confidence that the Mass Casualty Commission will be undertaken in a thorough, independent, and compassionate manner. , We continue to review the proposed class action brought by victims' family members and consider next steps in the litigation.

Background / Current status

Executive summary for RCMP officials

1. Meng: As part of the extradition proceedings, between March 15 and April 1, 2021, a hearing is scheduled in the British Columbia Supreme Court into Ms. Meng's application for a stay of proceedings.
2. Corriveau: In September 2020, the RCMP agreed to a consent certification of Corriveau as a class action. The certification motion is currently scheduled to be heard in the Federal Court on March 24, 2021.
3. Blair/O'Brien: A Case Management Conference will take place in the Nova Scotia Supreme Court on March 31, 2021. Dates have been set leading to a certification hearing in November

Additional background information:

Meng

In December 2018, Meng Wanzhou, Chief Financial Officer for Huawei Enterprises, was arrested by the RCMP at the Vancouver Airport. At the time of her arrest, Ms Meng was the subject of a provisional arrest warrant under the *Extradition Act* relating to allegations of fraud in the United States.

Corriveau

Corriveau is a proposed class action in the Federal Court. It alleges sexual assaults committed by RCMP designated physicians in the scope of physical (medical) examinations of RCMP applicants and members. It also proposes a family class and excludes all claims otherwise covered by the Merlo/Davidson settlement.

The Parties reached a tentative agreement to certify the action on consent on September 15, 2020. The motion for certification on consent is currently scheduled to be heard on March 24, 2021.

Blair/O'Brien

A gunman in possession of multiple illegal firearms, a replica RCMP vehicle, and a partial RCMP uniform carried out a spree of killing and destruction of property on April 18 and 19, 2020 in Nova Scotia. He was ultimately located and killed by the RCMP.

Blair/O'Brien is a proposed class action in the Nova Scotia Supreme Court brought by victims' family members in relation to the mass shooting and destruction of property in Nova Scotia on April 18-19, 2020. The Statement of Claim pleads three causes of action: negligence, negligent investigation, and breach of fiduciary duty against the Attorney General of Canada and Attorney General of Nova Scotia. A Case Management Conference will take place on March 31, 2021. Dates have been set for a certification hearing in November 2021.

A joint federal-provincial public inquiry has also been called. The Mass Casualty Commission is led by three commissioners and will examine the causes, context, and circumstances that gave rise to the mass casualty; the responses by police and other first responders during the incident; and the steps taken to inform, support, and engage victims, families, and the public. An interim report will be delivered in May 2022 followed by a final report in November 2022.

Tab 4j RCMP response to CRCC Report- Boushie (PRS)

RCMP speaking points

- Civilian review is essential for ensuring public trust and confidence and the RCMP fully supports the Civilian Review and Complaints Commission's (CRCC) investigative role.
- The RCMP agrees with the overwhelming majority of the 47 findings and 17 recommendations outlined in the CRCC Public Interest Investigation.
- To date, 16 of the 17 recommendations from the Public Interest Investigation have already been implemented.
- The remaining recommendation is for Cultural Awareness and Humility training to be completed by March 31, 2021.
- There were also an additional 5 findings and 3 recommendations outlined in the Baptiste Public Complaint, of which 1 recommendation has been completed.
- The 2 remaining recommendations are for policy amendments with a goal of being finalized by September 2021.

Questions and answers

Question: What is the RCMP doing to implement the recommendations from the Boushie and Baptiste reports supported in the Commissioner's responses?

- 17 of the combined 20 recommendations from both reports have already been implemented.
- The 3 remaining recommendations are for policy amendments and training completion with a goal of being finalized by September 2021.

Question: Is it true that the RCMP destroyed records of police communications?

- When the RCMP receives a request for relevant materials from the Civilian Review and Complaints Commission's (CRCC), the documents will be gathered from a variety of internal and external sources.
- The CRCC requested the audio recordings and/or transcripts of all radio transmissions relating to the incident from August 9, 2016 including for members who attended the crime scene and were involved in a vehicle pursuit.
- The RCMP Major Crime Unit in Saskatchewan had reviewed those radio communications recordings as part of their investigation.
- It was determined the information in the recordings was routine in nature and not required for the Major Crime Unit investigation.
- These recordings were not saved to the operational file and the system automatically deleted them at the two-year mark as per the RCMP's Information Management policy for retaining operational recorded media.

Question: Was Colton Boushie's body left uncovered and in the rain?

- Colton Boushie's body had been covered with an emergency blanket and remained covered except for when the crime scene was photographed and video-recorded.
- His body remained at the crime scene until 5:38 a.m. on August 10, 2016.
- The body was taken for examination (autopsy) by a forensic pathologist as part of

the homicide investigation process.

- There is no indication it rained while Colton Boushie's body was at the crime scene.

Question: How long did it take the RCMP to respond to the CRCC Interim Reports for the Boushie and Baptiste files?

- The Baptiste response took approximately 14 months and 3 weeks.
- The Baptiste Interim Report was received November 8, 2019 and responded to on January 29, 2021.
- The Boushie response took 10 months and 1 week.
- The Boushie PII Report was received in January 24, 2020 and responded to on December 4, 2020.

Question: What is the status of CRCC Interim Reports that have not yet been responded to by the RCMP?

- In the current fiscal year, 2020-04-01 to 2021-03-31:
 - 93 Commissioner's Responses have been completed. 10 more responses will be completed by March 31, 2021.
 - 126 Interim reports are currently in backlog, including 47 new interim reports.
- The highest number of Commissioner's Responses in the last five fiscal years was 33. The RCMP expects to triple that output this fiscal year.
- It is anticipated that the backlog will be eliminated by the end of December 2021.

RCMP Inventory of Interim Reports			
Year	Received	Responded	Remaining
2017	60	50	10
2018	42	22	20
2019	81	46	35
2020	57	3	54
2021	7	0	7
Total	247	121	126

Question: What is the RCMP doing about the backlog?

- As an interim measure, the RCMP has seconded additional, temporary resources to work exclusively on the backlog of CRCC Interim reports to help inform the Commissioner's Responses.
- Four new indeterminate employees will start in March and April 2021.
- In April, 2021, there will be two teams, one working on the backlog and the other working on new interim reports received to ensure they are responded to within the six month agreed to time limit.

Question: What is the process for completing Commissioner's Responses to CRCC Interim reports?

- The interim reports are responded to in the same order in which they are received.
- When an interim report is received, it is reviewed to determine the issues and the need to consult with any RCMP policy centres.
- Files are assigned to an advisor as required when they complete their work on other files.
- Any recommendation regarding the operation or administration of the RCMP can have

far reaching and significant impacts to the organization and the public. As a result, there are many factors that need to be considered before preparing a response. These include existing case law, our legal authorities, our budget, and potential impacts on our service to the public, amongst others.

- The RCMP considers all public complaints to be important and tries to address them in as timely a manner as possible while at the same time ensuring they are assessed thoroughly and appropriately.

Question: When will the RCMP meet the six-month time limit agreed to with the CRCC in the MOU signed in December 2019?

- By April 1, 2021, the RCMP will meet the agreed upon time limit of six months to respond for new interim reports received after that date.

Question: Should there be legislated timelines for responding to the CRCC?

- No. Keeping service standards and timelines in an MOU format provides greater flexibility to both organizations. Changes to the MOU can be made upon the mutual agreement of the Commissioner and the Chairperson. There would be no need to involve any other government department or Parliament to make adjustments if the need and circumstances dictate.

Background / Current status

Executive summary for RCMP officials

1. The RCMP has responded to several high profile files since June 2020.
2. The output of responses has increased significantly with the addition of temporary resources supporting the file.
3. The RCMP is on track to meet the six-month MOU time limit for all new interim reports starting April 1, 2021.
4. The backlog will be eliminated by the end of 2021 and a sufficient number of permanent employees will be in place to ensure sustainability.

Tab 4k Initiatives to Address Systemic Racism and Discrimination at the RCMP (HR)

RCMP speaking points:

- An objective of the RCMP's Vision 150 Action Plan to Advance Equity, Accountability and Trust is to comprehensively address systemic racism and discrimination in the RCMP. The Action Plan will help ensure RCMP employees and communities are served with dignity and respect.
- Concretely addressing systemic racism and discrimination in the RCMP requires a whole-of-organization approach over a number of years focused on three areas:
 - Rebuilding trust with Black, Indigenous, and racialized communities;
 - Modernizing the RCMP's systems, policies, and practices; and,
 - Delivering culturally competent and adapted policing services.
- Investing in these areas will improve relationships and dialogue between communities and police, lead to greater coherence of action across the organization, and ensure police officers understand the cultural contexts they work in to enable them to adapt their approach.
- A modern RCMP must think nationally and act locally to effectively deliver policing services free from racism. As such, the RCMP's Equity, Diversity and Inclusion (EDI) Strategy is the organization's roadmap to implementing the changes necessary to build a police service that ensures differences in race, identity, ethnicity, and circumstances are welcomed and respected.
- While the RCMP did not receive augmented funding through the 2020–2021 Supplementary Estimates C or 2021–2022 Main Estimates, initiatives to address systemic racism and discrimination in the organization remain a priority.

Questions and answers

Question: How does the RCMP plan to re-build trust with the communities it serves?

- Trust between law enforcement agencies and members of the public is fundamental to effective policing; it influences community cooperation, crime prevention, and citizen engagement. Trust erodes when communities perceive that police ignore important community realities or when community-police interactions occur almost exclusively in an enforcement context.
- A robust outreach program is essential to supporting positive police-community interactions; demonstrating the RCMP's commitment to respect and to providing culturally competent service; and reinforcing dialogue, respect, and relationship building.
- The collection of race-based data to inform decisions/approaches is vital to understanding the landscape of how policing affects Canada's diverse communities differently. Good disaggregated data provides an evidence-based, intelligence-led approach to making decisions about how to address systemic racism in the RCMP's organizational structures, practices and systems. Using data to understand and establish a clear baseline for action ensures more targeted responses and greater coherence of action across the organization.

Background / Current status

Executive summary for RCMP officials

1. As a part of the RCMP's Vision 150 Action Plan to Advance Equity, Accountability and Trust, the organization will address systemic racism and discrimination by focusing on three key areas:
 - a. Rebuilding trust with Black, Indigenous, and racialized communities;
 - b. Modernizing the RCMP's systems, policies, and practices; and,
 - c. Delivering culturally competent and adapted policing services.
2. The RCMP's Equity, Diversity and Inclusion (EDI) Strategy is the organization's roadmap to implementing the changes necessary to build a police service that ensures differences in race, identity, ethnicity and circumstances are welcomed and respected.
3. While the RCMP is not in receipt of augmented funding through the 2020–2021 Supplementary Estimates C or 2021–2022 Main Estimates exercises, initiatives to address systemic racism and discrimination in the organization remain a priority.

Tab 4I RCMP Cultural Awareness and Humility Course (HR)

RCMP speaking points:

- The RCMP continually strives to be a culturally aware, sensitive and responsive police service.
- In early 2020, the RCMP developed a Cultural Awareness and Humility course to strengthen its capacity to respond to violence against Indigenous women and girls in a gender- and culturally sensitive manner.
- This three-hour online course provides information about different cultures and communication approaches and provides opportunities for self-reflection. It is the first in a series of courses that comprise the RCMP's Cultural Learning Strategy, and was developed through lengthy consultations with a wide range of academics, elders, knowledge keepers, and advisory boards such as the Commissioner's Diversity Advisory Committee (CDAC) and the Commissioner's National Indigenous Advisory Committee (CNIAC).
- All RCMP employees are required to take the mandatory Cultural Awareness and Humility course by June 30, 2021.
- While the RCMP is not in receipt of augmented funding for this item through the 2020–2021 Supplementary Estimates C or 2021–2022 Main Estimates, financial efforts are being made to advance the Cultural Learning Strategy. Funding would support the need for dedicated resources to execute, update, evaluate, and maintain this learning strategy in a timely and complete fashion as well as support sustainable change.

Questions and answers

Question: How will the Cultural Awareness and Humility course enhance the RCMP's ability to be culturally sensitive when providing policing services?

- The course will provide culturally aware, sensitive and responsive police services to:
 - appreciate differences in cultures and traditions;
 - encourage open-mindedness and flexibility in interactions;
 - illustrate how culture and identity affect perception;
 - foster a safe and healthy workspace; and,
 - emphasize the value of diversity, equality, and inclusion in community policing.

Question: Have events such as the instance of George Floyd, altered the RCMP's approach to policing?

- The course was developed prior to the tragic George Floyd event. Our vocabulary and our understanding of racism have evolved in the wake of the horrific tragedies last summer and we will continue to incorporate these lessons into subsequent courses.

Question: What else is the RCMP doing to ensure it is a culturally aware policing service?

- Specific actions the RCMP is undertaking to further become a culturally aware police service:
 - Reviewing workplace policies and practices through the lenses of Equity, Diversity, and Inclusion; Gender Based Analysis+; and, anti-Black racism to combat systemic racism.
 - Reducing barriers across the career continuum for our employees. This includes

- ensuring there is more representation on selection boards and establishing talent development plans for occupational groups with low diversity.
- Developing new learning products on anti-racism and cultural learning, in addition to the mandatory Cultural Awareness and Humility course.
- Creating a portal on the learning management system where all learning products pertaining to the broad definition of cultural awareness can be accessible to all employees.
- Linking Equity, Diversity, and Inclusion goals to performance, promotion and compensation. This will further advance Equity, Diversity, and Inclusion, a key deliverable in Vision 150.
- Naming a Special Designated Official for Equity, Diversity, and Inclusion. This role will work in collaboration with business lines, divisions, departmental bargaining agents, and employees to meet requirements with regard to all aspects of employment equity, diversity, and inclusion including overseeing and monitoring strategies, plans, systems, policies, practices, and processes for the RCMP.

Question: What are the goals of the Cultural Learning Strategy?

- A multi-faceted strategy to increase retention, reinforce learning over time, and provide a sustained effect to support employees in developing cultural competence.
- Develop a modern and inclusive anti-racism learning continuum supported by a strong evidence base with content that is informed by experienced experts.
- Ensure that this continuum includes training and tools focused on promoting a culture of diversity and inclusion within the RCMP.
- Just-in-time, relevant learning to better support our employees working with diverse communities.
- Increase trust between the RCMP and Canadian communities.
- A more inclusive and respectful workplace.
- Reduce key workplace barriers to diverse groups of employees and members of the public.
- Recognition that achieving cultural competence is a life-long learning endeavour.

Background / Current status

Executive summary for RCMP officials

1. In early 2020, the RCMP developed a Cultural Awareness and Humility course to strengthen the Force's capacity to respond to violence against Indigenous women and girls in a gender- and culturally sensitive manner.
2. All RCMP employees are required to take the mandatory Cultural Awareness and Humility course by June 30, 2021.
3. The RCMP is not in receipt of augmented funding for this item through the 2020–2021 Supplementary Estimates C or 2021–2022 Main Estimates.
4. Funding would support the need for dedicated resources to execute, update, evaluate and maintain this learning strategy in a timely and complete fashion as well as support sustainable change.

Tab 4m ATIP Processes and Response (ATIP)

RCMP speaking points

- As recent reviews have identified, the RCMP faces significant challenges responding to access to information requests within legislated timeframes. We are committed to improving and meeting our obligations under the *Access to Information Act*.
- We have the support of the Minister in this effort, and we are currently developing an ATIP modernization strategy and action plan to help us succeed.
- While the 2020–2021 Supplementary Estimates C and the 2021–2022 Main Estimates do not augment financial resources for ATIP, the 2020 Economic and Fiscal Snapshot earmarked \$445.2M over five years (2020–2021 to 2024–2025) and \$169.8M ongoing to stabilize and strengthen the RCMP's core operations and enabling services and to address the department's program integrity needs. This funding will address critical resource shortfalls, including ATIP support.
- The RCMP is working closely with the Treasury Board Secretariat on its ATIP modernization efforts, including identifying necessary areas for future investment.

Questions and answers

What is the RCMP doing to respond to the Information Commissioner's systemic review and subsequent Ministerial Directive?

- The RCMP agrees with the Information Commissioner's systemic review and is committed to improving and modernizing the way it provides access to information to Canadians.
- RCMP efforts to address the Information Commissioner's findings began prior to the finalization of the report's release.
- We recognize that there is an urgent need to modernize the ATIP Program, and welcome the Minister of Public Safety's support and recent Directive.
- In compliance with the Ministerial Directive, the RCMP has begun to develop an ATIP modernization strategy and action plan in close collaboration with the Treasury Board Secretariat. We are certain we will be able to provide this strategy and plan within the Minister's three-month timeframe.
- While these products will be completed in the short term, it must be noted that fully modernizing the RCMP's ATIP Program will take time.

Has COVID impacted the RCMP's access to information and privacy compliance rates?

- The RCMP's ATIP Program quickly moved to working remotely in response to COVID-19.
- While done to ensure the health and safety of employees, this has negatively impacted compliance rate, as there are some tasks that cannot be done remotely.
- Between January 1 and March 1, 2021, the RCMP's ATIP compliance rate was 25.8%. Over the same period in 2020, the RCMP's compliance rate was 38.8%.
- Senior managers within the ATIP Program have stepped in by performing tasks that cannot be done remotely, such as processing urgent mail requests and scanning documents when staff could not safely come to the office, which has helped mitigate some of the impact of COVID-19.
- We are working with the Treasury Board Secretariat to identify more effective electronic tools to manage and process ATIP requests.

Background / Current status

Executive summary for RCMP officials

1. The Information Commissioner's (OIC's) 2020 systemic review of the RCMP's ability to provide timely access to information uncovered significant concerns.
2. In February 2021, the Minister of Public Safety issued a Ministerial Directive requiring the RCMP to develop a strategy to address these concerns within three months.
3. The RCMP supports the OIC's findings and recommendations and welcomes the Ministerial Directive.
4. The RCMP is developing a concrete and ambitious ATIP modernization strategy in order to respond to the OIC's systemic review and the Ministerial Directive.

The Information Commissioner of Canada (OIC) tabled a Special Report to Parliament in November 2020 outlining the findings and recommendations of her investigation into systemic issues in the RCMP's ability to provide timely access to information. The report detailed significant concerns in six areas that have affected the RCMP's ability to respond to access-to-information requests in a timely manner and made 15 recommendations to address these concerns. Notably, the report found that the strategies that the RCMP has implemented to reduce response times to date have failed to improve performance. The RCMP supports the OIC's findings and recommendations.

On February 10, 2021, the Minister of Public Safety issued the RCMP a Directive on Access to Information instructing the RCMP to action the recommendations of the OIC's systemic review. The Ministerial Directive requires action to address the longstanding deficiencies in the RCMP ATIP Program and directs the RCMP to provide the Minister with a strategy, developed in cooperation with the Treasury Board Secretariat (TBS), to solve the deficiencies by May 10, 2021.

RCMP efforts to address the OIC systemic review began before its release, including appointing an executive to lead ATIP modernization, reviewing internal processes, and creating and implementing new training materials and requirements. Since the issuance of the Ministerial Directive, the RCMP has concentrated its efforts on developing an ATIP modernization strategy and action plan in close collaboration with TBS. The RCMP is well-positioned to respond to the Ministerial Directive within the Minister of Public Safety's timeline.

In order to respond fully to the OIC's systemic review, the Ministerial Directive, and the expectations of Canadians, the RCMP's ATIP modernization strategy and plan will be ambitious and will seek to position the RCMP at the forefront of responsive ATIP organizations within the Government of Canada. These efforts will take considerable time and effort to complete.

Tab 4n Radio System Renewal for Ontario and Quebec (SPS)

RCMP speaking points

- Budget 2018 earmarked \$60.2M over five years and \$9.5M ongoing to support RCMP frontline operations, including the renewal of the RCMP radio communications systems across Ontario, Quebec, and the National Capital Region.
- Two-way radio systems continue to be the most available, secure, effective, and efficient communications tool for policing and to ensure the personal safety and connectivity of first responders.
- As the police radio systems in Ontario (“O” Division), Quebec (“C” Division) and the National Capital Region were reaching end of life, the RCMP proposed a single radio replacement system. The modernized system would be fully interoperable between provinces and use the same core infrastructure to realize cost savings while also supporting Federal Policing activities.
- The 2021–2022 Main Estimates includes \$16.2M for the RCMP in support of the Central Region Radio System. The funding is being used to enhance the safety and interoperability of first responders.
- The COVID-19 pandemic has created challenges in meeting project milestones; however, the RCMP has re-sequenced activities in order to mitigate these risks.

Questions and answers

What advantages will the new Central Region Radio system provide?

- Having a completely interoperable system allows for free movement between Ontario and Quebec without changing radio frequencies.
- This is the most cost-effective solution and uses the same infrastructure, provider, and maintenance agreement.
- The Central Region Radio system is being designed to meet both current and future operational requirements.

Why was this vendor chosen to provide the system for Central Region Radio?

- The vendor was chosen through a competitive request for proposals (RFP) process to support the G7 Summit in Quebec. This project is using the same radio equipment as the G7 Summit and all additional equipment being procured is required to be compatible.

Does the RCMP expect delays in the completion of the Central Region Radio project?

- The COVID-19 pandemic has led to some delays in obtaining critical resources with the appropriate security clearances. The delays in the assignment of radio frequencies in Ontario and Quebec, as well as mobilization of resources in the current environment, has created challenges in meeting project milestones; however, the RCMP has re-sequenced activities in order to mitigate these risks.

Background / Current status

Executive summary for RCMP officials

1. The RCMP is seeking access to funds that were announced in Budget 2018 to design, acquire, and implement a replacement radio system for the Central Region (Ontario, Quebec and the National Capital Region).

2. Two-way radio systems continue to be the most available, secure, effective and efficient communications tool for policing.
3. Land mobile radio systems are operating past their intended lifecycle and are ineligible for manufacturer support. These antiquated systems prevent interoperability with policing partners and limit opportunities for coordination among first responders.
4. Adopting a single radio replacement system creates a long-term solution that will achieve future efficiencies. By sharing the same core infrastructure in this region, cost savings are anticipated for hardware and associated ongoing maintenance and support. In addition, the region can leverage the sharing of skilled technical resources to maintain the system.

Tab 4o Disposal of Vehicles (CFO)

RCMP speaking points:

- Ensuring public safety is a priority for the Royal Canadian Mounted Police.
- The Royal Canadian Mounted Police has a resale process for vehicles it no longer needs that ensures they cannot easily be misused for criminal purposes. These processes include the removal of all policing equipment including radios, sirens, lights and decals that identify it as a Royal Canadian Mounted Police vehicle before they are sold.
- To ensure that this process remains as robust as possible, we suspended the sale of decommissioned Royal Canadian Mounted Police vehicles on an interim basis. This moratorium will allow the Government of Canada and the Royal Canadian Mounted Police to examine the existing policies and work towards long-term solutions to further ensure these vehicles are not improperly used.

Questions and answers

Question: Does the suspension on the sale of decommissioned police vehicles apply to other Departments and Agencies?

- The RCMP confirmed with Public Services and Procurement Canada's (PSPC) GCSurplus, which acts as the federal disposal authority of surplus Crown assets, that there are no other policing vehicles available for sale to the public at this time.

Question: Why has the suspension been applied to all RCMP vehicles and not just those that are perceived by the public as a police vehicle?

- In the interest of national public safety, the federal government has temporarily suspended the sale of all RCMP vehicles since a majority of them are used in an operational capacity or used indirectly to support operational requirements and require the installation of special policing equipment (lights, sirens, radios, etc.).

Question: What is being done with the vehicles if they cannot be sold to the public?

- Vehicles that have been in a motor vehicle accident, no longer operate, and sedans with lowest resale value are being destroyed beyond use in an effort to reduce storage costs. The remaining vehicles with higher resale value are stored at secured lots.

Question: What are the financial implications as a result of the temporary suspension?

- As a result of the suspension, there are limited proceeds of sale available to the RCMP related to the disposal of vehicles. The proceeds have historically been used to support RCMP's operational requirements.

Background / Current status

Executive summary for RCMP officials

1. Prior to sending any vehicles to PSPC's GCSurplus for disposal through public sales, the RCMP ensures policing equipment such as radios, sirens and lights are removed. Markings that identify the vehicle as being previously owned by the RCMP, which include decals are also removed as part of the decommissioning process.
2. Prior to the Nova Scotia incidents, the RCMP conducted an internal policy review on the decommissioning of RCMP vehicles. Processes were strengthened to ensure that hazardous substances were removed from vehicles prior to the sale through GCSurplus.

There have been no policy changes to the decommissioning policy since the NS incident.

3. There will be an impact to provincial, municipal and territorial partners due to loss of revenue and for GC Surplus who are the federal government disposal authority and who will need to manage the logistics of storing and disposing of vehicles.

Tab 4p RCMP Implementation of Body Worn Cameras (CFO)

Proposed Response:

- It is critically important for Canadians to feel protected by the police and is committed to take steps required to enhance trust between the Royal Canadian Mounted Police (RCMP) and the communities it serves.
- The RCMP continually reviews its policies, procedures and equipment to ensure it is using the most effective tools in law enforcement. We have met with other police agencies to learn from their experience and have reviewed various research studies to draw out best practices with respect to implementing body-worn cameras across the organization.
- On October 20, 2020, Public Services and Procurement Canada published a first Request for Information as part of an agile procurement process to seek industry feedback on the cameras and digital evidence management solution requirements.
- On November 16, 2020, Public Services and Procurement Canada with the RCMP held an industry day to discuss the camera and digital evidence management requirements. A dozen companies participated in the session, which included questions and answers portion.
- To further clarify aspects of a Managed Service contract solution, a second Request for Information was issued by Public Services and Procurement Canada on February 22, 2021.
- Based on responses from industry, the RCMP has determined that there are several vendors in the market that have experience in this commodity. The RCMP and Public Services and Procurement Canada are working towards publishing an Invitation to Qualify which will pre-qualify vendors and a Request for Proposal will follow.
- Once the vendor has been selected, the RCMP plans to conduct a phased roll out, and expect to start with 3 locations (a rural, northern, and urban setting) before we implement more broadly,
- This will allow the RCMP an opportunity to test and adjust procedures and training materials prior to expanding the use of BWC to more geographical locations.
- We think it could take approximately 18 months for the majority of cameras to be rolled-out nationally. This approach will be further defined once a vendor is in place.
- While there will be many unknowns until we have a vendor in place, we plan to engage with national, local and community stakeholders, including with the National Police Federation (NPF), at various stages throughout the process to ensure the successful implementation of BWC.
- The RCMP is also working closely with the Office of the Privacy Commissioner so that deployment of BWC respects Canadians' privacy.
- We are also learning from a limited pilot of Body Worn Cameras launched in V Division (Iqaluit).
- After consulting with community members, territorial government officials and other stakeholders, Nunavut RCMP officers in Iqaluit are equipped with BWC technology since November 30, 2020.
- This project will permit the RCMP and its officers and support staff to adjust to the use of the BWC, as well as to refine policies and abilities to effectively manage the data in support of the deployment of BWC across Canada.

- The Iqaluit deployment will help inform the Canada-wide initiative to equip front-line RCMP officers with BWC. The data collection phase of this pilot project is anticipated to conclude on May 31, 2021.
- The RCMP values the trust and confidence of Canadians, and will continue to work on and improve its services in support of public safety for all Canadians.
- The RCMP continues to assess the financial implication on its federal and contract policing programs as well as its Provincial/Territorial and Municipal partners.

Background

The RCMP has been conducting limited pilot tests of body-worn cameras in operational and training environments since 2010.

In 2015, based on the results of the pilot tests and reviewing other research and studies, the RCMP conducted an extensive feasibility study on the potential implementation of body-worn cameras for RCMP officers. At the time, the technology still required advancement before it would be feasible to roll-out the technology across the country.

The technology has now advanced substantially and the cameras are being deployed in major police forces across Canada.

Current status

It is critically important for Canadians to feel protected by the police. The Commissioner is committed to enhancing trust between the RCMP and the communities we serve. As part of this commitment, the Commissioner will work with policing partners to rollout of body-worn cameras to the front line.

Body-worn video provides increased transparency, while also providing a first-person view of what a police officer encounters, oftentimes in highly dynamic and tense situations.

The RCMP continually reviews its policies, procedures and equipment to ensure it is using the most effective tools in law enforcement. We have reviewed previous research and studies to draw best practices, with the desire to implement body-worn video across the RCMP.

The RCMP has started consultations with our federal, provincial, territorial and local contract partners.

We will continue to work closely with communities and the Office of the Privacy Commissioner to ensure any concerns he has are addressed.

Way forward

This initiative will see over 10,000 cameras rolled-out across the Country.

What makes this initiative complex is the management of all of the associated video feeds being recorded every shift, often in very remote communities with limited technical infrastructure.

It is anticipated that the RCMP will begin a phased roll-out of equipment and training in summer of 2021.

Limited deployment

At National Headquarters, the RCMP has a supply of cameras to support limited and small-scale rapid deployment of body-worn cameras as requested by divisional operations. These cameras are not used for regular patrols. When requested by divisional operations, they are used for addressing public order or planned enforcement events. This is to ensure a video record of police actions is captured and available as evidence, and for any review or complaint relating to police conduct.

Tab 4q Training in Support of Indigenous Reconciliation (HR)

RCMP speaking points

- We recognize the importance of serving communities with dignity and respect, and have many training initiatives in play and underway to continuously improve on this commitment.
- Our most recent efforts are focused on building a modern and inclusive suite of learning products informed by Indigenous experts with lived experience, and by being open and sensitive to community concerns.
- The Cultural Awareness and Humility Course, developed through lengthy consultations with a wide range of academics, elders, knowledge keepers and advisory boards, is one of many positive training initiatives to support Indigenous Reconciliation. Our efforts to better equip our employees with relevant anti-racism training that is reflective of the current Canadian context are ongoing.
- While the RCMP is not in receipt of augmented funding for this item through the 2020-21 Supplementary Estimates C or 2021-2022 Main Estimates Exercises, efforts are being made to advance a Cultural Learning Strategy that builds substantially on the excellent work undertaken by the Canada School of the Public Service that was developed in lock-step with Indigenous peoples and experts.
- There is a need for dedicated resources to execute, update, evaluate and maintain this learning strategy in a timely and fulsome fashion as well as support sustainable change.

Questions and answers

Some recent reports highlight the need for more training, but also recognize it may not be enough. What is the RCMP doing to foster meaningful change?

- Training, education and awareness is a key part of our reconciliation efforts, and will continue to evolve by increased consultations with our Indigenous community partners.
- Learning about others is a lifetime journey, and sets the foundation for understanding of past and present issues, helps to fuel empathy and leads to developing more meaningful relations with our communities.
- We also recognize the need to engage with leaders and communities to create meaningful action, and we continue to provide tools and programs to our employees that support these activities.

How do you expect a mandatory online course to solve systemic racism?

- We don't. Systemic racism has existed for centuries. A single course will only 'move the needle' in the right direction. But, as an organization, we are seizing an unprecedented opportunity for positive change.
- We recognize that education is the key to reconciliation. As retired Justice Murray Sinclair so eloquently said: "Education is what got us here, and education is what will get us out."
- For that reason, we are building a comprehensive Cultural Learning Strategy that builds on the excellent work of others that will serve as a first step toward change.
- A foundational level of education and understanding will be supplemented with policies and best practices designed to right past wrongs and strengthen relationships.

What training is part of your cultural learning strategy that tackles systemic racism against Indigenous communities?

- Other courses in the strategy include the Kairos Blanket Exercise, an Indigenous Learning Series, an Indigenous Timeline, Restorative Justice, the Care-to-Connect Intercultural Learning Portal and Using a Trauma-informed Approach.
- Micro-learning opportunities will also be provided through the 'What is Your Perspective?' learning series.

Background / Current status

Executive summary for RCMP officials

1. In early 2020, the RCMP launched a mandatory Cultural Awareness and Humility course to strengthen the organization's capacity to respond to violence against Indigenous women and girls in a gender and culturally sensitive manner.
2. The RCMP has developed a cultural learning strategy in recognition of the importance of serving communities with dignity and respect.
3. The RCMP is not in receipt of augmented funding for this item through the 2020-21 Supplementary Estimates C or 2021-2022 Main Estimates Exercises.
4. Any new funding would support the need for dedicated resources to execute, update, evaluate and maintain this learning strategy in a timely and fulsome fashion, as well as support sustainable change.

Tab 5 Merlo Davidson 'Bastarache' final report

Tab 5a Tiller settlement

RCMP speaking points:

- Harassment and discrimination do not have a place in the RCMP. The RCMP is committed to fostering a safe, respectful and inclusive workplace free of harassment for all our members and employees and everyone we work with.
- The Tiller settlement provides compensation for gender- and sexual orientation-based harassment and discrimination experienced by women who worked with the RCMP between 1974 and 2019 (e.g., municipal employees, contractors, Commissionaires). While these women were not employed by the RCMP, they worked on our premises and deserved to feel safe and be treated with respect and dignity.
- The Tiller settlement was approved by the Federal Court in March 2020 and claimants could open a claim between July 2020 and January 2021. Claimants have until April 22, 2021, to finalize their claims and submit supporting documentation. Claims are currently being reviewed by a team of retired judges as Independent Assessors.
- Depending on the conduct and the impact on the claimant's life, compensation amounts range from \$10,000 to \$220,000.
- The federal government has provided the RCMP with access to funding for the Tiller settlement. While funding is not included in the 2020–2021 Supplementary Estimates C or the 2021–2022 Main Estimates, the RCMP expects to access funding through future Reference Level updates.

Questions and answers

Question: How is the Tiller settlement different from the Merlo/Davidson settlement? How much money was paid out?

- The Merlo/Davidson settlement covered gender- and sexual orientation-based harassment and discrimination of female RCMP members and public service employees who were employed by the RCMP.
- The Tiller settlement provides compensation for women who worked with, but not for, the RCMP and who were, therefore, not eligible for compensation under the Merlo/Davidson settlement.
- \$125.4 million was paid under the claims process for the Merlo/Davidson settlement agreement between 2017 and the conclusion of the claims process in 2020.

Question: Why does the RCMP keep settling class actions using taxpayer funds? Why is there no accountability for perpetrators?

- In both the Tiller and Merlo/Davidson settlements, confidentiality for claimants was built into every element of the settlement agreement. The RCMP was not entitled to receive information that could identify claimants, including the identities of alleged harassers.
- The RCMP continues to encourage anyone who has experienced harassment to come forward. Harassment complaints can be brought to the RCMP. Assaults or other criminal conduct should be reported to the police of local jurisdiction.

- Settlements are an opportunity for the RCMP to make right what we can and turn the page so we can focus on making this organization the one we all need it to be for a safe and secure Canada.

Background / current status:

Executive summary for RCMP officials:

1. The Tiller class action was filed in 2017, alleging sexual harassment of women who worked alongside the RCMP but were not employed by the organization. These women were not eligible for compensation under the Merlo/Davidson settlement agreement that provided compensation for female members and employees.
2. In March 2020, the Federal Court approved the Tiller settlement agreement as fair and reasonable and in the best interests of class members. The settlement provides compensation for women who experienced gender or sexual orientation based harassment or discrimination while working or volunteering with the RCMP between September 16, 1974, and July 5, 2019, with six levels of compensation ranging from \$10,000 to \$220,000 for a proven claim (7% of compensation awards are paid as legal fees to class counsel). The Tiller settlement uses the same framework that was used in Merlo/Davidson.
3. The total value will depend on how many eligible claims are received. Individual compensation will not be impacted by the number of claims received.
4. Claimants could open a claim between July 2020 and January 2021. Claimants have until April 22, 2021 to finalize their claims and submit supporting documentation. Claims are currently being reviewed by a team of retired judges as Independent Assessors.

Additional background information:

Merlo Davidson Class Action

The Merlo Davidson class action settlement concerns gender- and sexual orientation-based harassment and discrimination of female RCMP members and public service employees in the workplace from 1974 to 2017. In 2017, the Federal Court approved a settlement that established a confidential and independent Claims Process and compensation scheme overseen by former Supreme Court of Canada Justice the Honourable Michel Bastarache, C.C.,Q.C. as Independent Assessor.

The final report, *Broken Dreams, Broken Lives: The Devastating Effects of Sexual Harassment on Women in the RCMP*, was publicly released on November 19, 2020. As part of the RCMP's response to the final report by Justice Bastarache, we continue building on efforts to date under Vision 150, the RCMP's modernization plan, the RCMP response commits to a holistic approach to culture change and an RCMP free of violence, harassment and discrimination.

The RCMP response acknowledges the recommendations within the final report and commits to actions in four key areas:

- Harassment prevention and resolution(e.g., a new independent, civilian-staffed harassment prevention and resolution regime, outside the chain of command and reporting to the Chief Administrative Officer.)
- Addressing systemic barriers(e.g., identifying, preventing and removing barriers from our policies, programs and operations through the use of Gender-based Analysis+ and a new RCMP Equity, Diversity and Inclusion Strategy.)
- Recruitment and onboarding(e.g., recruitment modernization plan, examining large-scale changes to Depot and continuing to review the Cadet Training Program.)
- Leadership development and training(e.g., integration of Character Leadership in recruitment, training and promotion processes.)

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Systemic Barriers (A)

a. Examine and remove barriers for women

- We know that many of the workplace barriers faced by women and diverse groups are “invisible” ones. We are committed to reviewing our policies and practices to eliminate systemic barriers
- Gender-based Analysis Plus (GBA+) is a tool designed to help us identify barriers and to ensure our policies are equitable and inclusive, and we have prioritized its implementation
- Since 2017, we have been using GBA+ in our decision-making at all levels
 - We have seen the results: GBA+ analysis has led to changes in our Officer Candidate Program, our uniform policies and our recruitment process, among many others
 - We continue to expand GBA+ capacity across the RCMP – our new RCMP GBA+ Network has over 70 representatives from all divisions and business lines
- A new RCMP Equity, Diversity and Inclusion Strategy was launched in January 2021, as a roadmap to implementing the changes needed to create an RCMP that values, respects and welcomes diversity
- We published a comprehensive RCMP Guide to Supporting Transgender, Non-Binary and Two-Spirit Employees to support a gender-inclusive RCMP
- We have partnered with experts to develop an Organizational Culture Inventory, to better understand our strengths and challenges, and to identify the behaviours that will support a healthy and inclusive workplace
- We are also reviewing the RCMP core values to ensure they reflect our modern vision, and developing an organizational values statement to support employees in living them out

Recruitment (B)

a. Assess “merit” criteria

b. Background checks for bias and domestic violence

c. Education requirement (two years post-secondary)

d. Recruit diverse applicants

a. Assess “merit” criteria

- It is critical that we attract and retain people that are strong in both character and skill – and can bring diverse perspectives to the table
- The modernization of recruitment is an ongoing priority and we have made important progress, aligned with the recommendations in the Independent Assessors’ report
- We want to look at all aspects of our process, and it starts with defining who we are looking for and identifying the tools we need to assess them

b. Background checks for bias and domestic violence

- We have been working with outside experts to:
 - review and redefine the attributes and characteristics required for modern policing;
 - modernize our aptitude assessment tools; and
 - identify new screening tools for bias in relation to gender, race and other factors
- GBA+ is also being used to examine the modernization of the RCMP’s security screening process, including examining key risk factors for applicants

c. Education requirements

- The Independent Assessor has suggested we require that applicants have a minimum of 2 years of post-secondary education, and I can tell you that among 2020 applicants, over three-quarters had post secondary credentials
- Education requirements will continue to be considered as part of overall recruitment modernization

d. Recruit diverse applicants

- We continue to explore ways to attract and retain diverse people:
 - We are modernizing our proactive recruitment strategy to reach potential applicants, including in communities we have not typically recruited from, and developing a framework to better monitor the success of these efforts
 - We are finding new ways to recruit civilians into specialized fields, including to support our federal criminal investigative mandate
 - We are promoting equity by supporting particular groups in the application process
 - For example, to help increase the number of Inuit applicants, a recent pilot project in Nunavut provided a group of Inuit applicants with training and tools to help them successfully navigate the RCMP entrance exam
 - We know that certain areas of our organization have particularly low rates of diversity, and we want to change that. We are currently completing a GBA+ analysis of specialized units, to develop evidence-based strategies to improve diversity
 - Since the start of the project, we have already seen an increase in woman applicants to our air marshals and Emergency Response Teams.

Training at depot (C)

- a. Review the Cadet Training Program
- b. Enforce zero-tolerance policy for harassment and discrimination
- c. Teach anti-harassment and discrimination course

a. Review of Cadet Training Program

- Depot is a Regular Member's first experience of the RCMP and is where our culture starts
- What recruits learn at Depot, and how they learn it, will impact who they are as a police officer; we need to get it right
- A new Chief Learning Officer has been appointed to strengthen national standards, coordination and oversight for all RCMP learning, including Depot modernization
- Under the Chief Learning Officer, the RCMP will work with experts to conduct a full "level three" evaluation of the Cadet Training Program, to ensure the curriculum reflects the needs in the field
 - This will include a GBA+ lens to ensure the content is inclusive, does not unintentionally reinforce stereotypes, and reflects modern reality
 - Plans are underway to have representatives from the First Nations University of Canada review the Indigenous cultural awareness curriculum in the Cadet Training Program
 - The RCMP is also undertaking an assessment of the para-military aspects of the Depot training environment
- We are also working to ensure the physical environment at Depot is inclusive for all

- Key facilities at Depot, including washrooms, locker rooms and dorms, are being reviewed by external experts through a GBA+ lens to ensure they are inclusive, including for transgender, non-binary and two-spirit people
- b. Enforce zero-tolerance policy for harassment and discrimination
 - Cadets, like all RCMP employees, are expected to comply with the RCMP harassment policy
 - Cadets are made aware of expectations for performance and behaviour upon their arrival at Depot
 - The Cadet Training Agreement will be immediately terminated if a Cadet is involved in an incident of harassment or discrimination, where counselling is deemed to be insufficient or if it is ignored
- c. Teach anti-harassment and discrimination course
 - Aligned with the Independent Assessor's recommendations, we have recently made changes to the Cadet Training Program to:
 - Improve content related to preventing and responding to harassment, the Code of Conduct and RCMP core values; and
 - Overhaul the sexual harassment case study to include a more realistic situation, and address the correlation between power imbalances and harassment and sexual harassment

If asked about the harassment resolution process at Depot

- The process for handling a harassment complaint at Depot is similar to that of a Regular Member
- Typically, such complaints are received in the exit interview
- Cadets are offered mediation/conflict resolution in the first instance, but they may lodge a formal complaint if preferred, for review by the Conduct Authority
- Depot conducts the required fact-finding process and discusses any potential code implications with the Conduct Authority
- In the absence of any Code of Conduct implications, the complaint is concluded following a response letter to the Cadet that lodged the complaint and the Cadet file is updated accordingly

Recruit Field Training (D)

- a. Establish mentorship program for women
 - b. Establish mandatory counselling program for all recruits
 - c. Formalize Recruit Field Training program, including a confidential mechanism to report harassment or discrimination
-
- a. Establish mentorship program for women
 - The report highlights the need to ensure recruits have access to supports and safe spaces to help them adjust to their new roles in healthy ways

- Those in the Field Coaching Program have access to a number of supports, including the Peer-to-Peer program and the Employee Assistance Program
 - Information will be added to the Field Coaching Program to ensure new members are aware of existing confidential counselling services
 - A national mentorship program is currently being explored
 - An environmental scan and needs assessment have been completed and options are being developed
- b. Establish mandatory counselling program for all
- We will explore the creation of a mandatory counselling program for all new members in the Field Coaching Program
- c. Formalize Field Coaching Program
- In 2019, the Field Coaching program was moved under Depot
 - A Kirkpatrick Level 3 Evaluation of the Field Coaches' Course and Field Coaching Program will be conducted in 2021/22 to assess how well these programs are preparing members and coaches for their roles
 - The evaluation will inform the modernization of both the Field Coaches' Course and the Field Coaching Program
 - The report calls specifically for an independent, confidential harassment resolution process for field recruits
 - The ICHR has been developed to ensure a trusted, consistent process that is accessible, timely and accountable to all employees, including field recruits
 - The RCMP will increase its awareness and prevention activities through communication, training, policy and process updates

Postings (E)

- a. Adequate housing and supports for women
- Cadets are encouraged, and provided with early opportunities, to share any concerns or limitations they may face in advance of posting assignments being made
 - Depot works closely with the Divisional Career Development and Resourcing Offices when posting Cadets, taking into consideration the operational needs of Divisions
 - To ensure Cadets understand the supports, resources and programs available to them as Regular Members, Depot provides a Family Workshop, where Cadets and their families receive a presentation by the RCMP's Support for Operational Injury Program
 - We will continue to consider the specific findings and recommendations of the report, including to address gender-specific barriers
 - This will include engaging in ongoing dialogue with our contract partners to ensure women and all employees are well supported in their communities during each posting, with access to formal and informal supports, including safe housing and child care

Ongoing Training (F)

- a. Effective career plan for all members
- b. Transparency in allocating courses
- c. Centralize allocation of training

- a. Effective career plan for all members

- A career and talent management framework is being developed to help employees understand the options for career paths and development opportunities
 - This framework will also support succession planning for leadership positions

- b. Transparency in allocating courses

- Aligned with the recommendations in the report, we will ensure that employees have equitable access to the training they need to advance in their careers:
 - A GBA+ review will be conducted of our training processes to remove unintended barriers and ensure fairness and transparency in how training is allocated

- c. Centralize allocation of training

- Ensuring that we have effective, modern and inclusive training is critical to us being able to effectively fulfil our mandate
 - A Chief Learning Officer has recently been appointed to strengthen national standards, coordination and oversight for all RCMP learning
 - Diversity and inclusion is a priority in all that we do, including RCMP training
 - We are raising the awareness of all employees by launching new mandatory training on equity, diversity and inclusion

If asked about training on diversity and inclusion:

- All RCMP employees are required to take the new mandatory “Cultural Awareness and Humility” course
- New mandatory anti-racism training is being developed with experts and will be launched in early 2021 for all employees
 - This training will look at the behaviours, attitudes and biases that need to be recognized and changed in the RCMP
 - This training has been developed through wide consultation with acknowledged academics, experts with lived experiences and leader-experts from the communities served by the RCMP
 - It will be a strong addition to other learning that focuses on building the cultural competence of all RCMP employees

Human resources and staffing (G)

- a. Independent human resources branch
- b. Staff are trained professionals
- c. Human resources training on removing systemic barriers

- a. Independent human resources branch; and

- b. Staff are trained professionals

- Recognizing current challenges, a new RCMP People Strategy will modernize our people management function to enable diversity, innovation and a culture of respect and inclusion
- Under the People Strategy, work is underway by external experts to identify priority areas in need of reform to achieve modern, efficient and effective human resources processes
- This includes an end to end review of the RCMP's human resources approaches with a strong focus on anti-racism, equity, diversity and inclusion
- Consideration for needs and perspectives of diverse groups of people, including those with children, is also a focus, to ensure appropriate supports are available

c. Human resources training on removing systemic barriers

- It is important that RCMP employees, including those involved in the delivery of internal services, have the necessary education on diversity related issues
- The Canada School of Public Service is developing a range of products that we will use to enhance our delivery of internal services
 - We recently entered into an agreement with the Canada School of Public Service to enable all RCMP employees to access their content
- We will continue to explore how we can perfect our delivery of human resources services to a diverse workforce as we move forward with the implementation of the EDI Strategy
- In line with this, a new GBA+ tool to help employees better understand and address systemic barriers in the workplace is also currently being developed

Maternity and parental leave (H)

- a. Managers should ensure meaningful work for pregnant women
- b. Government should provide sufficient human resources funding
- c. System to ensure sufficient resource levels for operational duties
- d. Backfill positions, including maternity leaves
- e. Endorse the practice of floaters
- f. Reduce transfer of members with young children

General lines – Workplace supports

- Ensuring our employees have the workplace supports they need as they move through life transitions, including becoming parents, is a key priority
 - We will continue to engage employees on issues and solutions related to maternity/parental leave, including through the Gender and Harassment Advisory Committees, and National Council on Diversity and Inclusion
 - We will explore leveraging the member reintegration program to ensure members have the support they need as they return from leave
 - We will also provide additional guidance for managers to better support employees and foster a healthy and inclusive workplace
- a. Managers should ensure meaningful work for pregnant women
 - It is important that all RCMP employees feel valued and have opportunities to contribute to meaningful work at the appropriate level
 - The RCMP will review its Pregnant Member policy and best practices to address the issue of meaningful work during pregnancy

- b. Government should provide sufficient human resources funding;
- c. System to ensure sufficient resource levels for operational duties;
- d. Backfill positions, including maternity leaves; and
- e. Endorse the practice of floaters
 - We are planning changes to our workforce planning practices and HR operating model to better address vacancies and support the delivery of policing services across the country
 - We will engage with the Minister of Public Safety and are working with contract partners to ensure proper resourcing to facilitate backfilling during long-term leave
- f. Reduce transfer of members with young children
 - We will continue to consider the specific findings and recommendations of the report, including to address gender-specific barriers
 - This will include engaging in ongoing dialogue with our contract partners to ensure women and all employees are well supported in their communities during each posting, with access to formal and informal supports, including safe housing and child care

Employment flexibility (I)

- a. Establish daycares in all detachments
 - b. Ensure access to job-sharing/part-time opportunities
-
- a. Establish daycares in all detachments
 - The report reinforces the need to ensure that all employees have adequate workplace supports throughout their career
 - We will continue to consider the specific findings and recommendations of the report, including to address gender-specific barriers
 - This will include engaging in ongoing dialogue with our contract partners to ensure woman and all employees are well supported in their communities during each posting, with access to formal and informal supports, including safe housing and child care
 - b. Ensure access to job-sharing/part-time opportunities
 - We are reviewing the current job-sharing arrangement to ensure it is inclusive and does not disadvantage any employees

Grievances and discipline (J)

- a. Independent external body
- b. Should not use mediation for violence
- c. Address reprisals against complainants
- d. Effective sanctions for harassers
- e. Retirement before conclusion of sexual harassment investigation
- f. Monitor those found to have engaged in harassment

g. Disclose sexual assault to external body

a. Independent external body, and;

b. Should not use mediation for violence

- For many years we have worked towards ensuring our harassment resolution process is accessible, timely and accountable
- We made key improvements based on the recommendations of experts, including centralized complaint intake, additional training for decision-makers, and expanded access to informal conflict management tools to address issues at the earliest point
- Since April 2019, all cases of sexual harassment have been investigated by external investigators to ensure the independence of this process and to prevent re-victimization
- We have also recognized that a larger structural change is needed
- In line with the recommendation of the Independent Assessor and previous reports, over the past two years we worked with experts to develop a new Independent Centre for Harassment Resolution (ICHR)
- It has been designed in line with best practices, and to specifically address key issues raised in this and other reports. For example:
 - To increase trust and address concerns of retribution and perceptions of bias, the new model will be staffed by civilians working centrally
 - It will be resourced with additional investigative capacity to improve the timeliness of the investigation process, and provide better communication and supports for employees
 - The organizational structure will include analytical support to promote consistency in both decision-making and disciplinary action
 - It will provide access to training for supervisors on addressing workplace conflict, and focus on increasing the use of the Informal Conflict Management Program, where appropriate
 - And, importantly, the ICHR will also focus on prevention, including awareness and education campaigns
 - Efforts are underway to formally establish the ICHR, to begin operations with interim measures by June 30, 2021 and be fully staffed by early 2022
- The ICHR will comply and align with the new Canada Labour Code Workplace Harassment and Violence Prevention Regulations under Bill C-65

c. Address reprisals against complainants

- RCMP policy prohibits acts of reprisal or retaliation. Employees who engage in retaliation against a complainant, respondent, witness, investigator, or decision-maker may be subject to disciplinary or conduct measures, up to and including dismissal
- The new ICHR will provide clear and accessible information on the policy, and will accept reports of reprisal to be resolved according to the Canada Labour Code Regulations

d. Effective sanctions for harassers

- We continue our review of the Conduct Measures Guide to ensure the discipline administered is reflective of the misconduct
- The RCMP will obtain a legal opinion concerning the feasibility of “automatic dismissal” as a sanction for harassment
 - Given the broad range of behaviours that can result in a finding of harassment, a blanket automatic dismissal may not be appropriate
 - However, previous misconduct is an aggravating factor that is considered by the Board
- In recent years, we have improved our internal expertise on “trauma-informed” practices
 - Training in trauma-informed approaches is mandatory for those who engage with complainants in the investigation and resolution process to ensure that complainants are not negatively impacted

e. Retirement before conclusion of sexual harassment investigation

- The RCMP will obtain a legal opinion on its ability to prevent a member from retiring prior to the completion of an investigation of sexual harassment
- The resignation of a member accused of wrongdoing prior to a dismissal hearing is, in some cases, accepted by a victim as a satisfactory outcome as it pre-empts a protracted hearing, which can be a difficult process
- We know that many victims or witnesses are hesitant to testify in a hearing, and may prefer to avoid it.

f. Monitor those found to engage in harassment

- We have several ways in which we monitor employee conduct or harassment issues
- The RCMP’s National Early Intervention System (NEIS) helps to monitor employee behaviours by alerting supervisors to “check-in” at an early stage with employees who present certain indicators, including having conduct or harassment allegations against them
 - The NEIS provides guidance and support, through a non-disciplinary process, to address issues that may be impacting work-life balance, health and well-being, or performance
- The RCMP’s Administrative Case Management Tool tracks conduct and harassment files, which can identify members who have been involved in more than one file
 - Conduct measures include the ability to order “close supervision,” to monitor those who have been found to have harassed employees
- The RCMP also monitors the results of the Public Service Employee Survey, which includes questions about experiences of harassment that may not have been reported
- This allows the organization to identify trends, including sections or regions where rates may be higher, in order to ensure additional supports are provided
- The RCMP Senior Executive Committee and Commanding Officers routinely review this information

g. Disclose sexual assault to external body

- Any allegation that is criminal in nature is referred to the appropriate local authorities. This is a standard response to any misconduct that has a criminal element

Mental Health (K)

- a. Privacy Commissioner investigation of use of medical information
- b. Health Services into independent human resources branch
- c. Flag retirement/discharge proceedings if mental health is identified
- d. Regular mental health assessments
- e. Alcohol and drug awareness campaign
- f. Define hazing in the code of conduct
- g. Resources promoting safe debriefing after critical incidents

General lines – Well-Being Strategy

- Mental health and wellness remains a top priority
 - A new Well-Being Strategy was recently launched, with a focus on promoting and protecting mental health and overall well-being, and fostering a safe, respectful and healthy workplace
 - I have also convened a Lived Experience Mental Wellness Advisory Team to ensure mental health initiatives reflect the reality and needs of the RCMP's diverse workforce
- a. Privacy Commissioner Investigation of use of medical information
 - The privacy and confidentiality of our employees is of the utmost importance; these issues are being considered in the current review of our occupational health services
 - b. Health Services into independent human resources branch
 - The RCMP is currently reviewing its delivery model for occupational health services
 - We will be working with an external consultant to complete the review, including exploring an efficient and effective model that will best serve the organization
 - Aligned with the recommendations of the report, this review will seek to address key concerns, including those related to privacy and conflict of interest
 - c. Flag retirement/discharge proceedings if mental health is identified
 - The RCMP has a robust disability management program with a focus on recovery and return to work, as well as workplace accommodation
 - If a medical discharge is being considered, it would only be after a determination that the member cannot return to work or be accommodated based on their limitations and restrictions
 - Other types of departures from the RCMP, including regular retirement, are outside the scope of Health Services
 - d. Regular mental health assessments
 - We have begun to implement new mandatory periodic psychological health screening for all RCMP officers
 - e. Alcohol and Drug Awareness Campaign
 - The RCMP will be undertaking a review of its Substance Use Policy

- We will use this opportunity to develop further national awareness campaigns around the use of alcohol and drugs

f. Define hazing in the Code of Conduct

- Hazing includes a broad range of behaviours that are currently captured by the existing Code of Conduct
- The RCMP will add a definition of hazing to its Annotated Code of Conduct and the Conduct Measures Guide, to ensure consistency in training across the organization
- An internal communications strategy will also be developed on the issue of hazing
 - This will be similar to a recent communications project on sexual misconduct

g. Resources promoting safe debriefing after critical incidents

- Broader RCMP efforts, including under the Well-being Strategy, will help foster a healthy workplace culture that is a safe space, free of stigma, and will allow employees to debrief in healthy ways on the stresses their job may bring
- The RCMP also has existing policy regarding critical incident stress debriefings
 - Such briefings are mandatory in certain circumstances, which helps to de-stigmatize this issue
 - These group or individual sessions are conducted by a psychologist with employees recently subjected to a traumatic incident and are organized by a Critical Incident Stress Management Coordinator, a Peer-to-Peer coordinator or advisor, or a detachment or unit commander
- The RCMP also has a Peer-to-Peer network where employees can connect with a trained Peer who can listen and provide information on the services offered through Health Canada's Employee Assistance Services and resources within the RCMP
 - The Peer-to-Peer network has provided much needed mental health support when employees were not able or willing to access more formal supports
- Employee Assistance Services offers free and confidential short-term counselling services for all RCMP employees and their dependents 24/7, 365 days per year. The counselling is offered in person, over the phone or via e-mail (e-counselling). Crisis counselling is also offered during the intake call if required

Promotions (L)

a. Rigorous "blind" process for promotions

b. Track and encourage women to apply for promotions in operational areas

a. Rigorous "blind" process for promotions

- The Public Service Commission's Final report on its Anonymized Recruitment Pilot Project found that removing candidate's identifiers decreased screen-in rates compared to traditional screening methods
- However, the RCMP is exploring other strategies for increasing diversity in the workforce, including through diverse boards, deployment of evaluator bias training and exploring opportunities to implement special measures under the Employment Equity Act

- Efforts under the RCMP's Equity, Diversity and Inclusion (EDI) Strategy will work toward developing strategies to addressing systemic barriers that affect the career progression for women in all categories of employees
- b. Track and encourage women to apply for promotions in operational areas
- Under the EDI Strategy, we will do a fulsome review of EDI representation gaps across the organization
 - We will consider the recommendation to examine disproportionality in supervisor and management positions across occupations
 - We continue to review and improve our recruiting and staffing practices to increase the representation of diverse groups in operational and administrative functions to meet our employment equity obligations and other legal commitments
 - The RCMP is also developing an enhanced national Executive Talent Management and Succession Planning Strategy. This will establish a process for identifying, developing, and integrating talent that goes beyond functional capabilities, and looks more closely at the qualities and attributes that make individuals good, ethical and value driven leaders
 - We are also working to ensure equity specifically in our promotions processes
 - We have already made a number of changes to the Officer Candidate Process (OCP), the process by which officers apply to the senior ranks, following the recommendations of a fairness review and a GBA+ analysis
 - We have made changes to the annual timing of applications to remove barriers for those with school-aged children - this has already resulted in an increase of over 15% in the number of women applicants
 - To further remove barriers, individuals may now directly self-identify their interest in the OCP without relying on a supervisor's endorsement
 - The process requires candidates to go through a comprehensive assessment including a Review Committee, a structured interview and extensive reference checks
 - Candidates will also be required to participate in a Leader Character interview prior to continuing in the process
 - We are also conducting a comprehensive review of the promotions aspects of the Career Management Manual to identify opportunities for improvement
 - We will engage with stakeholders on this review, including RCMP Divisions and the National Police Federation

Leadership (M)

- a. Begin leader training at Depot
 - b. Re-commit to Core Values upon promotion
 - c. Accountability for reporting harassment
 - d. Hold leader training in-person
 - e. Re-evaluate officers every 3-5 years
- a. Begin leader training at Depot
- Leadership development is a key driver of change and we continue to improve RCMP leadership training and processes

- I agree with the Independent Assessors that leadership development needs to start at Depot
 - Launched last year, the RCMP Foundations of Leadership curriculum prepares employees for informal and formal leadership roles across their career path, from Cadet to Executive
 - It includes content on bias awareness, conflict management and effective decision-making
 - We also know that a leader's character is as important as their skills, and we are working to ensure this is reflected in our processes
 - We are working with experts to embed "Leader Character" principles in recruitment, training, promotions and other processes, to emphasize self-awareness, well-being and inclusivity
 - Incorporating this approach will allow us to continuously assess character alongside operational skill, throughout the RCMP career continuum
 - We have successfully piloted the Leader Character approach in executive selection interviews, and are exploring additional areas where these principles can be integrated
 - Unconscious bias, anti-racism and anti-discrimination expectations will also be established for senior managers and leaders, following education and awareness efforts
- b. Recommit to Core Values upon promotion
- We are currently undertaking internal and external consultation on the renewal of RCMP's core values, to ensure they are modern, inclusive and well-defined
 - An organizational values statement will be developed to provide guidance on how RCMP employees are expected to live out the core values in the workplace and in communities
 - These values and behaviours will be broadly communicated.
- c. Accountability for reporting harassment
- All RCMP managers and supervisors are expected to report harassment.
 - Mechanisms are currently in place through the conduct process to address behaviours relating to supervisors and managers neglecting their duty to act on situations of harassment or discrimination
- d. Hold leader training in-person
- The suite of leadership courses (Supervisor's, Manager's and Executive Officer Development Programs) have been offered in-class since 2007. All contain group discussion, role-play and syndicate work
 - The content has been continuously updated over this period, most recently with the launch of the first four modules of *Foundations of Leadership* which emphasize cultural awareness, judgement and decision-making
 - The *Executive Officer Development Program* includes role-playing on Conflict Management and Managing Organizational Change. Current updates will include table top exercises that focus on leadership skills needed during and post critical incidents
 - Due to the current pandemic, the RCMP is following national and provincial health guidelines for training that restrict group, indoor contact. As a result, in-person leadership training has been temporarily suspended

- The leadership suite has been transitioned to a virtual delivery format to ensure access to training while keeping employees safe
 - Virtual offerings of the Supervisor's Development Program will start in May of this year, with the Manager's Development Program and Executive Officer's Development Programs to follow
 - Programs are designed to ensure active participation of the candidates and interaction with facilitators and subject matter experts. The virtual delivery option will maintain the integrity of this delivery model
- e. Re-evaluate commissioned officers every 3-5 years
- All officers, both Commissioned and Non-commissioned, have a mid-year and annual performance assessment
 - The Officer Candidate Process (OCP), the process by which officers apply to the senior ranks, requires candidates to go through a comprehensive assessment including a Review Committee, a structured interview and extensive reference checks
 - The OCP process is being modernized to include a mandatory Leader Character assessment for each Member progressing through the process
 - All members being considered for promotions, either to or within the officer ranks, undergo conduct checks, which include verifying past and current Code of Conduct, discipline or harassment investigations. The information is closely considered in promotional decisions
 - Any promotion also considers annual Performance Management information, used to assess employee accomplishments including the demonstration of leadership competencies

Specialized teams (N)

- a. Oversight of specialized teams and conduct of members
- b. Confidential, independent harassment process for specialized teams
- a. Oversight of specialized teams and conduct of members
- The current conduct process has handled many conduct files arising from specialized teams including undercover teams
 - A communique will be drafted and shared with all conduct advisors, all Level II Conduct Authorities in specialized teams, including undercover team members, as well as all Level III Conduct Authorities, that reminds them of their obligations as conduct authorities and describes the various mechanisms in place to handle any sensitive conduct matters appropriately (e.g. involving a confidential informant)
- b. Confidential, independent harassment process for specialized teams
- It's critical that all RCMP employees, regardless of where they work, have access to an effective harassment resolution process
 - The ICHR has been developed to ensure a trusted, consistent process that is accessible, timely and accountable to all employees, including those on specialized teams

- The RCMP will increase its awareness and prevention activities through communication, training, policy and process updates

Medical examination (O)

- a. Compensate women abused by medical officers
 - The RCMP recently agreed to certify a class action (*Corriveau*) related to women and men who were sexually assaulted during their medical examinations and were not covered in the Merlo-Davidson settlement
 - We take this matter extremely seriously, and are currently considering our next steps

Civilian members and public service employees (P)

- a. Ensure RMs understand importance of CMs and PSEs
 - b. PSEs should have clear place to report workplace issues
-
- a. Ensure RMs understand importance of CMs and PSEs
 - Each person in the RCMP has an important role to play in helping to achieve our mandate, regardless of whether they are a regular or civilian member or a public service employee
 - While the front line is our most visible presence, there are so many supports behind the scenes that allow them to do their jobs effectively
 - When my team and I developed Vision 150, we were careful to consider all categories of employees, and ensured our messaging was inclusive so that all employees would be able to see themselves and their value in the RCMP of the future
 - Representation in leadership is also important. I've ensured balance between operational and civilian expertise on my senior executive team, with experienced public service executives in senior human resources, finance, technology and Chief Administrative Officer roles
 - b. PSEs should have clear place to report workplace issues
 - The ICHR will provide accessible resources and information for all RCMP employees on what to do if they experience harassment in the workplace
 - Importantly, the ICHR will increase access to timely supports for all supervisors and managers, regardless of their category, to help them build and maintain a healthy workplace and obtaining the tools and supports they need
 - Additionally, Divisional Public Service Labour Relations (PSLR) advisors can assist employees with the resources and contact information for their union representative, should they wish to seek union support
 - The divisional Occupational Health and Safety branch also offers an Informal Conflict Management Program to assist in early, effective resolution of workplace issues

Tab 6 SECU Committee overview and member biographies

House of Commons Standing Committee on Public Safety and National Security (SECU)

The House of Commons Standing Committee on Public Safety and National Security reviews the policies, programs and expenditure plans of government departments and agencies responsible for public safety and national security, policing and law enforcement, corrections and conditional release of federal offenders, emergency management, crime prevention and the protection of Canada's borders.

Chair	John McKay	Liberal
Vice Chairs	Shannon Stubbs Kristina Michaud	Conservative Bloc Québécois
Members	Pam Damoff	Liberal
	Jack Harris	New Democrat
	Angelo Iacono	Liberal
	Kamal Khera	Liberal
	Damien C. Kurek	Conservative
	Emmanuella Lambropoulos	Liberal
	Joël Lightbound	Liberal
	Glen Motz	Conservative
	Tako Van Popta	Conservative

John McKay- Liberal

Scarborough—Guildwood, Ontario

Election

- Elected to the House of Commons in 1997.

Education and Background

- Holds a Bachelor of Arts degree from the University of Toronto at Scarborough and a Bachelor of Laws degree from Queen's University.
- Worked as a real estate attorney before entering politics.

Points of Note

- Chair of the Standing Committee on Public Safety and National Security (SECU), a position he has held since 2017. He is also a member of SECU's Subcommittee on Agenda and Procedure (SSEC) and the Liaison Committee (LIAI).
- Owing to his long tenure in the House of Commons, he has held a wide variety of critic positions and been a member of numerous Parliamentary committees and associations.
- Served as the Parliamentary Secretary to the Minister of National Defence from 2015 to 2017 and to the Minister of Finance from 2003 to 2006.

Shannon Stubbs- Conservative

Lakeland, Alberta

Election

- Elected to the House of Commons in 2015.

Education and Background

- Holds a Bachelor of Arts (Joint Honours) in English and Political Science from the University of Alberta.
- Formerly worked in the Alberta provincial public service.
- Worked for the Wildrose Party as Chief of Staff and Director of Legislative Affairs.
- Prior to being elected, Shannon was a Senior Consultant with Hill + Knowlton Canada.

Points of Note

- Vice-Chair of the House of Commons Standing Committee on Public Safety and National Security (SECU) and member of its Subcommittee on Agenda and Procedure (SSEC).
- Conservative Official Opposition Shadow Minister for Public Safety and Emergency Preparedness.
- In May 2018, Stubbs sponsored motion M-167, that instructed SECU to study rural crime in Canada.
- She has been a vocal critic of the Government's ban on assault-style firearms, advocating for more focus on gun smuggling.
- MP Stubbs issued a tweet on October 8, 2020 criticising the continued closure of the Canada-US border.
- MP Stubbs has voiced about the risks around foreign interference and attempts to control Canadian resources and resources producers.

- She has been critical of the Government's response to the tensions in Nova Scotia pertaining to the lobster fishery and Indigenous rights.
- She was also critical of the Government's initial decision, now reversed, not to hold an inquiry into the Nova Scotia mass shooting.

Kristina Michaud- Bloc Québécois

Avignon—La Mitis—Matane—Matapédia, Quebec

Election

- Elected to the House of Commons in 2019.

Education and Background

- Holds a Master's degree in international relations from the Université Laval.
- Worked as a political advisor to interim Parti Québécois leader Pascal Bérubé.

Points of Note

- Vice-Chair of the House of Commons Standing Committee on Public Safety and National Security (SECU) and member of its Subcommittee on Agenda and Procedure (SSEC).
- Bloc Québécois Public Safety and Emergency Preparedness Critic.
- MP Michaud was critical of the RCMP's initial response to the Wet'suwet'en crisis. She supported the RCMP's withdrawal from the Wet'suwet'en area and has expressed support for the creation of Indigenous police services as one way to rebuild trust between Indigenous people and law enforcement.

Pam Damoff- Liberal

Oakville North—Burlington, Ontario

Election

- Elected to the House of Commons in 2015.

Education and Background

- Has a Bachelor of Arts degree from the University of Western Ontario.
- Oakville Town Councillor from 2010 to 2015.
- Worked in financial and investment banking positions for 27 years.

Points of Note

- Member of the House of Commons Standing Committee on Public Safety and National Security (SECU) and its Subcommittee on Agenda and Procedure (SSEC).
- Parliamentary Secretary to the Minister of Indigenous Services.
- Recipient of the Queen Elizabeth II Diamond Jubilee Medal, and a number of other awards for her community service.
- She has expressed concern about the length of time it is taking for the RCMP to review and respond to the CRCC's report related to the death of Colton Boushie.
- She has also advocated for better protection for sexual assault victims.

Jack Harris- NDP

St. John's East, Newfoundland and Labrador

Election

- Elected to the House of Commons in 1987.

Education and Background

- Graduate of Memorial University, the University of Alberta, and the London School of Economics.
- Was a member of the Newfoundland and Labrador House of Assembly for 16 years and served as leader of the provincial NDP for 14 years.
- Was a senior labour lawyer for many years.

Points of Note

- Vice Chair of the Special Committee on Canada-China Relations (CACN) and member of its Subcommittee on Agenda and Procedure (SCAC).
- Member of the Standing Committees on Public Safety and National Security (SECU), and Foreign Affairs and International Development (FAAE), and their Subcommittees on Agenda and Procedure (SSEC and SFAA).
- He is currently serving as Critic for Public Safety and Emergency Preparedness, Atlantic Canada Opportunities Agency, Foreign Affairs, and as Deputy Critic for Defence. He formerly served as NDP Justice critic, and National Defence critic.
- He was very active in SECU's study of systemic racism in policing. He has advocated for increased anti-bias training and for the federal government to set standards for police to follow, acknowledge the systemic problems within policing, including systemic racism, and act to de-escalate encounters between police and Indigenous and Black Canadians.
- He has called for increased oversight of the RCMP.
- MP Harris has been a strong advocate for the government to increase its capacity to provide search and rescue assistance to all Canadians, specifically for Canada to meet the international readiness standard of 30 minutes from tasking to becoming airborne.
- Has also previously pushed for a review of the military justice system and has been a vocal supporter of men and women in uniform.
- In October 2020 in the wake of tensions in Nova Scotia related to Indigenous fishing rights and the commercial lobster fishery, he suggested in the House that it was time to replace the Commissioner of the RCMP.

Angelo Iacono- Liberal

Alfred-Pellan, Québec

Election

- Elected to the House of Commons in 2015.

Education and Background

- Bachelor of Arts in political science from McGill University.

- A lawyer by trade, he has a *Juris Doctor* degree from the University of Ottawa, and a certificate in European community law from the faculty of law of Lyon, in France.

Points of Note

- Member of the Standing Committees on Public Safety and National Security (SECU) and the Library of Parliament (BILI).
- During SECU's study of systemic racism in policing, he noted that the issues need to be addressed not only in the RCMP itself, but also in communities across the country. He also spoke to the importance of unconscious bias training for law enforcement and security agency employees.

Kamal Khara- Liberal Brampton West, Ontario

Election

- Elected to the House of Commons in 2015.

Education and Background

- A registered nurse by trade, she has degrees in psychology and nursing from York University.
- Worked at the Centre of Addictions and Mental Health, Peel Family Shelter, William Osler Health Centre, and as a registered nurse in the Oncology Unit at St Joseph's Health Centre in Toronto.

Points of Note

- Member of the Standing Committee on Public Safety and National Security (SECU).
- Serves as the Parliamentary Secretary to the Minister of International Development.
- Served as the Parliamentary Secretary to the Minister of Health from 2015 to 2017 and to the Minister of National Revenue from 2017 to 2018.
- Issued a tweet in support of Peel Police's memorandum of understanding signed with the Ontario Human Rights Commission that commits the police service to develop legally binding remedies to address systemic racism in policing.

Damien C. Kurek- Conservative Battle River—Crowfoot, Alberta

Election

- Elected to the House of Commons in 2019.

Education and Background

- Bachelor's Degree in Political Studies and Communications from Trinity Western University and a Diploma in Biblical Studies.
- Former farmer and seasonal worker in the oil and gas sector.
- Worked for the Hon. Kevin Sorenson, M.P. while he was Minister of State (Finance) in Ottawa and more recently in Mr. Sorenson's Constituency Office.

- Worked at the Saskatchewan Legislature in a number of policy, communications, and research roles during the Brad Wall administration.

Points of Note

- Member of the Standing Committee on Public Safety and National Security (SECU).
- At his appointment to SECU in 2020, he indicated that priority issues for him are rural crime, the ban on assault-style firearms, and “issues at our borders”. He also noted his desire to “address the risks of foreign influence in Canada and the smuggling of illegal weapons at the border”.

Emmanuella Lambropoulos- Liberal

Saint-Laurent

Election

- Elected to the House of Commons in 2017.

Education and Background

- Received a Bachelor of Education from McGill University (2013), where she was the President of the McGill Hellenic Students Association. She then became a teacher at Rosemount High School, where she taught French and History. Ms. Lambropoulos also holds a Masters of Arts in Educational Leadership from McGill University.
- She has represented the Saint-Laurent riding in the House of Commons since being elected in a 2017 by-election. The seat in Saint-Laurent became available after the incumbent MP, Stéphane Dion, announced he would be leaving politics in January 2017. Ms. Lambropoulos previously volunteered on Dion's team.
- Ms. Lambropoulos has served on the parliamentary committees for Veterans Affairs (May 2017-Sept 2018), Status of Women (Sept 2017-Sept 2019), and Official Languages (Sept 2018-Sept 2019).
- Ms. Lambropoulos is currently a member of parliamentary committees for Industry, Science and Technology (Feb 2020-present) and Public Safety and National Security (Nov 2020-present).

Points of Note

- Her most frequently discussed topics in Parliament are disabilities and the status of women.
- As part of her work for the Status of Women committee, she studied such issues as shelters and transition homes for women who are seeking to escape domestic violence, and barriers to women entering politics.
- On the Official Languages committee, she advocated for Anglophones as the minority language group in Québec.

Joël Lightbound- Liberal

Louis-Hébert, Quebec

Election

- Elected to the House of Commons in 2015.

Education and Background

- A lawyer by trade, he holds Bachelor's degrees in Civil Law and Common Law from McGill University.
- Studied Information Technology Law at the Master's level, specializing in Internet privacy.
- Prior to being elected, practiced law in Quebec City for a firm that specializes in immigration.

Points of Note

- Current Parliamentary Secretary to the Minister of Public Safety and Emergency Preparedness. Parliamentary Secretary to the Minister of Health from January to September 2017 and to the Minister of Finance from 2017 to 2019.
- Member of the Standing Committee on Public Safety and National Security (SECU).
- Recently spoke in the House in support of the assault-style firearms ban and investments in "the RCMP and our law enforcement agencies". MP Lightbound also issued a tweet in support of the assault-style firearms ban, specifically on its application to the Blackwater BW-15.

Glen Motz- Conservative

Medicine Hat—Cardston—Warner, Alberta

Election

- Elected to the House of Commons in 2016.

Education and Background

- Served for 35 years with the Medicine Hat Police Service and retired as Inspector in 2015.
- Holds a Bachelor of Religious Education Degree from the Hillcrest Christian College.

Points of Note

- Served as the Opposition Associate Shadow Minister for Public Safety and Emergency Preparedness from 2019-2020, and is a Member of the National Security and Intelligence Committee of Parliamentarians (NSICOP).
- Opposed to gun control measures and sponsored e-petition 2341, which calls for any new firearms laws, bans, buyback programs or changes to licencing be put before the House of Commons for debate.
- MP Motz has raised concerns about a perceived erosion of border security, noting his concerns are "not just with respect to the crisis of illegal border crossers, but also with drugs, handgun smuggling, human trafficking by many of the gangs running drugs, and the massive backlogs in the monitoring and deportation of known terrorists, criminals and national security risks".
- He has expressed concern about rural crime and has suggested that RCMP resources in rural areas are insufficient.

- Expressed concern about the privacy of Canadians related to the Equifax hack, and co-wrote (with MP Paul-Hus) a letter to the Prime Minister to this effect
- Called for the Minister of Public Safety to direct the RCMP to dismantle the rail blockades that were set up in support of Wet'suwet'en hereditary chiefs while decrying the economic costs of the disruption.
- Has called in the House of Commons for the Government to “ban Huawei”.

Tako Van Popta- Conservative

Langley—Aldergrove, British Columbia

Election

- Elected to the House of Commons in 2019.

Education and Background

- Holds an undergraduate degree from Trinity Western University and a law degree from the University of British Columbia.
- Had a 30 plus year law career with McQuarrie Hunter LLP.
- Former director at the Surrey Board of Trade and the Downtown Surrey Business Improvement Association.

Points of Note

- Member of the Standing Committee on Public Safety and National Security (SECU).
- Recently completed the Firearms Safety Course in an effort to better understand his constituents' concerns about the assault-style firearms ban. He noted that “the real problem [is] illegal guns and gang violence”, including cross-border firearms smuggling.
- He voiced concern in the House of Commons about the economic effects of the Indigenous rail blockades in support of the Wet'suwet'en.

Tab 7 Tips for responding to Parliamentary committee questions

The Chair of a parliamentary committee is responsible for recognizing members and witnesses who seek the floor, and ensuring that any rules established by the committee concerning the apportioning of speaking time are respected.

When witnesses appear in front of a parliamentary committee, remember that you are there at their request.

General Tips for Responding to Committee Questions

Committee appearances can be stressful events, especially if the dynamics amongst the committee members themselves are challenging. The Parliamentary Affairs Unit can help to coach witnesses and make suggestions on how to formulate responses during the appearance.

The following are some general guidelines to keep in mind as you prepare.

- Respond to committee members' questions through the Chair of the Committee.
- If the committee members engage in a heated discussion or a back-and-forth across the table, remain silent until the Chair has brought the meeting back to order. It is appropriate to ask for the member's question to be re-stated if need be.
- Regardless of the member's tone in posing the question, always respond to the question politely and in a neutral tone.
- Do not interrupt the committee member, even if they change the course of their question multiple times or seem to be rambling on. You may wish to take notes as the member is speaking so that you can tailor your answer accordingly.
- Once the member has finished speaking, make sure you understand the question before answering. Ask for clarification from the Chair or re-state part or the entire question as you understand it.
- Keep your answers brief and factual. Give the committee member the opportunity to ask a follow up question if they wish.
- If you are not sure that you have covered the information that the committee member is looking for, ask "does this answer your question"?
- Use plain language. Your goal is to inform the committee, and using overly technical language or bureaucratic jargon will only confuse or cloud the message you are trying to communicate.
- Avoid contradicting the Minister, senior government officials or the government's policy and taking a position, providing your opinion, stating your personal recommendations or speaking on behalf of others on a given issue.

- Do not divulge classified information, cabinet confidences or any information that contradicts privacy laws.

If You Do Not Know the Answer to a Question

Do not answer in areas that you are not an expert. You may:

1. State that you are not the expert, and if you are comfortable and have the information to do so, attempt to head off the question.

Sample Response: "Mr. Chairman, I am not the expert on that policy matter, however, I can tell you that in 2015, there were 72,039 impaired driving incidents, 3,100 (4%) of which involved drug-impaired driving."

2. State that you are not the expert and offer to get back to the committee in writing.

Sample Response: "Mr. Chairman, I am not the right person to answer that question, but if the committee wishes, I would be happy to take that question back and have the RCMP provide a written response".

3. State that you are not the expert and suggest that the committee re-direct the question to the department who may be best placed to answer the question.

Sample Response: "Mr. Chairman, I am not the right person to answer that question. Should the committee wish more information on that topic, I would suggest contacting the Department of Justice who are leading on that issue".

4. Ask that political positions be re-directed to the Minister.

Sample Response: "Mr. Chairman, I cannot speak to decisions regarding the course of action. I would respectfully suggest that the honourable member's question would be best answered by the Minister of Public Safety".

Handling Difficult Questions

The dynamics inside a committee room can sometimes be difficult to predict or manage depending on the personalities present and/or the issue being studied.

The following examples are designed to illustrate how a witness may handle these situations and still provide an answer in a calm, objective way.

If the question is hostile, position your statement and continue. (Sample Response: "Looking at it from a broader perspective, I would suggest that the statistical evidence supports the change in the program."), or simply shut down the question with "I appreciate your point of view" and move on.

If the question is inflammatory or false, respond with an objective fact. (Sample Response: "Mr. Chairman, I respectfully disagree with that comment and think it would be useful to share with the Committee some facts we have on the issue.")

If a parliamentarian launches a personal attack, shut down the issue quickly in a self-confident and firm way then get right back on topic. (Sample Response: “I’m not sure what the member would like to know Mr. Chairman (smile and pause), but if the question relates to our consultations with our stakeholders then...”)

Navigating the Trouble Spots

Maintaining control of the conversation is the key to a smooth appearance. Here are some common situations that can cause witnesses to feel uneasy.

1. Constant interruptions by the committee member, especially when they perceive they are not getting the information they want to hear.

Strategy: Do not interrupt. Wait until the member is finished then continue with, “If I may finish my answer to the Member’s previous question first...”

2. Being blind-sided by a question completely unrelated to the topic at hand.

Strategy: Use a two-step approach. Try beginning with, “Mr. Chairman, I don’t see how this issue is related to what we are talking about here today.” If the member persists, then, “Mr. Chairman, I am not the right person to answer that questions, but if the committee wishes, I would be happy to take that question back and have the RCMP provide a written response.”

3. Rapid fire questions about several topics. Members often do this to try to maximize their time allocation.

Strategy: Do not let it overwhelm you. “Mr. Chairman, the member raises many different issues. I rely on your direction here. It may be more helpful to the committee if I could address one issue at a time.”

4. Questions/assertions based on incorrect information. Because members have their own researchers and hear testimony from different sources, it is not uncommon for them to put forth a piece of information to see how you respond.

Strategy: Do not take a defensive position against incorrect information; rather correct the member at the earliest opportunity. “Mr. Chairman, I would first like to address the statistics quoted by the Senator. The accurate numbers are...”

5. Silence (after responding to a question). This is a common strategy when the committee is trying to get you to say more than you are comfortable saying.

Strategy: Provide a complete response, and then let the silence happen. Nod slightly and wait with anticipation for the next question. This signals that you are confident that you have provided as much information as needed.