

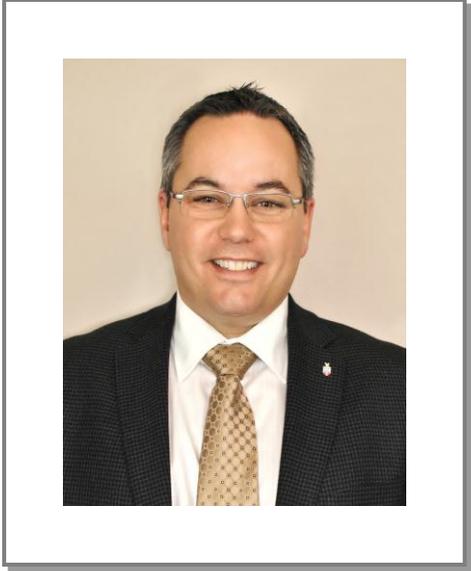


# SHARING COMMON GROUND

Review of Yukon's  
Police Force

FINAL REPORT ON IMPLEMENTATION  
May 2014





**The Honorable Mike Nixon  
Attorney General  
Minister of Justice  
Government of Yukon**

It is my pleasure, along with our partners, the Council of Yukon First Nations and the Yukon Royal Canadian Mounted Police, to present a final report detailing the implementation of the recommendations from Sharing Common Ground, which resulted from the Review of Yukon's Police Force 2010.

This final report outlines the considerable progress achieved by the Yukon RCMP, the Department of Justice, the Council of Yukon First Nations and our many partners

over the past three years as we worked to improve public trust and confidence in Yukon's police service.

We have implemented key changes that address some of the major issues raised during the Review, such as constructing and operationalizing the Arrest Processing Unit, launching the Yukon Police Council and staffing a Specialized Response Unit within the RCMP. We have followed through on commitments and have demonstrated that what Yukoners said during the Review was heard, and mattered.

We are seeing results. Since 2010, public complaints against the RCMP have steadily declined, and those complaints that are filed are being dealt with in a more timely and thorough manner. Citizens have improved avenues for engagement on policing issues and are identifying the issues important to them. Public perception and rating of the RCMP has improved as evidenced by the most recent RCMP public satisfaction survey.

The RCMP has responded positively to the requests for change flowing from Sharing Common Ground. The leadership of the Commanding Officer and Yukon RCMP members are to be commended as they have made significant strides in building relationships and continue to police our communities with professionalism, compassion and dedication.

I am proud of the work that we have done together in implementing Sharing Common Ground. We have established a solid foundation for the future. The Government of Yukon is committed to continuing to work with the RCMP, First Nations and community partners to support peaceful and safe Yukon communities, and to improve the quality of life for all Yukon citizens.

## **Grand Chief Ruth Massie** **Grand Chief, Council of Yukon First Nations**



The Council of Yukon First Nations is pleased to have served as Co-Chair of the Sharing Common Ground report. Since its release in 2010, CYFN has worked dutifully alongside Government of Yukon's Department of Justice and the Yukon RCMP's "M" Division toward a new vision for policing in the Yukon.

At the beginning of this journey, relationships were recognized as a cornerstone of trust. The strengthening of existing relationships was paramount in order to achieve a greater understanding of common goals, objectives and needs.

CYFN worked diligently to seek the input and perspectives of Yukon First Nation citizens and the agencies that serve them to ensure their concerns and suggestions were accurately reflected in the report. CYFN strived to help make the ensuing recommendations a reality throughout the implementation stage of Sharing Common Ground.

A significant amount of work was undertaken by numerous agencies in order to tackle the monumental task of effecting change within the RCMP in order to better meet the needs of the citizens it serves. CYFN Justice formed an integral part of the implementation working group and acted as a conduit for information to ensure First Nations interests and views were heard and included throughout.

Although the Department of Justice has decided to end the project stage of Sharing Common Ground and incorporate any incomplete recommendations into department workplans, much more effort will be required to ensure that the recommendations implemented so far continue as envisioned. There may also be times when recommendations need renewed attention or increased focus. CYFN will participate on the newly formed Public Safety Working Group that will address broad issues related to policing and public safety and also to follow the implementation of any remaining recommendations in a timely manner to help ensure that the intent, spirit and legacy of Sharing Common Ground remains.

## **Chief Superintendent Peter Clark Commanding Officer, RCMP "M" Division**



The Royal Canadian Mounted Police is committed to the recommendations flowing from the Sharing Common Ground report. I am extremely proud of the women and men of the RCMP who have been open, engaged and excited to implement and sustain positive change.

Throughout our territory, RCMP employees and their families have been welcomed and they are committed and pleased to be part of, and contribute to, the communities they live in. Theirs is a lifestyle choice - and a call to service - unlike what is experienced by police families elsewhere in Canada. They make contributions to the safety of our communities in many ways, often beyond what is expected of their colleagues in the South.

Community safety can't be achieved by police contributions alone. Our accomplishments would not have been possible without the willing support and commitment of so many: credit is due to our First Nations, citizens and the many organizations who have demonstrated courageous leadership to assist and support safe communities. Progress is achieved through constructive dialogue and exchange of information and builds shared understanding, which is the foundation of trust between the public and its police service. It is effort, on the part of everyone, that has brought us to the common ground we now share.

While we have achieved remarkable results, the continued commitment by police and governments, partners, and citizens is essential to success.



## **THE REVIEW OF YUKON'S POLICE FORCE – A NEW BEGINNING**

In 2010, Yukon undertook to re-build trust and confidence in policing through dialogue, engagement and action. Beginning in April 2010 the Review of Yukon's Police Force invited citizens, service providers, RCMP employees and governments to express their concerns, ideas and vision for Yukon's Police Service. Motivated by high profile incidents involving the RCMP in both Yukon and across the country, including the death of Mr. Raymond Silverfox after being held in police cells in Whitehorse, and the sexual assault charges, trial and subsequent acquittal of two off duty police officers in Watson Lake, Yukoners indicated that they were deeply concerned about their relationship with Yukon's police service.

The Review was Co-Chaired by the Deputy Minister of Justice, the Commanding Officer of the Yukon RCMP and the Justice Manager of the Council of Yukon First Nations. The Review was guided by an Advisory Committee made up of representatives of women's organizations, Aboriginal women's organizations, the Association of Yukon Communities, the RCMP and Government of Yukon Departments of Community Services, Health and Social Services, Justice and Women's Directorate.

The purpose of the Review was to bring forward recommendations that would accomplish two goals:

1. "Seek understanding and start the process that will foster positive relationships between the RCMP and citizens in order to increase public confidence in the police service; and
2. Renew relationships between the RCMP and Government of Yukon, First Nations governments, and citizens of the territory to ensure that all Yukon citizens receive quality police services."

The Co-Chairs hosted over 60 meetings in Whitehorse and the communities and received 15 written submissions. In addition, recognizing that for some citizens there might be barriers to having direct conversations with the Co-Chairs, the Salvation Army and Bringing Youth Toward Equality (BYTE) were contracted to facilitate additional input. The Department of Justice also canvassed clients for their feedback on interactions with the police service. Separate meetings, facilitated by representatives of women's organizations, were also arranged for women.

The conversations during the Review were frank, open and often difficult. Many concerns were raised, and some consistent themes arose, including:

- Yukoners desire to see RCMP members be part of the community, to understand culture and values of the community and develop connections with the community;
- The importance of police having knowledge, skills and attributes that equip them to police in the North; and
- The critical importance of First Nation involvement with the RCMP;

- The need for improved avenues for community input into RCMP priority setting and communication with the RCMP;
- Concerns about police accountability including the disciplinary process and the complaints process; and
- The need for police response to vulnerable people and to domestic violence and sexual assault to be improved, better coordinated, and informed through training.

The launch of the Review responded to public concerns and was innovative in its approach towards transforming how police services are delivered in Yukon especially in the depth of community consultation and the involvement of many affected partners. In December 2010, a final report entitled *Sharing Common Ground*, which contained 33 recommendations and outlined a blueprint for change, was submitted to the Minister of Justice by the Co-Chairs. Implementation of the recommendations began in March 2011, with a small ad hoc working group made up of representatives of Yukon Justice, CYFN, RCMP and Kwanlin Dün First Nation helping to guide the early steps.

The collaborative approach and leadership of the three Co-Chair organizations along with the investment and commitment of the partners on the advisory committee, were key elements in the thoroughness of the Review, and later in the success of its implementation. The willingness of each organization to hear the frank comments of Yukon citizens laid a foundation to begin to re-build trust. All three lead organizations were committed to seeking solutions and were taking action by the end of the Review.

## **SETTING A NEW FOUNDATION- CONCRETE SUCCESS**

The Yukon RCMP, the Department of Justice, the Council of Yukon First Nations and partners, including Kwanlin Dün First Nation, the Yukon Women’s Coalition<sup>1</sup>, the Northern Institute of Social Justice and many others have worked hard over the past three years to implement the recommendations contained in *Sharing Common Ground*. It has been three years of significant action and progress.

The Co-Chairs and many of the contributors to *Sharing Common Ground* saw the importance of ensuring that changes in the delivery of police services would stand the test of time, especially following changes in leadership and personnel. As a result of some of the key recommendations, there have been many systems-focused changes implemented since 2011. These changes are represented by new programs, policies or structures, many of which

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<sup>1</sup> The Yukon Women’s Coalition is made up of a number of Yukon Women’s Organizations, including: Kaushee’s Place/Yukon Women’s Transition Home Society, Les EssentiElles, Yukon Aboriginal Women’s Council, Whitehorse Aboriginal Women’s Circle, Liard Aboriginal Women’s Society, Elizabeth Fry Society, Dawson City Women’s Shelter, Help and Hope for Families, Second Opinion Society, Victoria Faulkner Women’s Society, the Yukon Status of Women Council, Yukon Women in Trades and Technology, PSAC Aboriginal People’s Committee and PSAC Regional Women’s Committee.

required a significant investment of resources and countless hours of work and dedication of partners involved.

Significant accomplishments include:

- The establishment of the Yukon Police Council with six community members appointed to provide advice to the Minister and facilitate input from fellow citizens and promote ongoing dialogue on policing issues important to the community. The Yukon Police Council provides an ongoing mechanism for community members to express concerns, provide ideas and stay engaged in policing issues that matter to them;
- Through contributions from both the Government of Yukon and the RCMP, the Arrest Processing Unit was designed and constructed as an innovative way to provide care for police prisoners through the provision of a purpose built, modern, safe space staffed by specially trained correctional officers, with 24 hour access to medical support;
- Changes to the RCMP staffing processes have been made to incorporate the participation of community representatives in selecting their Detachment Commanders, promoting a better match and alignment between the local Detachment and the community's leadership, culture and values;
- Through agreements with the Government of Alberta, Alberta Serious Incident Response Team, Government of Yukon and Yukon RCMP, the territory now has dedicated access to a highly-regarded civilian-led agency to provide independent investigations of serious incidents involving the RCMP. The Alberta Serious Incident Response Team (ASIRT) has completed one investigation in the territory. ASIRT has also provided oversight at the request of the RCMP to give extra assurance on the thoroughness and impartiality of other internal investigations;
- A Specialized Response Unit was established within the RCMP to provide a more comprehensive and coordinated response to domestic violence and sexualized assault. This four-person unit provides oversight, guidance, training and investigational support, with a goal of improving police response to these cases Yukon-wide;
- The Minister of Justice Community Safety Awards was established to honour community members and police officers for the important role they play in community safety. The awards recognize and promote the concept that community safety is a shared responsibility of government and non-government agencies, police, citizens and the community. Improving community safety involves everyone working together to create safe environments to live, work and play;
- The RCMP established and staffed a Professional Standards position to ensure an effective, progressive, and timely approach to the resolution of complaints through consistent and professional investigations of police conduct. The work of this unit has been recognized by the Commission for Public Complaints Against the RCMP as a model for reporting; and

- The Northern Institute of Social Justice, the First Nation Initiatives Program at Yukon College, CYFN, Yukon RCMP and Government of Yukon Departments of Justice and Health and Social Services and others have developed a new Yukon First Nations History and Cultures program to help police and other service providers better understand the communities in which they live and work.

Even as each of these highlights represents a significant accomplishment, they only tell part of the story. Many of the partners in Sharing Common Ground have expressed that while the specific projects and initiatives have been important, far greater value has been found in the process of working together to accomplish them. As they have shared their views and perspectives, aspirations and limitations, the representatives of territorial and First Nation governments, police and community organizations have come to know each other better and to develop a growing understanding and trust, along with a clearer view of shared interests and goals.

Implementing these recommendations has been a means of achieving improved outcomes in terms of public trust, police accountability and community engagement on community safety issues. What became evident during the Review and the early days of implementation was that strong relationships and continued open dialogue are key components for the future. The building of new structures, policies and processes are key components of change, but the commitment to building connections in order to have frank and open discussions has helped to develop a new way of working – a collaborative, relationship-oriented way of working.

The Arrest Processing Unit, as an example, has been built and is a significant achievement and a lasting legacy of the Review. Along with building this structure; however, police officers, correctional officers and emergency medical services have found new ways of working with each other on a regular basis, improving their understanding of each other's work environment, and improving the service for clients. Another example is the Specialized Response Unit which is now in place to better respond to cases of sexualized assault and domestic violence across Yukon. These four RCMP members are guiding, training and mentoring investigators across the Yukon. Their dedication to improving responses to these cases and collaboration with other agencies and advocacy groups is reflected in their approach to victims and witnesses that provides for positive change over time.

Some highlights include:

- Yukoners now have an ongoing avenue to provide input into the setting of Yukon's policing priorities. Where prior to the Review, there was no direct mechanism for citizen engagement, the Yukon Police Council now provides recommendations to the Minister of Justice on policing priorities for Yukon that are based on input from their fellow citizens;
- Members of the Yukon Women's Coalition and other service providers have had the opportunity to provide input into RCMP policy and practices concerning the response

to domestic violence, and complex issues such as dual charging have been open to ongoing examination and discussion.<sup>2</sup> A small working group clarified RCMP policies related to dual charging and their policy and practices regarding the use of primary aggressor assessments<sup>3</sup> in cases of domestic violence. Since 2011, the Yukon RCMP has made a number of changes to policies and has increased training related to the issue of dual charging and the use of primary aggressor assessments, in collaboration with other service providers;

- The Commanding Officer continues to meet with First Nation and Municipal leaders in each community on an annual basis to share perspectives and keep lines of communication open. At these meetings, community leadership has the opportunity to discuss their connections with the local detachment, clarify issues and identify opportunities for the community and the RCMP to address community safety concerns together;
- The new RCMP Professional Standards Unit has been identifying risks related to employee professional conduct through trend analysis and implementing effective strategies aimed at mitigating them. The unit supports efforts to resolve complaints efficiently, transparently, and at the lowest level possible as well as enhancing understanding of the public complaints process. Yukon RCMP have been recognized for exceeding both national and territorial recommended benchmarks for resolution and reporting of complaints within the RCMP;
- Yukon hosted “Policing in Northern and Remote Canada” a national symposium designed to explore strategies relating to issues of policing in the North, to contribute northern issues to a national policing research agenda, to learn from others across Canada and to share our experience in Yukon;
- Yukon RCMP have engaged community mentors who have in-depth knowledge of the local land and culture to work with Detachment members so they are appropriately oriented to the community and the land and waters around it;
- In order to maintain the strong partnership built during the implementation of Sharing Common Ground, the Yukon Women’s Coalition and the RCMP are working to develop a protocol for ongoing collaboration. They have collaborated on public communications regarding sexual assaults, and have worked together on projects like the Yukon Sisters in Spirit. Women’s organizations and the RCMP are improving their understanding and trust in each other’s services, which is leading to appropriate referrals, and improved response for clients; and

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<sup>2</sup> Dual charging refers to both partners being charged in cases of domestic violence.

<sup>3</sup> Primary Aggressor Policies direct law enforcement agencies and prosecutors to investigate and determine the most significant, rather than the first, aggressor in cases where it is alleged that both partners committed an assault.

- Although not actually an initiative recommended in Sharing Common Ground, the safety protocol developed between the Liard Aboriginal Women's Society (LAWS) and the RCMP in Watson Lake provides an inspiring example of the renewed commitment to building trust<sup>4</sup>. A series of workshops initiated and organized independently by LAWS focused on the justice system, policing, culture, historical colonialism, residential schools and understanding how society responds to women who experience violence. The RCMP committed funds and resources to this multi-year project intended to renew and rebuild the relationship between the RCMP and women, in particular First Nation women, living in the Watson Lake Detachment area. The workshops took place from February 2011 to March 2013 in Watson Lake and Whitehorse and the resulting protocol has been instrumental in fostering new ways of working between LAWS, RCMP, Kaska women, Yukon women's organizations and representatives from government and community service providers.

## **MOVING FORWARD**

The delivery of police services in Yukon has changed in many positive and meaningful ways as a result of Sharing Common Ground implementation. New services, policies and programs have been created and been integrated into the ongoing business of the partner organizations involved. Relationships between RCMP, the Council of Yukon First Nations, First Nation governments, Government of Yukon, women's organizations and communities have been strengthened. Key community safety issues are being identified and addressed in a collaborative manner and the lessons learned from the Review are the foundation for a new way of working together.

The majority (85%) of the recommendations are either complete, have become ongoing business within the Department of Justice, the RCMP and others, or continue to be in workplans of partner organizations so that work can continue. There remain a small number of recommendations that were not completed in the manner originally envisioned, and in the end, a few recommendations that were not addressed. Some were not completed because they were addressed through other initiatives, or may not have been feasible to complete over the last three years. Further information on each recommendation can be found in appendix 1.

Overall, the accomplishments and changes over the past three years have been tremendous. The partners should be commended for the hard work, dedication and openness to change. This was not a report that sat on the shelf, as reports on policing have done in the past. The

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<sup>4</sup> The Together for Justice Project was an independent initiative of the Liard Aboriginal Women's Society (LAWS). It is important to honour this work and acknowledge the leadership of LAWS and the efforts of both LAWS and the RCMP and the many partners involved in building trust through the development of the protocol, which coincided with Sharing Common Ground implementation.

organizations involved have worked hard to implement the recommendations, and appendix 1 of this report provides a detailed account of the incredible progress and efforts of many.

For the RCMP, whose practices and approaches were the main focus of the Review, the seeds of cultural change were planted early on in the process. Those who served in Yukon at the time of the Review, and particularly those involved in the review process and its implementation, have helped to ensure that this understanding and vision is shared and maintained with all employees. New practices have been adopted that reinforce the lessons learned through Sharing Common Ground, such as communicating to each arriving employee the Division's commitment to policing with the community, community involvement and the RCMP's core values, and clarifies what is expected of them during their service here.

Implementation partners have expressed that they have seen major changes in how they interact with the RCMP and that they are pleased with the progress. They have also expressed concern that the progress will halt, or that the level of communication, cooperation and action will diminish with a change of personnel. These are valid concerns, and maintaining progress will require commitment by territorial and First Nation governments, police, non-governmental organizations and citizens. The ground gained over the past few years has confirmed the need to continue a collaborative approach and a commitment to addressing common themes for community safety in Yukon. The value of strong relationships and a shared understanding of policing are widely recognized and is a key strategy for addressing the complex and multifaceted nature of the issues facing many of our communities and citizens.

Since 2010, during both the Review and Sharing Common Ground implementation, the Department of Justice has provided funding to the Council of Yukon First Nations (CYFN) and to the Women's Coalition to support their involvement. In order to support ongoing partnerships, the Department of Justice will provide funding for the next two years to support the participation of CYFN and Women's Coalition in addressing community safety and policing issues.

As a result of implementation, we now have strengthened mechanisms to ensure community priorities and issues are communicated to the RCMP and addressed through a variety of means. For example, the RCMP has worked to increase the engagement of community leaderships in local annual performance plans, and there is a new process whereby the Yukon Police Council gathers information and input on Yukon-wide policing. The current Yukon policing priorities are consistent with several more general community safety themes that merit ongoing attention in the coming years. These include:

- Sexualized assault, domestic violence and other violent crime;
- Mental health and addictions issues, particularly where these issues intersect with policing and other justice services;
- Community engagement in identifying and addressing community safety issues;
- Preventing and decreasing victimization of children and youth; and

- Community based processes and partnerships between police, First Nation governments, Government of Yukon, service providers and citizens.

The implementation of Sharing Common Ground recommendations accomplished what the review set out to achieve. It has fostered positive relationships between the RCMP and citizens in order to increase public confidence in the police service. It has renewed partnerships between the RCMP and Government of Yukon, First Nation governments, and citizens of the territory to ensure that all Yukon citizens receive effective, professional police services that are uniquely adapted to Yukon's culture and history. The partners recognize that not all of the issues identified in the Review have been addressed. The partner organizations are committed to continuing to work together on community safety issues in Yukon, and focusing on improved engagement, transparency, accountability and delivery of quality services.



## **Appendix 1: Implementation by Recommendation**

### **Recommendation 1.1: Yukon Police Council**

That the Minister of Justice establish a Yukon Police Council. The council will be chaired by the Deputy Minister, Yukon Department of Justice, and composed of six members appointed by the Minister, three of whom will be nominated by First Nations.

The role of the council is to make written recommendations to the Minister and the Commanding Officer of "M" Division on issues relating to the delivery of policing services in Yukon, including these:

- establishing core policing values that reflect Yukon's history and cultural heritage;
- ensuring that community needs and values are reflected in the policing priorities, objectives, programs and strategies of "M" Division;
- establishing policing practices and standards for "M" Division;
- ensuring that police services are delivered in a manner consistent with community needs, values and expectations;
- acting as a liaison between the community and "M" Division;
- participating in the selection of the "M" Division Commanding Officer; and
- receiving reports on matters that affect the administration of justice, including Annual Performance Plan updates, public complaints, use of conducted energy weapons, and updates on high profile matters.

The Yukon Police Council may meet with First Nations, municipalities, non-government organizations, or others in carrying out its duties, and will coordinate activities with national organizations such as Commission for Public Complaints Against the RCMP and the Canadian Association of Police Boards.

The council shall meet quarterly or as required to complete its mandate. The council shall report annually to the Yukon Legislature and Yukon First Nation leaders.

### **Yukon Police Council (1.1)**

The Yukon Police Council was established in 2012 to facilitate and gather information from a broad range of Yukon citizens and service providers on policing; act as a conduit for their voices and experiences to be included in planning processes; provide advice to assist in the formation of Territorial Police Service objectives, priorities and goals established by the Minister of Justice; and, promote ongoing dialogue and information flow on policing in Yukon.

Current members of the Yukon Police Council are Lisa Anderson (Dawson City), Patricia Daws (Whitehorse), William Klassen (Whitehorse), David LeBarge (Whitehorse), Doris McLean (Whitehorse), Michael Riseborough (Haines Junction), Thomas Ullyett, Chair.

Since the 2012 inception, the Yukon Police Council has met with over 100 Yukon service providers, ensuring the dialogue on policing continues and that community voice is reflected in priorities and services. The Yukon Police Council has met in Whitehorse, Haines Junction and Watson Lake and will

soon travel to Dawson City. During each of these meetings, the Council has met with a range of Yukon citizens, service providers and agencies to gain perspective on policing issues in Yukon.

The Council makes recommendations to the Minister of Justice on policing priorities on an annual basis, and for each of their two years, the Yukon Police Council has sought input into their recommendations on policing priorities from First Nations, service providers, the RCMP and community members. The Council will continue to actively engage Yukoners on policing issues.

More information on the Council including members' bios, meeting agendas and minutes at: [www.yukonpolicecouncil.gov.yk.ca](http://www.yukonpolicecouncil.gov.yk.ca). The Council's inaugural Annual Report is available at: [http://yukonpolicecouncil.gov.yk.ca/pdf/YPC\\_Annual\\_Report\\_2012-13\\_online\\_version\(1\).pdf](http://yukonpolicecouncil.gov.yk.ca/pdf/YPC_Annual_Report_2012-13_online_version(1).pdf)

### **Recommendation 1.2: Community Based Processes**

That First Nations, municipalities and "M" Division establish community-based processes — which may include creating a local community Advisory Committee or inclusion of this function in the mandate of an existing community body — to provide opportunity for community input into developing detachment Annual Performance Plans that reflect local priorities, and to provide a mechanism to coordinate policing and related services within the community and deal with other community policing matters, as appropriate.

#### **Community Based Processes (1.2)**

Each community detachment is required to develop an Annual Performance Plan (APP) in consultation with local municipal and First Nation leadership and other key stakeholders. Detachment Commanders are expected to meet with local leadership to get their input on the community's needs and concerns and to have new APPs developed, signed by the key stakeholders and put in place for the start of each new fiscal year. Over the years, some communities and their local detachment have been highly successful in working together to identify local policing needs and priorities and reflect these in the detachment's APPs.

Yukon RCMP is continuing to focus on facilitating engagement in forming community policing priorities to improve understanding and better align expectations of the planning process with community representatives. The consultations may also focus on what the best approaches for facilitating community input might be for a particular community. These could include interest in forming community advisory committees or other alternative methods of consultation and engagement.

Examples include:

- Whitehorse has established a community consultative group composed of representatives from different Whitehorse neighbourhoods and interest groups (such as the Chamber of Commerce). The group will be meeting regularly and advising the Whitehorse Detachment Commander on community issues.
- In Watson Lake, the Liard First Nation Police Advisory Board works with the Detachment to identify policing priorities and issues of concern to the community.

To reinforce the value and importance of participation in the development of the Annual Performance Plans, the Commanding Officer reviews the community's APP in advance of the regular meetings he

has with local leadership (see Recommendation 1.6 for more information) and addresses them in the discussion.

Community processes remain an important theme moving forward.

### **Recommendation 1.3: Commanding Officer's Yukon First Nation Advisory Committee**

That "M" Division undertake a review of the Commanding Officer's First Nation Advisory Committee. This review should consider the committee's composition, member selection process and terms of reference and ensure that the work of the committee is coordinated with the Yukon Police Council.

#### **Commanding Officer's Yukon First Nation Advisory Committee (1.3)**

The Commanding Officer's Yukon First Nation Advisory Committee (COYFNAC) was established in 1999 to foster a healthy and positive relationship between Yukon First Nation people and "M" Division through discussions of issues of concern.

While a number of avenues exist for First Nation governments and leadership to interact directly with the Commanding Officer through one-on-one meetings, relatively few opportunities exist for direct grassroots community member input to the Commanding Officer (CO). This committee provides an important venue to communicate between the senior leadership of Yukon RCMP and Yukon First Nation citizens.

In 2011, "M" Division engaged an independent consultant to conduct a review of the Commanding Officer's Yukon First Nation Advisory Committee. The research examined the mandate of the committee, its composition, the engagement of the members, the resources available to it and the impact it is having. Dr. Lyn Hartley, a Yukon-based organizational consultant, completed her review of the Commanding Officers' Yukon First Nation Advisory Committee (COYFNAC) and presented her final report and recommendations to the Commanding Officer in September 2012. An overview of the findings was presented at the December 2012 COYFNAC meeting, with the Yukon Police Council in attendance.

Although the report included some recommendations for adding extra value to meetings and maximizing the strengths of the committee members, the overall conclusion is that the committee is fulfilling its mandate, is well constituted and has a strong and committed membership.

Some changes have been incorporated to further strengthen the committee:

- The Commanding Officer now begins the meetings by reporting back on the action he has taken as a result of advice the members have given, and summarizes the new advice he has received at the end of each meeting.
- Many members of the committee are Elders; and when positions become vacant due to expiration of appointments, efforts are ongoing to identify a youth representative to fill vacancies.

The existing membership, as of May, 2014, is:

- Carcross/Tagish First Nation – Wesley Barrett
- Champagne and Aishihik First Nations – Shannon Maloney

- Kluane First Nation –VACANT
- Kwanlin Dun First Nation – Jeanie Dendys
- Kaska Dena Council – May Stewart
- Little Salmon Carmacks First Nation – Shirley Bellmore
- First Nation of Nacho Nyäk Dun – Phyllis Peter
- Ross River Dena Council – Jenny Caesar
- Selkirk First Nation –Audrey Baker
- Ta’an Kwäch’än Council – Chantal Genier-Tucker
- Teslin Tlingit Council – Wilma Magill
- Tr’ondëk Hwëch’in First Nation – Ronald Johnson
- Vuntut Gwitchin First Nation – Roger Kyikavichik
- White River First Nation – VACANT

#### **Recommendation 1.4: Communications Strategy**

That the Department of Justice and “M” Division develop a communication strategy in consultation with the Yukon Police Council to improve citizens’ understanding of the role of the RCMP, citizens’ rights and responsibilities with respect to law enforcement, how the public complaints process works.

#### **Communications Strategy (1.4)**

The Department of Justice and Yukon RCMP worked with Aasman Communications to develop an understanding of key communication issues and a Yukon policing services brand platform. This project focused on defining a broad concept of “policing in Yukon” (as opposed to being “about the police”), and developing key messages in order to communicate about policing in a way that reflects that broader concept of policing in Yukon.

This work is ongoing, with general goals of increasing the public’s understanding of the justice system, building confidence in the territorial police service, and enhancing citizen engagement in community safety.

#### **Recommendation 1.5: First Nation Relations Advisor**

That “M” Division establish a First Nations Relations Advisor who reports directly to the Commanding Officer “M” Division.

#### **First Nation Relations Advisor (1.5)**

A review of the recommended First Nation Relations Advisor was incorporated into the same consulting contract as the review of the Commanding Officer’s Yukon First Nations Advisory Committee (COYFNAC) under Recommendation 1.3.

With respect to the First Nation Advisor recommendation, the report concludes that:

- An “in-house” position working as an employee of the RCMP would risk losing its independence and could be perceived to be in a conflict of interest;

- The role, if created, should ideally be external to and independent of the RCMP, providing advice on an “ad hoc” basis;
- The Advisor should be a well-respected First Nation leader with broad support from Yukon First Nations; and
- This Advisor would be ideally positioned to participate on the RCMP Commissioner’s National Aboriginal Advisory Committee. Identifying a single person, who was positioned to convey the interests and views of all Yukon First Nations, is problematic.

The report also recognized that First Nation leaders now have significant direct access to the Commanding Officer through existing mechanisms, and that the Commanding Officer is readily accessible to leadership directly by phone or through personal meetings. Senior RCMP delegates also meet with First Nation government representatives and the First Nations Justice Network whenever invited. Ongoing communications support and advice are also provided by the Commanding Officer’s Yukon First Nation Advisory Committee members, First Nations Justice Network members and the Yukon delegate to the RCMP Commissioner’s National Aboriginal Advisory Committee.

In 2013, the Department of Justice supported a new First Nation Community Policing Officer in the territorial policing budget. This Regular Member position supports Yukon First Nation community policing services including oversight for 16 RCMP members presently funded under the First Nation Policing Program. This position also acts as a liaison between First Nation communities and Yukon RCMP. This position aligns with one of Yukon’s current policing priorities, which focuses on building and fostering constructive and respectful relationships with First Nation leadership, communities and citizens.

Further discussion with First Nation representatives is needed in order to determine whether the existing avenues for advice, consultation and communication meet the needs of First Nations and satisfy the intent of this recommendation.

### **Recommendation 1.6: Commanding Officer to meet with First Nation Leadership**

That the “M” Division Commanding Officer meets with leadership of each Yukon First Nation at least once per year and with all Yukon First Nation leaders together as practicable.

#### **Commanding Officer to meet with First Nation Leadership (1.6)**

The Commanding Officer meets directly and individually with First Nation, municipal and CYFN leadership, subject to their availability, at least annually.

At these meetings, community leaders are invited and encouraged to share their views on policing in their communities, including the health and status of their relationship with the local detachment and detachment commander, the Detachment’s progress in addressing community priorities identified and agreed upon in the local Annual Performance Plan, and any other needs or issues that they feel the Commanding Officer should be aware of.

**Recommendation 1.7: Selection of Detachment Commanders & Informed of New Members Arriving in the Community**

That "M" Division ensures that First Nations and municipal leaders are offered the opportunity to participate in the selection of Detachment Commanders, and are informed and consulted when members are transferred in and out of a community.

**Selection of Detachment Commanders & Informed of New Members Arriving in the Community (1.7)**

Yukon RCMP has developed new procedures for incorporating community participation in the selection of local detachment commanders. When a Detachment Commander position is vacated, the RCMP invites community leaders to participate in the selection of the new Commander. At the option of the community, involvement can range from providing advice on desirable attributes to participating in the interviews as part of a selection committee. These options are exercised on a community-by-community basis to ensure a good fit. The community may also choose to leave the selection to the normal RCMP process.

Since the release of *Sharing Common Ground*, most communities have participated in the selection of new a Detachment Commander for their community: Faro, Ross River, Watson Lake, Whitehorse, Pelly Crossing, Mayo, Carmacks, Carcross, Teslin and Beaver Creek have had input into Detachment Commander selection. Selection processes are getting underway for upcoming changes in Dawson City and Haines Junction.

In addition, the RCMP also notifies community leadership when members other than commanders are transferred in and out of communities.

The process of formalizing these practices in Divisional policy is nearing completion.

**Recommendation 2.1 Independent Complaints Coordinator**

That the Minister of Justice establish an independent civilian police complaint coordinator, who shall report to the Yukon Police Council and help citizens who have concerns with the RCMP to navigate through the Commission for Public Complaints process and to provide public education on formal and informal complaint processes.

**Independent Complaints Coordinator (2.1)**

In the summer 2011, the Commission for Public Complaints Against the RCMP (CPC) launched a pilot project in the Yukon to enhance public awareness of the CPC, its mandate and the complaint process.

The CPC held seminars for Government of Yukon and community service providers to enhance their knowledge of the complaint and review process and better equip them to inform their clientele of the CPC's role when an issue is raised. While the number of inquiries received by the CPC from the Yukon increased significantly following this outreach initiative, the number of formal public complaints made has declined in the last two years.

The CPC will continue to be available and accessible to Yukoners via a locally based phone number: 867-334-7865 and a dedicated email address: [YukonComplaints@cpc-cpp.gc.ca](mailto:YukonComplaints@cpc-cpp.gc.ca) and webpage: [www.yukoncomplaints.ca](http://www.yukoncomplaints.ca). The CPC will continue to maintain contact with service providers and community groups to ensure that the CPC's mandate continues to be understood in the Yukon.

The Federal Government legislation entitled "*Enhancing Royal Canadian Mounted Police Accountability Act*" (developed as bill C-42) has been passed into law and will invoke revised powers for what will now be called the Civilian Review and Complaints Commission for the RCMP. The scope of the Complaints Coordinator concept will be reviewed in the context of the changes to Commission's powers and how that may impact their role in handling complaints related to RCMP conduct.

### **Recommendation 2.2 Professional Standards**

That "M" Division establish a dedicated regular RCMP member for Professional Standard duties who will assist the RCMP in providing consistent and thorough investigation of complaints that results in an improved response to complainants regarding the service provided by the RCMP.

#### **Professional Standards (2.2)**

The Yukon RCMP established a new federally-funded Professional Standards position, which is responsible for:

- The promotion of values and ethics;
- Harassment prevention;
- Thorough and timely investigation of conduct matters; and
- Facilitating and reporting on public complaints in order to further strengthen accountability.

The Commanding Officer has introduced regular meetings with managers and supervisors in the Division, where creating a safe and healthy workplace is a prominent topic. The RCMP Commissioner's direction on harassment and the encouragement of managers and supervisors to be alert to the issue and proactive in responding has received ongoing attention and reinforcement.

The Professional Standards Unit has improved the Division's response to public complaints and the administration of RCMP conduct matters. Significant improvements in the quality, consistency, and timeliness of public complaint investigations have been implemented. Improvements continue to be made and relationship building with external agencies such as the Commission for Public Complaints Against the RCMP (CPC) have proven to be of value. Of the 40 public complaints received for 'M' Division in the 2012 calendar year, investigations were completed on 34 in an average time of 80 days, well under the Commanding Officer's benchmark target of 110 days.

The Director of Reviews for the Commission for Public Complaints Against the RCMP has recognized the electronic disclosure product used to share information that has been developed in 'M' Division as the best they have seen from the RCMP across the country.

### **Recommendation 3.1 Northern Qualifications and Yukon Retention**

That the Department of Justice and "M" Division establish a working group that includes Yukon First Nations, municipalities and women's organizations, to review and make recommendations to the Yukon Police Council on:

- the desired skills and attributes of RCMP officers being considered for selection to Yukon;
- human resources policy related to recruitment of members interested in serving in Yukon, including suitability of cadets for service in Yukon;
- policies and practices related to retention of members in Yukon;
- policies around duration of postings to communities; and
- the feasibility of creating specialized Northern duty qualifications, and investing in members who are interested in long-term service in the North.

The review should consider issues such as officer suitability, gender and First Nation balance, and appropriate relief coverage.

#### **Northern Qualifications and Yukon Retention (3.1)**

This recommendation strongly links with recommendation 3.2 (which focuses on the development of a training and development framework) and the summary of progress contained under that heading. A stakeholder forum took place in May 2014 at the Northern Institute of Social Justice (NISJ) which provided an opportunity for a working group to collect information and input regarding skills and attributes communities want to see in RCMP members and to further explore northern duty qualifications and required training for Yukon RCMP. The working group consists of representatives of the NISJ, Yukon RCMP, representatives of the Women's Coalition, the Department of Justice and the Women's Directorate,

The RCMP has amended the Letter of Expectations that is provided to all members seeking to be posted to Yukon under RCMP Divisional policy in order to ensure that potential candidates are aware of expectations relating to community involvement. The Division's Career Management policy also identifies the following characteristics as being desirable for members volunteering for Northern Service:

- Motivation, leadership, personal stability, stable family life, self-sufficient, adaptability/flexibility, patience, independent thinker;
- Innovative, team player requires minimum supervision, involvement and participation in community, client interaction/partnerships, commitment to the philosophy of Community Policing.

The RCMP continues to review the duration of postings to rural community detachments and policy was recently amended to reflect increases in posting duration in Carmacks and Mayo from two years to three years. The Division currently stresses to members posted in communities that their commitment is considered a minimum not a maximum length of stay, subject to exceptional circumstances. As long as the posting remains acceptable to them, their family and the community, and subject to other operational needs of the organization, many respond to encouragement from communities to extend beyond the minimum duration appearing in policy.

### **Recommendation 3.2 The RCMP Strategic Training and Development Framework**

That the Northern Institute of Social Justice, in consultation with Government of Yukon, "M" Division, Yukon First Nations and women's organizations, develop a training and development framework for RCMP members policing in Yukon. The framework should prepare members to provide policing services that are appropriate to Yukon citizens and should include information on:

- Yukon history and First Nation culture;
- dealing with vulnerable persons, including those who are acutely intoxicated, those with mental illness and those with FASD;
- responding to domestic violence and sexual assault;
- non-violent communication and de-escalation skills;
- respectful communications;
- how to work effectively in high-visibility, high-impact environments;
- supervisory and leadership training; and
- wilderness training.

The NISJ shall report back to the Yukon Police Council.

### **The RCMP Strategic Training and Development Framework (3.2)**

The Training and Development Framework is envisioned as a means of incorporating, on an ongoing basis, community needs and views into the development of the RCMP's annual strategic training plans in Yukon. Knowing what training the community feels is important for the RCMP will help to shape the selection and development of annual training programming. The Strategic Training Plan, developed annually, balances national mandatory training requirements, territorial and community priorities and the development needs and aspirations of the RCMP's employees against the resources and expertise available to deliver the training and the availability of members to be taken away from day-to-day policing duties in their communities.

A Committee consisting of representatives of the Northern Institute of Social Justice (NISJ), RCMP, CYFN Health and Justice, Women's Coalition, and the Department of Justice, has prepared a draft Framework for review by and feedback from representatives of Yukon First Nations, CYFN, women's organizations, Yukon RCMP, the Department of Justice, and other organizations, invited to attend the Training and Development Framework Forum hosted by the NISJ, Yukon College in conjunction with NISJ's annual Round Table consultation session with key stakeholders. Based on input from the forum, the document will be revised as required, by the committee.

#### Training Development and Delivery:

In addition to the overall Framework, the Northern Institute of Social Justice and Yukon College have developed a number of training courses and programs specifically designed to address needs identified in Sharing Common Ground.

Notably, a new Yukon First Nations History and Cultures Training was developed for the NISJ by the First Nation Initiatives (FNI) Department at Yukon College, who worked with Yukon First Nations to develop the program. Input was provided by CYFN, RCMP, Justice, and Health and Social Services. The training, delivered by FNI staff, incorporates the Cultural Protocols Toolkit developed by First Nations Health Commissioners. The toolkit was provided on a memory stick for each participant in the training program. While the training itself helps participants better understand a Yukon context, the

Cultural Protocols tool kit assists with understanding individual communities. The Learning Outcomes identified for this program include participant ability to:

- Recognize historic realities for Yukon First Nations and identify social and political forces that shape communities in the Yukon today;
- Recognize how their personal experiences and perceptions affect their work;
- Discuss self-government in a Yukon context;
- Demonstrate an awareness of Yukon First Nations world views on health, safety, wellness and the land;
- Recognize key Yukon First Nations protocols; and
- Identify, engage and utilize First Nations resources to better serve First Nation clients and communities.

This two-day training was piloted in October 2012 and February 2013 with the RCMP and Health and Social Services (YG). Employees of both organizations have trained together in this program. The pilot was reviewed with representatives of the NISJ, FNI, RCMP, and Health and Social Services (YG) in April 2013 to determine whether revisions were required. The training was offered again in October 2013, February 2014, and April 2014. Future offerings in 2014-2015 are also being planned. To date, approximately 50 RCMP employees have taken the training, and the RCMP continues to fill the course offerings made available.

### **Recommendation 3.3 New RCMP Introductions and Orientation**

That First Nations and municipal leaders ensure that members are introduced to community leaders, service providers and provided with an orientation to the community. This orientation should include understanding of the community's history, First Nation culture and language, and social context.

#### **New RCMP Introductions and Orientation (3.3)**

Introduction and orientation of new police officers remains an important focus for many communities. In some communities the process is well established, while in others it is a more informal ad hoc process, respecting the differences of each community.

For locations where a more comprehensive, community-led orientation is not yet available from the community, Yukon RCMP District Policing leadership has developed and implemented an orientation checklist for new members arriving in a community. The checklist includes introductions to First Nation and Municipal Leadership, the Community Justice Coordinator and the Community Mentor (Recommendation 3.4), and working partner staff, such as Conservation, Health Centre, Social Services, Recreation/Youth, School, Fire/Emergency Medical Services, Coroner, Justice of the Peace. The internal orientation also includes a review on detachment policies and protocols, operational statistics, and the Annual Performance Plan, developed in consultation with local First Nation and municipal leadership to capture and reflect community-level policing priorities in detachment activities and programming.

Detachment orientations are supplemented by interaction with the local mentors engaged in response to recommendation 3.4. The RCMP has identified people in each community who are interested in providing practical orientation to the community and the surrounding lands and waters. They have

also played a role in introducing newly arrived RCMP members to local culture and customs and other aspects of community life.

The Cultural Protocols Toolkit developed by Yukon First Nation Health Commissioners (see recommendation 3.2 for more detail) has been incorporated into the new Yukon First Nations History and Culture training offered by the NISJ.

New RCMP introductions and orientation remains an important theme moving forward.

### **Recommendation 3.4: Mentorship Program**

That "M" Division develop a community policing mentorship program to enable experienced members to support the development of others.

#### **Mentorship Program (3.4)**

Over the past two years, Yukon RCMP has sought out community mentors in each of its detachments. Local people who have in-depth knowledge of the area and culture have been approached to assist and work with police throughout their time in the community, but most particularly, when they first arrive.

The community mentors are currently helping their local RCMP staff gain practical knowledge of community culture and customs, local and First Nation government, and the land and waterways in the area.

Currently, community mentors are assisting the RCMP in communities across the territory. Volunteers include elders, current or former First Nation and community leaders, members of the Commanding Officer's First Nations Advisory Committee, and other interested and respected citizens. The community mentorship initiative links strongly with recommendation 3.3 (New RCMP Introductions and Orientation), which, in creating broader engagement with the community, will greatly expand and enhance what is currently being incorporated with community mentors.

Yukon RCMP have also identified three seasoned Northern Detachment Commanders to serve as mentors to provide guidance and coaching for newer Detachment Commanders. The mentors are given further guidance and support from the District Policing Officer and Senior District Supervisor on how best to implement and track the assistance they provide.

A number of experienced employees in specialized functions have been assigned to provide mentorship and coaching across the Division. Community mentors have made a number of valuable contributions, including:

- Advising and assisting in Search and Rescue operations in Teslin and Carmacks and provided advice in Faro with regard to missing persons;
- A community mentor in Carmacks was nominated to represent the community in the selection of a new Detachment Commander;
- In Old Crow, a community mentor has taken all the members out on the land and took the District Policing Officer to a cultural camp;

- In Pelly Crossing, the community mentor showed two new members how to dress a moose.

The District Policing Officer has implemented an acknowledgement record for new members going into communities to confirm they have met with key people and groups, including any community mentors. This program is another established practice that the RCMP has slated for incorporation into Division policy in the upcoming year.

### **Recommendation 3.5: Compassion Fatigue, Vicarious Trauma and Support**

That "M" Division review its policies, practices and programs for identifying and responding to members who may suffer from compassion fatigue, vicarious trauma or other related psychological issues and to ensure that members have access to the professional services and support they require.

#### **Compassion Fatigue, Vicarious Trauma and Support (3.5)**

This year, the RCMP has put a national focus on internal supports for employees, especially front-line responders. Initiatives are underway relating to harassment awareness and respectful workplaces, leadership and supervisory development, employee health and wellness, support services and peer support programs.

RCMP employees have participated in a course focused on trauma informed care through the NISJ since December, 2011. The courses were well received and the participants provided input with respect to increasing the focus on the effects of vicarious trauma and compassion fatigue on service providers. Opportunities for future training regarding vicarious trauma and compassion fatigue are being explored, including a new NISJ pilot training program on Vicarious Trauma and Compassion Fatigue specifically developed for the RCMP. The pilot will be offered in May 2014 and will be revised/adapted for delivery to others later in 2014-2015 and/or 2015-2016.

This recommendation is linked with recommendation 3.2, the training and development framework.



#### **Recommendation 4.1: Domestic Violence and Sexual Assault Framework Committee**

That the Department of Justice and "M" Division establish an interagency working group including representatives from First Nations, women's organizations and the Public Prosecutions Office, to develop a comprehensive framework for responding to domestic violence and sexualized assault.

The framework should include:

- the creation of an "M" Division domestic violence/abuse team with specialized training and skills;
- consideration of specialized prosecution services;
- clarification of the primary aggressor/dual charging protocols;
- an update of the role of the Sexual Assault Response Team (SART);
- clarification of victim service responsibilities, including victim assistance volunteers;
- specialized training for "M" Division members and other front-line responders on sexualized assault and domestic violence that addresses child custody issues and the enforcement of civil order and other regulatory remedies; and
- consideration of a legal advocate position to support women and/or a Yukon Court Watch Program.

#### **Domestic Violence and Sexual Assault Framework Committee (4.1)**

A Specialized Response Unit (SRU) was established in 2012-2013 within Yukon RCMP to focus on more effective responses to domestic violence and sexualized assault, and to improve coordination with other agencies. This team has enhanced training and knowledge of investigating and responding to sexualized assault, domestic abuse and child abuse. The Unit provides guidance, assistance and oversight to detachment members who are conducting domestic violence and sexual assault investigations, and lead investigations where specialized services are required. SRU has increased the interaction and communication between service providers, leading to better-informed, better coordinated and more comprehensive responses. An independent 3-year evaluation of the unit and program commenced in the spring 2013. With input from the evaluator, the SRU is tracking files to gather performance data.

The RCMP have an increased internal focus on completing risk assessments when there is conflict present in a call for service. Police are now assessing risk for future violence using consistent tools, helping those involved recognize risk and assisting with safety planning. As a result, more files are being correctly coded as domestic violence investigators use a broadened policy definition of intimate partner violence. Changes have been made to RCMP domestic violence policy with the support and input from community partners and new training for front line officers has been developed and implemented.

A Domestic Violence and Sexualized Assault Framework Development Committee was established with representatives from a Coalition of Women's organizations, a local Physician, Community Nursing, CYFN- Health and Justice, Kaushee's place, Family and Children's Services, Liard Aboriginal Women's Society, Yukon RCMP, Public Prosecution Service of Canada, Therapeutic Courts, Women's Directorate and Yukon Justice- Victim Services & Offender Supervision and Services. The Committee has focused on better understanding each other's mandates and policy frameworks, and has developed the preliminary components of a framework for responding to domestic violence and sexualized assault. In addition, a subcommittee, consisting of the Public Prosecution Service of

Canada, Yukon RCMP, Justice, Women's organizations and the Women's Directorate has worked to clarify charging protocols in domestic violence situations to support the safety of victims.

The Yukon Advisory Council on Women's Issues (YACWI), with support from the Women's Directorate and the Department of Justice, commissioned a research paper exploring the concept of a legal advocacy for women. YACWI is currently considering the results of that research.

The Sexual Assault Response Committee (SARC) has updated their Terms of Reference and continues to fulfill their mandate of coordinating social and medical agencies. SARC is a multi-disciplinary community of practice for sexual assault service providers consisting of representatives from Whitehorse General Hospital, Yukon Physicians, Kwanlin Dün Health Centre, Yukon RCMP, Public Prosecution Service of Canada, Government of Yukon, Justice, Victim Services, Government of Yukon, Health and Social Services, Family and Children's Services, Community Nursing, Alcohol and Drug Services, Government of Yukon, Women's Directorate, Yukon Women's Transition Homes (Kaushee's Place).

SARC meets monthly, and the committee's objectives include:

- Examining and promoting a comprehensive, integrated standard of care for victims of sexual assault;
- Supporting existing front line responders; and
- Identifying and addressing emerging concerns, service gaps and institutional deficiencies in response to victims of sexualized violence.

Coordination of responses to domestic violence and sexualized assault is an important theme moving forward.

#### **Recommendation 4.2: Arrest Processing Unit\***

That the Department of Justice construct a secure assessment centre\* with appropriate 24-hour medical support in Whitehorse to accommodate individuals who are detained or arrested by the RCMP and require secure custody, including acutely intoxicated persons.

#### **Arrest Processing Unit (4.2)\*** (\*Now officially known as the Arrest Processing Unit)

The Arrest Processing Unit (APU) has been built and officially opened at the end of April 2014 (although a transitional arrangement for housing RCMP prisoners at the Correctional Centre has been in place since January 2012). This joint initiative between Yukon and the RCMP has innovated the way persons arrested and detained are cared for in Yukon:

- All individuals detained by the RCMP are taken to the new Arrest Processing Unit attached to the Whitehorse Correctional Center.
- The Arrest Processing Unit is able to take advantage of the intended multi-use nature of the new Correctional Centre such as the Admissions and Discharge area, medical staff and examination rooms, office space and shared human resources.
- The Arrest Processing Unit includes designated male and female group and individual cells, separate youth cells, a police interview room, and a harm reduction cell. All prisoners detained

in Corrections custody are kept separate and apart from other inmates within the Correctional Centre.

- In addition to on-site medical personnel, police prisoners who have a medical condition on admission are assessed by Corrections nursing staff or EMS paramedics. Upon release, they are provided transportation home or to a service provider.

The RCMP Detachment cell area is no longer used to detain acutely intoxicated persons and has been repurposed to be used for short term temporary holding of persons as part of serious or sensitive criminal investigations, and other types of active investigations.

In preparation for occupancy of the APU, the Department of Justice has worked with the RCMP and EMS on new policy and procedures and has worked with partners to obtain additional training for APU staff. A Manager of Correctional Services position has been added to the Admissions and Discharge area/Arrest and Processing Unit, and this position is responsible for identifying ongoing training needs and quality assurance of operations.

#### **Recommendation 4.3: Interagency Response to Acutely Intoxicated Individuals**

That the Department of Justice, Emergency Medical Services, "M" Division and First Nations examine the feasibility of creating an intervention team consisting of a peace officer and an emergency medical service provider that would respond to calls for service involving acutely intoxicated people.

#### **Interagency Response to Acutely Intoxicated Individuals (4.3)**

The Minister of Justice communicates policing priorities to the Commanding Officer on an annual basis. The Minister's current policing priorities include the need to improve the police response to vulnerable populations, with a particular focus on individuals with mental health issues and addictions. The possible actions highlighted in the letter to the Commanding Officer include: ensuring appropriate training for frontline police responders based on national best practices; supporting and participating in interagency responses to mental health and addictions; and working with other service providers to share information, coordinate services and develop protocols, where appropriate, for individuals who require an enhanced response.

Yukon RCMP have dedicated an experienced regular member to examining best practices in police responses to vulnerable persons across Canada and also with building partnerships with key services providers in the community.



#### **Recommendation 4.4: High Risk Individuals**

That the Department of Justice and "M" Division establish an inter-agency working group consisting of representatives from the Women's Directorate, the Department of Health and Social Services, Emergency Medical Services, First Nations, women's organizations and Public Prosecutions Service of Canada to develop a comprehensive strategy for managing high-risk individuals who are frequent users and common clients of government services.

#### **High Risk Individuals (4.4)**

In June 2011, the Yukon Prolific Offender Management (POM) program was established to improve public safety by focussing the efforts of an inter-agency team on a small offender population which commits the greatest volume of serious crime in the community. These individuals are at a high risk of re-offending and have placed a significant burden on government service providers and the criminal justice system over the course of time. Efforts are made to engage them in the behaviour change process necessary for them to stop offending, while increased police attention encourages engagement and contributes to a timely and robust response to increased levels of risk or re-offending.

The POM Team is comprised of representatives of agencies that provide programs and services to this client group consistent with the goals and objectives of the POM program. The POM Team does not replace the individual accountability the partner agencies may have with respect to the client, or the authority of each agency and their respective legislated mandate. The Team includes representatives from Yukon RCMP, Public Prosecution Service of Canada, Kwanlin Dün First Nation, Council of Yukon First Nations, Yukon Department of Justice (Offender Supervision and Services, Corrections Branch, Public Safety and Investigations) and Yukon Health and Social Services

The POM Team is focused on a group of approximately nineteen clients. Clients have been selected into the program based on a history of frequent offending, non-compliance with Court conditions, the serious public impact of their offences and a medium to high risk of re-offending.

The program has shown positive results with clients in terms of a decrease in severity and frequency of offending and in accessing programs. The findings of the two year review suggest that there was a notable decrease in offending patterns of those who received the program compared to the waitlist control/comparison group where there was little change over time. The three year and final report on the results of the program will be finalized this fall. The POM team continues to meet regularly.



#### Recommendation 4.5: Victim Support 24 Hour Basis

That the Departments of Justice and Health and Social Services and First Nations lead an initiative and collaborate with "M" Division to ensure that citizens in Yukon have access to emergency victim support and social services on a 24 hour basis.

#### Victim Support 24 Hour Basis (4.5)

Victim Services has been exploring options for 24/7 service with the Victims of Crime Advisory Committee and others. Work on this recommendation has been closely connected to work on the Victims of Crime Strategy and several Sharing Common Ground recommendations.

One component has been the exploration of after-hours and crisis services. Yukon currently has an exchange of service agreement with Government of British Columbia to provide VictimLink, a crisis and support line for victims, on a 24 hour basis to Yukon communities. In January 2014, Victim Services provided funding to Kaushee's Place and Help and Hope for Families to collect data for three months on the crisis calls they receive on their 24/7 telephone lines. This initial data will support further discussions between government and non-government agencies and provide a snapshot of the current demand for service.

A second area of focus has been the clarification of roles between different agencies. The Department of Justice Victim Services Unit, RCMP Victim Assistance Volunteer Coordinator and Crown Witness Coordinator have clarified roles and opportunities to coordinate services between the three agencies. A third area has been the strengthening of processes for referring individuals to Victim Services including:

- Refining the "green card" system for police to refer individuals to Victim Services. This card has three parts and provides the opportunity for victims to consent to have Victim Services contact them. The card can also act as an information source and "take away" item for victims who do not consent at the time they are talking with police. This system has existed for a number of years but has been strengthened and aligned with the *Victims of Crime Act*
- Strengthening referrals from other services providers through the creation of a blue "consent" card which any service provider can use to explain victim services and provide contact information so that victims can consent to their information being passed on to Victim Services from any referral source. This is a new process and has helped clarify referrals and improve communication between agencies in support of clients.
- Victims of crime also continue to be able to access services directly by calling, or walking in.



### **Recommendation 5.1: Dialogue and Relationship Building**

That the Yukon Police Council, Government of Yukon, "M" Division, First Nations governments, municipalities and citizens continue the dialogue on policing to foster positive relationships between the RCMP and citizens towards increasing public confidence in the police service and reducing crime, including but not limited to these activities:

- planned updates on high-profile and serious matters;
- creation of an annual gathering to honour citizens who contribute to public safety;
- recognition of RCMP members for outstanding performance in building and maintaining community relationships;
- invitations to community leaders to attend graduation ceremonies at Depot; and
- support of youth programming in the community.

#### **Dialogue and Relationship Building (5.1)**

Ongoing dialogue and relationship building has been a critical component in overall implementation and in the implementation of each specific recommendation.

Over the past three years, an emphasis has been placed on building relationships among key partners in implementation, and in continuing the dialogue with community organizations such as the Women's Coalition, the First Nation Justice Network and others.

There have been many examples over the three years, notably:

- In March, 2013, the Liard Aboriginal Women's Society and the Watson Lake RCMP Detachment completed a two-year series of relationship-building workshops with the signing of a joint community safety protocol. The protocol sets out processes and commitments for maintaining and continuing to strengthen the relationship that has been built between police and Kaska women, and for enhancing the safety of women and community members;
- In several communities detachments have been logging their unstructured and informal community activities – ranging from attending community gatherings to stopping to play basketball with youth in the schoolyard. Information on these activities is being presented to local leadership at meetings to demonstrate how RCMP members are active in the community outside of their formal duties;
- Minister of Justice Community Safety Awards" were developed in 2012 as an opportunity to recognize and celebrate citizen and police officer involvement in keeping Yukon communities safe; and
- The Yukon Police Council has included rural visits in their meeting schedule, in an effort to continue to promote dialogue and engagement among community members.

Yukon RCMP has reached out on a number of occasions to invite community partners and service providers to collaborate on news releases. Through this kind of ongoing collaboration, for example, members of the Women's Coalition contributed safety information from women's perspective on a release regarding a report of a sexual assault where a continued risk to the public was a possibility. Recently, Bringing Youth Toward Equality (BYTE) provided similar input on a release concerning online risks to children and youth.

The RCMP also regularly consult with community organizations and several have been invited to make presentations to operational watches and units in order to educate members about their roles and capabilities and to give the community groups more insight into the members' perspectives as well.

### **Recommendation 5.2: Increasing the Number of Women and First Nation Citizens in Delivery of Policing Services**

That the Department of Justice, "M" Division and First Nations explore best practices and innovative methods of increasing the number of women and First Nations citizens involved in the delivery of policing services:

- working with the Northern Institute of Social Justice to develop a Yukon First Nations career orientation program to prepare citizens for RCMP training at Depot Division, or for other careers in the justice system;
- developing a recruitment strategy to encourage female and First Nation citizens to enter the RCMP; and
- examining the feasibility of establishing a renewed special constable program, community safety officer program or similar initiatives.

### **Increasing the Number of Women and First Nation Citizens in Delivery of Policing Services (5.2)**

#### First Nation Law Enforcement Career Orientation Program

The Police and Justice Careers Orientation Program (PJCOP) was piloted from June 4-15, 2012 at Yukon College with site visits throughout Whitehorse. The program was intended primarily for First Nation people and women interested in a career in the RCMP or the justice field.

The RCMP participated extensively in the development and delivery of the program. At the organizing committee level, they contributed to the definition of program objectives and scope, and during delivery, provided an overview of RCMP structure, functions and decision-making in Yukon, gave a recruiting presentation and arranged a tour of RCMP facilities in Whitehorse. The PJCOP program and curriculum development was funded through a contract with CYFN. The delivery was funded by the NISJ.

Participants were provided with an introduction to key concepts and background common to all justice careers, practical information about the recruiting process and preparatory steps needed to enter a variety of career paths.

Of the 18 participants who enrolled in and completed the program, 11 self-identified as First Nation. Of the 18 participants, 11 were female. At the end of the 2-week pilot program, a number of students indicated a desire to enter the justice field but were undecided about their career choice/path. Of the 18 students who had made decisions:

- 2 students began immediate planning to enter the RCMP;
- 1 student applied on a job competition at the Whitehorse Correctional Center (WCC);
- 1 applied as a Diversion/Peacemaker Program Coordinator at a Yukon First Nation; and
- 1 went overseas to teach English as a second language but planned to return in 6 months and apply for a job with Adult Probation or the Young Offenders Facility. (Note: the individual did

meet with the NISJ to talk about career possibilities and followed-up with public and non-profit sector organizations.)

Participant feedback was sought throughout the pilot as well as during the final session. Participant feedback and NISJ Project Team recommendations were included as part of the PJ COP Final Report which was provided to the project partners (CYFN, RCMP, and Yukon Justice).

The NISJ will explore the extent of the interest in this type of program at the high school level and interest in and possible funding sources for future delivery.

Examining the feasibility of establishing a renewed special constable program, community safety officer program or similar initiatives:

The Department of Justice works closely with Yukon and national RCMP and receives information regarding current RCMP pilot projects across the country. The RCMP presently has pilot programs in several jurisdictions including the Community Constable program and Community Program Officer. Department of Justice is working with the RCMP to review information from these pilot projects and related evaluations of the programs to determine suitability in a Northern policing environment.

Increasing the number of women and First Nation citizens in delivery of policing services:

Yukon RCMP currently compares favorably to the national picture, in terms of the proportion of Women and First Nation employees. In Yukon, Women currently account for 15% of regular members. There are 15 regular members - 11% of the Division, who have self-identified as being of First Nation ancestry, compared with 8% nationally.

Even with exemplary representation, the Division continues its efforts to attract Yukoners – particularly women and First Nations persons – to careers in the RCMP.

In addition to participating in the delivery of the Policing and Justice Career Orientation Program, which was tailored for a primary audience of women and First Nation candidates, Yukon RCMP continues to support a number of other activities that contribute to Yukon recruiting:

- The Division has reserved funding to support, on an annual basis, two positions on the Aboriginal Pre-Cadet Training Program, which allows First Nation candidates to attend a preparatory session at Depot;
- The Division continues to fund summer student positions where candidates are available.
- The National recruiting program has supported Yukon by incorporating Yukon media in its national advertising campaign and funding some advertising to promote local recruiting events; and
- A proactive recruiter based in Northern British Columbia has made additional visits to Yukon, holding on-site recruiting presentations.

In fiscal 2013, nine career presentations, which serve as the first stage of the recruiting process, were held, including seven specifically tailored for First Nation candidates. A total of one hundred eleven persons attended the career presentations, one third of which (thirty-seven) were women. Four Yukon candidates were successfully admitted to the examination phase of the recruiting process, of which two were First Nation candidates and two were women. The recruiter also held special events for Visible Minorities, hosted by Yukon's multicultural community.

### **Recommendation 5.3: Personal Video Devices**

That "M" Division monitor the national pilot project on the use of personal video devices and, if the project is successful, adopt the technology for Yukon.

#### **Personal Video Devices (5.3)**

Body-worn video remains a topic of interest, and the RCMP has announced the resumption of research into the feasibility of body-worn video devices. As a result, the national examination of body-worn video options and issues, which includes assessments of potential privacy impacts, data security, legal considerations and information management requirements as well as the technical aspects, will continue.

Yukon RCMP currently has video cameras installed in the majority of its patrol cars. A replacement program to install the latest technology in all front line vehicles is taking place during 2014. The cameras include audio which can capture activity taking place in or around the vehicle. As well, the Arrest Processing Unit, and interview rooms continue to be subject to video surveillance. Upgrades have been undertaken in order to provide quality images and robust equipment.

### **Recommendation 5.4: Operational Communications Centre**

That "M" Division examine the operation of the police Operational Communications Centre as it relates to response to communities and consider any improvements to make it more responsive to communities.

#### **Operational Communications Centre (5.4)**

Based on feedback received during the Review of Yukon's Police Force, the Manager of the Operation Communications Center (OCC) engaged a consultant to deliver a professionalism workshop in February 2011 to assist operators in their direct interactions with the public.

Where their work schedule permits, Police Dispatchers have been taking opportunities to visit communities to familiarize themselves with detachments, community layouts and local geography and culture.

The Manager of the Operation Communications Center has developed outreach materials explaining the operation of the Operation Communications Center and its current policies and practices, and has delivered presentations on the Operation Communications Center to a variety of groups. During National Telecommunications Week, in April, 2013, an extensive presentation and tour of the OCC was given to members of the media as part of an ongoing series of media education sessions being offered by the RCMP. The Whitehorse Fire Department and Yukon Emergency Medical Services also took part as partners. This session also received extensive media coverage, giving Yukoners a better appreciation of the OCC's capabilities and processes.

In addition, a group of 28 service providers and community partners in Haines Junction attended another session offered by the OCC manager with highly positive feedback.

Yukon RCMP has drawn on a specialist to improve accountability, service delivery and employee wellness. A work plan is being implemented and changes have been made to improve supervision, quality of service, professionalism and workplace wellness.

### **Recommendation 5.5: Community and Restorative Justice Processes**

That Justice Canada, the Department of Justice, "M" Division and First Nations review different approaches to community and Aboriginal justice in order to ensure all communities are offered the opportunity to implement community and restorative justice processes.

#### **Community and Restorative Justice Processes (5.5)**

Currently, there are nine community based restorative justice projects supported by a cost-share between Yukon Departments of Justice and Health and Social Services, and the Department of Justice Canada. These community and restorative justice projects are developed and run by the community and incorporate culturally relevant responses and processes, and traditional values and laws with the mainstream justice system to repair the harm, and help keep members of their community safe.

Community and restorative justice projects are located in eight Yukon communities: Old Crow, Dawson City, Ross River, Haines Junction, Teslin, Carcross, Watson Lake and in Whitehorse- at Kwanlin Dün First Nation and the Skookum Jim Friendship Center. These community and restorative justice projects include a variety of delivery methods, including conferencing, circles, clan based systems, Elders boards and committees. Representatives from Yukon and Canada support the delivery of restorative justice initiatives by providing training, support, information sharing and policy development and act as a liaison between community and other stakeholders and through national forums for discussion on restorative justice.

The RCMP and Yukon Justice were active partners in delivery of a Northern Restorative Justice Symposium hosted in February 2014 by the National Joint Committee, of which the Commanding Officer is a member. The symposium brought together 70 participants and presenters from Yukon First Nation communities, Yukon RCMP Detachments and senior officials from federal and territorial justice (Public Prosecution Services Canada, RCMP, Correctional Services Canada, and Yukon Department of Justice) – a first for the National Joint Committee in Canada to meet with First Nations to engage and enhance restorative practices in communities.

A network of Community Justice Workers and Aboriginal Courtworkers is ongoing. Representatives from the network recently attended training on "Gladue reports", and a Gladue Report Writer Referral Roster has been established.

Support continues with other Yukon communities in developing restorative justice alternatives. Community Justice and Aboriginal Courtworker program service carriers have acknowledged an increase in communication and networking with federal and provincial justice partners towards strong working relationships, and support in implementing pre and post charge diversion and restorative practices across the Yukon. Some communities are in restorative justice development and others have made programs available:

- Vuntut Gwitchin First Nation, Old Crow, Public Prosecution Services Canada and RCMP have implemented a Memorandum of Understanding for Diversion;
- Champagne & Aishihik First Nations review and provide input into the annual local RCMP Priorities;
- Carcross/Tagish First Nation pre and post charge circles involve the RCMP;
- Teslin Tlingit Council Peacemaker Diversion;
- Kwanlin Dün First Nation Land Based Healing Option;
- Tr'ondek Hwech'in Youth and Elder Bullying Talking Circles, and traditional law research; and
- Liard First Nation pre and post charge circles with support from RCMP, and Elders talking circles at both the elementary and secondary schools in Watson Lake.

The National Joint Committee will be working with Community Justice and Aboriginal Courtworkers to continue conversations on restorative justice in 2014- 2015.

Results of the environmental scan have identified promising best practices and evidence based programming to pilot restorative practices within the Whitehorse Correctional Centre and the Justice Wellness Centre.

### **Recommendation 5.6 Resource Review**

That "M" Division conduct a resource review to assess whether the division has adequate resources to meet its priorities.

#### **Resource Review (5.6)**

The Department of Justice and the RCMP work closely to ensure a professional, efficient and effective territorial police service that represents good value for money and promotes the principles of public trust, transparency and accountability. In response to the Sharing Common Ground recommendation and to inform strategic planning efforts, the Department of Justice enlisted an independent contractor with experience in evaluating current police resources, their utilization and different service delivery models. The contractors Perivale and Taylor carried out interviews with representatives of the Department of Justice, Government of Yukon, Yukon RCMP and British Columbia RCMP, along with document examination, quantitative analyses of financial and workload data, site visits, ride-alongs, and a literature review. The resource review, along with other analysis, will inform RCMP and Department of Justice strategic planning in the coming years.



### **Recommendation 5.7: Focus on Northern Policing**

That the Northern Institute of Social Justice develops a special focus on Northern policing that would provide research capacity to develop innovative approaches to policing in the North.

#### **Focus on Northern Policing (5.7)**

"Policing in Northern and Remote Canada", a national symposium, was hosted in Yukon September 18th – 20th, 2012. The Symposium brought together 120 presenters and participants – all with an interest in sharing information and raising questions about policing in northern and remote communities.

The Symposium provided the opportunity to raise the profile of the challenges and opportunities associated with policing in a northern and remote environment. Discussions took place around the types of skills, attributes and orientation required for police officers in order to meet challenges of policing in northern and remote communities; what types of supports and strategies are important to attracting and retaining police officers with the right skills and attributes, and; how to encourage their integration in northern and remote communities.

Discussions are ongoing through partnerships with the Department of Justice, Yukon RCMP, Northern Institute of Social Justice, Yukon College, Simon Fraser University and Public Safety Canada, with a common purpose to improve, encourage and enhance policing and community partnerships in the North.

### **Recommendation 5.8 Official Languages Act**

That "M" Division review its services to the Francophone community in order to ensure compliance with the federal *Official Languages Act*.

#### **Official Languages Act (5.8)**

Yukon RCMP continues to maintain its commitments under the *Official Languages Act*, which include the provision of bilingual services in three detachments – Whitehorse, Beaver Creek and Old Crow, as well as headquarters functions and territory-wide services such as the Operational Communications Centre.

These commitments are monitored through regular reporting to the RCMP's national Directorate of Diversity and Official Languages.

The Division continues to post its public communications in both official languages on its external web site, and has designated one bilingual media relations spokesperson. The Operational Communications Centre, which provides dispatch services Yukon-wide, also has 24/7 access to an external real-time translation service that can be engaged at any time to assist French-speakers as well as those who require assistance in other languages.

Although the Yukon Headquarters of the RCMP is not designated as a bilingual workplace, an executive level official languages champion has been identified to use and develop official languages within the RCMP, and to promote compliance with the RCMP's public obligations under the *Official Languages Act*.

Yukon RCMP has also maintained open channels of communication with the Francophone community through L'Association Franco-Yukonnaise, Les EssentiElles and other community organizations.

### **Recommendation 6.1: External Investigations and Review Policy**

That in implementing the interim RCMP External Investigation and Review policy, "M" Division first contact a civilian police investigation agency. If investigators are not available, the "M" Division shall call upon a provincial or municipal police force, and only if an independent investigator or municipal or provincial police force is not available, "M" Division shall request assistance from another RCMP division. In all cases where RCMP external investigators are used "M" Division shall request that the CPC assign an independent observer to monitor the investigation.

#### **External Investigations and Review Policy (6.1)**

It is important that the public is confident that investigations into the actions of the RCMP are thorough and impartial. The RCMP supports the role of an independent agency when Yukon RCMP is involved in a serious or sensitive incident. Prior to June, 2013, the RCMP External Investigation and Review Policy directed that an appropriate provincial or federally established body be engaged. Where no such body existed within the jurisdiction, an independent provincial or municipal police force could be asked to conduct the investigation. When a provincial or municipal agency was not available, the policy then allowed a separate RCMP Division to investigate.

In February 2010, the RCMP implemented the External Investigation and Review Policy. This policy was engaged six times in the years following the release of the Sharing Common Ground report:

- January 2011 – Lacombe Police – Use of Force complaint – Whitehorse. This independent investigation is concluded. No charges were recommended.
- April 2011 – Camrose Police – Use of Force complaint – Carcross. This independent investigation is concluded. No charges were recommended.
- July 2011 – British Columbia RCMP – Use of Force complaint – Dawson City. This independent investigation is concluded. No findings of improper use of force.
- October 2011 – Alberta Serious Incident Response Team (ASIRT) – Police-involved shooting – Dawson City. This independent investigation is complete. No charges were recommended against the involved RCMP members.
- January 2012 – Lethbridge Police – Use of Force complaint – Whitehorse. This independent investigation is complete. No charges were recommended.
- January 2013 – Yukon RCMP – Investigation into Off-Duty RCMP member and Operation of Private Aircraft. This investigation was reviewed by Alberta Serious Incident Response Team (ASIRT) who supported Yukon RCMP recommendation to proceed with criminal charges.

In some situations, recognizing that the public is particularly sensitive to the issue of police investigating police conduct, Yukon RCMP, in consultation with the Department of Justice and community leaders, invited in outside investigators to look into cases that would not normally meet

the criteria requiring an external investigation, but seem to be sufficiently sensitive to warrant independent treatment.

In June 2013, the federal *Enhancing Royal Canadian Mounted Police Accountability Act*, proposed as Bill C-42, received royal assent. It contained provisions that essentially enshrine the external investigations policy in statute, so that the RCMP is required by law to seek an external, independent investigator in cases where the RCMP is involved in incidents that result in death or serious injury.

Under Recommendation 6.2, Yukon has entered into an agreement with the Government of Alberta to make the Alberta Serious Incident Response Team (ASIRT) available to conduct these independent investigations in Yukon.

### **Recommendation 6.2: Agreement with Alberta Serious Incident Response Team**

That the Department of Justice enter into an agreement with an existing civilian police investigation agency to provide external investigations as required by "M" Division.

#### **Agreement with Alberta Serious Incident Response Team (ASIRT) (6.2)**

The Alberta Serious Incident Response Team (ASIRT) is a civilian-led investigation agency that provides external investigations of serious incidents involving police in Alberta. ASIRT is an agency of the Government of Alberta; it is led by a civilian director who is a lawyer and Crown Prosecutor. Its investigations are conducted by four civilian investigators and ten sworn police officers seconded from a variety of police agencies in Alberta.

The Yukon Department of Justice signed a Framework Agreement with the Department of the Solicitor General and Public Security, Government of Alberta for the use of ASIRT for independent external investigations in Yukon of serious incidents involving RCMP members. In addition, a procedural agreement between RCMP, Department of Justice and Alberta's ASIRT was signed in late 2012 and ASIRT has been engaged to assist in a number of matters to date.

Since its implementation in 2012, ASIRT completed one full independent external investigation and has also responded to requests from the RCMP and Department of Justice to make its investigators available to provide oversight or review of cases that would not meet the threshold for requiring an external investigation. In these cases, the RCMP sought external review in order to preserve accountability and maintain confidence that its internal investigation processes were professional and unbiased.

There is also provision within the agreement for the appointment of a "community liaison" during investigations of serious incidents. A draft protocol has been developed by Alberta, Yukon RCMP and the Department of Justice and has been shared with Council of Yukon First Nations, Kwanlin Dün First Nation and the Women's Coalition and is under development.



### **Recommendation 6.3: Roster of CPC Observers**

That the Yukon Police Council work with the Commission for Public Complaints (CPC) to develop a roster of Yukon citizens who would be available to act as CPC observers when the CPC is called in.

#### **Roster of CPC Observers (6.3)**

In March 2007, the Commission for Public Complaints against the RCMP implemented an innovative pilot project that assigned Commission staff to observe and assess the impartiality of the investigations conducted by British Columbia RCMP involving high-profile and serious incidents such as in-custody deaths. This pilot project stemmed from the concerns that a police force should not investigate itself for incidents involving police members such as those that cause serious injury. The RCMP initiated an external review and investigation policy in 2010 which provided that an independent police service would be called in to investigate such incidents.

The Co-Chairs for the Police Review initially recommended that the CPC establish a roster of trained Independent Observers from Yukon who could be called upon when required. However, the need for Independent Observers has been addressed by the Agreement with Government of Alberta for the use of ASIRT in 2012. ASIRT will carry out all independent investigations of serious incidents involving Yukon RCMP members and will also review investigations conducted by the RCMP for less serious matters related to member conduct at the request of the Department of Justice and RCMP. A Community Liaison may be appointed during any ASIRT investigation to ensure effective and appropriate communication with the affected community and to review the investigation for its thoroughness and impartiality.

### **Recommendation 7.1: Meet with Leadership**

That on receipt of the report the Minister of Justice shall meet with Yukon First Nation leaders to review its recommendations and receive their input into the development of the implementation strategy.

#### **Meet with Leadership (7.1)**

In February 2011, the Minister of Justice met with First Nation leadership to discuss the Sharing Common Ground Final Report and next steps; the meeting resulted in agreement on priorities for implementation and a working group to guide implementation that included representatives from Kwanlin Dün First Nation and CYFN. This ad hoc working met over the course of the first year, at which time a more formal working group, with additional members (NISJ and Women's Coalition) was established, with an official sunset on March 31, 2014. Since early 2014, work has been underway to develop a new, long-term multilateral committee to replace the original working group. The new committee will continue to monitor, advise and collaborate on solutions pertaining to community safety issues.

### **Recommendation 7.2: Implementation Strategy**

That the Minister of Justice, in consultation with "M" Division, Yukon First Nations, municipalities and women's organizations and service providers, prepare an implementation strategy for how to respond to the recommendations in the Report.

#### **Implementation Strategy (7.2)**

Following receipt of the report, the Minister of Justice directed the Department of Justice to begin implementation of the priority recommendations followed by additional recommendations guided by the working group.

### **Recommendation 7.3: Progress Report**

That one year following receipt of the report, the Minister of Justice table a report annually in the Yukon Legislative Assembly and with Yukon First Nation leadership on progress in implementation of the recommendations of the Report, and that this report also be submitted to the RCMP National Aboriginal Policing Services Branch and the Commissioner of the RCMP.

#### **Progress Report (7.3)**

This document represents the final report on the progress on implementation of Sharing Common Ground recommendations.

A formal one year progress report was also produced in May 2012:

[http://www.policereview2010.gov.yk.ca/pdf/Sharing\\_Common\\_Ground\\_Implementation\\_One\\_Year\\_Update\\_May\\_2012.pdf](http://www.policereview2010.gov.yk.ca/pdf/Sharing_Common_Ground_Implementation_One_Year_Update_May_2012.pdf)





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