



## Business Case

Committee Name MYP	Submitting Unit/Detachment CROPS CORE Community-Industry Response Group	Business Case Number MYP-17-PBL-057
Support of DMT Sponsor C/Supt. Dave ATTFIELD	Author Insp. Chuck MCDONALD	Date (yyyy-mm-dd) 2017-01-17

### Request Justification

1. Identify resource type requested (e.g. quantity of capital item and/or employee category (RM, CM, PSE, etc.) and rank/subgroup (Cpl., CP-02, AS-05, IM-02, etc.). Indicate current Establishment.  
) This is a request for a person unit, with project space and vehicles. There will also be start-up cost, as it is a new unit, with no access to a parent operational unit. HR: Vehicles: (for travel to Interior). Project/ work space for persons, including an office. Office equipment.

#### 2a. Provide a concise rationale for the request.

The Federal government has given approval to expand the existing crude oil pipeline that goes from Alberta through B.C. to the Pacific Coast. It will twin the pipeline, tripling the existing capacity. Several community groups and individuals have expressed strong opposition, and are expected to demonstrate against the expansion, and may attempt to physically prevent construction. There are previous incidents which support this conclusion. The CO E Division has directed the creation of a team to proactively support the development of an effective and consistent approach to the situation. It will align with the impartial role of police in ensuring a measured response to maintaining public safety. The Community-Industry Response Group (CIRG) will have strategic oversight of events and incidents relating to the pipeline expansion. It will also monitor other energy resource developments. CIRG will coordinate information sharing and planning for events. It will coordinate planning for key response units. CIRG will coordinate the proper collection of file materials for potential disclosure requirements.

This business case is in alignment with the Provincial Support Team that has not been funded. Should the PST be funded, the BC RCMP would consider this person unit to be inter-related and a defacto part of the PST.

#### 2b. Provide any other options considered and reasons for not selecting the options.

STATUS QUO: This is not an option, as there have already been public order issues. More are certain to occur.

BUILD A LARGER UNIT THAN PROPOSED: A business case for this option was presented in Oct, 2015, and again in Oct, 2016. In Nov, 2016, it was withdrawn and we were advised it will not proceed.

#### 3. Briefly describe the anticipated outcomes if this request is approved.

1. Creation of expanded Liaison Team capability within the Division, to be operational by Summer, 2017. Functional partnerships with policing partners with a focus on this issue. Media engagement on proactive messaging.
2. Training provided to Liaison Teams, Silver Commanders, and public order resources. Ongoing professional development.
3. Creation of a Silver cadre in critical areas. Development of Silver operational plans. Establishment of operational rhythm, including regular reporting to CrOps.
4. A consistent, measured, effective and impartial police response relating to the pipeline expansion.

#### 4. Describe the top risks if this request is not approved. Also describe how these risks would be mitigated if this request is not approved.

1. Inconsistent policing practices, increasing the risk of confrontation with police.
2. Loss of opportunities to learn from each event and apply the lessons to future events.
3. Lack of coordination with partners (communities, industry, government, policing partners)
4. Lack of situational awareness in the Division.
5. No strategic oversight of policing operations relative to this issue.

# Business Case

Protected A  
once completed

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## Financial Summary

Contact your [Financial Analyst](#) to assist with the financial spreadsheet. Once numbers are confirmed, complete this summary table. Indirect Costs include pensions, employment insurance contributions, divisional administration, training, External Review Committee / Police Complaints Commission, etc. Indirect costs do not apply to corporate or federal requests.

Fiscal Year (yyyy-yyyy)	FTE RM Growth	FTE PSE Growth	FTE CM Growth	Total Salary and Allowance Costs	Total Operating Costs	Total One-time Start-up / Capital Costs	Total Direct Costs	Total Indirect Costs	Grand Total
2017-2018									\$1,323,452.00
2018-2019									\$1,034,483.00
2019-2020									\$1,049,279.00

Please provide details for **Total Operating Costs** (Examples: overtime, standby-pay, building leave costs, RO580 expenses).

Operating costs include: Overtime, Travel, Training, and minimal RO580 requirements, as well as, Division control costs.

Operating costs in the first year are nearly double of the future years as a result of setup and research for a newly formed unit.

Please provide details for **Total One-time Start-up Costs** (Examples: furniture and fit-up, computers) and **Total Capital Costs** (Examples: vehicles, radios, boats).

One-time Setup includes the reconfiguration of office space, computers/workstation, and general office setup.

Capital requirements include vehicles and Fit-up.

It is important to support your business case with evidence. Supporting evidence: Information on crime rates (StatsCan, EDCAS Dashboard) environmental indicators such as (for Detachments): availability of community mental health services, local economic conditions. **Non-detachments:** Changes in technology, mandatory reporting, workloads, change to policies).

There have been several instances over the past 2.5 years relating to pipeline expansion. Some of the more dramatic events occurred before the Federal government approved the KM expansion:

There was wide public response to the announcement. It was mixed positive and negative, both in First Nations communities and other communities, both large and small. It was clear from previous events, and public discourse, that there would be occasions where there would be disruption of public order. Noteworthy among previous events:

- a prolonged protest on Burnaby Mountain in November, 2014, relating to KM exploratory work before the expansion request was even submitted to government; there was public confrontation with police
- several street demonstrations have occurred in the Province in the past two years, pre-approval
- a protracted and sometimes violent protest and police confrontation occurred in Standing Rock, North Dakota in 2016; protesters attempted to physically stop construction; several Canadians attended that protest and have publicly vowed to bring that approach to the KM expansion

Post-approval, there was a protest against a KM public information meeting in Coquitlam in January, 2017. There is other information publicly available that indicates an ongoing intent by diverse groups to protest against KM expansion, and others intend to physically stop construction. These are situations to which the police are expected to attend.

Measuring results: How will you measure success if funded (e.g. improvement in crime stats, improvement in client/community rating, impact on case loads).

1. Communications are well established with all stakeholders as soon as possible
2. Training is completed, and ongoing professional development is occurring (debriefs, doubling Silver commanders, etc)
3. A holistic, comprehensive approach is in place by early Summer, 2017
4. While construction is occurring, demonstrations and protests are handled in a consistent, measured, effective and impartial way

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Business Case request impact on Division Performance Plan Priorities and Measures as per PPSA and the 2015-17 Performance Plan. There are three "E" Division priorities named in the 2015-2017 Performance Plan. Each has a number of measures (see below). Rate the impact, likelihood and urgency of your business case on each measure using the scale: (1) very low, (2) low, (3) neither low/high, (4) high, (5) very high and N/A for not applicable. Use the comments section to expand on the priority measure scores.

Enhanced Public Safety	Impact	Likelihood	Urgency	Comments
Road Safety	N/A	N/A	N/A	
Domestic Violence	N/A	N/A	N/A	
Reduce Crime	4	4	4	
Law Enforcement Education, intelligence sharing, and Enforcement of National Security	4	4	5	
Diverse Communities	4	5	3	
First Nations	5	5	5	
Outreach to Vulnerable Groups	3	4	4	
Fiscal Accountability	Impact	Likelihood	Urgency	
Efficient HR Management	4	4	3	
System and Process to Minimize Admin Tasks				
Modernization	Impact	Likelihood	Urgency	
Collaboration between Police and Ministries	4	4	4	
Innovative Crime Reduction	4	4	3	
Efficient Specialized Operations/Admin	4	4	5	
<b>Average Risk:</b>		<b>4 . 07</b>		

Link to mandatory policies: Show the link between this request and the contractual requirements of policing services, PPSA, health and safety, and other contractual obligations.

1. Provincial Policing Service Agreement, Articles 2.1 and 2.2, provision of provincial policing
2. Municipal Policing Service Agreement, Articles 2.1 and 2.3, provision of municipal policing

Link to local priorities: Detachments, show how your request links to and supports local public safety priorities. For others, show how your request supports your unit/branch's strategic priorities.

National Strategic Framework: A safe and secure Canada

Priorities covered:

- Aboriginal Communities
- Economic Integrity
- Youth
- National Security

## Submission Instructions

Upon completion of this Business Case, send it to the "E" Division Business Assurance Coordinator

## To be Completed by OSB

Record of Decision       Approved       Not Approved       Approved-in-Principle      Date of Decision (yyyy-mm-dd)

**Dave ATTFIELD - Re: Draft Meeting ROD's re Detachment v. C-IRG Event Related Responsibilities DD COB 17-12-01**

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**From:** Dave ATTFIELD  
**To:** FOX, Veronica  
**Date:** 2017/12/04 8:58 AM  
**Subject:** Re: Draft Meeting ROD's re Detachment v. C-IRG Event Related Responsibilities DD COB 17-12-01  
**CC:** BREWER, John; BURLEIGH, Deanne; Baker, Jan; McDONALD, Chuck; Uzelac,...

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Hello Veronica,

Thanks for highlighting that change. I agree that normally the BN would flow that way but per the conversation in the meeting, we'll amend this, i.e. that the POJ will do the event specific BN's unless other arrangements have been made with Gold or Silver.

Otherwise, I have received no other suggestions so this can serve as the final ROD for our business rules.

Best regards,

C/Supt./Surint. principale Dave Attfield o.2562

Deputy Criminal Operations Officer - "E" Division Core Policing /  
Officier responsable des enquetes criminelles Service de police de base - Division E

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>>> Veronica FOX 2017/11/28 8:55 AM >>>

Sir,

I've saved your draft to the file and have updated the Business Rules related to Briefing Notes.

In regards to point #3: In keeping with the G/S/B model it has been put forth previously that briefing notes should come from the bronze commander directly to silver command for approval and dissemination. Do you wish to spell that out in the ROD?

Vee



>>> Dave ATTFIELD 2017/11/28 6:36 AM >>>

Good Morning,

Thanks everyone for the input at yesterday's meeting. This was very helpful in setting the stage for what is to come over the months and years ahead.

Please review the following draft ROD's and provide any feedback you have...

DRAFT ROD's:

**In a manner consistent with the Gold Commanders Policing Strategy:**

**1. Investigations -**

POJ responsibility for events includes investigations from the beginning until final disposition. In the course of the event, this includes, arrest, processing and scene management with the support of assistance units as required.

Given the likelihood that specific persons may be subject to multiple investigations in the course of the project, C-IRG will monitor all operational files; track as they progress through the court system and ensure that Silver and Gold are updated on a regular basis and consulted on any decision to not recommend charges. C-IRG will also liaise with Crown to ensure there is an appropriate and consistent strategy in place for all prosecutions pertaining to the project.

**2. Event level Operations Plans and Related Costs**

POJ (sub-bronze) is responsible for event-related operations plans. This includes requests for assistance units and the incorporation of their subsidiary plans and related costs into the event plan. The POJ OIC or NCO I/C or delegate will review and sign all operations plans created by support units including anticipated costs that would be billed to their collator. Assistance units will also ensure that the POJ is notified of any significant costs changes as soon as practicable. All operations plans must align with the Bronze (District) and Silver Operational Plans and also be signed by the Bronze and Silver.

**3. Communication, Briefing and Reporting**

POJ is responsible for specific, event-related briefing notes and media communications unless other arrangements have been made. C-IRG will be responsible for regular briefings and situation reports relating to the project as a whole.

C/Supt./Surint. principale Dave Attfield o.2562

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Officier responsable des enquetes criminelles Service de police de base - Division E

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# Community Industry Response Group

## Information Management Business Rules



PRIME File ED 2017-2755

ADMIN File 243-4-E145/2017

Authored By: Sgt. Veronica FOX



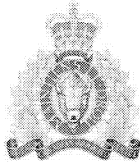
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## E Division 2017-2755; 243-4-E145/2017: Community-Industry Response Group

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### 1. Overview

The Community-Industry Response Group (C-IRG) provides strategic oversight addressing energy industry incidents and related public order, national security and crime issues. Established in 2017 in response to the Trans Mountain Expansion Project (TMEP), C-IRG operates under the E Division RCMP Criminal Operations Core Policing Support (CROPS) Office. Its mandate is to ensure a consistent, standardized and impartially administered police response across the province.

C-IRG espouses a measured approach to facilitating the peaceful resolution of public disorder issues. That is, the deliberate employment of proactive engagement characterized by open communication, critical thinking and dialogue is emphasized. Tactical response is deployed if necessary in a manner appropriate to restore the peace while respecting the lawful exercise of personal rights and freedoms including lawful advocacy, protest and dissent.

RCMP information holdings for C-IRG operations are managed on the Event Management System (EMS) under file number 243-4-E145/2017. The file will be maintained by E Division Administrative Information Management at the conclusion of the file. These guidelines are framed in accordance with Information Management Manual (IMM) [App. 2-1-1](#).

**ADMIN #:** 243-4-E145/2017

**PRIME #:** ED 2017-2755

**Collator:** E0418

**IO#:** 736503



## 2. Roles & Responsibilities

### 2.1. Gold Silver Bronze (GSB) Command<sup>1</sup>

C-IRG operates under the Gold Silver Bronze (GSB) structure of command. GSB is a framework for delivering strategic, tactical and operational response to an incident, operation or event. Under the GSB structure, processes are established to facilitate the flow of information in order to ensure that decisions are communicated effectively and documented as a part of an audit trail. The command structure is role, rather than rank, specific and allows for flexibility in application to a multi-agency response. Various Bronze and Sub-Bronze Commands can be stood up or down at the direction of Silver Command during an operation or event.

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<sup>1</sup> College of Policing. Retrieved 2017-03-08. <https://www.app.college.police.uk/app-content/operations/command-and-control/command-structures/>

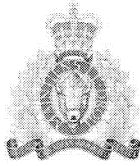


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## 2.2. C-IRG Organizational Chart





### 2.3. Gold Commander

The C-IRG Gold Commander is a senior level manager trained in GSB, experienced in project management and both tactical and administrative police duties. The C-IRG Gold Commander holds overall authority over processes occurring during both the Planning and Operational Phases of C-IRG operations.

The C-IRG Gold Commander holds ultimate authority in the development of a regional strategy and has ultimate strategic oversight for the response to individual incidents or events. The Gold Commander holds high-level oversight of police response directed by Silver and Bronze layers of command.

#### **The C-IRG Gold Commander:**

1. Provides strategic oversight over C-IRG processes, both planning and operational;
2. Makes strategic decisions to be documented as Records of Decision;
3. Reports to the E Division Senior Management Team via CROPS;
4. Liaises with Government, Industry and Community stakeholders during planning or operational phases.

The C-IRG Gold Commander is responsible for the ongoing preservation and organization of their own information related to C-IRG operations. Information Resources of Business Value (IRBV) (ie: documents that detail or influence decision making) shall be forwarded to the C-IRG Silver File Coordinator for inclusion of the dataset.

### 2.4. Silver Commander

The C-IRG Silver Commander is a senior level manager trained in GSB, experienced in project management and both tactical and administrative police duties. An area of specialization should include Critical Incident or Incident Command. The Silver Commander coordinates the implementation of the Gold Command Strategy. During operational phase(s), the Silver Commander commands and coordinates the overall tactical response in compliance with this strategy.

#### **The C-IRG Silver Commander:**

1. Prepares Silver Operational Plans;
2. Leads meetings with stakeholder and partner agencies;
3. Makes operational decisions to be documented as Records of Decision;
4. Reports to Gold Command and RCMP senior management via Briefing Notes and Situation Reports;
5. May liaise with Government, Industry and Community stakeholders during planning or operational phases;
6. Provides direction to Bronze Command.



## 2.5. Silver Staff Officer

The C-IRG Staff Officer is a police officer experienced in operations and tactics who directly assists the Silver Commander in attaining planning and operational objectives. The Silver Staff Officer is directly accountable to the C-IRG Silver Commander.

### The Silver Staff Officer:

1. Coordinates the logistics of tactical operations and strategies as directed by the Silver Commander;
2. Identifies resourcing needs and addresses them with the Silver Commander;
3. Assists in the preparation of Silver Operational Plans and the review of Bronze and Sub-Bronze Operational Plans;
4. At the direction of Silver Command, provides guidance to Bronze and Sub-Bronze Command levels;
5. Assists the Silver File Coordinator in ensuring the Information Management Business Rules are followed;
6. Participates in meetings with stakeholder and partner agencies;
7. Prepares Records of Decision, Briefing Notes and Situation Reports as directed by the Silver Commander.

## 2.6. Silver File Coordinator

The C-IRG Silver File Coordinator is a police officer or civilian member experienced in investigation and data management who is responsible for the control, supervision, organization and disclosure of file documentation. The Silver File Coordinator holds lead responsibility for the disclosure and ATIP processes and is accountable directly to the C-IRG Silver Commander.

### The Silver File Coordinator:

1. Develops a documentation, tracking and filing system which will meet the long-term needs of C-IRG;
2. Maintains record and continuity of Records of Decision, Briefing Notes, Situation Reports and other documentation of IRBV produced by C-IRG members;
3. Collects, collates and appropriately files relevant documentation from outside agencies;
4. Ensures full compliance of the Information Management Business Rules from all personnel providing data to the file;
5. Is responsible for file integrity, quality assurance and regular maintenance of the data set;
6. Ensures timely access to information to Police of Jurisdiction and other agencies as directed and authorized by the Silver Commander;
7. Applies appropriate security classifications to the electronic and hard copy storage of all information and data;



## E Division 2017-2755; 243-4-E145/2017: Community-Industry Response Group

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8. Responsible for submitting, editing or removing entries in PRIME and CPIC;
9. Maintains record of C-IRG administrative functions including attendances at conferences, presentations made to project stakeholders and operational guidance provided to Police of Jurisdiction;
10. Develops and maintains the Document Types and Naming Conventions List;
11. Participates in meetings with stakeholder and partner agencies;

### 2.7. Bronze Intelligence Officer

The C-IRG Bronze Intelligence Officer is a police officer or analyst experienced in investigation and the intelligence process. The Bronze Intelligence Officer is responsible for coordinating the gathering and collating information to assist C-IRG operational processes. The Bronze Intelligence Officer reports to C-IRG Silver Command.

#### **The Bronze Intelligence Officer:**

1. Gathers information from various sources
3. Supervises research assistants;
4. Liaises with Police of Jurisdiction on matters related to the C-IRG mandate;
5. Participates in meetings with stakeholder and partner agencies.

The C-IRG Bronze Intelligence Officer is responsible for the ongoing preservation and organization of their own information related to C-IRG operations. Information Resources of Business Value (IRBV) (ie: documents that detail or influence decision making) may be forwarded to the C-IRG Silver File Coordinator for inclusion of the dataset or may be retained by the Bronze DLT Commander in accordance with RCMP policy on operational and administrative file management (IMM - Ch. 1.1. Information Management Stewardship).

### 2.8. Bronze Division Liaison Team (DLT)

The Division Liaison Team is comprised of police officers trained in conflict resolution and community outreach and engagement who work within the strategic framework set forth by the Gold Commander. The DLT is responsive to the direction of the Silver Commander, via a Bronze DLT Commander.

The role of the DLT is to engage protesters, protest groups and persons engaged in spontaneous events in order to facilitate peaceful and lawful demonstration after initial interaction with the police of jurisdiction. Where there is a large planned event, where practical, DLT members will engage with these persons and groups proactively in consultation with the police of jurisdiction.



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DLTs will provide police willsays as required on operational files.

The designated Bronze DLT Commander is responsible for the ongoing organization of information related to the team's involvement in C-IRG operations. Information Resources of Business Value (IRBV) (ie: documents that detail or influence decision making) may be forwarded to the C-IRG Silver File Coordinator for inclusion of the dataset or may be retained by the Bronze DLT Commander in accordance with RCMP policy on operational and administrative file management (IMM - Ch. 1.1. Information Management Stewardship).

### 2.9. Bronze Geographic Command

There are four designated Bronze Geographic Commanders in E Division: Bronze Geographic Lower Mainland District (LMD); Bronze Geographic Southeast District (SED); Bronze Geographic North District (ND); Bronze Geographic Island District (ID). During periods of operational activity, a Geographic Bronze Commander will be stood up by the Silver Commander only as needed.

The Bronze Geographic Commanders are experienced police officers with management, leadership and supervision experience. Ideally, they are trained in GSB and experienced in Incident Command. Bronze Geographic Commanders are responsible for coordinating any operational response in their communities in compliance with the Gold Command Strategy and Silver Operational Plan. It is essential that Bronze Geographic Commanders are familiar with the structure and operations of their geographic commands as they will be responsible for directing operations within their jurisdictions.

Bronze Geographic Commanders will be responsive to the Silver Commander and direct the actions of the Sub-Bronze Commanders in their geographic areas of responsibility.

#### **The Bronze Geographic Commanders:**

1. Prepare Bronze Operational Plans and forward them to the Silver Commander for review;
2. Consult on the designation of Sub-Bronze Commanders as needed during phases of operation;
3. Direct operations within their divisional jurisdiction during phases of operation;
4. Identify personnel or equipment needs and communicate them to Silver Command;
5. Participate in meetings with stakeholder and partner agencies.

The C-IRG Bronze Geographic Commanders are responsible for the ongoing preservation and organization of their own information related to C-IRG operations. Information Resources of Business Value (IRBV) (ie: documents that detail or influence decision making) shall be forwarded to the C-IRG Silver File Coordinator for inclusion of the dataset.



## 2.10. Bronze Division Emergency Operations Centre (DEOC)

The decision to activate the Division Emergency Operations Centre (DEOC) will be made on a case-by-case basis by C-IRG Gold and Silver Command, in consultation with CROPS. In the event that DEOC is stood up to respond to a short-term or protracted event in the division, the Bronze DEOC Commander may also be stood up.

The Bronze DEOC Commander is a police officer, trained in GSB and experienced in Critical Incident, Incident Command or Event Management. The Bronze DEOC Commander will oversee operations within DEOC which will include addressing Staffing and Personnel as well as Materials and Equipment.

The C-IRG Bronze DEOC Officer is responsible for the ongoing preservation and organization of their own information related to C-IRG operations. Information Resources of Business Value (IRBV) (ie: documents that detail or influence decision making) shall be forwarded to the C-IRG Silver File Coordinator for inclusion of the dataset.

## 2.11. Bronze Operational Support Units

Should an event requiring C-IRG involvement occur within the division, several units may be activated, as needed, as directed by Gold and Silver Command and in consultation with the involved Bronze Geographic Commander. These units include, but are not limited to:

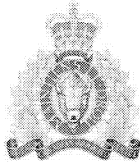
These Bronze Operational Support Units will be responsible for the ongoing preservation and organization of their own information related to C-IRG operations. Information Resources of Business Value (IRBV) (ie: documents that detail or influence decision making) shall be forwarded to the C-IRG Silver File Coordinator for inclusion of the dataset.

## 2.12. Sub-Bronze Police of Jurisdiction

Individual Police of Jurisdiction across the province of British Columbia hold the designation of Sub-Bronze Police of Jurisdiction. RCMP jurisdictional police are responsive to their designated Geographic Bronze Commanders.<sup>2</sup> During periods of operational activity, a Sub-Bronze Commander will be stood up in each RCMP jurisdiction as needed.

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<sup>2</sup> C-IRG Gold and Silver Commands will liaise with and engage municipal police agencies as partners in C-IRG operations, but hold no direct command authority over them.



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The Sub-Bronze Geographic Commanders are experienced police officers with leadership and supervision experience. Ideally, they are trained in GSB and experienced in Incident Command. Sub-Bronze Geographic Commanders are responsible for coordinating any operational response in their communities in compliance with the Gold Command Strategy, Silver Operational Plan and Bronze Geographic Operational Plan. It is essential that Sub-Bronze Geographic Commanders are familiar with the structure and operations of their detachments as they will be responsible for directing operations within their detachment areas.

Sub-Bronze Geographic Commanders will be responsive to their Bronze Geographic Commanders

### **The Sub-Bronze Police of Jurisdiction Commanders:**

1. Prepare Sub-Bronze Operational Plans and forward them to the Bronze Commander for review;
2. Direct operations within their detachment area of jurisdiction during phases of operation;
3. Identify personnel or equipment needs and communicate them to their Bronze Commander;
4. Participate in meetings with stakeholder and partner agencies.

The C-IRG Sub-Bronze Police of Jurisdiction Commanders are responsible for the ongoing preservation and organization of their own information related to C-IRG operations. Information Resources of Business Value (IRBV) (ie: documents that detail or influence decision making) shall be forwarded to the C-IRG Silver File Coordinator for inclusion of the dataset.



### **3. C-IRG Operations**

#### **3.1. Long-Term Strategy Development & Ongoing Operations**

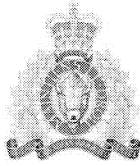
C-IRG performs a key role in education and skills development for members who will or are likely to be required to respond to public order issues related to the energy sector. It is imperative that Police of Jurisdiction provide a measured and consistent response to lawful assembly, disturbances or criminal offences.

The Long-Term Strategy Development may include:

1. An internal or external communications plans developed in partnership with E Division Communications;
2. Community and industry outreach emphasizing public safety and impartial application of legislation;
3. Support to Police of Jurisdiction through planning assistance, training, and oversight during operational phases;
4. Liaise with crown counsel to ensure there is an appropriate and consistent strategy in place for all prosecutions pertaining to public order issues;
5. Liaise with various other stakeholders in the criminal justice system to ensure seamless processes between agencies.

#### **3.2. Event Management**

Responsibility for the management of events, either pre-planned or spontaneous, rests with the Police of Jurisdiction. This includes initiating and conducting criminal investigation(s), making arrests, processing persons in custody and scene management. Assistance may be attained from various support units as required.



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When police become aware of a planned or spontaneous public order event or incident related to the C-IRG mandate, the following steps will be taken:

**Public Order Event/Incident (planned or spontaneous) comes to attention of police**

1.





### 3.3. Operational Funding

The Jurisdictional Bronze Commander is responsible to produce event-related operational plans. Bronze level operational plans must document consideration of and requests to assistance units, including costs for same to be billed to their collator. The Bronze Commander will obtain subsidiary operational plans from assistance units which will addressing costing for operational support.

Assistance units will produce subsidiary plans which shall be reviewed and signed by the Bronze Commander and the Silver Commander as well the Bronze Commander's OIC or NCO i/c (or delegate). Assistance units will ensure that the police of jurisdiction are notified of any significant costs changes as soon as practicable.



## 4. Records Management

### 4.1. Record Storage Location

All administrative information for C-IRG operations will be saved under file **ADMIN #: 243-4-E145/2017**. This file is held on the Event Management System (EMS).

Shared Drive space located at

Shared Drive space is utilized for the ongoing management and maintenance of IRBV prior to final preservation on EMS.

**PRIME #: ED 2017-2755** was created to capture PRIME queries and allow for cross referencing of operational police files created over time.

### 4.2. Record Format

With the exception of original documents for which the original signature is required and bulky items which cannot be scanned, all information going to the administrative file will be held electronically. All information on record must be converted to PDF prior to closure of the file so that no further changes can be made. The best practice is for this to be an ongoing process conducted by the Silver File Coordinator.

All hardcopy IRBV will be scanned and destroyed in accordance with RCMP policy on digitization and destruction of IRBV (IMM – Ch. 2.5).

### 4.3. Record Naming Conventions

Properly named electronic files are easier to organize, preserve, file and search. C-IRG employs a unique naming convention that is compatible with administrative filing.

Document naming conventions contain:

- A prefix indicating the **File Owner** (ie. CIRG, KM, LEGAL);
- A **Document Descriptor** (ie. Operational Guidance; Briefing Note; Analysis Report);
- **Event or Issue Title** (ie. KM Injunction; 2018-03-17 Dis-Obedience; Regulatory vs Criminal Code Enforcement);
- **Date and Time**<sup>3</sup>.

**PREFIX\_ Document Descriptor\_ Event or Issue Title\_ DATE TIME**

Ex. CIRG\_Situational Awareness\_2018-03-23 Defend the Water\_180315 1419

Ex. LEGAL\_Court Proceedings Update\_ KM Injunction 2018\_180315 1639

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<sup>3</sup> The time notation is specifically important for emailed documents.



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Ex. KM\_Business Letter\_Notice of Maintenance Langley August 2017\_170717

Note that in limited circumstances, a document may not include an Event or Issue Title. This will only include generic or overarching documents such as non event-specific operational plans.

Ex. CIRG\_Silver Operational Plan V1.0\_180103

### 4.3.1. File Owner Prefix

Short prefixes shall be used to identify the ownership of saved documents. Prefixes shall refer to organizations, companies or groups but not individual persons. Prefixes should be no more than a few letters long. The Silver File Coordinator will keep a ledger of prefixes for various document owners. For open source or for when ownership is ambiguous, the prefix may be omitted.

### 4.3.2. Document Descriptor

The document descriptor must easily identify the content of the document. Overly generic terms such as “email” or “report” are to be avoided. Instead, utilize terms to name the document that would be useful in a future search for a specific topic or *type* of information. Appropriate document descriptors may include Situational Awareness, Operational Guidance, or Analysis Report. The Silver File Coordinator will keep a ledger of document descriptors.

### 4.3.3. Event or Issue Title

Each document shall be associated to an event or issue.

#### Events

C-IRG performs a number of administrative and operational actions which link to community or activist events and industry activities. A title for each of these shall be assigned by the Silver File Coordinator.

Event titles shall include the date of the event. For occurrences that run more than one day, the first date of the event or activity shall be used. Once an event has been named, that title shall be consistently used in naming subsequently associated documents.

Event Titles shall be formatted as follows: DATE EVENT (2018-03-17 Dis-Obedience).

#### Issues

Some information generated by C-IRG pertains, not so much to specific events, but rather, larger issues. A title for each of these shall be assigned by the Silver File Coordinator.

Issue titles will likely not include a date. Once an issue has been named, that title shall be consistently used in naming subsequently associated documents.



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### 4.3.4. Date/Time

Each document shall end with its date. Time shall also be included in the 24-hour format if known. Date and time shall be formatted as follows: YYMMDD HMM (180315 745) or YYMMDD HHMM (180315 1445).

### 4.3.5. Police File Numbers

C-IRG will generate and collect documentation pertaining to police of jurisdiction across the Province of British Columbia. To ensure documentation of police files are properly organized and differentiated by jurisdiction, utilize the two letter prefix utilized in callsigns at the beginning of each file number. The Silver File Coordinator shall keep a list of prefixes. Reference to police files and reports shall be formatted as follows: PREFIX YEAR-FILE NUMBER (BU 2018-1234)

## 4.4. Record Filing System

### 4.4.1. Information Resources of Business Value (IRBV)

Information Resources of Business Value (IRBV) refers to information resources in any format that document or support departmental activities. Business value is determined by the content, not the format, of a piece of information.

Examples of IRBV may include:

1. Documentation on the delivery of services;
2. Records of Decision;
3. Documentation that enables decision making;
4. Documents that have policy, program or legal implications.

All IRBV shall be retained on the C-IRG Administrative file and managed according to RCMP policies on Information Management. The Silver File Coordinator will need to use judgement to determine what information is of IRBV and what is transitory. Note that transitory in an administrative file has a different context than in an investigative file. See Section 4.7. Electronic Communication for more on this specific to C-IRG operations.

For further information on IRBV, see the IRBV Video and “Managing Your Information”<sup>4</sup> in the appendix of these business rules.

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<sup>4</sup> Developed by information management specialist Maggie HUMEN.



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### 4.4.2. Administrative Information Classification & Retention Structure (AICRS)

The recording of decisions and processes as well as preservation of IRBV associated to the C-IRG file will be managed by the Silver File Coordinator in accordance with the Administrative Information Classification and Retention Structure (AICRS).

- **Group 1 - General Administration**
- **Group 2 - Personnel**
- **Group 3 - Finance**
- **Group 4 - Equipment & Supplies**
- **Group 5 - Buildings & Real Property**
- **Group 6 - General Services**
- **Reference**

The AICRS folder structure has been established within the Event Management System (EMS) Planning Module, which will house IRBV for the C-IRG file (see Section 5.2.2.3. Event Management System (EMS) for further details).



Sub-Category folders within the AICRS Groups 1-6 shall be utilized as approved by the Silver File Coordinator. In order to ensure consistency in filing, any parties entering documentation into the dataset, shall consult with the Silver File Coordinator to determine the proper Group and Sub-Category in which to file a particular document. The Silver File Coordinator shall note designated Group and Sub-Categories assigned to specific documents on the Document Descriptors Ledger.

### 4.4.3. Grouping Within AICRS by Event or Issue

Within the AICRS folder structure, individual documents are to be further organized by Event or Issue. Where possible, the Silver File Coordinator shall combine individual PDFs into single PDF documents organized by bookmarks.

Complete the following steps:

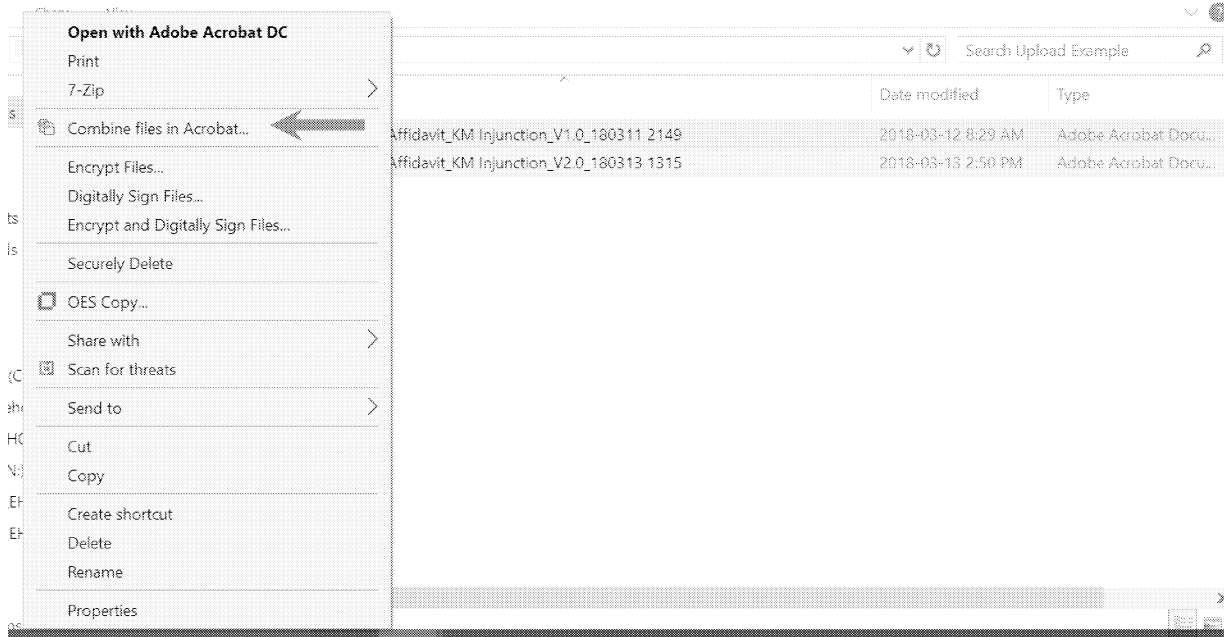
1. Identify documents to combine;

Name	Date modified
 LEGAL_Police Affidavit_KM Injunction_V1.0_180311 2149	2018-03-12 8:29 AM
 LEGAL_Police Affidavit_KM Injunction_V2.0_180313 1315	2018-03-13 2:50 PM



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2. Right click and select Combine files in Acrobat... from the dropdown menu;



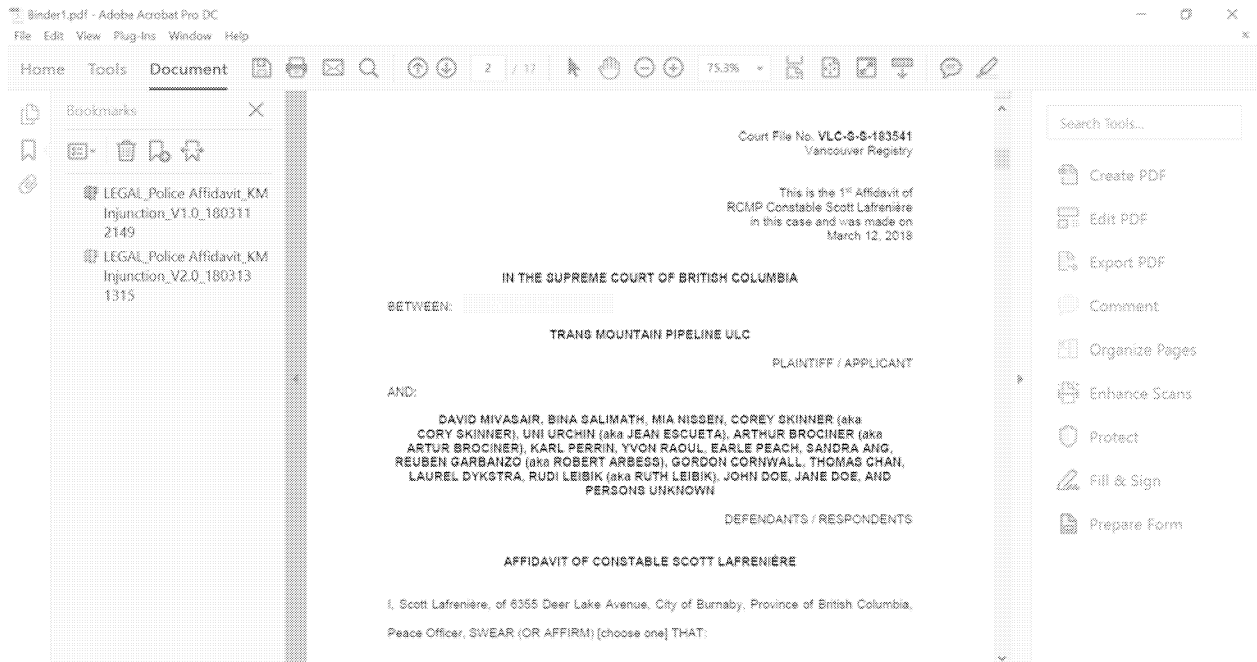
3. Select Combine Files;





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- The individual PDFs will combine into one document with auto-populated bookmarks;



- Save this new combined PDF according to the naming conventions. For the date, include the total time span in the bundled document (ie. 180901 1201 to 180926 1134). Include multiple prefixes if necessary.

### *Tips & Tricks: Combining PDFs*

The order of documents and associated bookmarks will auto-populate based on the naming conventions of the original documents. Depending on the circumstances, it may be necessary to combine documents in chronological order. When doing so, it is advisable to utilize a numbering system to ensure documents are combined in the proper order. Prior to combining PDFs, add numbers to the beginning of the prefixes. Alternatively, cut and paste the date and time to the beginning of the naming convention prior to combining.

Another method of combining PDFs includes clicking and dragging documents together. Note that this method will not auto-populate bookmarks. They will then need to be added manually.

Combining PDFs according to issue will reduce workload associated to uploading files to EMS. However, the Silver File Coordinator must use judgement to ensure that PDFs are grouped, ordered and combined in a meaningful manner. The goal is to combine files in a manner that will allow for easy organization and searchability. Combined PDFs should include only one Event or Issue title and generally only one document descriptor.

### 4.5. Administrative Documents

C-IRG utilizes a number of documents in order to record and organize the ongoing activities of the unit.



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4.5.1. Operational Log / Administrative Tracker<sup>5</sup>

The Operational Log / Administrative Tracker is maintained by the Silver File Coordinator or their designate. The Operational Log / Administrative Tracker is a chronological record of C-IRG operations and is useful as an evaluative tool for the progress and processes of the unit.

CIRG -- Operational Log & Administrative Tracker						
Date	Client	Type of Assistance	C-IRG Personnel	Summary of Service	Follow-up	
2017-09-06	Port of Vancouver	Meeting	BREWER	At approximately 1030 hours on 2017-09-06, Supt BREWER attended meeting at Vancouver Fraser Port Authority on marine-based safety set up by Port of Vancouver. First meeting of various stakeholders related to marine safety and energy sector arranged by Security Specialist (Port of Vancouver). Supt BREWER received a short tour of facilities following the meeting.	Continuation of C-IRG in meetings to be determined by Silver and Gold Command.	
2017-09-06	E Div Comms	Meeting	FOX, UZELAC	At approximately 1800 hours on 2017-09-06, Sgt UZELAC and Cpl FOX attended meeting at EHQ regarding advanced media planning set up by E Div Comms. First meeting of various stakeholders related to energy sector arranged by Alma EDWARDS, Communications Specialist (EHQ, RCMP).	KM communications produces regular, publicly available media releases etc. They can fan these out at request. Cpl FOX is arranging a Proxy Email that can receive these fan out emails moving forward.	
2017-09-07	CIRG Stakeholders	Meeting	BREWER, FOX, UZELAC	At approximately 1300 hours on 2017-09-07, Supt BREWER hosted the CIRG Stakeholders Meeting at EHQ. Cpl FOX took minutes (see notebook).		

4.5.2. Event Tracker

The Event Tracker is maintained by the Silver File Coordinator and Silver Staff Officer or their designates. The Event Tracker is a chronological record of energy sector events and/or incidents falling within the nexus of the C-IRG mandate.

The Event Tracker is considered a transitory document. It will serve as a tool to track and report on the total number of incidents resulting in police response during C-IRG operations. However, formal record and documentation of events shall be done using the EMS Planning Module.

EVENT	TITLE	LOCATION	Host/ Organizer	POJ	START DATE	END DATE	CIRG Involvement
1	KM Info Session	MERRITT	Kinder Morgan	Merritt RCMP	2017-02-21	2017-02-22	
2	KM Info Session	HOPE	Kinder Morgan	UFVRD	2017-03-07	2017-03-07	
3	KM Info Session	CHILLIWACK	Kinder Morgan	UFVRD	2017-03-08	2017-03-08	
4	Toxic Tour & Intersection	BURNABY	BROKE 350 Vancouver	Burnaby RCMP 2017-11592	2017-03-24	2017-03-24	
5	Voices from the Sacred Fire	VANCOUVER	SFU Harbour Centre	VPD	2017-03-24	2017-03-24	
6	KM Info Session	COQUITLAM	Kinder Morgan	Coquitlam RCMP	2017-01-04	2017-01-04	
7	Tank Farm Rally	BURNABY	SFU Burnaby Mountain	Burnaby RCMP	2017-04-05	2017-04-05	
8	Walk 4 Salish Sea & Fossil Fuel Freedom Fest	LMD & ID	Social Environmental Alliance (SEA)	Multiple	2017-05-25	2017-05-28	
9	Raise a Paddle	NORTH VANCOUVER	Pacific Climate Warriors	North Vancouver RCMP	2017-05-14	2017-05-14	

<sup>5</sup> The use of the Operational Log / Administrative Ledger ceased in December 2017 when the regular use of the EMS Planning Module was initiated.





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The Event Tracker will allow for:

1. An overview of known energy sector events occurring over time and C-IRG's operations vis-à-vis such events;
2. Linking of events to groups, individuals or locations for information purposes;
3. Linking of events to police file numbers.

### 4.5.3. Record of Decision

C-IRG will maintain record of all strategic decisions made during the course of C-IRG's operations. Record of Decision documents will be produced by either the Gold Commander or Silver Commander and submitted to the File Coordinator for inclusion in the file.

Properly produced and filed Record of Decision documents will allow the decision maker(s) to easily track and locate all strategic decisions made during the course of C-IRG's operations. Record of Decision documents do not replace the need for the taking of operational or administrative notes or the proper documentation of briefings.

Decisions made at a specific time may be subject to the scrutiny of court or legislative bodies at a much later date. Appropriately documented decisions will aid in the preparation and defending of the resulting police actions. Key decisions should be recorded in a concise manner and address all factors that were considered in the decision making process. If the decision was made as a result of a consultative process, the Record of Decision document should reflect who was involved in that process.

The types of decisions that should be documented in a decision log include, but are not limited to:

1. Decisions regarding the development of best practices;
2. Decisions regarding the interpretation of policy and resultant guidance and/or direction provided to Bronze and Sub-Bronze Commands;
3. Decisions regarding identification or elimination of Persons of Interest;
4. Decisions regarding community outreach procedures initiated;
5. Decisions as to why an avenue of inquiry or action was not pursued.

Documentation must include:

1. What decision was made or recommended;
2. The rationale for making the decision;
3. Proposed approach and options related to the decision;
4. How the proposed decision was or should be implemented;
5. Consideration of strategic communications;
6. The date and time the decision was made;
7. The names of all others who were involved in the decision making process.



#### 4.5.5. Situational Awareness Documents

Analysts and/or the Bronze Intelligence Officer will produce summaries

These summaries will inform the decision making of Silver Command. Analyst-produced summaries and associated screen capture documents will be maintained by the Silver File Coordinator.

#### 4.5.6. Sensitive Materials

All material of a sensitive nature and/or at the Protected C security level will be maintained

#### 4.5.7. Briefing Notes

Briefing Notes are an important means to track C-IRG processes, notify senior management of current operational posture and engage Police of Jurisdiction. Police of Jurisdiction will be responsible for specific, event-related briefing notes and media communications unless other arrangements have been made. C-IRG will be responsible for regular briefings and situation reports relating to the project as a whole.

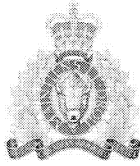
##### Briefing Note Tips & Tricks

Some police personnel use the terms "Briefing Note and Situation Report (Sit Rep) interchangeably. For organization purposes, all such documents shall be designated as Briefing Notes on the C-IRG file.

#### 4.6. Notebooks

##### 4.6.1. Regular Duties & General Operations

Individual members performing administrative and/or operational duties for C-IRG will be responsible to maintain continuity of their own notes and notebooks. No special project notebooks will be issued for C-IRG operations.



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As C-IRG will have direct dealings with community and industry partners, it is imperative that notes can be easily vetted to protect sensitive information such as vulnerable party identification (tombstone data) and industry trade or proprietary information.

It may be necessary, periodically, to submit notes to the File Coordinator to meet the requirements of an ATIP request or to support an investigation.

### 4.6.2. Deployments

Special project notebooks will not be issued for periods of operational deployment. Members deployed to various locations will be responsible for the maintenance and continuity of their own notes. Police response while deployed may require that PRIME files be generated. Notes taken regarding such calls for service must be scanned/copied and forwarded to the appropriate PRIME file as per Operational Manual Ch.25.2. The PRIME file will be cross-referenced with PRIME #: ED 2017-2755.

### 4.7. Digital (Video) Recordings

Gold and Silver Command authorize the use of three types of video recording during events for situational awareness or evidence gathering. The type of devices to be utilized vary based on situational factors and the purpose of taking video footage at events.

#### Body Worn Cameras (Recording)

Body Worn Cameras shall be used in C-IRG operations with the authorization of Gold, Silver and the jurisdictional Bronze and/or Sub-Bronze Command only. A request to obtain BWCs shall be initiated by the jurisdictional Bronze or Sub-Bronze Command and forwarded to Silver and Gold Commands for consideration and referral to CrOPS. Bronze IM+T shall be consulted prior to and updated during the deployment of BWC.

Deployment of BWC shall be in accordance with national policy (see OM – ch. 25.5 Body Worn Video). No detachment-based or makeshift solutions for BWCs are permitted by policy.

Any recordings produced from the use of BWCs shall be deemed the evidence of the jurisdictional police. Videos will be housed on an associated detachment PRIME file. The video retention period shall be tied to the file retention (based on scoring).

#### Live-Stream Cameras (Non-Recording)

Gold and Silver Command may authorize the use of live-stream cameras which may either be worn on the person or mounted on a vehicle, building, or other structure. Only live-stream solutions provided by E Division IM+T are authorized for use by Gold and Silver Command. Alternate solutions may be considered by Gold and Silver Command and may be approved on a case-by-case basis.

If deployed, live-stream cameras will be utilized for situational awareness purposes only.



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### Hand Held Cameras (Recording)

Hand held cameras shall be utilized to capture footage of organized arrests. Cameras for this purpose may be obtained from E Division IM+T. Detachment-owned cameras may also be used with the input of Gold and Silver Command.

Footage of an organized arrest shall comply with the following:

1. Include an overview pan of the arrest scene, capturing the activity upon which the arrest is based;
2. Reading of an injunction (if applicable);
3. Reading of charter rights to each individual arrested, capturing their replies to same;
4. Footage date and time stamped.<sup>6</sup>

Any recordings produced hand held cameras shall be deemed the evidence of the jurisdictional police. Videos will be housed on an associated detachment PRIME file. The video retention period shall be tied to the file retention (based on scoring).

### 4.8. Electronic Communication

Anyone holding IRBV in any format (IMM Ch. 1.1. – 5.1.1.2) related to C-IRG operations must forward that information to the Silver File Coordinator to be captured in the file.

#### 4.8.1. Blackberry Messages (BBM) and Texts of IRBV

Pin to Pin, Blackberry Messenger, social media messages, instant messages and text messages that contain IRBV must be captured to the file as per RCMP InfoWeb, OISP Best Practices, IMM and RCMP IM Fact Sheets. Information from phones, such as text messages, will be screen captured and forwarded as an attachment to the Silver File Coordinator.

#### 4.8.2. Email Communication of IRBV

Email is a primary mode of communication for the administrative functions of policing. The nature of C-IRG operations means that the majority of documents requiring preservation will be in the form of emails. Often, official documents are forwarded to various persons via an email and it may be important to preserve not only the official document, but also information pertaining to who received which official document on what date.

Unlike with traditional investigations handled under Major Case Management rules, it is not reasonable to expect members involved in administrative roles, such as those of C-IRG, to curtail their email communication. However, it is also not feasible or necessary for every email generated to be saved. The Silver File Coordinator will need to use judgement to determine which emails are of

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<sup>6</sup> If date/time stamping not possible on issued camera, state the date and time at the beginning and end of each clip.



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IRBV and which should be considered transitory. Note that transitory in an administrative file has a different context than in an investigative file.

Examples of IRBV emails may include:

1. Recommended corrections or vetting of an operational plan beyond simple grammar and formatting;
2. Decisions impacting policy or operations;
3. Direction provided impacting operations;
4. Anything that might *realistically* have legal ramifications.

Examples of Transitory emails may include:

1. Generalized planning or notifications regarding attendance at an event;
2. Setting up meeting times;
3. Email replies thanking the sender for information received;
4. Back and forth discussions about updating minor details of an operational plan, prior to an email indicating the implemented changes.

It is incumbent upon each individual involved in C-IRG to identify and forward IRBV emails to the Silver File Coordinator. The File Coordinator can not preserve IRBV that they do not know exists.

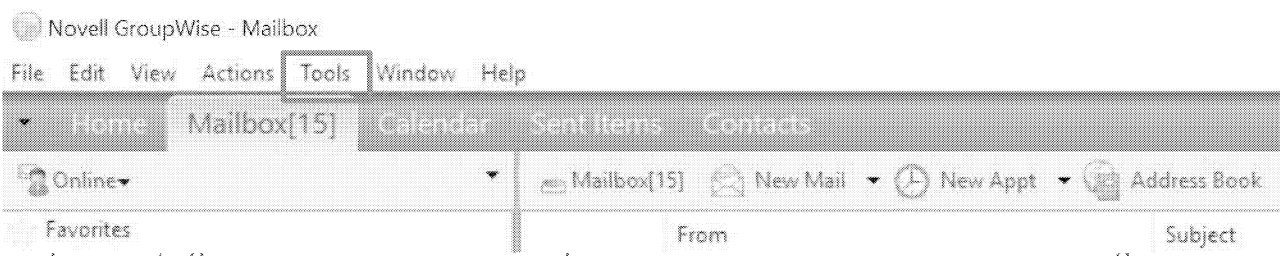
Generally, the Silver File Coordinator shall be copied on all emails related to C-IRG operations. However, where this has not occurred, emails containing IRBV may be forwarded directly to the Silver File Coordinator with the following best practices:

1. Forward only the last email in an email thread (ie. The email where a decision is made or resolution occurs) and delete any preceding emails that are contained in this final thread;
2. When forwarding an email, change the email subject to clearly reflect the contents;
3. Where possible, minimize use of the forward function. PDF important emails, name them in accordance with the naming conventions included in these Business Rules and forward them to the File Coordinator as an attachment.

### *Tips & Tricks: GroupWise Settings to Capture Full Distribution Lists*

The default settings in GroupWise are such that when an email is PDFed, the sent to and copy (cc) fields will truncate when more than three or four email addresses are listed. However, details of to whom an email was sent, may be IRBV. Take the following steps to change the settings in GroupWise to ensure that PDF emails always list all parties who received the email:

1. Select Tools in the main GroupWise menu;

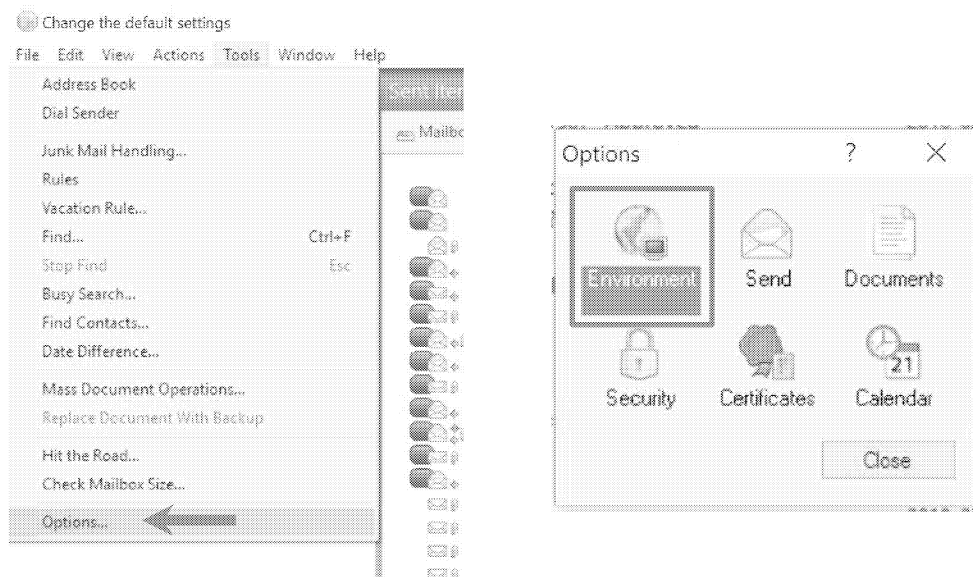




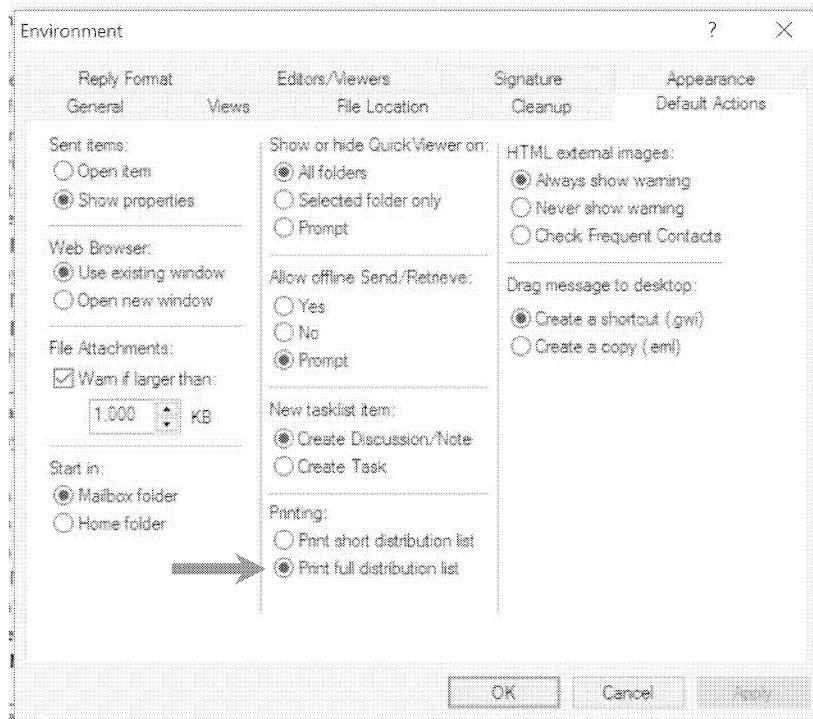
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Select Options... in the dropdown menu;

2. In the pop-up menu that appears, select Environment;



3. In the next pop-up menu that appears, select the Default Options tab;
4. Under Printing, select the Print Full Distribution List toggle.





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PDFed emails will now include the full distribution list.

### *Tips & Tricks: Preserving Email Attachments*

In many cases, to whom a document was sent will hold just as much business value as the document itself. Best practice when preserving documents is to save the email which accompanied it. Combine the documents into one and save according to the naming conventions prescribed in these business rules.

Note that certain documents may appear in the dataset multiple times. For example, a Silver Operational Plan that is finalized and then distributed to multiple parties may be saved initially as CIRG\_Silver Operational Plan\_V1.0\_180103 (the original document alone) and subsequently as CIRG\_Situational Awareness\_Silver Operational Plan V1.0\_180516 854 (the original document with the associated email demonstrating its distribution).

### 4.9. GroupWise Proxies

C-IRG email proxies have been set up for Gold, Silver, Bronze and Sub-Bronze Commands. During an extended or protracted event, power of command will need to be changed periodically. Proxies will allow for the seamless transition of operations specific to each role. The Silver File Coordinator has full access to all proxies and oversees their use. The Silver Commander authorizes the activation and/or assignment of Bronze and Sub-Bronze level proxy access on a case by case basis. Individuals identified to manage each proxy will be responsible for the organization of [IRBV](#) within their assigned proxy for the duration of their assignment to the role.

The following email proxies have been established and are to be utilized for C-IRG operations:

**CIRG-Gold**                      [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For the ongoing use of Gold Commander.

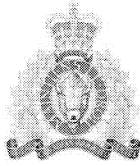
**CIRG-Silver**                      [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For ongoing use of Silver Commander and Silver Staff Officer.

**CIRG-File\_Coordinator**                      [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For ongoing use of Silver File Coordinator.

**CIRG-Info**                      [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For ongoing external communications with industry and community stakeholders. This proxy will be cced by detachments communicating with industry partners. To be monitored, organized and preserved by the Silver File Coordinator or designate identified by Silver Command.

**CIRG-Bronze\_INTEL**                      [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For ongoing use of Bronze Intelligence Officer.

**CIRG-Bronze\_DLT**                      [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For ongoing use of Bronze Division Liaison Team Commander.



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The following email proxies have been established and are to be utilized at the direction of Silver Command to manage large-scale or protracted events:

**CIRG-Bronze\_LMD** ([@rcmp-grc.gc.ca](mailto:rcmp-grc.gc.ca)): For use by the Lower Mainland Bronze Commander (if applicable due to circumstances of event).

**CIRG-Bronze\_SED** ([@rcmp-grc.gc.ca](mailto:rcmp-grc.gc.ca)): For use by the South East District Bronze Commander (if applicable due to circumstances of event).

**CIRG-Bronze\_ND** ([@rcmp-grc.gc.ca](mailto:rcmp-grc.gc.ca)): For use by the North District Bronze Commander (if applicable due to circumstances of event).

**CIRG-Bronze\_ID** ([@rcmp-grc.gc.ca](mailto:rcmp-grc.gc.ca)): For use by the Island District Bronze Commander (if applicable due to circumstances of event).

**CIRG-Sub-Bronze\_POJ** ([POJ@rcmp-grc.gc.ca](mailto:poj@rcmp-grc.gc.ca)): For use by the designated Sub-Bronze Commander where an event occurs.

**CIRG-Bronze\_OPS** ([@rcmp-grc.gc.ca](mailto:rcmp-grc.gc.ca)): For use by a designated Operations Manager during a protracted event. Will be utilized for operational needs.

**CIRG-Bronze\_DEOC** ([@rcmp-grc.gc.ca](mailto:rcmp-grc.gc.ca)): For use by a designated DEOC Manager during a protracted event. Will be utilized for administrative needs.

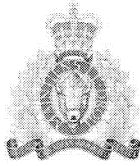
### 4.9.1. GroupWise Proxy Management – GSB Commanders / Unit Leads

Assigned Gold, Silver, Bronze and Sub-Bronze Commanders / Unit Leads will be responsible for ensuring emails of IRBV associated to their proxies are organized and preserved for inclusion on the C-IRG file.

Commanders / leads shall create sub-folders in their assigned email proxies. The following best practices shall be followed:

1. Create the AICRS folder structure in the proxy email cabinet:
  - **Group 1 - General Administration**
  - **Group 2 - Personnel**
  - **Group 3 - Finance**
  - **Group 4 - Equipment and Supplies**
  - **Group 5 - Buildings and Real Property**
  - **Group 6 - General Services**
  - **Reference & Open Source**
2. Sub-folders can be created within these Group folders as necessary to group common kinds of information. Refer to AICRS to determine applicable sub-folders;
3. Review information forwarded to the proxy account and sort IRBV into the cabinet folder structure;





## E Division 2017-2755; 243-4-E145/2017: Community-Industry Response Group

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4. Delete information from the inbox that is transitory or is a duplicate of information already received when it is no longer needed;
5. The Silver File Coordinator will periodically access designated proxies and will process the information from the cabinet structure following the processes set out in Section 4.8.2. GroupWise Proxy Management – Silver File Coordinator.

### 4.9.2. GroupWise Proxy Management – Silver File Coordinator

Information within the Silver File Coordinator's GroupWise proxy will be managed by the Silver File Coordinator as follows:

1. A PDF of the last email in an email thread of business value will be created and named according to the naming conventions laid out in these business rules. These PDFs will be saved in an electronic inbox;
2. The PDFs saved to the electronic inbox shall be uploaded to the EMS Planning Module and associated to an appropriate task (See Section 5.2.3.3. Uploading a Document);
3. Once the email and any attachments have been converted to PDF and filed, delete the email from the proxy.

Information in the C-IRG GroupWise proxies, other than that of the Silver File Coordinator, will be managed by the Silver File Coordinator as follows:

1. Review the folders created in the cabinet;
2. A PDF of the last email in an email thread of business value will be created and named according to the naming convention set out in these business rules. These PDFs will be saved in the electronic inbox;
3. The PDFs saved to the electronic inbox shall be uploaded to EMS (See Section 5.2.3.3. Uploading a Document);
4. Once processed, flag the email by changing the colour. This ensure the email is available for the reference of the primary GroupWise proxy manager, but will also indicate that the information contained in the email has been captured in the C-IRG file.

## 5. Operational Electronic Databases

During the initial C-IRG planning phase (Between March and August 2017), file coordination occurred at the Gold Command level. A PRIME file was opened and Evidence & Reporting (E&R) was utilized to document start-up and general administrative processes undertaken by Gold Command. In August of 2017, C-IRG was restructured and file coordination was shifted to the Silver Command level. The E&R file was concluded. File management was transferred to Windows File Tree until January 2018 when the Event Management System (EMS) was utilized to preserve IRBV.



## E Division 2017-2755; 243-4-E145/2017: Community-Industry Response Group

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Use of EMS as the primary platform for the management of the C-IRG file allows multiple personnel to access and utilize C-IRG information without the need for specialized training or access to a specialized program available only on computers upon which it is specifically installed.

### 5.1. PRIME

The use of PRIME allows for cross-referencing of energy sector-related files across the province of British Columbia

#### 5.1.1. C-IRG PRIME Master File

The PRIME file 2017-2755 includes a brief summary of C-IRG functions and the C-IRG Statement of Philosophy. The PRIME file is not intended to be the primary platform for management of the C-IRG file but assists in the administration of inter-agency police files. The PRIME file assists Police of Jurisdiction by providing frontline police officers with access to limited information on potential criminal behaviour related to energy industry incidents. The PRIME file also serves as a reference when conducting queries on police databases such as CPIC.

The C-IRG PRIME file will be maintained electronically by the Silver File Coordinator for the duration of C-IRG operations. Any entities coded to the file will be entered as "other."

#### 5.1.2. Police of Jurisdiction PRIME Files

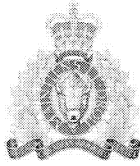
Police of jurisdiction are to document operational response to energy sector-related public order issues in PRIME files specific to each event or incident.

Police of Jurisdiction in the Lower Mainland PRIME server shall cross reference their file to the C-IRG file or otherwise communicate the file number to the Silver File Coordinator. The Silver File Coordinator or designate will confirm that all files are cross referenced to the C-IRG PRIME file. For police agencies not on PRIME or for PRIME files on the NSE or VIR servers, the Silver File Coordinator will note the police file number and provide a brief synopsis on a text page in the C-IRG PRIME file.

It has been the practice of some individuals engaged in activist activity to provide pseudonyms to police. Police officers engaging with the public should confirm identity where there are lawful grounds to do so. Information pertaining to the identity of persons interacting with police shall be included in the PRIME file in compliance with policy concerning carding of entities (IM – 4.100.7. Entities). This will support disclosure processes.

#### 5.1.3. Reports to Crown Counsel

Reports to Crown Counsel (RTCCs) are to be completed by the Police of Jurisdiction with oversight of C-IRG. C-IRG will provide guidance on the content and formatting of RTCCs.



## E Division 2017-2755; 243-4-E145/2017: Community-Industry Response Group

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Silver and Gold Command will be consulted by Bronze Command on any decision not to recommend charges. Where charges are forwarded, Bronze Command will update Silver and Gold Command on a regular basis.

C-IRG will monitor all operational files and track them as they progress through the court system. C-IRG will also liaise with crown counsel to ensure there is an appropriate and consistent strategy in place for all prosecutions pertaining to public order issues.

### 5.1.4. PRIME Study Flag

A Study Flag specific to the C-IRG project has been created in PRIME. All PRIME files created that have a nexus to the energy sector specific to the Trans Mountain Pipeline Expansion Project (TMPEP) will utilize the associated study flag: TRANSMOUNTAIN PIPELINE EXPANSION (TM).



## E Division 2017-2755; 243-4-E145/2017: Community-Industry Response Group

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The Silver File Coordinator will confirm that all known files are flagged appropriately. The Business Intelligence Unit has been engaged to support this process. Regular reports will be produced by the unit, identifying PRIME files that use key terms such as, but not limited to, “Kinder Morgan,” “pipeline,” and “Westridge.” Files identified by the Business Intelligence Unit will be cross-referenced with the study flag results. Compliance checks in this area will be conducted by the Silver File Coordinator and/or the Silver Staff Officer.

Contact the Business Intelligence Unit at [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca) for support or to manage the search parameters.

### 5.2. Event Management System (EMS)

This section addresses standard operating procedures for EMS specific to C-IRG operations. For further information on the EMS system, please refer to the Appendix -- *EMS User Guide*.

The CIO provides ongoing EMS support. Any issues with system operation should be reported to **Central Help Desk 1-800-461-7797** or ([central.helpdesk@rcmp-grc.gc.ca](mailto:central.helpdesk@rcmp-grc.gc.ca)). They will conduct initial triage and initiate support mechanism to resolve situation.

For routine requests pertaining to training, creation of events, policy, standard operating procedures etc, email proxy **Event Management System/Systeme gestion d'evenements (RCMP/GRC)** on GroupWise.

The Silver File Coordinator has been assigned rights as an EMS Event Administrator and will manage and maintain EMS functions for C-IRG. Other personnel will be assigned to various roles and provided with access to various functions in EMS as needed.

EMS is NOT a primary records management system for operational files. Information related to police investigations are to be documented in PRIME with a cross-reference in the EMS file.

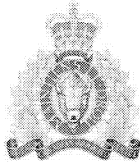


E Division 2017-2755; 243-4-E145/2017: Community-Industry Response Group

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5.2.1. Accessing EMS

System access will be via the RCMP network :



## E Division 2017-2755; 243-4-E145/2017: Community-Industry Response Group

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The Administration, Planning, Mobilization and Situational Board features have all been activated. These platforms will be utilized for real-time management of C-IRG operations. The Silver File Coordinator manages the use of the EMS file via the Administration Module. Individuals will only be able to see and access the modules to which they have been granted by an administrator (the Silver File Coordinator or designate).



## E Division 2017-2755; 243-4-E145/2017: Community-Industry Response Group

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### 5.2.2. EMS Administration Module

The EMS Administration Module allows for the back-end setup of the EMS Situational Board, Planning and Mobilization Modules. In regards to the C-IRG EMS file, the Administration Module shall only be accessed by the Silver File Coordinator or those identified and specially trained by the Silver File Coordinator.



## E Division 2017-2755; 243-4-E145/2017: Community-Industry Response Group

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### **Incident Category**

There are several possible incident categories available for use. Categories may be added or edited in the Administration Module by the Silver File Coordinator. During an active event, it may not be feasible to add a new category prior to creating an incident. In these circumstances, use the Other category and notify the Silver File Coordinator to update the Incident Category menu in the Administration Module as soon as practicable.

### **Board**

The Board menu will be different for each EMS Screener depending on their access settings as provided by the Silver File Coordinator. For EMS Screeners with access to more than one board, select the board being utilized for the event as directed by the Silver File Coordinator.

### **Venue**

Venues will be added as incidents or events occur. Select the venue appropriate to the event as directed by the Silver File Coordinator.

### **Reported By**

Enter the name, position or division that initiated the incident.

### **Priority**

Priority should be modified throughout the evolution of an incident to accurately reflect the current condition.

The following definitions will apply:

LOW

Used for routine circumstances or status monitoring. Low priority incidents are generally for situational awareness only.

MEDIUM

Used for moderate circumstance and increased risk and caution recommended. Medium priority incidents involve an elevated response.

HIGH

Used for serious circumstances where there is an immediate risk or impact safety. High priority incidents may not be life threatening but should involve a heightened level of response.





## E Division 2017-2755; 243-4-E145/2017: Community-Industry Response Group

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### **EXTREME**

Used for severe circumstances and immediate risk. Extreme incidents include life threatening events.

#### **Status**

The Incident status identifies the state of the incident as it progresses. The EMS Screener will update the status of an event as it progresses. There are several options for status, however Open and Closed will likely be the most used.

#### **Agency**

When creating an incident the agency responsible will be selected from Agency drop down options. Agencies specific to the anticipated C-IRG activities have been included in EMS and may be updated by the Silver File Coordinator in the Administration Module as needed as operations progress. If an incident pertains to an agency not already listed, the general Other Police of Jurisdiction may be used.

#### **Function**

This is to remain blank.

#### **Engaged Services**

Various engaged services have been added to EMS by the Silver File Coordinator. When a specific service is engaged in response to an incident, the EMS Screener will indicate this by selecting the service. When a service completes their task or is no longer needed, the EMS Screener will disengage them from the incident.

#### **External Source & External Source #**

If there is an associated PRIME file number generated, add the jurisdiction of police and file number in these boxes.

#### **Latitude & Longitude**

This is to remain blank.

#### **Description**

Enter a synopsis of the incident in this box. This is similar to the synopsis in a dispatch ticket.



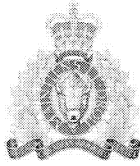
## E Division 2017-2755; 243-4-E145/2017: Community-Industry Response Group

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### *5.2.4.2. Updating an Incident*

Incidents can be edited and updated as circumstances progress and change:

1. In the Situational Board Theatre, select any incident to update it and the incident will display. Update the appropriate fields.



#### *5.2.4.3. Linking a Document*

Related documents uploaded in the Planning Module can be linked to incidents in the Situational Board Module. Linking documents to incidents facilitates easy availability should reference be needed by various personnel. Linking documents to incidents is an effective means of quickly sharing information for situational awareness or intelligence purposes with a large target audience.

In regards to the C-IRG file, although it is possible to upload documents from within the Situational Board, this is not to be done. Every document is to be uploaded in the Planning Module and associated to a parent task and then linked via the Situational Board Module to an incident. This will ensure that every document is associated to a task and not, due to oversight, solely to an incident. It also allows for the proper filing under the AICRS system. Thus, taking this extra step will streamline future disclosure processes.

For instructions on uploading a document to the Planning Module, see Section 5.2.3.3. Uploading a Document.

In the Situational Board Module, when linking a document to an incident, complete the following steps:



## E Division 2017-2755; 243-4-E145/2017: Community-Industry Response Group

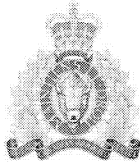
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### *5.2.4.4. Updating the Administrative Logs*

The Administrative Log is used to capture general and routine information in a Situational Board that is not incident specific. Generally, this information is generated during regular meetings and briefings.

There is one log for each division. Logs can be closed and new ones will be created on a case by case basis by the Silver File Coordinator via the Administration Module.

Information is included in the logs for situational awareness purposes only. This process does not negate the need for proper documentation in the original file. The Silver File Coordinator will PDF closed logs and save them to the Planning Module under the appropriate task associated to a particular event.



## Appendix

- ❖ Attachment Types & Descriptions
- ❖ IRBV - Managing Your Information
- ❖ EMS User Guide



# Community-Industry Response Group (C-IRG)

## Naming Conventions

### Attachment Prefixes, Types & Descriptions

Community-Industry Response Group (C-IRG) documents will be categorized by originator prefix, document description and title. The following are the most common originator prefixes and document descriptions to be used in both File Tree and EMS:

Document Description
Analysis Report
Briefing Note
Business Letter
Communication Approach
Debriefing Report
Deployment Plan
Directive
EMS Report
Judicial Ruling
Media Release
Meeting Agenda
Meeting Minutes
Network Security & Intelligence
News Story
Open Source
Operational Plan
Org Chart
Phone List
Photo
Planning
Pol Profile
Police Notes
Police Report
Police Strategy
Police Willsay
Policy
Poster
Presentation
Public Notice
RoD
Site Plan
Situation Report
Situational Awareness
SOP
Strategic Comms
Template
Video
Security Plan
Pamphlet
Pol Linkage Chart

Agency	Prefix Originator
Aboriginal Policing Services	APS
BC Crown Counsel	BCCRN
BC Parks	BCPRKS
Supreme Court of BC	BCSCRT
Burnaby RCMP	BU
Community-Industry Response Group	CIRG
CN Police (Canadian National Police Service)	CNP
E Division Strategic Communications	COMMS
CP Police (Canadian Pacific Police Service)	CPP
Division Liaison Team	DLT
Emergency Response Team	ERT
E Division Island District	ID
Kiewit-Ledcor TMEP Partnership	KLTP
Kinder Morgan	KM
LEDCOR Contractors Ltd.	LEDCOR
E Division Legal Advisory Section	LEGAL
E Division Lower Mainland District	LMD
Northern Border Regional Intelligence Group	NBRIG
E Division North District	ND
National Energy Board	NEB
North Vancouver RCMP	NV
Port of Vancouver	PRTVAN
Regional Organized Crime Information Centre	ROCIC
Real Time Intelligence Centre	RTIC
E Division South East District	SED
Transport Canada	TRNSPTCANADA
Upper Fraser Valley Regional District RCMP	UFVRD
E Division Protective Services	VIP
E Division West Coast Marine	WCM
Whistler-Pemberton RCMP	WP
E Division Criminal Operations	CROPS
Ministry of Public Safety & Solicitor General of BC	BCPUBSFTY
Coquitlam RCMP	CO
BC Sheriffs	BCSRFS
Norther Shuswap Tribal Council	NSTC
Abbotsford Police Department	APD
Sunshine Coast RCMP	SC
Canadian Broadcasting Corporation	CBC
North Shore News	NSN

Document naming conventions will start with a prefix originator and a document descriptor from the above lists followed by a title specific to the document and the date and time if known. The title selected must be sufficient to identify the content and attributed file or event.

Note that sometimes documents will not be easily attributed to a document descriptor. This should only apply to some emails. Also, some documents will have an unknown origin. These will generally be open source documents.

EXs:

BU\_Situational Awareness\_2017-11-17 Shellmont Camp\_171117 1142

CIRG\_Analyst Report\_171116 948

CPP\_Situational Awareness\_Pipe Transload Sites\_171012 1417

Open Source\_Poster\_2017-10-28 Stop KM Flotilla\_Speakers

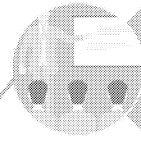
# MANAGING YOUR INFORMATION

## Determining what to Keep and what to Toss

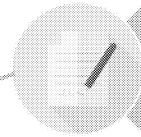
### [What are IRBV?]

Information resources in **any format** that are *created* or *acquired* because they document or support departmental activities and contribute to performance and accountability requirements.

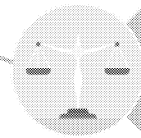
Business value is determined by the content, not the format, of a piece of information.



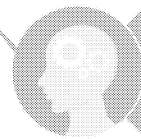
Documents the delivery of programs and services



Records decisions and actions



May have policy, program, legal, or procedure implications



Enables decision-making

IRBV must be saved and lifecycle managed according to RCMP policies on Information Management.

Transitory information can be destroyed or deleted once no longer required to conduct business activities.

### Acronyms of Interest (AOI)

IRBV Information Resource of Business Value

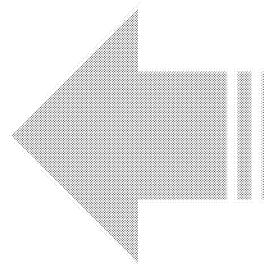
OPI Office of Primary Interest

### Originator

Unless otherwise specified, the originator is responsible for keeping and filing IRBV.

#### Example:

You wrote an email to your team with a decision on how your unit will implement a new policy.



### Recipient

Responsible for keeping and filing IRBV received from outside of the department

#### Example:

You are the RCMP's representative on a joint task force with provincial police departments and you receive the latest meeting minutes.

### [Who is Responsible for IRBV?]

The OPI is the group or individual responsible for saving IRBV.

If you are the **originator** of the IRBV or are the organization's sole **recipient** of IRBV from an external source then you are the OPI.

Want to know more? [Click here!](#)

or...

### Ask Here!

[Operational Information Management](#)  
[Administrative Information Management](#)



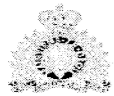
**RCMP-GRC**



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

# Kinder-Morgan TMEP Gold Command

**Bronze / Sub-Bronze Workshop**  
**October 24<sup>th</sup>, 2017**



Royal Canadian Mounted Police  
Gendarmerie royale du Canada

Canada

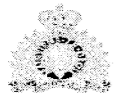
RCMP-GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

# Community-Industry Response Group

**Mission:** to coordinate impartial policing of public order situations involving communities and the energy development industry.



Royal Canadian Mounted Police Gendarmerie royale du Canada

Canada



## Community-Industry Response Group

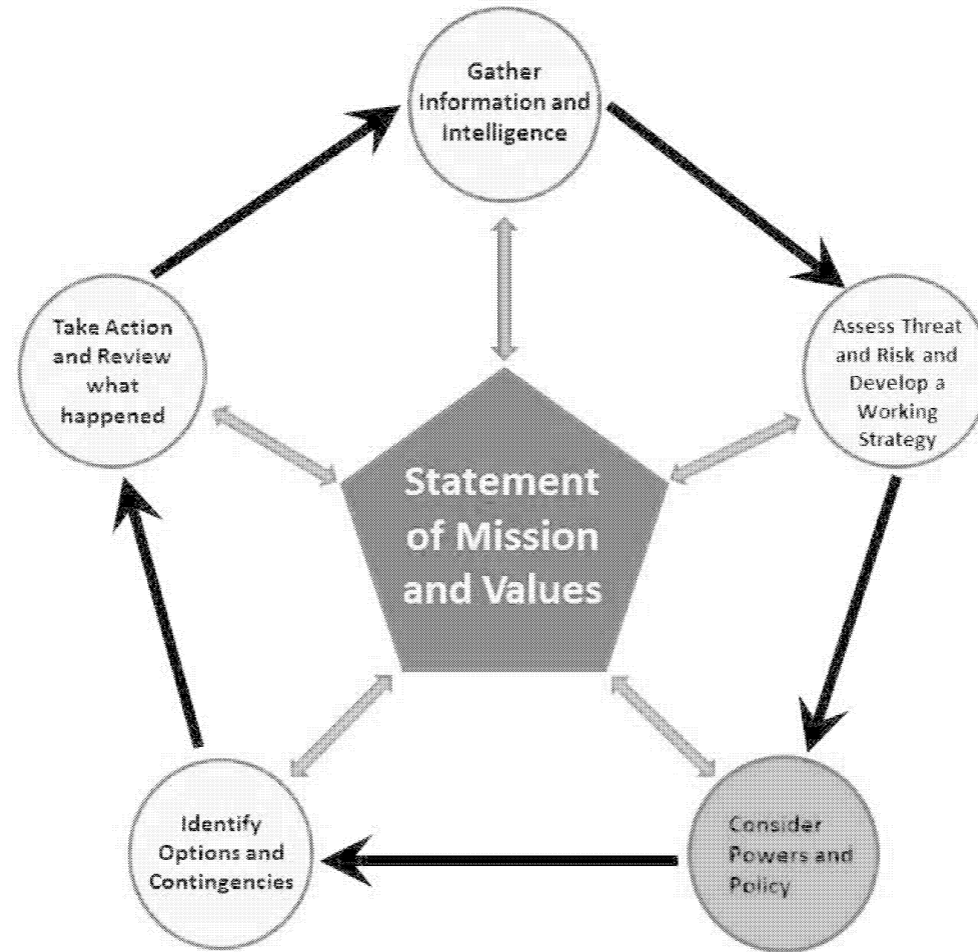
Key aspects of the mission:

- Impartiality: recognizing the rights of all entities involved  
LAPD
- Measured approach: avoid unnecessary escalation; de-escalate whenever possible
- Understanding our roles & authorities of the police: educated officers will execute the plan effectively.
- Use of DLTs (and eventually ELTs): keep communicating
- Continuous learning, assessing and adjusting = **NDM**





## National Decision Model



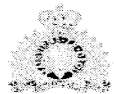


## Command Roles

**Gold** – articulates strategic intentions & has overall command responsibility throughout the operation. Sets tactical parameters but does not manage tactical decision making.

**Silver** – Develops, commands and coordinates the overall tactical response on accordance with the Gold strategy

**Bronze** – Implement the relevant part of the Silver plan by using appropriate tactics to execute the plan in their relevant area of responsibility (e.g. geographic).



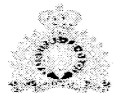


## Gold Commander's Intent

AIM →

Strategic Objectives →

Policing Style →





## Policing Style & a measured response...

- The RCMP will provide an impartial, respectful and fair policing style that focuses first on communication and collaboration in a manner that reflects our commitment to our communities. Commitments of particular importance to this response include:
- Unbiased and respectful treatment of all people
- Mutual problem solving
- Cultural sensitivity
- Enhancement of public safety
- Open and honest communication



# RCMP-GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

*This approach requires a **measured response** that respects the lawful exercise of personal rights and freedoms. This reflects a philosophy that emphasizes the deliberate employment of proactive engagement, communication, mitigation and facilitation measures by the RCMP to maintain the peace, or to facilitate resolution of public disorder and restoration of the peace, while preserving the option to employ a variety of tactical responses as necessary.*



Royal Canadian Mounted Police Gendarmerie royale du Canada

Canada





... i.e., **balance the right to lawful protest with the need to:**

- (1) Prevent or interdict threats or violence directed toward KMC employees, event participants and the general public; and
- (2) Address threats toward property, particularly where these pose a **serious risk** to public safety and the environment.

## **Serious Risk =**

- Water safety of protestors & responders; hazards to safe navigation
- Site safety – operation of heavy equipment; stored hydrocarbons
- Major disruption to transportation networks & lawful enjoyment
- Threats of criminal activity – serious injury or significant damage



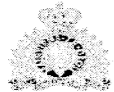


## Outcomes...

**Preferred:** No criminal acts, injuries, or damage to property. Public can enjoy lawful use of public and private property, employees of Kinder-Morgan and the TMEP are able to go about their business unmolested, and demonstrators can publicly, peacefully and lawfully express the views.

**Acceptable:** Lawful protests occur with some disturbance of the peace and disruption of normal activity including limited disruption of traffic (including marine traffic) and Kinder Morgan and TMEP operations. Any injuries will be due only to personal health issues or accidents.

**Unacceptable:** Any violence against the public, police, event participants, or employees and staff. Significant damage to property, particularly that which poses serious risk to the public or the environment.





## PPSA/MPUA

- The PPSA and MPUA are principal enabling documents
- MPUA especially requires consultation with municipal government on policing activities with implications to budget
  - See reference doc: letter from Police Services Branch, 2016-10-11
- The first question will usually be the cost
- It's advisable to inform municipalities early of potential exceptional costs
  - See reference doc: letter to LMD CAOs, 2016-12-13



# C-IRG Communications Directive for External Entities

September 21, 2017

## **TMEP Security and Corporate Management:**

All Communication with Kinder-Morgan Canada (KMC), its contractors and other stakeholders must demonstrate and reflect an impartial police response and withstand public scrutiny.

- Wherever possible, in person meetings should be held in police facilities or neutral public locations. Exceptions may occur where it is operationally necessary as described below. During any meetings no gratuity, gift or benefit should be accepted in accordance with agency policy:

*RCMP Administration Manual - ch. XVII.1. 7.2.3, Conflict of Interest.*

### **7. Acceptance and Giving of Gifts**

#### **7. 1. General**

*7. 1. 1. Accepting and giving gifts, discounts, or favours by law enforcement employees may be perceived by the public as establishing a relationship of indebtedness or expectation of indebtedness, even if the recipient and donor have no such expectations.*

- Communications with industry to share information on construction activity or security and safety concerns is appropriate to ensuring operational awareness and planning in support of public safety. Similar communications with other stakeholders is also appropriate for this purpose.
- Do not disclose police intelligence or information except where necessary to ensure safety and security for TMEP employees and the public. This must be done in accordance with agency policy and privacy legislation.
- Formal communications with industry and other stakeholder groups should only be conducted on approved devices and captured on the operational files to ensure transparency and proper disclosure subject to relevant privacy law, agency policy and C-IRG Information Management Business Rules.

## **Protest Groups and other Public Entities Opposed to TMEP:**

All communication with Protests Groups and other public entities opposed to TMEP must demonstrate and reflect an impartial police response. In particular this will entail:

- All in person meetings should be held in police facilities or neutral public locations. During any meetings no gratuity, gift or benefit should be accepted in accordance with agency policy. *RCMP Administration Manual - ch. XVII.1. 7.2.3, Conflict of Interest.*
- Communications with Protest Groups and other public entities opposed to TMEP to share information on protest activities, liaison and safety concerns during demonstrations is appropriate to ensuring operational awareness and planning in support of public safety.
- Do not disclose information or intelligence to Protest Groups and other public entities opposed to TMEP except where necessary to ensure public safety and security. This must be done in accordance with agency policy and privacy legislation.
- Formal communications with Protest Groups and other public entities opposed to TMEP should be conducted on approved devices and captured on the operational files to ensure transparency and proper disclosure subject to relevant privacy law, agency policy and C-IRG Information Management Business Rules.

*John WM BREWER*

Community-Industry Response Group

Silver Commander

# **SILVER PLAN**



## **Operational Plan**

**Kinder-Morgan Canada  
Trans-Mountain Pipeline Expansion Project**

**Superintendent John BREWER – Silver Commander**

**2017-09-21**

**Protected 'A'**

This is the Silver Commander's Operational Plan for the "E" Division Kinder-Morgan Canada Trans-Mountain Pipeline Expansion Project. As designated by CO "E" Division this is designated under the title of Community-Industry Response Group (C-IRG). It should be read in conjunction with Gold Commander's Policing Strategy for this project, which is attached at Annex 'A' to this plan.

**Gold Commander's Overall Aim:** See Appendix "A"

The Royal Canadian Mounted Police – as the Provincial Police of British Columbia and the Police of Jurisdiction for all but one jurisdiction along the route of the Trans-Mountain Pipeline Expansion Project (TMPEP) - will deliver its core policing responsibilities in the course of this project in a manner that reflects its Mission, Vision, Values. Its common-law and statutory policing responsibilities are to:

- Preserve the peace, uphold and enforce the law;
- Protect life, and property; and prevent crime.

This plan is not meant to override existing policing arrangements and organizations, but to supplement them.

## ORIENTATION

Kinder Morgan Canada received approval from the Federal Government on 2016-11-29 to build 980km of new pipeline primarily (89%) along an existing pipeline route. New construction will include 12 new pump stations, the expansion of existing tank farms, and three new berths at the Westridge Marine Terminal in Burnaby. The time frame for construction is approximately three years in duration beginning in September 2017.

The pipeline activity will directly and indirectly impact the following detachment areas:

- *Valemount*
- *Clearwater*
- *Barriere*
- *Chase (related protest activity)*
- *Kamloops and Tk'emlups Rural*
- *Merritt*
- *Upper Fraser Valley Regional Detachment (Hope and Chilliwack)*
- *Abbotsford Police Department*
- *Langley*
- *Surrey*
- *Coquitlam*
- *Burnaby*
- *North Vancouver (marine construction activity at the waterfront and on the water and protest –related activity at Cates Park)*
- *Vancouver Police Department (related protest activity)*
- *Victoria Police Department (related protest activity)*

**“E” Division:**



In response to Trans Mountain Pipeline Expansion Project (TMEP) "E" Division RCMP has created the Community-Industry Response Group (C-IRG). This is a divisional Gold-Silver-Bronze command structure to ensure a coordinated response to activities involving KMEP. While actual construction of the pipeline, associated infrastructure, tanks and pumping facilities is restricted to a relatively narrow area of British Columbia the impacts of on and off-site protests against the project may span every corner of the province. There are many groups who are opposed to this project. These include both environmental and some first nations groups, Public Service Unions, local civic groups and some local governments. Other groups, such as Trade Unions, construction companies, some first nation governments and some local governments have voiced support for the TMEP.

Protest-related activities are expected to escalate as construction activity occurs. The locations most likely affected by direct action protests at construction sites will likely be in or close to Lower Mainland and South East Districts. Specifically Vancouver, Burnaby, Merritt, Upper Fraser Valley/Abbotsford and Kamloops. However; several other jurisdictions in North District and Island District, due to ongoing environmental protests and other localized anti-Kinder Morgan factions, may be subject to protest in and around their jurisdictions.

#### **Lower Mainland District (LMD):**

The jurisdictions of Upper Fraser Valley Regional Detachment (UFVRD), Langley, Surrey, Coquitlam, Burnaby, North Vancouver, Vancouver and Abbotsford will be directly impacted by construction of the TMEP. These areas are subject to various levels of development ranging from pipeline and pumping stations to construction of holding tank farms. This will necessitate the development of camps to house pipeline employees during the duration of construction.

Several FN communities and environmental organizations within LMD, Vancouver Police Service and Abbotsford Police Service jurisdictions have publicly voiced opposition to the TMEP. To ensure a consistent approach to TMEP, the Bronze level Command for LMD will need to ensure good cooperation and communication with the other law enforcement jurisdictions.

There will be an impact on CORE policing in these jurisdictions through direct policing duties and supplementing other jurisdictions during the TMEP.

Geographic Bronze Command has been established through LMD HQ at Surrey Green Timbers to lead and coordinate any LMD response to TMEP.

#### **South East District (SED):**

The jurisdictions of Kamloops, Merritt, Clearwater, Barriere and Chase will be directly impacted by construction of the KMEP. These areas are subject to various levels of development ranging from pipeline and pumping stations to construction of holding tank farms. This will necessitate the development of camps to house pipeline employees during the duration of construction.

Several FN communities and environmental organizations within SED have publicly voiced opposition to the TMEP. There will be an impact on CORE policing in the SED through direct policing duties and supplementing other jurisdictions during the TMEP. Geographic Bronze Command has been established through SED HQ in Kelowna to lead and coordinate any SED response to TMEP.

### **North District (ND):**

The jurisdiction of Valemount, is the only area within ND where pipeline construction will occur. However; given the recent history of environmental and First Nation (FN) protests against Liquefied Natural Gas (LNG), BC Hydro Site "C" and other pipeline projects, there remains active support against the TMEP projects groups in the ND. There may be an impact on CORE policing in the ND through direct policing duties or supplementing other jurisdictions during the TMEP.

Geographic Bronze Command has been established through ND HQ in Prince George to lead and coordinate any ND response to TMEP.

### **Island District (ID):**

There are no known TMEP development within the jurisdiction of ID at this time. However; the BC Legislature has been a focal point of protests groups opposed to the TMEP in the past. Several ID FN communities and organizations have publicly opposed TMEP and have led anti-pipeline protests recently. To ensure a consistent approach to any public order events, the Bronze level Command for ID will need to ensure good cooperation and communication with the other law enforcement jurisdictions.

There may be an impact on CORE policing in ID through direct policing duties or supplementing other jurisdictions during the TMEP.

Geographic Bronze Command has been established through ID HQ in Victoria to lead and coordinate any ID response to TMEP.

### **Federal Policing (Fed) and Investigative, Serious and Organized Crime (ISOC):**

Fed and ISOC may be required to support C-IRG response with HR and logistical support.

## A. SITUATION

### TIMELINE OF EVENTS:

**February 21, 2012** Kinder Morgan announces its intention to expand the Trans Mountain Pipeline and begins consultations.

**February 24, 2013** an anti-Kinder Morgan protest march occurs on Hastings Street to the Kinder Morgan Westridge Marine Terminal 7065 Bayview Drive, Burnaby. (Burnaby RCMP File# 13-955)

**October 14 – 16, 2013** individuals associated to the Tseil Waututh, Squamish, Musqueam First Nations and Greenpeace activists engage in several protest actions to disrupt operations at the Westridge Marine Terminal. Burnaby RCMP File# 13-42491

**December 12, 2013** Kinder Morgan submitted application to the National Energy Board (NEB) to twin and expand the Trans-Mountain pipeline; this became known as the Trans Mountain Pipeline Expansion Project (TMPEP) .

**April 12, 2014** The Burnaby Residents Opposed to Kinder Morgan Expansion (BROKE) supported by the Northshore Opposing Pipeline Expansion (NOPE) and First Nations sponsored a march and flotilla. Over 200 marchers took part with the water protest consisting of 30 kayaks and six boats.

### **September 3 - 25, 2014 Protests grow over TMPEP:**

Crews contracted to perform exploratory work for the TMPEP cut down 13 trees on Burnaby Mountain Conservation Area. City of Burnaby issue by-law tickets to TMPEP crew.

BROKE, NOPE, Rising Tide and the City of Burnaby held a protest on Burnaby Mountain opposing the TMPEP. The event drew a crowd of over 100 and featured City of Burnaby Mayor Derek Corrigan as a key note speaker.

Six individuals

chain

themselves to gate at Westridge Terminal stating they intended to stay 13 hours to represent the 13 trees cut down earlier in the month. (Burnaby RCMP File#14-42274) Throughout September in an attempt to thwart crews contracted by Kinder Morgan to perform exploratory drilling, groups begin a protest on Centennial Way (Burnaby Mountain), Burnaby. The protest crowd begins to grow including environmental

activists, First Nations and anarchists. Eventually the protest develops into a full time encampment.

**October 22 - 29, 2014 Several instances of escalating anti-KMEP actions occur:** Burnaby RCMP responded to a call at Kinder Morgan office located at 7815 Shellmont Street, Burnaby.

Crews attempt to access bore hole site #1 and bore hole site #2, they are violently prevented by activists. Construction equipment is damaged, crews are threatened, and larger items are occupied by protestors. Burnaby RCMP responds and restores order. Crews withdraw from Burnaby Mountain. Kinder Morgan make application through the Courts for an injunction and enforcement order. A standoff begins between Police and Protestors.

\_\_\_\_\_ chains himself to a leased vehicle being used by crews on the TMEP. \_\_\_\_\_ was arrested for mischief however no charges were proceeded with. (Burnaby RCMP File# 2014-

**November 17 - 28, 2014 Kinder Morgan obtains an injunction and enforcement order against the protest camp on Centennial Way preventing the bore hole exploration.**

Burnaby RCMP supported by the Lower Mainland Integrated Tactical Troop and the Southeast District Tactical Troop enforce the injunction and order from the British Columbia Supreme Court. Between November 20 – 27, 2014 126 individuals were arrested and processed for Civil Contempt. A discrepancy was later discovered in that the GPS coordinates used for the injunction and those used during the enforcement were inconsistent. All Civil contempt charges were stayed. (Burnaby RCMP File# 14-44051)

\_\_\_\_\_ performed a sit in on a tree in the injunction zone, \_\_\_\_\_ is arrested for Mischief and Civil Contempt. After being arrested \_\_\_\_\_ spat in the face of a RCMP ERT Member resulting in additional charges of Assault Police Officer. (Burnaby RCMP File# 2014-

**December 14, 2014** approximately 12 protesters \_\_\_\_\_, set up a camp on the 7000 Block of Bayview Drive. The camp was on the Trans Canada trail and is not on Kinder Morgan property or obstructing access to the Westridge Terminal.

**March 16 - 24, 2015**

**is involved in criminality against KMEP:**

Threatens x2 surveyors on a trail northwest of Lougheed Highway and Gaglardi Way. (Burnaby RCMP File# 15-

Steals surveying equipment from Government Street and Thorne Avenue. (Burnaby RCMP File# 15-

Assaults x3 surveyors on Government Street at Thorne Avenue as again he believes these individuals are Kinder Morgan contractors (they are not). Burnaby RCMP File# 15-

**December, 2016**, the Canadian government approved the TMEP, increasing its volume of the Tran Mountain Pipeline by 300%. As part of the approval, Kinder Morgan is obliged to hold Public Information Sessions in the communities through which the Trans Mountain pipeline travels.

**January 28, 2015** Burnaby RCMP attend the 7000 block of Bayview Drive and enforce a by-law order for removal of the protest camp.

The protest camp was taken down without incident. (Burnaby RCMP File# 2015-2943)

**February 24, 2015** Kinder Morgan conducts bore-hole drilling off Brunette Avenue in Coquitlam near the Highway 1 and the New Westminster boarder. The drilling lasted until February 26, 2015 and was heavily protested.

**January 13 - 27, 2016 Protest activity increases:**

On January 17, two protesters boarded a drilling barge belonging to Vancouver Pile Driving. On January 18, Emergency Response Team members trained in marine operations attended the barge and conducted arrests. Arrested parties included;

These parties were transported by boat to Reed Point Marina where they were arrested, chartered and warned for Mischief. Though Charges were forwarded they were not approved by Crown. (Burnaby RCMP File# 2016-

On January 25, the NEB holds an information session at the Delta Hotel, 4331 Dominion Street, Burnaby. As the NEB hearings are underway four individuals stage a sit-in protest. are arrested for mischief.

(Burnaby RCMP File# 16-:

**February 21, 2016** Kinder Morgan contracted a barge to conduct complete the geo-technical drilling in Burrard Inlet. The barge was approached by protesters using kayaks however no one attempted to board or disrupt the work.

one of the protestors and was later arrested for breaching release conditions. (Burnaby RCMP File# 16-

**May 17, 2016** Ottawa appoints a three-member panel to conduct an environmental review of the Trans Mountain expansion project.

**May 29, 2016** The NEB recommends approval of the pipeline, subject to 157 conditions, concluding that it is in the public interest.

**November 29, 2016** Prime Minister Justin Trudeau sanctions the Trans Mountain expansion, part of a sweeping announcement that also saw approval of Enbridge's Line 3 pipeline replacement but the end of its Northern Gateway project.

**December 2016** CO "E" Division directed that a Gold, Silver, Bronze command structure be stood up for operational oversight, planning and coordination of TMEP.

**January 4, 2017** Kinder Morgan held an information session at the Executive Inn located at 405 North Road, Coquitlam. The event was interrupted by approximately 70 protestors, however only 40 entered the meeting. Though the event was suspended do to the protestors presence, the majority were polite and respectful in their opposition. (Coquitlam RCMP File# )

**January 11, 2017** B.C. Premier Christy Clark announces her support for the project, saying Kinder Morgan has met five government conditions including a revenue-sharing agreement worth up to \$1 billion.

**February 22 – March 9, 2017** Kinder Morgan holds several information sessions throughout SE and LMD. The events occurred without incident.

**March 9, 2017** The Federal Court authorized the consolidation of actions launched by City of Burnaby, City of Vancouver, Raincoast Conservation Foundation, Living Oceans, Tsleil-Waututh Nation, Aitchelitz Nation, Upper Nicola Band, Squamish Nation and the Cold Water Band against the TMEP and the NEB.

**March 24, 2017** BROKE, Climate Convergence and 350.Vancouver hosted an IntersAction at Gaglardi Way and Burnaby Mountain Parkway. Approximately 20

people attended.

**May 14, 2017** the Tsleil-Waututh staged the Raise a Paddle for Mother Earth protest at the Westridge Terminal. A floatilla of x3 long canoes x18 double kayaks and one power boat went from Cates Park to 100 yards shy of the Westridge boom. The protest concluded without any unlawful activity.

**May 25, 2017** Kinder Morgan makes its final investment decision to proceed with the development, now estimated to cost \$7.4-billion, subject to the successful public offering of Kinder Morgan Canada.

**May 25, 2017** beginning in Victoria, individuals start the Walk 4 the Salish Sea, a four day event that has participants walk through Victoria, Sannich, Central Sannich, Sidney, Delta, Richmond, Vancouver and finally to Burnaby.

On May 28, at the end of the Walk 4 the Salish Sea individuals involved joined others at Fossil Fuel Freedom Fest at Westridge Park 320 Cliff Avenue, Burnaby. Speeches were made by Grand Chief Stewart Philip, Audrey Siegl, Cedar George-Parker, Brandon Gabriel, Elizabeth May and Kennedy Stewart.

Later on the evening of May 28,

locked themselves to the front gate of the Westridge Marine Terminal. On May 29, 2017 after affording them several opportunities to leave Burnaby RCMP arrest

(Burnaby RCMP File# 17-

**May 30, 2017** Kinder Morgan Canada (TSX:KML) debuts on the Toronto Stock Exchange after a \$1.75 billion public offering, one of the largest IPOs in the exchange's history.

**July 17 – August 1, 2017** Kinder Morgan completes drilling on the Fraser River in preparation of the TMEP.

**August 10, 2017** the B.C. NDP government hires former judge Thomas Berger to provide legal advice as it seeks intervener status in the legal challenges against the project filed by municipalities and First Nations

#### **GENERAL COMMENTS ON TMEP OPPOSITION:**

While Police are impartial, it is operationally necessary to have awareness of opposition

to the TMEP. It is understood that the majority of individuals and groups will express their opposition through lawful advocacy, protest and dissent.

As noted above some communities in British Columbia – or in some cases, individuals within those communities – are opposed to the pipeline expansion.

Over the past few years, there have been demonstrations in B.C. opposing the pipeline expansion. There are some individuals who travel around the province to demonstrate against the pipeline expansion; consequently, demonstrations can be populated by persons from across the province, and sometimes by persons from outside the province.

Some groups and individuals have expressed the intent to commit – and in fact have committed – acts to disrupt any activities associated with Kinder Morgan and the TMEP.

There are a few individuals who have publicly stated extreme views in their opposition to the pipeline expansion. In a couple of cases, their public statements include threats of or incitement to violence.

In the City of Burnaby and area, there is entrenched opposition to the pipeline expansion. There are community groups – such as the Burnaby Residents Opposed to Kinder Morgan Expansion (BROKE), Coquitlam Residents Opposed to Kinder Morgan Expansion (CROKE), Coastal Protectors, Climate Convergence Metro Vancouver, 350\_Vancouver, Wilderness Committee, Greenpeace, Raincoast Conservation Foundation, Living Oceans, Pipe Up, Water Wealth – which openly oppose the pipeline.

### **FIRST NATIONS OPPOSITION TO TMEP:**

The Tsleil-Waututh in the District of North Vancouver has filed a suit in the B.C. Supreme Court, with the intention of stopping the pipeline expansion. As the Westridge Marine Terminal and nearby Kinder Morgan Tank Farm rest in their traditional territory the Tsleil-Waututh have taken a leadership role in opposing the TMEP. The Tsleil-Waututh have repeatedly committed to using the courts and non-violent tactics in their opposition to the TMEP.

The Squamish Nation in the North Shore of Burrard Inlet and Squamish has filed a suit in the B.C. Supreme Court, with the intention of stopping the pipeline expansion. Although the Squamish Nation opposes the expansion, they are pursuing that



opposition in the courts and have not advocated unlawful action in defense of their position.

The Kwantlen Nation in the City of Langley filed a suit in the B.C. Supreme Court, with the intention of stopping the pipeline expansion; however they withdrew the suit in 2017. In a show of their opposition to the TMEP the Kwantlen intend to build a lodge on the Kinder Morgan right of way to prevent the TMEP from occurring on or near their land.

The Aitchelitz First Nation in the City of Chilliwack has filed a suit in the B.C. Supreme Court, with the intention of stopping the pipeline expansion. Although the Aitchelitz First Nation opposes the expansion, they are pursuing that opposition in the courts and have not advocated unlawful action in defense of their position.

The Cold Water First Nation near Merritt has filed a suit in the B.C. Supreme Court, with the intention of stopping the pipeline expansion. Although the Cold Water leadership opposes the expansion, they are pursuing that opposition in the courts.

The Upper Nicola Band near Merritt has filed a suit in the B.C. Supreme Court, with the intention of stopping the pipeline expansion. Although the Upper Nicola Band opposes the expansion, they are pursuing that opposition in the courts and have not advocated unlawful action in defense of their position.

have expressed violent opposition to the pipeline expansion.

These measures vary from civil disobedience such as protests to disrupt construction and blockading public roadways to threatening workers and damaging property. publicly supported the necessity to use violence to meet objectives.

**TMEP SECURITY:**

**General:**

It's understood by Kinder Morgan and the private security firms that the tactical response to any criminality will be handled by the POJ. For any TMEP activities within RCMP jurisdictions the POJ will be the local RCMP Detachment. The RCMP will not act, or be seen to act, as a dedicated security contingent for TMEP during lawful peaceful demonstrations. The right to peaceful demonstration is enshrined under Sec 2 of the Canadian Charter of Rights. As peace officers it is our duty to ensure all citizens can lawfully exercise their rights. However; if there is criminality imminent or occurring, security will report that to the POJ and the appropriate actions will be taken to ensure protection of property and person.

If there are demonstrations against TMEP it's expected, in the absense of any actionable intelligence or information, they will be generally peaceful. However; given some past events there could be public order issues arising from radical environmental activists and provocateurs who may attempt to escalate an otherwise peaceful protest. The most likely public order issues will come from traffic control associated with protests and from attempted disruption of TMEP construction and/or incursion into Kinder Morgan or their affiliates facilities.

## **Marine Security:**

Construction on or near the water at Westridge Terminal is expected to last 12 months. The private security infrastructure during the marine construction at Westridge Terminal will include a floating security fence, marker bouys and boom around the construction area. Boats with private security will be used to intercept and warn off any protestors within the secure zone.

The area on and around the water will also be signage warning off incursion into the construction zone and that it is private property.

## **Threat Assessment**

[The National threat level for terrorism was raised to  
It has not changed since then.

as of October 17, 2014.

Notwithstanding that dearth of specific information, past experience requires Police to prepare for the possibility of an unknown number of persons attending with the intention of disrupting the construction.

However; it is important that past actions be reviewed to ensure that all contingencies are accounted for to the greatest degree possible. C-IRG will make every effort to work with all law enforcement partners identify these contingencies and account for them in sub-broenze operational planning.

## **B. MISSION**

1. Protect lives and reduce potential for injuries to workers, demonstrators, the general public and police officers; and minimize opportunities for persons to commit criminal acts against persons and property in the area of TMEP construction and operations.
2. Provide an environment that facilitates lawful advocacy, protest and dissent. Actions taken will respect the rights of all persons, and will be compliant with the Canadian Charter of Rights and Freedoms and the Criminal Code
3. Work together with local POJs, other law enforcement agencies and other government agencies to ensure a coordinated response to any criminality directed at any persons or property in and around Kinder Morgan TMEP.
4. If it's necessary to take enforcement action, and/or assert jurisdiction, conduct any activities in accordance with lawful authorities, RCMP policy, Major Case Management principles and the Incident Management Intervention Model.
5. Conduct any action in such a way that the situation will be returned to a state of normalcy as quickly as possible following an event. Restore order and the public peace expeditiously, but with restraint if the situation deteriorates to disorder using the Measured Approach Philosophy.
  - a. Measured Approach Philosophy requires a measured response that respects the lawful exercise of personal rights and freedoms. This reflects a philosophy that emphasizes the deliberate employment of proactive engagement, communication, mitigation and facilitation measures by the RCMP to maintain the peace, or to facilitate resolution of public disorder and restoration of the peace, while preserving the option to employ a variety of tactical responses as necessary.
6. Follow the lawful direction of the Gold Commander.

## C. EXECUTION

### Commander's Intent

The Gold Commander has directed that a scalable plan be developed which can support general policing operations through to the conclusion of the TMEP construction. This will not detract from the provision of core policing to the jurisdictions we police, in keeping with the RCMP Mission, Vision and Values. It's understood that Silver Command should be prepared for scaleable responses to any criminality and/or public order incidents.

**Center of Gravity:** Previous demonstrations in the past four years which sought to disrupt public sessions and construction using violence or damage to property were chaotic and confrontational, with no rules of engagement or police awareness of their intent. Small groups of violent persons were able to hijack lawful demonstrations.

**Critical Vulnerability:** Those wishing to commit criminal acts in order to disrupt lawful public events have a difficult time when the environment is calm, organized and respectful. It immediately differentiates them from the majority of persons who wish to lawfully and peacefully exercise their right to demonstrate. It also makes it difficult to justify committing criminal acts. They also have difficulty when they encounter police officers with a clear understanding of their lawful authorities.

**Exploitation Plan:** In order to provide the conditions for lawful protest and execution of the Gold Commander's plan, the RCMP will:

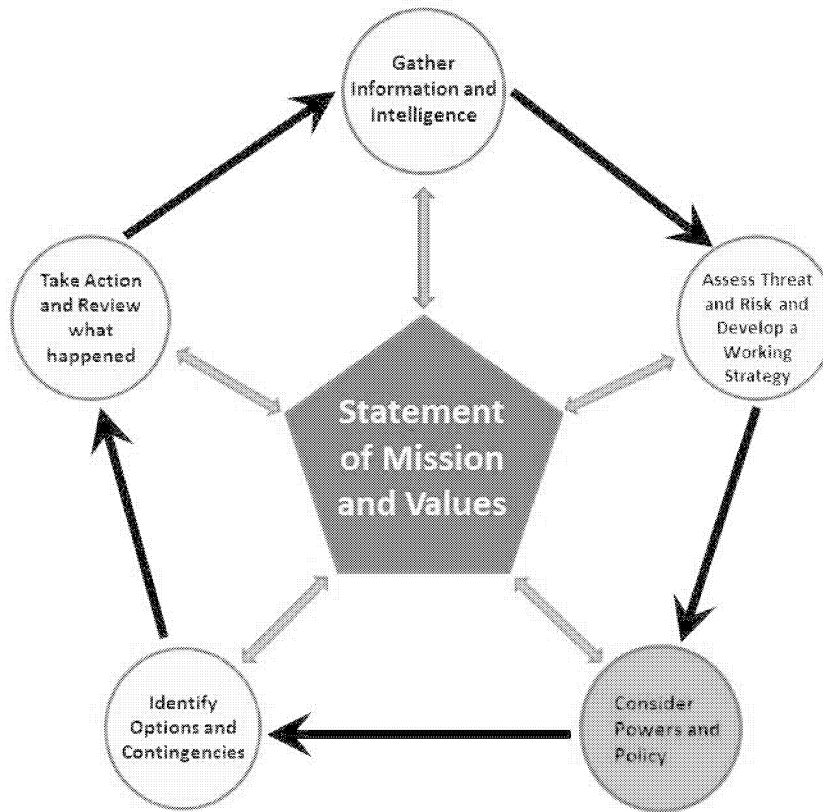
- Engage with contract partners, local communities and emergency services to ensure adequate police services are delivered in jurisdictions subject to protest-related activity.
- Ensure all members deployed for the event are properly equipped and clear on the parameters and police authorities while deployed;
- Ensure adequate media relations messaging to maintain public awareness and confidence in ongoing police actions; and
- Position the appropriate resources to be able to respond quickly to ensure public safety and protection of property from criminality.

**End state:** Any intent of a violent protest will have been discouraged by police planning and preparations. If a violent protest occurs, it will have been interdicted early

and full investigative resources will be brought to bear. Public safety, security of property and public confidence will have been maintained by police planning and preparations.

Silver Command will be established at “E” Division HQ. There will be Geographical Bronze Commanders appointed for each district and Functional Bronze Commands at “E” HQ. Any planning will follow the National Decision Model.

## National Decision Model



### Concept of Operations

The deployment of resources in the field will be executed in such a way as to create a scalable posture for response to operational needs.

- 1) The Gold Commander will be the point of contact for strategic level resources and communications. Their role will be to provide strategic direction and oversight to the Silver Commander.

2) The Silver Commander will have operational control during the deployment. The Silver Commander will also act as the Officer in Charge of the Community Industry Response Group (C-IRG).

On day-to-day matters, the C-IRG will provide direct support to the Bronze and Sub-Bronze (detachment) levels.

This includes:

- Ensuring notification and intelligence is provided to detachments and other police agencies on construction activities and protest-related activities including support from the RTIC and APS analysts.
- Facilitate the provision of legal advice
- Provide information on best practices; facilitate training, education and awareness regarding police response; and provide templates to ensure a common look and feel for police operational planning across jurisdictions.
- Undertake a file coordination function to ensure that all records required for potential disclosure are properly captured on the division master file.
- Provide a forum for all police agencies to share information and coordinate operational planning across jurisdictions.

The following Bronze Commands will be available to the Silver Commander:

- Geographic Bronze Commands in North, South East, Island and Lower Mainland Districts consisting of:
  - o Sub-Bronze POJ's
    - Will ensure all Tactical Plans are completed in accordance with Gold, Silver and Bronze Commanders intent
- Functional Bronze Commands consisting of:
  - o Intelligence Bronze:
    - Collect, analyze, grade and disseminate actionable intelligence



- Bronze DLT:
  - Impartially liaise with First Nations, stakeholders, protestor groups and corporate entities
- Bronze Operations:
  - Coordinate CIP, Investigations, Marine, IMIT and Partner agency liaison during events
- Bronze DEOC
  - Transition C-IRG to DEOC operations as and when required

Any members deployed outside their normal detachment areas will be under command of their respective Bronze or Sub-Bronze Commander. They will deploy in a measured manner, only as required. Any police response will be delivered in an impartial and measured way.

- 3) The Bronze Commanders will direct the Sub-Bronze Commanders for all tactical policing responses, in consultation with or at the direction of the Silver Commander and in alignment with the operational plan.

This includes:

- Plan, coordinate and execute tactical plans in response to any activities and events in their jurisdictions.
- Ensuring notification and intelligence is provided to POJs on protest-related activities including support from the RTIC and APS analysts.
- Ensure best practices, proper training, and situational awareness to ensure a proper police response is maintained.
- Undertake a file coordination function to ensure that all records required for potential disclosure are properly captured on the C-IRG master file.
- Participate in forums to share information and coordinate operational planning across jurisdictions.

## **Planning:**

### **The Gold Commander Will:**

- Approve and forward all plans to CrOps and “E” Division SMT as required.
- Ensure that briefing notes are prepared and forwarded to CrOps and “E” Division SMT.

### **The Silver Commander Will:**

- Oversee, approve and forward Operational and Tactical plans for approval to the Gold Commander for approval.
- Ensure that C-IRG Information Management Business Rules are followed.
- Ensure that briefing notes are prepared and forwarded to Gold Command

### **All Bronze and Sub-Bronze Commanders will:**

- Develop, oversee and approve tactical plans under their command.
- Forward plans for approval to the Silver Commander to ensure alignment with the Silver Operational Plan and the Gold Strategic Plan.
- Ensure that records of business value and/or that may be required for disclosure are properly captured on the detachment or district operational file and also copied to the Division file via the C-IRG Information Management Business Rules.
- Ensure that briefing notes are prepared and forwarded to Silver Command
- Execute the approved tactical plan.

**Command Structure:** See Organizational Chart: Attached Appendix “B”

## **ARREST SCRIPT FOR PROTEST**

This script is intended to serve as a guide for best practices and rational for members making an arrest during a protest in accordance with the Measured Approach Philosophy.

Before any action is taken members must be able to articulate their authorities before executing their duties; list of common authorities as Appendix A. Before police take any actions they need to confirm that an offence has been committed and that a complaint has been made.

When making an arrest in relation to unlawful activity during a protest, when possible a member should approach the discharge of their duties in a scalable manner following the following 5 steps;

### **Scalable Response:**

1. **Inform** the individual their action is unlawful; tell them specifically what law their actions are breaching.
2. **Ask** the individual to cease in the unlawful act, give them the option to discontinue the action and leave.
3. **Caution** the individual if they continue they will be arrested and could face charges.
4. **Confirm** that the individual is aware that they will be arrested and could face charges.
5. **Arrest** the individual in accordance with the appropriate Charter obligations.

### **Rational:**

Step 1 is taken to inform the individual what they are doing is indeed an illegal action. As surprising as it may seem some people engaged in illegal activity during a protest may be unaware that what they are doing is in fact unlawful.

Step 2 provides an out for individuals that were either unaware their actions were illegal or who do not want to be arrested and face charges.

Step 3 provides for a final warning.

Step 4 demonstrates that the individual is aware of their jeopardy, they are willing to be arrested and that they understand they could face charges.

Step 5 only after being informed of the arrest for a specific offence can we lawfully lay hands on an individual to remove them. Upon arrest police need to fulfill their obligation under s.10 (a)/(b) and provide the official warning.

### **Support Infrastructure:**

These actions should be taken with proper support resources to document the members due diligence and the responses of the individual(s) engaged in illegal activity. Common support includes;

1. Enough members to ensure members effecting the arrest are safe in the discharge of their duties.
2. Film the scalable response, be sure to capture member's interaction and the response of the individual being dealt with.
3. Appropriate cutting devices for locks and chains. If using anything more than a pair of bolt or wire cutters thought should be considered to using the Object Removal Team (ORT) via Tactical Troop.
4. Appropriate vehicles for transport.
5. Appropriate processing facility affording access to counsel.

### **Dress and Department:**

All on-duty police officers will ensure they are professional in their appearance through compliance with grooming standards and will wear attire appropriate to their duties as directed through their respective chain of command:

- those attending to or responding to maintain public order will wear Service Order No. 1, or standard working uniform consistent with their jurisdiction, with all use of force options, visible name tags, and those trained will carry Conducted Energy Weapons; they will also have available their high-visibility vests to enhance officer presence and public reassurance
- Division Liaison Team will dress in the identifiable shirts and jackets created for the Division Liaison Team; they will carry their full range of use of force options discreetly, but will be identifiable as police officers.

- those in plainclothes functions will dress in business casual; they will carry their full range of use of force options discreetly, but have the capability of being identifiable as police officers

### **Key C-IRG Briefings**

Weekly C-IRG Command Briefing: Tuesdays @ 0930

Weekly C-IRG Briefing: Thursdays @ 1330

All briefings are subject to change to meet operational needs

### **Briefing Invited Attendees:**

**C-IRG Command:** Gold Commander; Gold Staff Officer  
Silver Commander; Silver Staff Officer  
Bronze Intelligence Commander  
File Coordinator

**C-IRG General:** Gold Commander; Gold Staff Officer  
Silver Commander; Silver Staff Officer  
Geographic Bronze Commanders  
Functional Bronze Commanders  
Media / Strategic Communications Director  
Invited Sub-Bronze Commanders

The Silver Commander (or their designate) will chair C-IRG Command and C-IRG General Briefings. They will provide Gold Command with a weekly BN, or as and when required. They will coordinate the dissemination of tasks to and through the Bronze Commanders

### **Operations:**

The Gold Commander will have strategic oversight of planning, operations and communications. They will maintain communications with the Silver Commander

throughout the duration of the operation.

The Silver Commander will oversee coordination of additional resources outside of those attached to Bronze Commanders. They will coordinate the dissemination of intelligence and information over and above any flow of intelligence through Bronze Intelligence.

The Gold Commander will brief "E" Division Senior Management on the status, issues and concerns of the operation through verbal and BN updates.

The Strategic Communications team available to the Gold Commander upon request.

### **C-IRG Operational Period**

The C-IRG Operational Period is planned throughout the TMEP construction phase or until the CO "E" Division declares the C-IRG operations ended.

The Silver Commander and all Bronze Commanders will conduct an ongoing assessment of the situation in their respective Areas of Responsibility throughout the operational period. The operational posture of all levels of command will be determined through an ongoing assessment of the situation in conjunction with the Silver Commander, based on available intelligence and the intent of the Gold Commander. This may include deployment of extra resources in a surge capacity to meet unexpected requirements during the operation.

All movement and staging to and from home units will be administered and controlled through Silver Command via Geographic Bronze Command.

### **Contingency Operations**

#### **Crowd Management/Crowd Control:**

There will be continuous communication between the members on scene and the Silver Commander, in order for him to determine the appropriate course of action.

It's understood that this plan will be both scalable and adaptable in response to the specific dynamics of the situation.

## **D. ADMINISTRATION**

### **Silver Command Resources**

The following persons will be available to the Silver Commander:

- Geographic Bronze Commanders and Sub-Bronze Commands
- Functional Bronze Commanders and Sub-Bronze Commands
- Legal Advisor
- Silver Staff Officer
- C-IRG File Coordinator

Full or partial stand-down may occur at any time during the operation.

### **Medical**

### **Logistical**

#### **Accommodation and Nature Breaks**

No exceptional accommodation are required.

Owing to the indeterminate locations and duration of the operation, sanitation facilities will be arranged through Bronze and Sub-Bronze Commanders as and when required.

### **Transportation**

It's assumed all Sub-Bronze and operational units will have their own transportation.

### **Meals and Accommodations**

Owing to the indeterminate duration of the operation and the diverse locations of the areas potentially involved, Geographic Bronze Command will ensure employees have



adequate meals and accommodations as and when required. C-IRG will provide the necessary logistical and administrative support to Geographic Bronze and POJ Sub-Bronze. Unless there is operational necessity, RCMP policies and guidelines regarding meals and accommodation will be adhered to.

## **Sustainment Priorities and Resources**

Contingencies and sustainment measures may be required to meet the ongoing operational requirements of personnel and equipment in those areas affected by interface fires.

In the event of contingency operations, the Silver Commander, in consultation with the Bronze Commander, will determine if the operational period will be extended, and notify Gold Command of any changes to previous agreed upon deployment plans.

## **Finance**

### **Costing**

**Unless otherwise authorized by Silver Command, jurisdictions will be responsible for costs associated to specific events but should utilize the IO# below for purposes of tracking.**

The relevant finance codes for costs authorized to be charged to division are:  
**File # 2017-2755, Collator # E0418, IO #736503.**

## **Administrative Management**

RCMP administrative policies and guidelines will be followed throughout the duration of this operation. The appropriate policy centers will be consulted, as needed, for interpretation of specific policy relative to this operation.

Business rules for file management have been created by the C-IRG File Coordinator. See Attached Annex "C": C-IRG Information Management Business Rules Document.

## E. **COMMAND, CONTROL and COMMUNICATIONS**

### Command and Control

This plan does not replace existing organizations or structures, nor replace any commanders or processes.

Strategic oversight of the overall policing plan rests with the Gold Commander who will:

- Provide strategic oversight from HQ of the Plan.
- Adjust strategy and plans as situations evolve.
- Review and approve the Silver Plan which will include mutual aid support.
- Liaise with the Silver Commander throughout the duration of the event.
- Depending on the gravity of the situation, request mutual aid support other police jurisdictions not affected by the event.
- Keep the Division Executive briefed on strategic issues and concerns.
- Ensure resiliency of the Command Team.

Overall operational command and control rests with Silver Commander who will:

- Provide operational oversight of police response through the Bronze Commanders.
- Prepare the overall Operational Plan for protest-related activities during the course of the TMEP and ensure effective execution.
- Maintain close contact with Bronze Commanders to ensure appropriate coordination of mutual support and execution of the tactical plan.
- Liaise with Bronze Commanders and ensure resiliency of Bronze Command Teams.

Tactical Command and control rests with the assigned Bronze Commanders for each area of responsibility. Bronze Commanders will:

- Execute their Tactical Plans at their areas of responsibility.
- Maintain close contact with Silver Command, other Bronze Commanders and their Sub-Bronze POJ Commanders to ensure coordination of resources and mutual support as per their Tactical Plans.
- Liaise with the Silver Commander to ensure consistency in approach, direction and execution of their operational plans.

## **Communications**

### **External:**

#### **TMEP:**

All command levels will ensure that all communication with Kinder-Morgan Canada, its contractors and other stakeholders demonstrates and reflects an impartial police response. In particular this will entail:

- The RCMP will not engage in any discussions with Kinder Morgan Canada or its contractors in regard to supplemental funding for police operations. These should occur between local and provincial government contract partners who in turn may request from the RCMP information on costs.
- Communications with industry to share information on construction activity or security and safety concerns is appropriate to ensuring operational awareness and planning in support of public safety. Similar communications with other stakeholders is also appropriate for this purpose.
- The RCMP will not disclose information in its holdings to industry or stakeholders except where necessary to ensure public safety and security.
- Formal communications with industry and other stakeholder groups should be captured on the operational files to ensure transparency and proper disclosure subject to relevant privacy law.

## **Protest Groups:**

All command levels will ensure that all communication with Protest Groups and other public entities opposed to TMEP demonstrates and reflects an impartial police response. In particular this will entail:

- Communications with Protest Groups and other public entities opposed to TMEP to share information on protest activities, liaison and safety concerns during demonstrations is appropriate to ensuring operational awareness and planning in support of public safety. Similar communications with other stakeholders is also appropriate for this purpose.
- The RCMP will not disclose information in its holdings to Protest Groups and other public entities opposed to TMEP except where necessary to ensure public safety and security.
- Formal communications with Protest Groups and other public entities opposed to TMEP will be captured on the operational files to ensure transparency and proper disclosure subject to relevant privacy law.

## **RCMP Internal:**

The C-IRG Information Management Business Rules for Email Management will be used at all times.

## **Radio Communication**

Local radio channels, through the local OCCs, will be used for all TMEP police operations. "E" HQ Radio Technicians and IT will provide direct support, through coordination with IMIT Sub-Bronze, for the duration of the operation.

## **Media**

There will be a Strategic Communications representative available to the Gold and Silver Commanders and Geographic Bronze Commanders. "E" Division Strategic Communications will be available for consultation and to provide media lines in the

event of a significant incidents.

All external and internal messaging will be approved through Silver Command and Strategic Communications unless there are exigent circumstances whereby Strategic Communication is not available or timeliness is an issue

**Legal**

The RCMP Legal Advisory Section – Department of Justice Canada is available for assistance and advice 24/7 at 604- [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca).

Prepared by:

*John WM BREWER*

Silver Commander

Date:

Approved by:

\_\_\_\_\_

Gold Commander

Date:

## **ANNEXES**

Annex "A" Gold Strategic Plan

Annex "B" C-IRG GSB Organisation Chart

Annex "C" C-IRG Information Management Business Rules

# Gold Policing Strategy



**Kindier-Morgan Canada**  
**Trans-Mountain Pipeline Expansion Project**  
**File: ED2017-2755**

Protected 'A'

Chief Superintendent Dave ATTFIELD - Gold Commander, 2017-09-20

## Overview:

Kinder Morgan Canada received approval from the Federal Government on 2016-11-29 to build 980km of new pipeline primarily (89%) along an existing pipeline route. New construction will include 12 new pump stations, the expansion of existing tank farms, and three new berths at the Westridge Marine Terminal in Burnaby. The pipeline activity will directly impact the following detachment areas:

- *North District* - Valemount
- *Southeast District* - Clearwater
- Barriere
- Chase (related protest activity)
- Kamloops and Tk'emlups Rural
- Merritt
- *Lower Main Land District* - Upper Fraser Valley Regional Detachment (Hope and Chilliwack)
- Abbotsford Police Department
- Langley
- Surrey
- Coquitlam
- Burnaby
- North Vancouver (marine construction activity at the waterfront and on the water and protest –related activity at Cates Park)
- Vancouver Police Department (related protest activity)
- *Island District* - Victoria Police Department (related protest activity)

There are many groups who are opposed to this project. This includes both environmental and first nations groups. Protest-related activities are expected to escalate as construction activity occurs. The locations most affected by direct action protests will likely be Vancouver, Burnaby and Kamloops.



**Overall Aim:** The Royal Canadian Mounted Police – as the Provincial Police of British Columbia and the Police of Jurisdiction for all but one jurisdiction along the route of the Trans-Mountain Pipeline Expansion Project (TMEP) - will deliver its core policing responsibilities in the course of this project in a manner that reflects its Mission, Vision, Values. Its common-law and statutory policing responsibilities are to:

- Preserve the peace, uphold and enforce the law;
- Protect life, and property; and prevent crime.

### **Strategic Objectives:**

The Royal Canadian Mounted Police (RCMP) will work in partnership with all the affected police jurisdictions, other government agencies and non-governmental groups to meet the following objectives in relation to protest-related activities:

1. Protect lives and reduce potential for injuries to participants and others engaged in protest-related activities, the general public, police officers and other first responders; and minimize opportunities for persons to commit criminal acts against persons and property.

**Rationale:** This is a core police responsibility that is in keeping with the Law and it ensures that we maintain public confidence. It is also our responsibility to ensure the effective administration of justice.

2. Prevent crime and expeditiously investigate criminal activity that impedes the ability of any person to securely and safely go about their lawful business.

**Rationale:** This is a core policing responsibility and we aim to meet this objective through a sound investigative and evidence gathering process, proportionate to the nature and circumstances of the criminal activity. Arrests will be made using our discretion when safe to do so and as authorized by law.

3. Work together with the RCMP Districts and Detachments, other police agencies, the E-Division Critical Incident Program, West Coast Marine Services, Aboriginal Policing Services, and other government agencies to ensure a coordinated response to keep the peace and address any criminal threat to the public, and employees associated to the project.

**Rationale:** This is a core policing responsibility. Our communities expect a coordinated and effective response to threats which may be planned or not immediately realized.

4. Maintain public order and ensure the ability of the public to express their views through lawful and peaceful assembly.

**Rationale:** This is a core policing responsibility reflecting our duty to minimise disruption from illegal activity in our communities. All members of the public have a right to a safe environment and lawful enjoyment of public property.

5. Restore order and the public peace expeditiously but with restraint if the situation deteriorates to disorder.

**Rationale:** This is a core policing responsibility reflecting our duty to preserve the peace by using appropriate means and, if necessary, force that is justified and reasonable under the Law. The restoration of order reassures our communities that we have the capacity to address their concern for safety.

6. Provide an environment that facilitates lawful and peaceful protest.

**Rationale:** Freedom of expression and freedom of peaceful assembly is enshrined in the Canadian Charter of Rights and Freedoms. The RCMP will uphold these freedoms by employing tactics that ensure these rights and freedoms are subject only to reasonable limits as prescribed by law.

### **Policing Style:**

The RCMP will provide an impartial, respectful and fair policing style that focuses first on communication and collaboration in a manner that reflects our commitment to our communities. Commitments of particular importance to this response include:

- Unbiased and respectful treatment of all people
- Mutual problem solving
- Cultural sensitivity
- Enhancement of public safety
- Open and honest communication

This approach requires a **measured response** that respects the lawful exercise of personal rights and freedoms. This reflects a philosophy that emphasizes the deliberate employment of proactive engagement, communication, mitigation and facilitation measures by the RCMP to maintain the peace, or to facilitate resolution of public disorder and restoration of the peace, while preserving the option to employ a variety of tactical responses as necessary.

All on-duty police officers will ensure they are professional in their appearance through compliance with grooming standards and will wear attire appropriate to their duties as directed through their respective chain of command:

- those attending to or responding to maintain public order will wear Service Order No. 1, or standard working uniform consistent with their jurisdiction, with all use of force options, visible name tags, and those trained will carry Conducted Energy Weapons; they will also have available their high-visibility vests to enhance officer presence and public reassurance
- Division Liaison Team will dress in the identifiable shirts and jackets created for the Division Liaison Team; they will carry their full range of use of force options discreetly, but will be identifiable as police officers.
- those in plainclothes functions will dress in business casual; they will carry their full range of use of force options discreetly, but have the capability of being identifiable as police officers

On-duty police officers assigned to protest-related activities will take a measured approach to policing public order issues that seeks to balance the right to lawful protest with the need to: (1) prevent or interdict threats or violence directed toward employees of Kinder-Morgan and the TMEP, event participants and the general public; and (2) threats toward property, particularly where these pose a serious risk to public safety and the environment. Protest-related activities that may pose serious risk could include:

- On-water protests that, by their nature, pose a risk to participants who are afloat, often in small vessels and near shipping and active marine infrastructure; or that may pose a hazard to the safe navigation of larger vessels, particularly those carrying hazardous materials
- Protests that access locations where there is ongoing and active construction activity that has not been safely stopped and secured; where there are hazards relating to stored hydrocarbons or facilities that control the safe transmission of these materials that have not been locked out and made safe; or, in either case, that prevent access and egress of emergency services.
- Protests that threaten major and sustained disruption to transportation networks or otherwise to the lawful use and enjoyment of property.
- Specific threats involving criminal activity that may result in serious injury or significant damage to property, particularly critical infrastructure.

## **Outcomes:**

- Preferred:** No criminal acts, no injuries to any person, no damage to property. Members of the public can enjoy lawful use of public and private property, employees of Kinder-Morgan and the TMEP are able to go about their business unmolested, and demonstrators can publicly, peacefully and lawfully express the views. This will occur through the effective and efficient use of police resources.
- Acceptable:** Lawful protests occur with some disturbance of the peace and disruption of normal activity including limited disruption of traffic (including marine traffic) and Kinder Morgan and TMEP operations. Any injuries will be due only to personal health issues or accidents. The overall safety and security of all parties involved in protest-related activities would be preserved.
- Unacceptable:** Any violence against the public, police, event participants, or employees and staff. Significant damage to property, particularly that which poses serious risk to the public or the environment.

## **Command Structure:**

The RCMP command structure will require one Gold Commander working from RCMP HQ in charge of the Provincial Police support to RCMP Detachments. The Gold Commander will provide a dedicated strategic overview of policing preparations relative to protest-related activities. This is intended to enhance, not replace, existing structures. The Gold Commander will also be prepared to initiate the provincial response to public order contingencies occurring during protest-related activities with the concurrence of the CROPs-Core Officer. This will include:

A Silver Commander will also be located at RCMP EHQ and will prepare and be in charge of executing the overall Operational Plan for the Kinder Morgan TMEP. The Silver Commander will be supported by Bronze Commanders from North, Southeast, Island and Lower Mainland Districts. Each Bronze Commander (Geographic) will appoint Sub-Bronze Commanders to represent each of the detachments along the route or otherwise expected to experience protest-related activities as listed above. The Silver Commander will ensure that Bronze (multiple detachments within a District) and Sub-Bronze (single Detachment) operational plans align with the Gold Strategy and the Silver Operational Plans. In addition, Bronze Commanders will be appointed to the following support positions: Operations (encompasses CIP, Investigative, Marine, IM/IT); Bronze DEOC; and Bronze Intelligence. This structure will be scalable and subject to change based on protest-related activity.

In consultation with Gold Command, the Silver Commander will receive and review all approved Bronze and Sub-Bronze operational plans and will authorize:

- Activation of the Division Emergency Response Centre (DEOC)
- Larger scale deployments of resources from outside the police agency or jurisdiction to address major events
- Planned (as opposed to exigent) deployments of the Division Liaison Team, Tactical Team, West Coast Marine and other provincial support units to ensure coordination, particularly where there may be multiple events or locations.
- Ensure a coordinated and timely notification and response to protest-related activities that pose significant risk as described above.
- Activation of the Division Liaison Team via Silver Command to build constructive relationships and dialogue with protestor and protest groups to prevent conflict
- Ensuring that provincial resources that may be required to support one or more detachments are engaged and prepared. These include:
  - the Critical incident program including Tactical Troop and ERT,
  - Aboriginal Policing Services
  - The Division Liaison Team (DLT) to work well in advance to build constructive relationships and dialogue with protestor and protest groups to prevent conflict and to resolve conflict if it does occur
  - West Coast Marine Services to prepare for, lead and coordinate a response to on-water and waterfront protest related activities in partnership with detachment and agency police marine units, Port Authorities, and the Canadian Coast Guard

The Silver Commander will also act as the Officer in Charge of the Community Industry Response Group (C-IRG). On day-to-day matters, the C-IRG will provide direct support to the Bronze and Sub-Bronze (detachment) levels. This includes:

- Ensuring notification and intelligence is provided to detachments and other police agencies on construction activities and protest-related activities including support from the RTIC and APS analysts.
- Facilitate the provision of legal advice

- Provide information on best practices; facilitate training, education and awareness regarding police response; and provide templates to ensure a common look and feel for police operational planning across jurisdictions.
- Undertake a file coordination function to ensure that all records required for potential disclosure are properly captured on the division master file.
- Provide a forum for all police agencies to share information and coordinate operational planning across jurisdictions.

Bronze and Sub-Bronze Commanders will:

- Oversee and approve operational plans on behalf of the detachment and / or district.
- Forward these plans for approval to the Silver Commander who, in consultation with Gold Command, will ensure alignment with the Silver overall operational plan and the Gold Strategy.
- Ensure that records of business value and/or that may be required for disclosure are properly captured on the detachment or district operational file and also copied to the Division file via the C-IRG e-mail proxy.
- Ensure that briefing notes are prepared and forwarded to both District and Division e-mail proxies.
- Execute the approved operational plan.

### **Command Protocols:**

Strategic oversight of the overall policing plan rests with the Gold Commander. The Gold Commander will:

- Provide strategic oversight from HQ of the Plan.
- Adjust strategy and plans as situations evolve.
- Review and approve the Silver Plan which will include mutual aid support.
- Liaise with the Silver Commander throughout the duration of the event.

- Depending on the gravity of the situation, request mutual aid support other police jurisdictions not affected by the event.
- Keep the Division Executive briefed on strategic issues and concerns.
- Ensure resiliency of the Command Team.

Overall operational command and control rests with Silver Commander who will:

- Provide operational oversight of police response through the Bronze Commanders.
- Prepare the overall Operational Plan for protest-related activities during the course of the TMEP and ensure effective execution.
- Maintain close contact with Bronze Commanders to ensure appropriate coordination of mutual support and execution of the tactical plan.
- Liaise with Bronze Commanders and ensure resiliency of Bronze Command Teams.

Tactical Command and control rests with the assigned Bronze Commanders for each area of responsibility. Bronze Commanders will:

- Execute their Tactical Plans at their areas of responsibility.
- Maintain close contact with Silver Command, other Bronze Commanders and their Sub-Bronze Commanders to ensure coordination of resources and mutual support as per their Tactical Plans.
- Liaise with the Silver Commander to ensure consistency in approach, direction and execution of their operational plans.

### **External Communication Protocols for Industry and other Stakeholders:**

All command levels will ensure that all communication with Kinder-Morgan Canada, its contractors and other stakeholders demonstrates and reflects an impartial police response. In particular this will entail:

- The RCMP will not engage in any discussions with Kinder Morgan Canada or its contractors in regard to supplemental funding for police operations. These should occur between local and provincial government contract partners who in turn may request from the RCMP information on costs.

- Communications with industry to share information on construction activity or security and safety concerns is appropriate to ensuring operational awareness and planning in support of public safety. Similar communications with other stakeholders is also appropriate for this purpose.
- The RCMP will not disclose information in its holdings to industry or stakeholders except where necessary to ensure public safety and security.
- Formal communications with industry and other stakeholder groups should be captured on the operational files to ensure transparency and proper disclosure subject to relevant privacy law.

### **Tactical Parameters:**

I have considered the following tactical parameters for protest-related activities where (1) events runs normally; (2) where tension is increased; or (3) if disorder or serious disorder occurs. All tactical parameters will be applied with a measured approach taking into account the operational tempo on the ground.

- The Gold strategy and Silver Operational Plan are strategic and intended to align police operations across the Province in response to protest-related activities. This will enhance and support existing command structures.
- Media Relations Officer – Media relations will be primarily the responsibility of “E” Division Media Relations. “E” Division Media Relations will be available to provide advice and media lines should the need arise.
- Mutual Aid and increased resources to Sub-Bronze (detachment) levels will be coordinated through the normal chain of command to obtain assistance from adjoining police jurisdictions, via the Regional Duty Officer (LMD) or District Command. If more significant assistance is required, the Silver Commander will consult with the Gold Commander for Division-wide support based on changes in the threat level and the situation on the ground, supported by intelligence.
- Use of force to address threats to public and police safety – Police officers will exercise authority to act in keeping with the provisions of section 25 of the Criminal Code, and as permitted under common law (Regina v. WATERFIELD, 1963 – English Court of Appeal, and FIGUEIRAS v. Toronto Police Services Board, 2015 ONCA 208 – Ontario Court of Appeal).



- Enhanced support, including the Division Liaison Team and the deployment of specialized resources for public order crowd management tactics, will require authorization from the Silver Commander in consultation with Gold.
- Live intelligence monitoring – The RTIC BC will be engaged in ongoing intelligence gathering to ensure the best available information is used for planning and decision making.

Gold Strategy prepared on 2017-09-20.

*David b. Attfield*

(D.B ATTFIELD) C/Sup't.

“E” Division

Gold Commander, Kinder-Morgan-Trans-Mountain Pipeline Expansion Project Police Response

# Community Industry Response Group

## Information Management Business Rules



PRIME File ED 2017-2755

ADMIN File 243-4-E145/2017

Authored By: Cpl. Veronica FOX



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## E Division 2017-2755; 243-4-E145/2017: Community-Industry Response Group

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### 1. Overview

The Community-Industry Response Group (C-IRG) provides strategic oversight addressing energy industry incidents and related public order, national security and crime issues. Established in 2017 in response to the Trans Mountain Pipeline Expansion, C-IRG operates as a branch of the E Division RCMP Criminal Operations Core Policing Support (CROPS) Office. Its mandate is to ensure a consistent, standardized and impartially administered police response across the province.

C-IRG espouses a measured approach to facilitating the peaceful resolution of public disorder issues. That is, the deliberate employment of proactive engagement characterized by open communication, critical thinking and dialogue is emphasized. Tactical response is deployed if necessary in a manner appropriate to restore the peace while respecting the lawful exercise of personal rights and freedoms including lawful advocacy, protest and dissent.

RCMP information holdings for C-IRG operations will be managed through a Shared Drive file tree under file number 243-4-E145/2017 and maintained by E Division Administrative Information Management at the conclusion of the file. These guidelines are framed in accordance with Information Management Manual (IMM) App. 2-1-1.

**ADMIN #:** 243-4-E145/2017 – CROPS – CORE – ALL – CIRG-GGCI

**PRIME #:** ED 2017-2755

**Collator:** E0418

**IO#:** 736503

### 2. Roles & Responsibilities

#### Gold Silver Bronze (GSB) Structure<sup>1</sup>

C-IRG operates under the Gold Silver Bronze (GSB) structure of command. GSB is a framework for delivering strategic, tactical and operational response to an incident, operation or event. Under the GSB structure, processes are established to facilitate the flow of information to ensure that decisions are communicated effectively and documented as a part of an audit trail. The command structure is role, rather than rank, specific and allows for flexibility in application to a multi-agency response.

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<sup>1</sup> College of Policing. Retrieved 2017-03-08. <https://www.app.college.police.uk/app-content/operations/command-and-control/command-structures/>



## 2.1. Gold Commander

The Gold Commander is a senior level manager trained in GSB and experienced in project management and both tactical and administrative police duties. The Gold Commander holds overall authority over processes occurring during both the Planning and Operational Phases.

The Gold Commander holds ultimate authority in the development of a regional strategy and has ultimate strategic oversight for the response to individual incidents or events. The Gold Commander facilitates police response, as required, via the Gold Silver Bronze chain-of-command.

The Gold Commander:

1. Provides strategic oversight over C-IRG processes, both planning and operational
2. Makes strategic decisions to be documented as Records of Decision;
3. Reports to senior management;
4. Liaises with Government, Industry and Community stakeholders during planning or operational phases.

Gold Command is responsible for the ongoing organization of information related to C-IRG operations. Information Resources of Business Value (IRBV) (ie: documents that detail or influence decision making) shall be forwarded to the Silver File Coordinator for inclusion of the dataset.

## 2.2. Silver Commander

The Silver Commander is a senior level manager trained in GSB and experienced in project management and both tactical and administrative police duties including Critical Incident or Incident Command. The Silver Commander coordinates the implementation of the Gold Command Strategy. During operational phase(s), the Silver Commander commands and coordinates the overall tactical response in compliance with this strategy.

The Silver Commander:

1. Prepares Silver Operational Plans;
2. Leads meetings with stakeholder and partner agencies;
3. Makes operational decisions to be documented as Records of Decision;
4. Reports to Gold Command and RCMP senior management via Briefing Notes and Situation Reports;
5. May liaise with Government, Industry and Community stakeholders during planning or operational phases;
6. Provides direction to Bronze Command.



### 2.3. Silver Staff Officer

The Staff Officer is a police officer experienced in operations and tactics who directly assists the Silver Commander in attaining planning and operational objectives. The Staff Officer is accountable to the Silver Commander.

The Silver Staff Officer:

1. Coordinates the logistics of tactical operations and strategies as directed by the Silver Commander;
2. Identifies resourcing needs and addresses them with the Silver Commander;
3. Assists in the preparation of Silver Operational Plans and the review of Bronze Operational Plans;
4. At the direction of Silver Command, provides guidance to Bronze Command levels;
5. Assists the File Coordinator in ensuring the Information Business Rules are followed;
6. Participates in meetings with stakeholder and partner agencies;
7. Prepares Records of Decision, Briefing Notes and Situation Reports as directed by the Silver Commander.

### 2.4. Silver File Coordinator

The File Coordinator is a police officer experienced in investigation and data management who is responsible for the control, supervision, organization and disclosure of file documentation. The File Coordinator holds lead responsibility for potential disclosure and ATIP management and is accountable to the Silver Commander.

The Silver File Coordinator:

1. Develops a documentation, tracking and filing system which will meet the long-term needs of C-IRG;
2. Maintains record and continuity of Records of Decision, Briefing Notes, Situation Reports and other documentation produced by C-IRG members;
3. Collects, collates and appropriately files relevant documentation from outside agencies;
4. Ensures full compliance of the Information Management Business Rules from all personnel providing data to the file;
5. Is responsible for file integrity, quality assurance and regular maintenance of the data set;
6. Ensures timely access to information to Police of Jurisdiction and other agencies as directed and authorized by the Silver Commander;
7. Applies appropriate security classifications to the electronic and hard copy storage of all information and data;
8. Responsible for submitting, editing or removing entries in PRIME and CPIC;



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9. Maintains the Event Log and the Administrative Log;
10. Maintains the Document Types and Naming Conventions List;
11. Participates in meetings with stakeholder and partner agencies;

### 2.5. Bronze Intelligence Officer

The Bronze Intelligence Officer is a police officer experienced in investigation and the intelligence process. The Bronze Intelligence Officer is responsible for coordinating the gathering and collating information to assist operational processes. The Bronze Intelligence Officer reports to Silver Command.

The Bronze Intelligence Officer:

1. Gathers information from various sources
2. Supervises analysts;
3. Supervises analysts;
4. Liaises with police of jurisdiction on matters related to the C-IRG mandate;
5. Participates in meetings with stakeholder and partner agencies.

The Bronze Intelligence Officer is responsible for the ongoing organization of information related to C-IRG operations. IRBV (ie: documents that detail or influence decision making) shall be forwarded to the Silver File Coordinator for inclusion of the dataset.

### 2.6. Bronze Division Liaison Team (DLT)

The Division Liaison Team is comprised of police officers trained in conflict resolution and community outreach and engagement. They are responsive to the direction of the Silver Commander, working within the strategic framework set forth by the Gold Commander.

A designated Bronze DLT Commander will be responsible for the ongoing organization of information related to C-IRG operations. Information of business importance (ie: documents that detail or influence decision making) can be forwarded to the Silver File Coordinator for inclusion of the dataset.

### 2.7. Bronze Geographic Command

There are four designated Bronze Geographic Commanders in E Division: Bronze Geographic Lower Mainland District; Bronze Geographic Southeast District; Bronze Geographic North District; Bronze Geographic Island District. During periods of operational activity, a Geographic Bronze Commander will be stood up in each district as needed.

The Bronze Geographic Commanders are experienced police officers, trained in GSB and perhaps experienced in Incident Command. They are responsible for command and coordinating any





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operational response in their communities in compliance with the Gold Command strategy and Silver Operational Plan. It is essential that Bronze Geographic Commanders are familiar with the structure and operations of their geographic commands as they will be responsible for directing operations within their jurisdictions.

Bronze Geographic Commanders will be responsive to the Silver Commander and direct the actions of the Sub-Bronze Commanders they designate.

The Bronze Geographic Bronze Commanders:

1. Prepare Bronze Operational Plans and forward them to the Silver Commander for review;
2. Designate Sub-Bronze Commanders as needed during phases of operation;
3. Direct operations within divisional jurisdiction during phases of operation;
4. Identify personnel or equipment needs and communicates them to Silver Command;
5. Participate in meetings with stakeholder and partner agencies;

Bronze Geographic Commanders will be responsible for the ongoing organization of information related to their operations. IRBV (ie: documents that detail or influence decision making) shall be forwarded to the Silver File Coordinator for inclusion of the dataset.

### 2.8. Bronze Division Emergency Operations Centre (DEOC)

The decision to activate the Division Emergency Operations Centre (DEOC) will be made on a case-by-case basis by Gold and Silver Command. In the event that DEOC is stood up to respond to a short-term or protracted event in the division, the Bronze DEOC Commander will be stood up.

The Bronze DEOC Commander is a police officer, trained in GSB and experienced in Critical Incident, Incident Command or Event Management. The Bronze DEOC Commander will oversee operations within DEOC which will include addressing Staffing and Personnel as well as Materials and Equipment.

The Bronze DEOC Commander will be responsible for the ongoing organization of information related to their operations. IRBV (ie: documents that detail or influence decision making) shall be forwarded to the Silver File Coordinator for inclusion of the dataset.

### 2.9. Bronze Operational Phase Support Units

Should an event requiring C-IRG involvement occur within the division, several units may be activated, as needed, as directed by Gold and Silver Command and in consultation with the involved Bronze Geographic Commander. These units include, but are not limited to:



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### 5. Bronze Information & Technology

The Bronze Unit Commanders will be responsible for the ongoing organization of information related to their operations. IRBV (ie: documents that detail or influence decision making) shall be forwarded to the Silver File Coordinator for inclusion of the dataset.

## 3. Records Management

All administrative information for C-IRG operations will be saved under file **ADMIN #:** 243-4-E145/2017 – CROPS – CORE – ALL – CIRG-GGCI

**PRIME #:** ED 2017-2755 was created to capture PRIME queries and allow for cross referencing of operational files created over time.

### 3.1. Record Format

With the exception of original documents for which the original signature is required and bulky items which cannot be scanned, all information going to administrative file will be held electronically. All information on record must be converted to PDF prior to closure of the file so that no further changes can be made.

All hardcopy IRBV will be scanned and destroyed in accordance with RCMP policy on digitization and destruction of IRBV (IMM – Ch. 2.5).

### 3.2. Naming Conventions

Document naming conventions will contain the **File Owner** (ie. CIRG, KM, VPD), document title and/or description, date, and time (if known).

#### **File Owner Prefix**

The File Coordinator will keep a ledger of prefixes for various document owners. For open source or for when ownership is ambiguous, the prefix may be omitted.

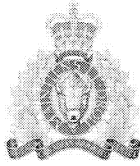
#### **Document Title and/or Description**

The title/description selected must be sufficient to easily identify the content of the document. Consider terms that would be useful if someone were performing a search for this information.

#### **Date/Time**

Each document shall end with its date and time if known. Time shall be formatted as follows:  
YYMMDD HHMM

PREFIX\_ Description\_ DATE TIME



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Ex. CIRG\_Gold Policing Strategy\_170725 0910

Ex. COMMS\_Communication Plan\_170331

Ex. KM\_Business Letter\_Notice of Maintenance\_170717

### 3.3. Windows File Tree

The recording of decisions and processes as well as preservation of IRBV associated to this file will be managed by the Silver File Coordinator in a shared drive file tree based on the Administrative Information Classification and Retention Structure ([AICRS](#)).

#### File Tree Structure

- CIRG FILE TREE
  - Group 1 - General Administration
  - Group 2 - Personnel
  - Group 3 - Finance
  - Group 4 - Equipment and Supplies
  - Group 5 - Buildings and Real Property
  - Group 6 - General Services
  - Reference
  - Templates

### 3.4. Notebooks

#### Regular Duties & General Operations

Individual members performing administrative and/or operational duties for C-IRG will be responsible to maintain continuity of their own notes and notebooks. No special project notebooks will be issued for C-IRG operations.

As C-IRG will have direct dealings with community and industry partners, it is imperative that notes can be easily vetted to protect sensitive information such as vulnerable party identification (tombstone data) and industry trade or proprietary information.

It may be necessary, periodically, to submit notes to the File Coordinator to meet the requirements of an ATIP request or to support an investigation. Should this occur, the following procedures are to be followed when submitting notes:



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### Deployments

Special project notebooks will not be issued for periods of operational deployment. Members deployed to various locations will be responsible for the maintenance and continuity of their own notes. Police response while deployed may require that PRIME files are generated. Notes taken regarding such calls for service must be scanned/copied and forwarded to the appropriate PRIME file as per Operational Manual [Ch.25.2 - Investigator's Notes](#) and this PRIME file will be cross-referenced with **PRIME #:** ED 2017-2755.

### 3.5. Email, Blackberry Messages, Texts

Anyone holding IRBV in any format ([IMM Ch. 1.1. – 5.1.1.2](#)) related to C-IRG operations must forward that information to the Silver File Coordinator to be captured in the file.

#### Communication from Individual GroupWise Accounts

Emails containing IRBV may be forwarded directly to the Silver File Coordinator with the following best practices:

1. Forward only the last email in an email thread (ie. The email where a decision is made or resolution occurs) and delete any preceding emails that are contained in this final thread;
2. When forwarding an email, change the email subject to clearly reflect the contents.
3. Where possible, minimize use of the forward function. Pdf important emails and forward them to the File Coordinator as an attachment.

#### BBM (Blackberry Messages) and Texts

Pin to Pin, Blackberry Messenger, social media messages, instant messages and text messages that contain IRBV must be captured to the file as per RCMP [InfoWeb](#), [OISP Best Practices](#), IMM and RCMP [IM Fact Sheets](#). Information from phones, such as text messages, will be screen captured and forwarded as an attachment to the Silver File Coordinator.

### 3.6. Administrative Documents

#### Operational Log / Administrative Tracker

The Operational Log / Administrative Tracker is to be created and maintained by the Silver File Coordinator or their designate. The Operational Log / Administrative Tracker will be a chronological record of C-IRG operations populated on a daily basis. The Operational Log will be the main comprehensive record of C-IRG operations and processes which will be relied upon by supervisors and Senior Management to evaluate the progress and processes of the team.



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CIRG -- Operational Log & Administrative Tracker						
Date	Client	Type of Assistance	C-IRG Personnel	Summary of Service	Follow-up	
2017-09-06	Port of Vancouver	Meeting	BREWER	At approximately 1030 hours on 2017-09-06, Supt BREWER attended meeting at Vancouver Fraser Port Authority on marine-based safety set up by Port of Vancouver. First meeting of various stakeholders related to marine safety and energy sector arranged by Security Specialist (Port of Vancouver). Supt BREWER received a short tour of facilities following the meeting.	Continuation of C-IRG in meetings to be determined by Silver and Gold Command.	
2017-09-06	E Div Comms	Meeting	FOX, UZELAC	At approximately 1300 hours on 2017-09-06, Sgt UZELAC and Cpl FOX attended meeting at EHQ regarding advanced media planning set up by E Div Comms. First meeting of various stakeholders related to energy sector arranged by Alma EDWARDS, Communications Specialist (EHO, RCMP).	KM communications produces regular, publicly available media releases etc. They can fan these out at request. Cpl FOX is arranging a Proxy Email that can receive these fan out emails moving forward.	
2017-09-07	CIRG Stakeholders	Meeting	BREWER, FOX, UZELAC	At approximately 1300 hours on 2017-09-07, Supt BREWER hosted the CIRG Stakeholders Meeting at EHQ. Cpl FOX took minutes (see notebook).		

The purpose of the Operational Log/Administrative Tracker is to:

1. Advise new members and update returning member of the team and/or collaborative members of other units as to the status of C-IRG operations and processes over time;
2. Update Line Officers/Joint Management Team/Senior Officers as to the status of C-IRG operations and processes;
3. Be a reference for completing reporting requirements.

### Event Tracker

An Event Tracker is to be created and maintained by the Silver File Coordinator or their designate. The Event Tracker is a chronological record of energy sector events and/or incidents falling within the nexus of the C-IRG mandate.

EVEN	TITLE	LOCATION	Host/ Organizer	POJ	START DATE	END DATE	CIRG Involvement
1	KM Info Session	MERRITT	Kinder Morgan	Merritt RCMP	2017-02-22	2017-02-22	
2	KM Info Session	HOPE	Kinder Morgan	UFVRD	2017-03-07	2017-03-07	
3	KM Info Session	CHILLIWACK	Kinder Morgan	UFVRD	2017-03-08	2017-03-08	
4	Toxic Tour & Interaction	BURNABY	8ROKE 350_Vancouver	Burnaby RCMP 2017-11992	2017-03-24	2017-03-24	
5	Voices from the Sacred Fire	VANCOUVER	SFU Harbour Centre	VPD	2017-03-24	2017-03-24	
6	KM Info Session	COQUITLAM	Kinder Morgan	Coquitlam RCMP	2017-01-04	2017-01-04	
7	Tank Farm Rally	BURNABY	SFU Burnaby Mountain	Burnaby RCMP	2017-04-05	2017-04-05	
8	Walk 4 Salish Sea & Fossil Fuel Freedom Fest	LMD & ID	Social Environmental Alliance (SEA)	Multiple	2017-05-25	2017-05-28	
9	Raise a Paddle	NORTH VANCOUVER	Pacific Climate Warriors	North Vancouver RCMP	2017-05-14	2017-05-14	



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The Event Tracker will allow for:

1. An overview of known energy sector events occurring over time and C-IRG's operations vis-à-vis such events;
2. Linking of events to groups, individuals or locations for information purposes;

### Record of Decision

C-IRG will maintain record of all strategic decisions made during the course of C-IRG's operations. Record of Decision documents will be produced by either the Gold Commander or Silver Commander and submitted to the File Coordinator for inclusion in the file.

Properly produced and filed Record of Decision documents will allow the decision maker(s) to easily track and locate all strategic decisions made during the course of C-IRG's operations. Record of Decision documents do not replace the need for the taking of operational or administrative notes or the proper documentation of briefings.

Decisions made at a specific time may be subject to the scrutiny of court or legislative bodies at a much later date. Appropriately documented decisions will aid in the preparation and defending of the resulting police actions. Key decisions should be recorded in a concise manner and provide a crystal clear understanding of all factors that were considered in the decision making process. If the decision was made as a result of a consultative process, the Record of Decision document should reflect who was involved in that process.

The types of decisions that should be documented in a decision log include, but are not limited to:

1. Decisions regarding the development of best practices;
2. Decisions regarding the interpretation of policy and resultant guidance and/or direction provided to Bronze and Sub-Bronze Commands;
3. Decisions regarding identification or elimination of persons of interest;
4. Decisions regarding community outreach procedures initiated;
5. Decisions as to why an avenue of inquiry or action was not pursued.

Documentation must include:

1. What decision was made or recommended;
2. The rationale for making the decision;
3. Proposed approach and options related to the decision;
4. How the proposed decision was or should be implemented
5. Consideration of strategic communications
6. The date and time the decision was made;



7. The names of all others who were involved in the decision making process.

#### Situational Awareness Documents

Analysts and/or the Bronze Intelligence Officer will produce summaries of

These summaries will inform the decision making of Silver Command. Analyst-produced summaries and associated screen capture documents will be maintained by the File Coordinator.

#### Sensitive Materials

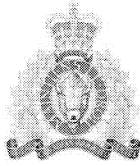
All material of a sensitive nature and/or at the Protected C security level will be maintained

## 4. Email Management

### 4.1. Email Proxies

Email proxies are necessary for periods of operation. During an extended or protracted event, power of command will need to be changed periodically. Proxies will allow for the seamless transition of operations specific to each role. The Silver File Coordinator will have full access to all proxies and will oversee their use. The Silver Commander will authorize the activation and/or assignment of Bronze and Sub-Bronze level proxy access on a case by case basis. Individuals identified to manage each proxy will be responsible for the organization of IRBV within their assigned proxy for the duration of their assignment to the role.

The following email proxies have been established and are to be utilized for C-IRG operations:



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- CIRG-Gold**                    [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For the ongoing use of Gold Commander.
- CIRG-Silver**                [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For ongoing use of Silver Commander and Silver Staff Officer.
- CIRG-File Coordinator**                    [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For ongoing use of Silver File Coordinator.
- CIRG-Info**                [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For ongoing external communications with industry and community stakeholders. This proxy will be cced by detachments communicating with industry partners. To be monitored, organized and preserved by the Silver File Coordinator or designate identified by Silver Command.
- CIRG-Bronze INTEL**                    [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For ongoing use of Bronze Intelligence Officer.
- CIRG-Bronze DLT**                    [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For ongoing use of Bronze Division Liaison Team Commander.
- The following email proxies have been established and are to be utilized at the direction of Silver Command to manage large-scale or protracted events:
- CIRG-Bronze LMD**                    [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For use by the Lower Mainland Bronze Commander (if applicable due to circumstances of event).
- CIRG-Bronze SED**                    [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For use by the South East District Bronze Commander (if applicable due to circumstances of event).
- CIRG-Bronze ND**                    [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For use by the North District Bronze Commander (if applicable due to circumstances of event).
- CIRG-Bronze ID**                    [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For use by the Island District Bronze Commander (if applicable due to circumstances of event).
- CIRG-Sub-Bronze POJ**                    [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For use by the designated Sub-Bronze Commander where an event occurs.
- CIRG-Bronze OPS**                    [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For use by a designated Operations Manager during a protracted event. Will be utilized for operational needs.
- CIRG-Bronze DEOC**                    [@rcmp-grc.gc.ca](mailto:@rcmp-grc.gc.ca)): For use by a designated DEOC Manager during a protracted event. Will be utilized for administrative needs.





#### 4.2. Email Proxy Management – GSB Commanders / Unit Leads

Assigned GSB Commanders / Unit Leads will be responsible for ensuring emails of IRBV associated to their proxies are organized and preserved for inclusion on the C-IRG file. Generally, emails will be categorized into one of three groups: (IRBV for immediate forwarding to the Silver File Coordinator; IRBV for bulk filing which can be later downloaded by the Silver File Coordinator; and transitory).

Email remains a primary mode of communication for operational policing. Unlike with traditional investigations handled under Major Case Management rules, it is not reasonable to expect members to curtail their email communication. However, it is also not feasible or necessary for every email generated to be saved. Proxy managers will need to use judgement to determine which emails are of IRBV and which should be considered transitory. Note that transitory in an administrative file has a broader context than in an investigative file.

Examples of IRBV emails may include:

1. Recommended corrections or vetting of an operational plan beyond simple grammar and formatting;
2. Decisions making impacting policy or operations;
3. Direction impacting operations;
4. Anything that might realistically have legal ramifications.

Examples of Transitory emails may include:

1. Generalized planning or notifications regarding attendance at an event;
2. Setting up meeting times;
3. Back and forth discussions about updating an operational plan, prior to an email indicating the implemented changes.

It is recommended that commanders / leads create sub-folders in their assigned email proxies. Sub-folders may be titled in any manner to assist the proxy manager in organizing the emails, however, the following best practices are recommended:

1. Create the following folder structure in the proxy email cabinet:
  - Group 1 - General Administration
  - Group 2 - Personnel
  - Group 3 - Finance
  - Group 4 - Equipment and Supplies
  - Group 5 - Buildings and Real Property
  - Group 6 - General Services
  - Reference



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2. Sub-folders can be created within these Group folders as necessary to group common kinds of information. Ex. Group 1 – General Administration could have “Meetings” and “Planning” as sub-folders.
3. Review information forwarded to the proxy account and sort IRBV into the cabinet folder structure. For guidance on which folder to place the information into, see [AICRS](#).
4. Delete information from the inbox that is transitory or is a duplicate of information already received when it is no longer needed for reference.
5. The Silver File Coordinator will periodically access designated proxies and will process the information from the cabinet structure following the process in Section 4.3.

### 4.3. Email Proxy Management – Silver File Coordinator

Information forwarded to the C-IRG proxies will be managed by the Silver File Coordinator as follows:

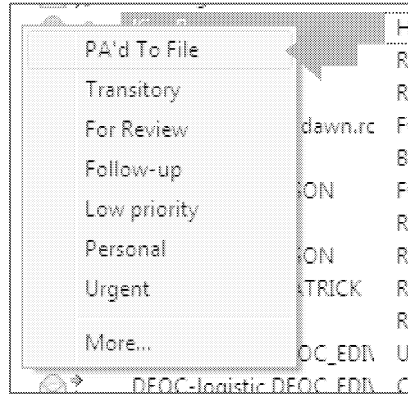
1. A PDF of the last email in an email thread of business value will be created and named according to the naming convention in Section 3.2 and saved to the CIRG Inbox in the Windows File Tree.
2. Each day, clear out the CIRG Inbox and move the PDF email and attachments into the appropriate folder in the Windows File Tree.
3. Once the email and any attachments have been converted to PDF and filed in the Windows File Tree, delete the email from the proxy.

Information in the other C-IRG proxies will be managed by the Silver File Coordinator as follows:

1. Review the folders created in the cabinet
2. A PDF of the last email in an email thread of business value will be created and named according to the naming convention in Section 3.2.
3. Move the PDF email and attachments into the appropriate folder in the Windows File Tree.
4. Once processed, flag the email (ie. change the colour of the email) by selecting the “PA’d to File” flag option. This will indicate that the information contained in the email has been captured in the CIRG file.



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### 5. Operational Electronic Databases

C-IRG operations related to electronic management of data are to allow for the recording, storage and retrieval of information. The use of naming conventions and the AICRS filing system will allow for documents to be easily searchable in case of audit or ATIP.

During the planning phase (Between March and August 2017), file coordination occurred at the Gold Command level. Evidence & Reporting (E&R) was utilized to document start-up and general administrative processes undertaken by Gold Command. In August of 2017, C-IRG was restructured and file coordination was shifted to the Silver Command level. The E&R file will be concluded and file management was transferred to Windows File Tree. This will allow multiple personnel to access and use C-IRG information without the need for specialized training or via access to a specific program available only on computers upon which it is specifically installed. The Event Management System (EMS) will be utilized for periods of operation requiring the documentation of tasks and actions.

#### 5.1. PRIME

The PRIME File 2017-2755 includes a brief summary of C-IRG functions and the C-IRG Statement of Philosophy. The PRIME File is not intended to be the primary platform for management of the file but will assist in the administration of inter-agency police files. The PRIME File will assist Police of Jurisdiction by notifying frontline police officers of parties potentially criminal behaviours related to energy industry incidents and issues related to public order, national security and crime. The PRIME File will also be used as a reference when conducting queries on police databases such as CPIC.

The C-IRG PRIME File will be maintained electronically by the Silver File Coordinator for the duration of C-IRG operations. The file may be cross referenced to other PRIME files opened by police of jurisdiction. Any entities coded to the file will be entered as "other."



## 5.2. Event Management System (EMS)

This section addresses standard operating procedures for EMS specific to C-IRG operations. For further information on the EMS system, please refer to the *EMS User Guide*.

The CIO provides ongoing EMS support. Any issues with system operation should be reported to **Central Help Desk 1-800-461-7797** or (**central.helpdesk@rcmp-grc.gc.ca**). They will conduct initial triage and initiate support mechanism to resolve situation. Please note that Diane Ghanem may also assist with support during major events.

The Silver File Coordinator has been assigned rights as an EMS Event Administrator and will manage and maintain EMS functions for C-IRG. Other personnel will be assigned to various roles and provided with access to various functions in EMS as needed. EMS Screeners will be identified at the various command levels and they will be responsible for updating information in EMS during incidents or events.

EMS is NOT a records management system. Investigation information is to be documented in PRIME not in EMS. Administrative information should also be entered in the C-IRG Windows File Tree.

### 5.2.1. Accessing EMS

System access will be via the RCMP network



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### *Incident Categories*

There are several possible categories of incidents for use on the situational boards. To categorize an incident not included in the list, use "other."

### *Board*

Board will default to the board each screen has been provided access to. For EMS Screeners with access to more than one board, select the board being utilized for the event as directed by the Silver File Coordinator.

### *Venue*

Venues will be added as incidents or events occur. Select the venue appropriate to the event as directed by the Silver File Coordinator.

### *Reported By*

Enter the name, position or division that initiated the incident.

### *Priority*

Priority should be modified throughout the evolution of an incident to accurately reflect the current condition. A priority can start at low and evolve to high, or may start at high and evolve to medium or low.

The following definitions will apply:

LOW

Used for routine circumstances or status monitoring. Low priority incidents are generally for situational awareness only.

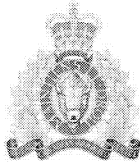
MEDIUM

Used for moderate circumstance and increased risk and caution recommended. Medium priority incidents involve an elevated response.

HIGH

Used for serious circumstances where there is an immediate risk or impact safety. High priority incidents may not be life threatening but should involve a heightened level of response.

**EXTREME**



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Used for severe circumstances and immediate risk. Extreme incidents include life threatening events.

### *Status*

An incident status will identify the state of the incident as it progresses. The screener will update the status of events as they progress. There are several options for status, however “open” and “closed” will likely be the most used.

### *Agency*

When creating an incident the agency responsible will be selected from “Agency” drop down options. Agencies specific to the anticipated C-IRG activities have been included in EMS and may be updated by the Silver File Coordinator or designates (EMS Event Administrators) as needed as operations progress. If an incident pertains to an agency not already listed, the general “Other Police of Jurisdiction” may be used.

### *Engaged Services*

Various engaged services have been added to EMS. When a specific service is engaged in response to an incident, the screener will indicate this by selecting the service. When a service completes their task or is no longer needed, the screener will disengage them from the incident.



### 5.2.3.3. Administrative Logs

The Administrative Log will be used to capture general and routine information that is not incident specific. Generally, this information will be generated during regular meetings and briefings. There is one log for each division. Logs can be closed and new ones can be created on a case by case basis by any EMS Event Administrator. Management of Administrative Logs will be at the direction of the Silver File Coordinator.

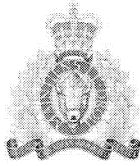
Information is included in the logs for situational awareness purposes and this process does not negate the need for proper documentation in the original file. The Silver File Coordinator will PDF closed logs and save them to the C-IRG Windows File Tree.



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## **6. Standard Operating Procedures**

### **6.1. Long-Term Strategy Development & Ongoing Operations**

C-IRG performs a key role in education and skills development for members who will or are likely to be required to respond to public order issues related to the energy sector. It is imperative that Police of Jurisdiction provide a measured and consistent response to lawful assembly, disturbances or criminal offences.

The Long-Term Strategy Development may include:

1. An internal or external communications plans developed in partnership with E Division Communications;
2. Community and industry outreach emphasizing public safety and impartial application of legislation;
3. Support to Police of Jurisdiction through planning assistance, training, and oversight during operational phases.



## 6.2. Event Management

When police become aware of a planned or spontaneous public order event or incident related to the C-IRG mandate, the following steps will be taken:

**Public Order Event/Incident (planned or spontaneous) comes to attention of police**





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**To Follow:**

-Appendices: Task Names; Prefixes; ROD; meeting minutes, meeting agenda

-Org Chart



# Community-Industry Response Group Consultation Document (Revised)

*Security:* Protected A

*Date:* 2018-07-25 (v.5.2)

*Division:* "E"

*Royal Canadian Mounted Police*



<b>Date:</b>	<b>July 29, 2018</b>
<b>Ref. Number:</b>	ED 2017-2755
<b>Version Control:</b>	Version # 5.2
<p><b>Purpose:</b> To provide the Province of British Columbia with an overview of the Community-Industry Response Group (C-IRG) project team structure and operations. This is a revision to version 4.1 submitted in February, 2018 with more detailed financial information and minor updates regarding current status while recognizing the situation is dynamic and changes very quickly.</p>	
<p><b>Cross Reference Documents:</b></p> <ul style="list-style-type: none"> <li>• Nil</li> </ul>	
<p><b>Consultation Description:</b></p> <ul style="list-style-type: none"> <li>• Explanation of C-IRG project team creation and operations.</li> </ul>	
<b>Source of Funding:</b>	Provincial
<b>Funding Type:</b>	No Additional Funding requested at this time.
<p><b><u>Context</u></b></p> <p><b>OPERATIONAL DIRECTION</b></p> <ul style="list-style-type: none"> <li>• The purpose of this document is to provide an overview of the Community-Industry Response Group (C-IRG) structure and operations.</li> <li>• Background: <ul style="list-style-type: none"> <li>○ Oil Company, Kinder Morgan, constructed the Trans Mountain Pipeline (TMP) in 1953. The TMP extends from Alberta through British Columbia and approximately parallels Highway 5 and the Canadian National Railway's tracks and right of way. Incorporated townships/cities along the route include; Valemount, Blue River, Vavenby, Clearwater, Darfield, Barriere, Kamloops, Merritt, Hope, Chilliwack, Abbotsford, Langley, Surrey, Coquitlam and Burnaby.</li> <li>○ The TMP is multi-purpose transporting heavy crude, light crude distillates and refined gasoline.</li> <li>○ There are several key pieces of infrastructure along the TMP including; 23 existing pump stations, Kamloops Terminal (Tank Farm), Sumas Terminal, Burnaby Terminal and the Westridge Marine Terminal (Burnaby).</li> <li>○ In 2016 the Federal Government approved in principle for the twinning of the TMP which will see capacity triple, the addition of 12 new pump stations, an expansion of the existing terminals and a new three berth marine terminal at Westridge. This development endeavor by Kinder</li> </ul> </li> </ul>	



Morgan has been named the Trans Mountain Pipeline Expansion Project (TMEP).

- There is an active opposition to the TMEP. The Province of British Columbia, City of Burnaby, City of Vancouver, Tsleil-Waututh First Nation, Squamish First Nation, Musqueam First Nation, Kwantlen First Nation, Cold Water Band, a litany of environment groups and individuals have all expressed their opposition to the TMEP.
  - In 2014, prior to consent for the TMEP, Kinder Morgan undertook geological studies on Burnaby Mountain. This resulted in a 24 hour encampment on Burnaby Mountain that swelled to several hundred individuals who came during daylight to protest against the TMEP.
  - The 24 hour camp on Burnaby Mountain resulted in a 24 hour policing response. Many logistical issues arose from staffing and maintaining a large scene for 24 hours over several weeks.
  - Kinder Morgan obtained a civil injunction and enforcement order through the Supreme Court of British Columbia. Over 100 individuals were arrested and processed for breaching the civil court order.
  - Since 2014 numerous rallies and protest events have been held throughout British Columbia in opposition to the TMEP.
  - In addition to the rallies and demonstrations several individuals and groups have undertaken “direct action” against Kinder Morgan resulting in mischief including acts of vandalism and preventing operations at facilities.
- C-IRG Formation:
    - RCMP E Division CrOps determined that Kinder Morgan will prepare for the TMEP and this will result in public order issues. The C-IRG is a temporary project team that is to exist for the duration of the construction. C-IRG ensures the police response is measured, allows for lawful protest, advocacy and dissent and is consistent and coordinated along the length of the pipeline route. A measured response is defined as one that respects the lawful exercise of personal rights and freedoms. This reflects a philosophy that emphasizes the deliberate employment of proactive engagement, communication, mitigation and facilitation measures by the RCMP to maintain the peace, or to facilitate resolution of public disorder and restoration of the peace, while preserving the option to employ a variety of tactical responses as necessary.
    - C-IRG can, with appropriate resourcing and further consultation with the Province, also undertake similar work should requirements be identified relating to other, unrelated public order issues that may arise. For example, large scale opposition to prospective LNG projects that arise concurrent to the TMEP Project.



- C-IRG Gold Silver Bronze Structure:
  - The C-IRG supports a Gold-Silver-Bronze command structure. This establishes a hierarchical framework for command and control of incidents related to the TMEP. The colour designation represents specific areas of responsibility; Gold – Strategic, Silver – Operational, Bronze – Tactical.
  - Gold Commander is responsible for the strategic response to an event or incident. The Gold Commander will develop in advance of an event the overall strategy that operations need to follow.
  - Silver Commander, following the strategic direction from Gold Command, is responsible for developing the overall operational plan that will be implemented by the Bronze Commander and those under the Bronze command at scene.
  - Bronze/Sub-Bronze Geographic is a person designated in the specific police of jurisdiction along the TMEP route. The Bronze Geographic will be responsible for implementing the operational plan in their area.
  - Bronze Functional is a person who has the overall responsibility for a specific function that supports operations.
- Outreach:
  - C-IRG coordinates the deployment of the Division Liaison Team (DLT) for the TMEP. The DLT is a separate program based within Enhanced Community and Aboriginal Police Services (ECAPS). It consists of Regular Members trained in conflict resolution, conflict management, and mediation and negotiation skills. DLT's reach out to community groups and individuals before an event to assist in ensuring safety of attendees. DLT's initiate a line of communications and establish safety protocols with attendees. DLT's deploy at events and remain engaged with groups during the event. DLT's will be in clearly marked attire that identifies them to anyone taking part as being DLT's. Should issues arise DLT's will be the first point of contact to mediate and resolve conflict. Post event DLT's will remain in communication with groups to maintain a respectful relationship. Currently, DLT duties are performed voluntarily by Regular Members outside their normal duties. The DLT lead is a functional Bronze within the C-IRG.
  - Communications are facilitated through E Division Strategic Communications (EDSC). EDSC have been fully briefed on the pipeline development and the issues arising. In consultation with Legal Services and the C-IRG EDSC have the ability to explain the policing position during an event and any issues arising.
- Uniformity of Delivery:
  - C-IRG have weekly meetings with all elements; Gold, Silver, Bronze Geographic and Bronze Functional, Legal Services and affected non



RCMP Police agencies (i.e. New Westminster Police, Abbotsford Police, Canadian National Rail Police, Canadian Pacific Rail Police, Vancouver Police and the South Coast British Columbia Transportation Authority Police Service). During these meetings, issues regarding potential public order disturbances are discussed and strategies developed to ensure a consistent, measures response.

- C-IRG has presented to police detachments along the TMEP route and police officers likely called to assist should public order issues arise during the project. C-IRG provides education on the measured approach and how it informs operations plans or response to unplanned events.
- Should an event occur that may escalate to disorder, C-IRG will ensure that specific operational/tactical plans have been drafted and approved prior to the event. These will have a common look and feel and, in all cases, reflect the Gold Commanders intent. During the event C-IRG will facilitate the provision of intelligence and a coordinated policing response, particularly where multiple units/jurisdictions are involved.
- External Government Partners Affected:
  - Ministry of Indigenous Relations and Reconciliation, Ministry of Transportation and Infrastructure (Highway Traffic), Ministry of Energy, Mines & Petroleum Resources, Ministry of Environment & Climate Change Strategy (Parks British Columbia), Ministry of Attorney General (Provincial Crown Prosecutors), Ministry of Public Safety & Solicitor General (BC Sheriffs), National Energy Board (NEB), Department of Fisheries and Oceans (DFO) and Public Prosecution Service of Canada.

**RISK(S)**

To date risks relating to loss of life and serious physical harm have been low. During events risk of property damage has been medium and risk to public safety have been low.

Risks associated to individual events will be assessed on a case by case basis and will likely fluctuate from low to high. The level of risk is significantly mitigated where C-IRG can ensure: (1) gathering intelligence to identify potential issues in advance of events; (2) appropriate liaison (DLT) with stakeholders to develop constructive relationships in advance of problems; (3) and operational plans that reflect the measured response and incorporate appropriate authorities, resources and tactics along the entire length of the line.



## **NATIONAL IMPLEMENTATION PLAN**

NIL at this time.

## **DIVISIONAL IMPACT**

E Division – The TMEP extends from Burnaby to the Alberta border traversing three Districts (North District, Southeast District and Lower Mainland District), directly affecting 11 RCMP jurisdictions and one non-RCMP jurisdiction; indirectly the TMEP affect a further RCMP jurisdiction and 3 non-RCMP jurisdictions. Currently Kinder Morgan has not been granted the required permits to start construction. To date the bulk of protest has been mainly limited to one-off events but, more recently, a permanent presence at the Burnaby tank farm has been established. Those organizing these events are somewhat coordinated; in most instances the organizers have been receptive to DLT outreach and conducted their protest in a lawful manner. Some participants have advocated stopping the TMEP “at all costs” including acts of violence. To date the “direct action” advocates have committed several acts of mischief. Several arrests under the Criminal Code have been made and are before the courts. Open source information suggests there will be a concerted effort to establish multiple encampments at Kinder Morgan facilities and along the TMEP route. Once these camps become established it is feasible that staffing and supplying the policing needs to respond at an appropriate intervention level will require resources akin to a small standalone detachment. The duration of the TMEP, if permitted, will be until 2020 or 2021, with a policing response that is scalable and proportional during that period.

## **CURRENT SITUATION**

The TMEP is still navigating court challenges and regulatory issues required to commence construction. In this phase the activity involves preparation of certain sites and the installation of security infrastructure. There has been staged protest at Kinder Morgan facilities and during information sessions (both NEB and Kinder Morgan). There are currently two encampments specific to TMEP; one exists in Burnaby at the Kinder Morgan Tank Farm and a second at Blue River near Clearwater. These encampments primarily consist of semi-permanent wooden structures, trailers and tents and are occupied by a small numbers of activists. The Burnaby site has existed for a number of months while the Clearwater camp has only been in existence for a few weeks. While currently few protestors are active at these sites there is potential for these protestors to expand these camps and take up residence in the nearby woods and fields that are on Kinder Morgan property and within the area currently under injunction. These, and other potential sites, are being closely monitored by C-IRG to ensure local police agencies are prepared to respond to complaints and/or issues arising from these camps.



C-IRG is in place as a temporary project team with an established Gold strategy, standing Silver operations plan and engagement by Bronze Geographic and Bronze Functional commands to create tactical plans for specific events with RCMP and other Law Enforcement Agencies currently providing services in the TMEP project areas.

**EQUIPMENT REQUIREMENTS**

Requirements for computers and infrastructure to support communications and operations have been identified for 2018/19. Future requirements will likely include a dedicated vehicle. Should protest camps become entrenched there may be a need for temporary office space closer to the police of jurisdiction.

**STAFFING REQUIREMENTS**

The anticipated compliment of C-IRG consists of four full-time members (2 Sergeants and 2 Constables). The two Sergeant positions (Silver Staff Officer and Bronze Intelligence) and the Open Source Analyst position has been filed. A suitable person has been identified for the Constable File Coordinator and the staffing action is in the final stages. These members are funded from within on a surplus to establishment basis for the duration of this project only. Currently, the Gold, Silver, and Bronze positions are undertaken by senior members in addition to their core duties. Administrative support functions are presently being undertaken by ECAPS support staff through overtime.

**FUNDING**

Operational costs include: Member pay and allowances, overtime, travel, training etc. Usual operating costs in the first year are nearly double of the future years as a result of setup and research for a newly formed unit. In most cases the one-time setup includes the reconfiguration of office space computers/workstations and general office space, however to date C-IRG has manages to use office space that has not required the start-up cost as such the need for additional cost has been minimized.

**Projected cost:**

Fiscal Year	Total Salary Cost	Total Operating Cost	Total Direct Cost	Total Indirect Cost	Grand Total (@100%)	Grand Total (@70%)
2018/19	414,835	211,060	625,895	292,681	918,576	643,003
2019/20	414,835	205,300	620,135	301,919	922,054	645,438

## TRAINING

Training program has been developed for Bronze Commanders, Police of Jurisdiction and support units assisting with the policing of public events and the maintenance of peaceful, lawful protest.

## COMMUNICATIONS STRATEGY

E Division Strategic Communications has a member of staff as a Bronze Functional with the C-IRG. Full communications package in place pre and during an event.



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Criminal Operations Officer  
"E" Division Core Policing  
Mailstop # 306  
4200 Green Timbers Way  
Surrey, BC V3T 6P3

18/08/01  
Date

Brenda Butterworth-Carr  
Deputy Commissioner  
Commanding Officer, "E" Division



## Appendix A

Category	17/18 Actuals	18/19 Projected	19/20 Projected
<b>Salary</b>			
Members Pay (1)	243,298	377,768	377,768
Allowances	14,723	37,067	37,067
<b>Total Salary Cost</b>	<b>258,021</b>	<b>414,835</b>	<b>414,835</b>
<b>Operating</b>			
Members OT	98,379	100,000	100,000
PSE OT	2,745	8,300	8,300
Travel	42,728	86,000	86,000
Professional Services	57,999		
Informatics		5,760	-
Telecoms		6,000	6,000
Misc.	1,956	5,000	5,000
<b>Total Operating Cost</b>	<b>203,807</b>	<b>211,060</b>	<b>205,300</b>
<b>Total Direct Cost</b>	<b>461,828</b>	<b>625,895</b>	<b>620,135</b>
<b>Total Indirect Cost</b>	<b>145,550</b>	<b>292,681</b>	<b>301,919</b>
<b>Total Cost (@100%)</b>	<b>607,378</b>	<b>918,576</b>	<b>922,054</b>
<b>Total Cost (@70%)</b>	<b>425,165</b>	<b>643,003</b>	<b>645,438</b>

(1) 1718 not fully staffed. Salaries based on 2016 pay rates.

RCMP



ROYAL CANADIAN MOUNTED POLICE

# Resource Protests

## Briefing to the Minister

May 3, 2018

Commissioner Brenda Lucki



Royal Canadian Mounted Police Gendarmerie royale du Canada

Canada

# Purpose and Objective

- To brief you on the history of and trends in resource protests in RCMP jurisdictions.
- The objective of the briefing is to:
  - Outline trends in major resource projects and protests in response;
  - Outline the RCMP's operational response to protests;
  - Provide an overview of the protest activity in relation to the Trans Mountain Pipeline Expansion and the RCMP's response; and
  - Outline operational and financial implications of these large-scale protest activities.



# Trends in Projects and Protests

- Natural Resources Canada has reported that as of June 2017, 472 major resource projects were planned over the next decade.
- Resource protests in the past 25 years have included:
  - Clayoquot Sound (logging);
  - Burnt Church (fishery);
  - Elsipogtog (shale gas);
  - Muskrat Falls (hydroelectric);
  - Trans Mountain Pipeline.
- Trends that have been noted include:
  - Organized consolidation of environmental protest groups and individuals;
  - Involvement of professional activists from foreign organizations;
  - Integration and sharing of tactics with other protest causes;
  - Rapid adaptation to police tactics and exploitation of any gaps;
  - Use of secure social media and other communications channels to plan actions.



# Operational Response to Protests

- The RCMP's response to resource protests has evolved significantly within the past decade, from traditional, enforcement-focused policing to a measured and intelligence-led approach using community conflict management principles.
- The response emphasizes proactive positive stakeholder engagement by police to establish trust, respect and accommodation of the positions and interests of all stakeholders, sensitivity to Indigenous culture, and education on civil and criminal law and the role of the RCMP.
- The RCMP's Framework for Large Scale Protests
  - Preventing or resolving conflict and addressing crises of public order;
  - Accommodation and respect for differences and interests of stakeholders;
  - An understanding and respect of Indigenous culture;
  - Strategies to minimize need for use of force by police.





# Operational Framework Elements

## Measured Approach

- Emphasis on proactive engagement of stakeholders.
- Stresses open communication and mitigation in order to maintain the peace while allowing for lawful protests.

## Community Conflict Management Group (CCMG)

- Specialized and dedicated liaisons.
- Building relationships and trust with stakeholders to further policing goals.



# Snapshot: Trans-Mountain Pipeline

- Strong opposition in BC from the provincial government, First Nations, City of Burnaby, environmental groups and individuals.
- Large-scale demonstrations are largely centred around the Kinder Morgan Burnaby Mountain Terminal (tank farm) and the Burnaby Westridge Marine Terminal, and have taken place at the Kinder Morgan Headquarters and MP offices in Calgary and Edmonton. Pro-Pipeline Counter Protests have also occurred in Edmonton and Calgary.
- In March 2018, the BC Supreme Court issued a Civil Injunction against Protesters stating that they *cannot obstruct, impede or prevent access to Trans-Mountain Facilities in Burnaby*.



# Snapshot: Trans-Mountain Pipeline

- “E” Division created the Community Industry Response Group (C-IRG) to address the resource development industry and public order activities.
- C-IRG has developed an Operational Plan to:
  - Provide a measured approach to keeping the peace while respecting freedom of expression.
  - Provide scalable surge response for emergent protest activities.
  - Deploy Division Liaison Teams (CCMG trained) who:
    - Communicate with activists and de-escalate protest situations.
    - Conduct early intervention with key stakeholders which reduces police resources and prolonged protests.
    - Create safety protocols with stakeholders.
    - Promote impartiality and create trust between police and stakeholders.
    - Provide operational and strategic advice including threat analysis.



# Operational Implications

- Police must abide by the conditions set out in the court injunction but can exercise police discretion in specific instances.
- In order to maintain daily Core Policing delivery, dedicated resources have been assigned:
  - full time “E” Division resources in C-IRG, plus over part-time resources.
  - full time Burnaby members plus significant on shift and overtime resources. This can amount to over resources for protests, or at a minimum on stand-by, in anticipation of events that may or may not occur.
- Mass arrest events and marine blockades required extensive preparation and policing resources (approximately members).
- 219 arrests and 184 charges since December 2016.
  - BC Supreme Court judge recommended that breach of court injunction be tried as criminal charge rather than civil.



# Financial Implications

- Large-scale events frequently generate incremental costs (i.e. overtime) due to expanded foot and vehicle traffic management.
- Total policing costs since the approval of the Trans-Mountain Pipeline (November 2016) are \$808,311:
  - “E” Division \$189,929
  - Burnaby Detachment \$618,382
- 2018 costs are projected to correspond with future pipeline protest activities.



# Strategic Considerations

- Activists are committed to continue protesting regardless of the Supreme Court injunction.
- To date, media reporting has focused on the protesters and political issues, and not the RCMP.
- There is a potential for escalation in the size and scope of protests:
  - Unpredictable action by anarchist/extremist groups who support violent-direct action.
  - Increased First Nations involvement (land rights issues and threats of occupations).
  - Sympathetic protests across Canada.
  - BC First Nations construction of six (6) portable houses to be potentially placed along pipeline as semi-permanent protest sites.



**RCMP**



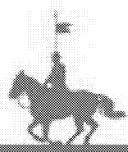
ROYAL CANADIAN MOUNTED POLICE

# C-IRG

## Coastal GasLink LNG Briefing to PFOSC







## Coastal GasLink LNG Summary

- Oct 02, 2018 LNG Canada announced the LNG liquefaction facility at Kitimat.
- Consortium of Royal Dutch Shell, PETRONAS (Malaysia), PetroChina, Mitsubishi Corporation and KOGAS (S. Korea).
- 620 km Coastal GasLink pipeline, Dawson Creek to Kitimat.
- \$6 Billion project (\$20 Million annual BC tax revenue once completed),
- 2,000 – 2,500 jobs during 2019-2023 construction to 950 full time jobs,
- Preliminary work begins Nov-Dec
- 11 camps during construction (semi-dry camps with Sundays off).
  - Traffic, LCLA, & related pressures in hub centres
  - FN sensitivities re. “man camps”.





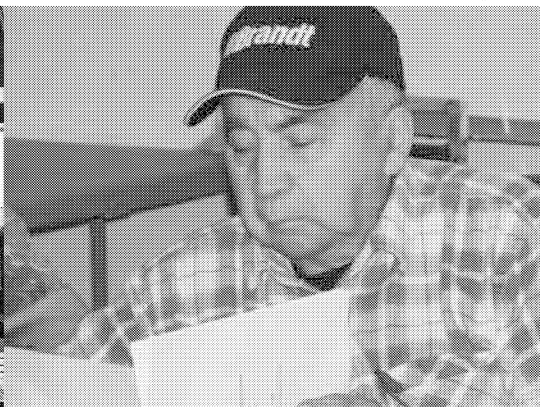
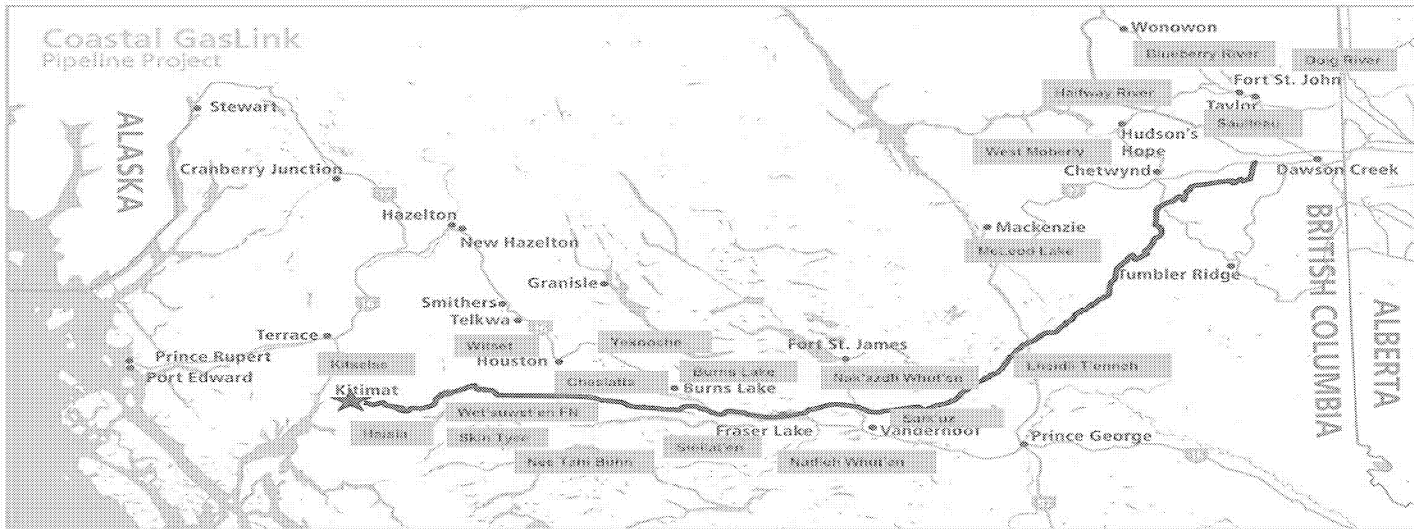
## First Nations Impact & Opposition

- All 20 elected FN councils support and have signed economic benefit agreements with LNG Canada and the province.
- \$620 Million in Indigenous contracts (construction, security, clearing and medical).
- Office of the Wet'suwet'en (OW), Hereditary Political Org of Wet'suwet'en Nation, generally oppose LNG Pipeline in their territories;
- 5 clans containing 13 Houses;
  - 8 houses support, 2 neutral and 3 opposed (OW administration opposes),
  - Opposition led by Big Frog Clan by Dark House Chief (Warner WILLIAMS).
- Union of BC Indian Chiefs (UBCIC) supports Unist'ot'en Camp opposition.
- BC Association of First Nations (BC AFN) and BC Native Summit have not taken firm positions on LNG at this time.



## Unist'ot'en Camp

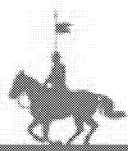
### Indigenous Band Agreements Across the Coastal GasLink Pipeline Route



Warner Williams

Warner Naziel

Freda Huson



## RCMP Operations

- LNG pipeline will impact Dawson Creek, Chetwynd, Mackenzie, Prince George, Vanderhoof, Fraser Lake, Burns Lake, Houston and Kitimat Deta. Areas.
- Morice River bridge area requires ongoing, scalable response capacity. Injunction expected – will mark start of op response
- GSB Structure KM-TMEP to encompass LNG (& potentially other public order response as tasked by Gold.)
  - LNG response: ND Bronze Geographic command; C-IRG Ops Support Functional Bronze Command.



## Next Steps

- Costed ops plans as basis for consultation - Critical planning period over next 8 weeks
- Consultation document & consideration of contingency funding
  - Potential for significant, long term budget pressure
  - Opportunity to consider Provincial Support Team concept
- PPSA Art. 9.0 QRT & DLT Resources – Confirm process
- Liaison with Norm MCPHAIL & PSB with Provincial and Local governments and agencies – STRUCTURE?

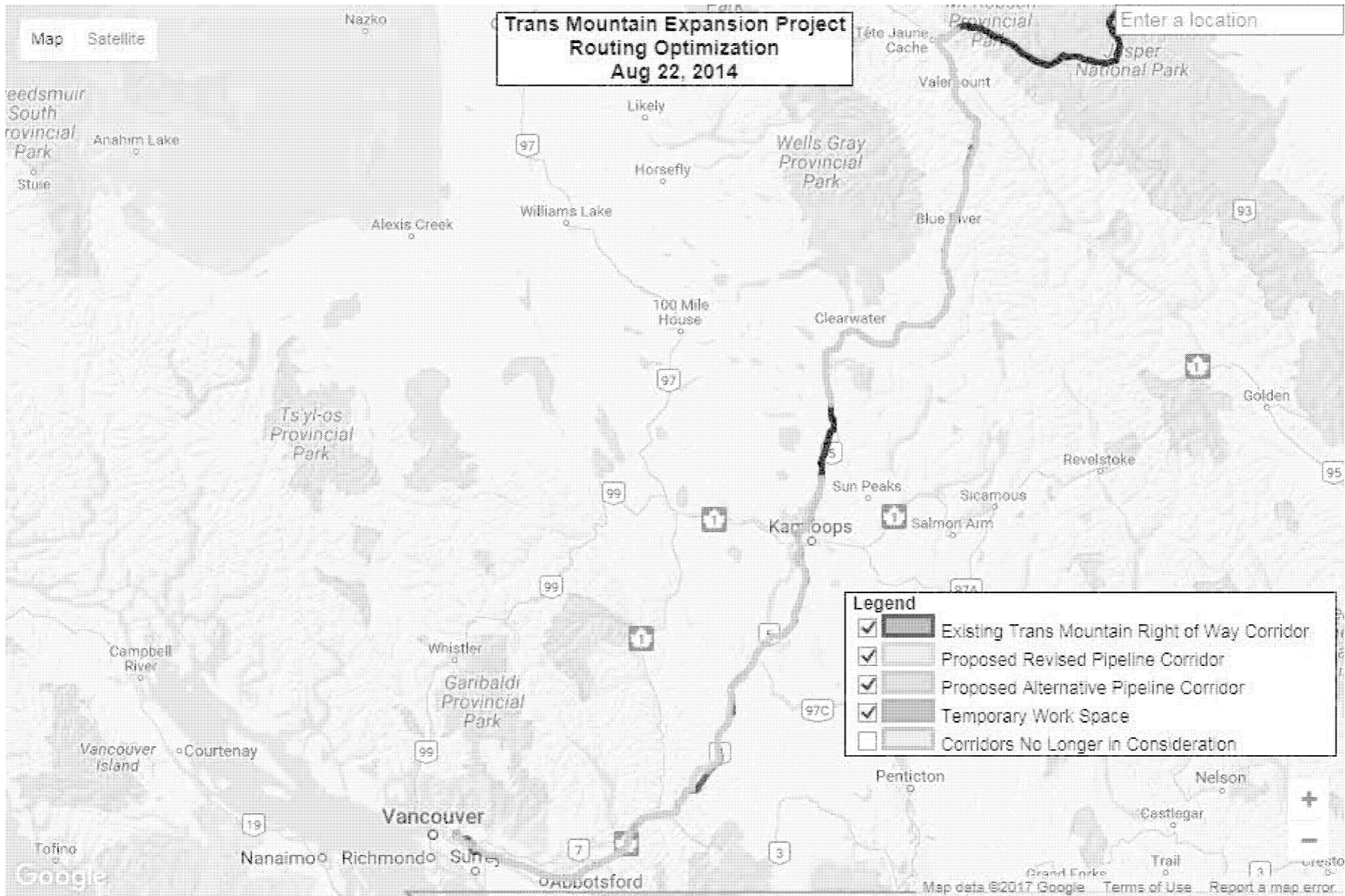
**QUESTIONS & INPUT?**

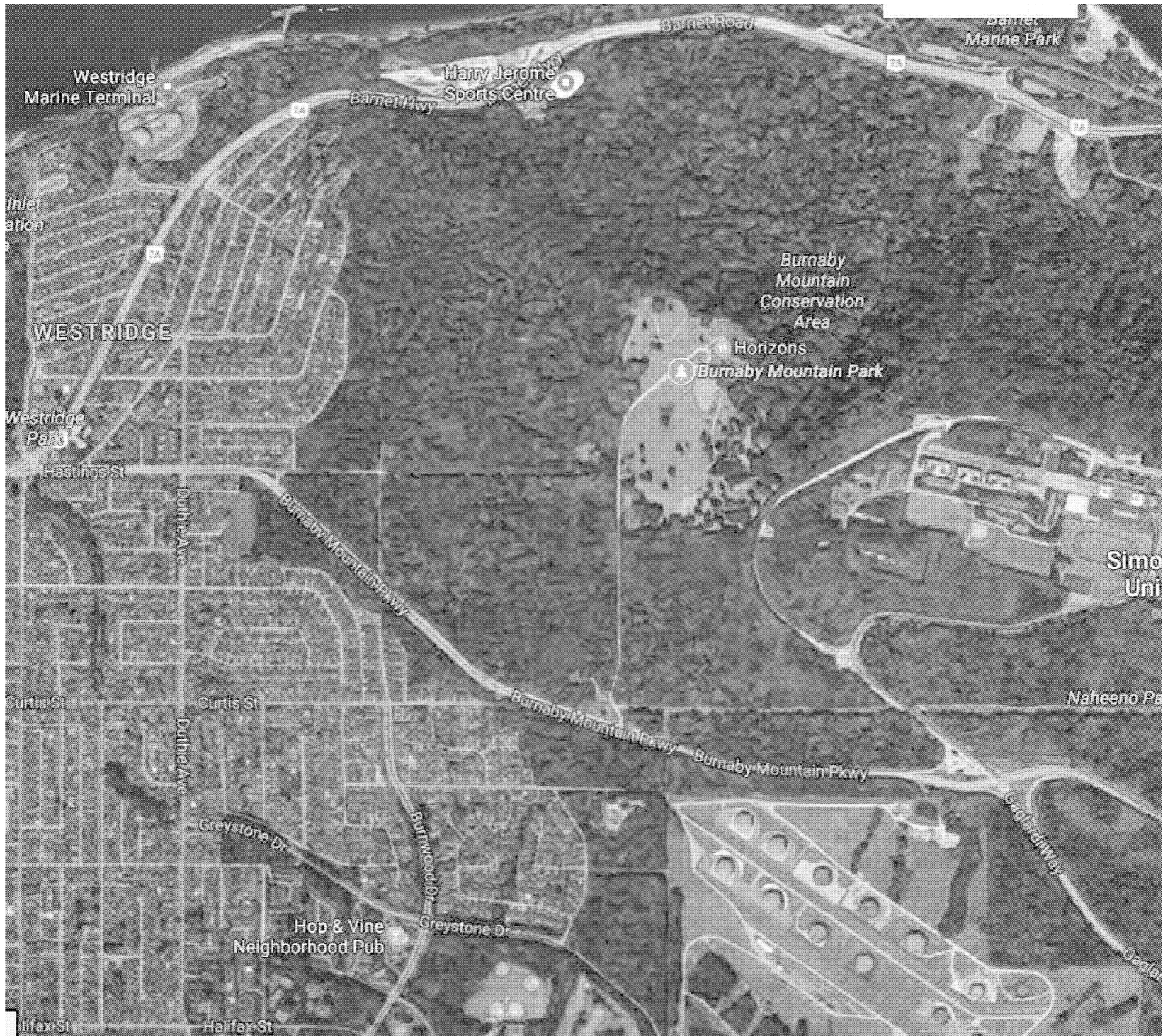
**“E” Division CO’s  
Leadership Conference  
PRTC – May 24/25, 2017**

**Community-Industry Response Group**

Insp. Chuck MCDONALD



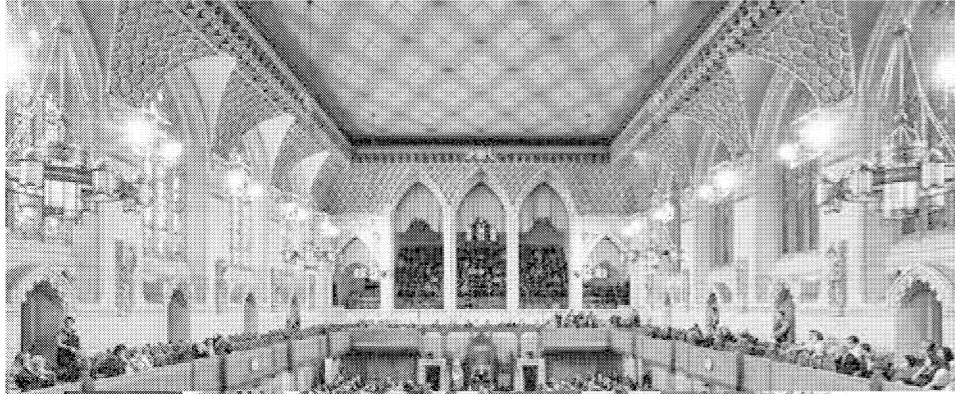












# Opposition to Kinder Morgan's Trans Mountain Pipeline Expansion:

- Burnaby Residents Opposed to KinderMorgan Expansion (BROKE)
- Coquitlam etc (CROKE)
- Climate Convergence
- 350.Org
- Coldwater First Nation
- Tsawwassen First Nation
- Musqueam First Nation
- Squamish First Nation
- Tsleil-Waututh First Nation
- Secwepemc Women Warriors
- And more





# Community-Industry Response Group


- In light of the 2014 protest, and some of the nature of the continuing opposition to the construction/expansion of pipelines, the Community-Industry Response Group was struck.

# Community-Industry Response Group (C-IRG)

- Mandate is strategic oversight of police role in public order issues arising from resource development
- Focus currently is the Trans Mountain Pipeline Expansion,
- OIC C-IRG is Gold Commander; writes the Gold Policing Strategy; located at HQ
- Detachment appointee is Silver Commander; writes and executes the Operational Plan; located at the Detachment


# Phase 1 Preparation

- Training
- Information Gathering
- Planning



# Phase 2 Outreach

- First Nations Communities
- Environmentalists
- Industry



# Phase 3 Operations

- May 14: Flotilla
- May 25-28: Salish Sea
- June: Begin Site Prep

# Community-Industry Response Group (cont'd)

- Phased implementation:
- Phase 1: Preparation – training (liaison teams, public order, G/S/B cadre), information gathering (Best Practices/Lessons Learned), plan development (incl Media), development of business rules, ongoing assessment of requirements (current) [Dec, 2016]
- Phase 2: Outreach – early outreach to all stakeholders, developing relationships, monitoring of other sectors of energy industry (doing this currently, activity increasing through Spring) [May, 2017]
- Phase 3: Operations – Trans Mountain Pipeline construction begins (June site prep and testing, September construction begins) [June, 2017]

# Community-Industry Response Group (cont'd)

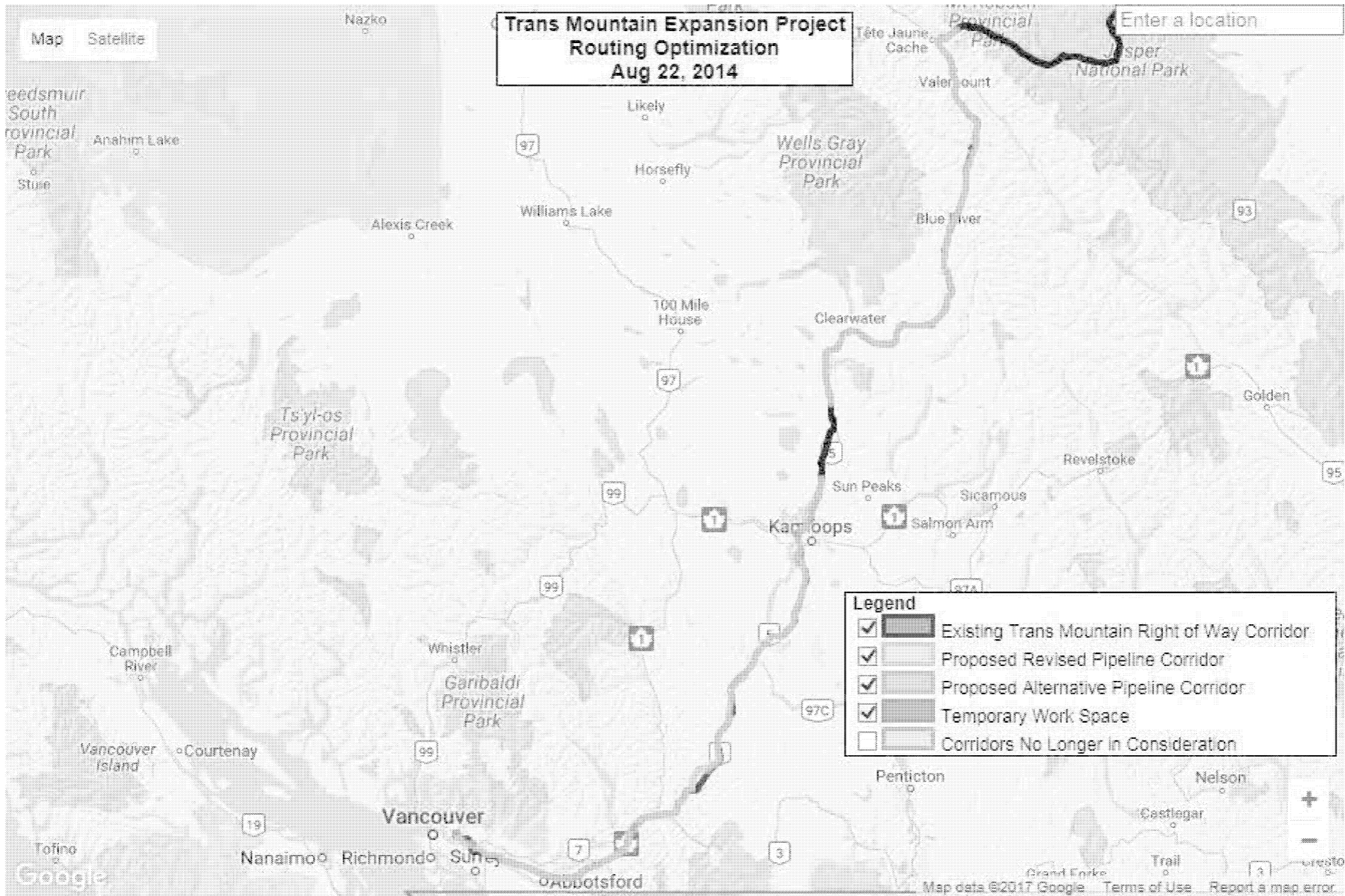
- Key aspects of the mission:
- Impartiality: recognizing the rights of all entities involved LAPD
- Measured approach: avoid unnecessary escalation; de-escalate whenever possible
- Understanding the role & authorities of the police: educated officers will execute the plan effectively CYA?
- Use of DLTs (and eventually ELTs): keep communicating
- Continuous learning, assessing and adjusting: NDM
- It's not about the police



# Community-Industry Response Group

- Decision made not to make every individual an SOC or SUS:
  - No need to maintain information on demonstrators/organizers exercising their right to Lawful Advocacy, Protest and Dissent
    - May have names and phone numbers for ongoing communication
  - Individuals who commit criminal acts and show ongoing propensity for criminal acts will be documented as an SOC or SUS
    - Member safety; public safety; collection of evidence for charges and bail conditions











# Community-Industry Response Group (C-IRG)

- Contacts:

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- File Coordinator: Cpl. Veronica FOX, [veronica.fox@rcmp-grc.gc.ca](mailto:veronica.fox@rcmp-grc.gc.ca), off. 1-778-290-3929,