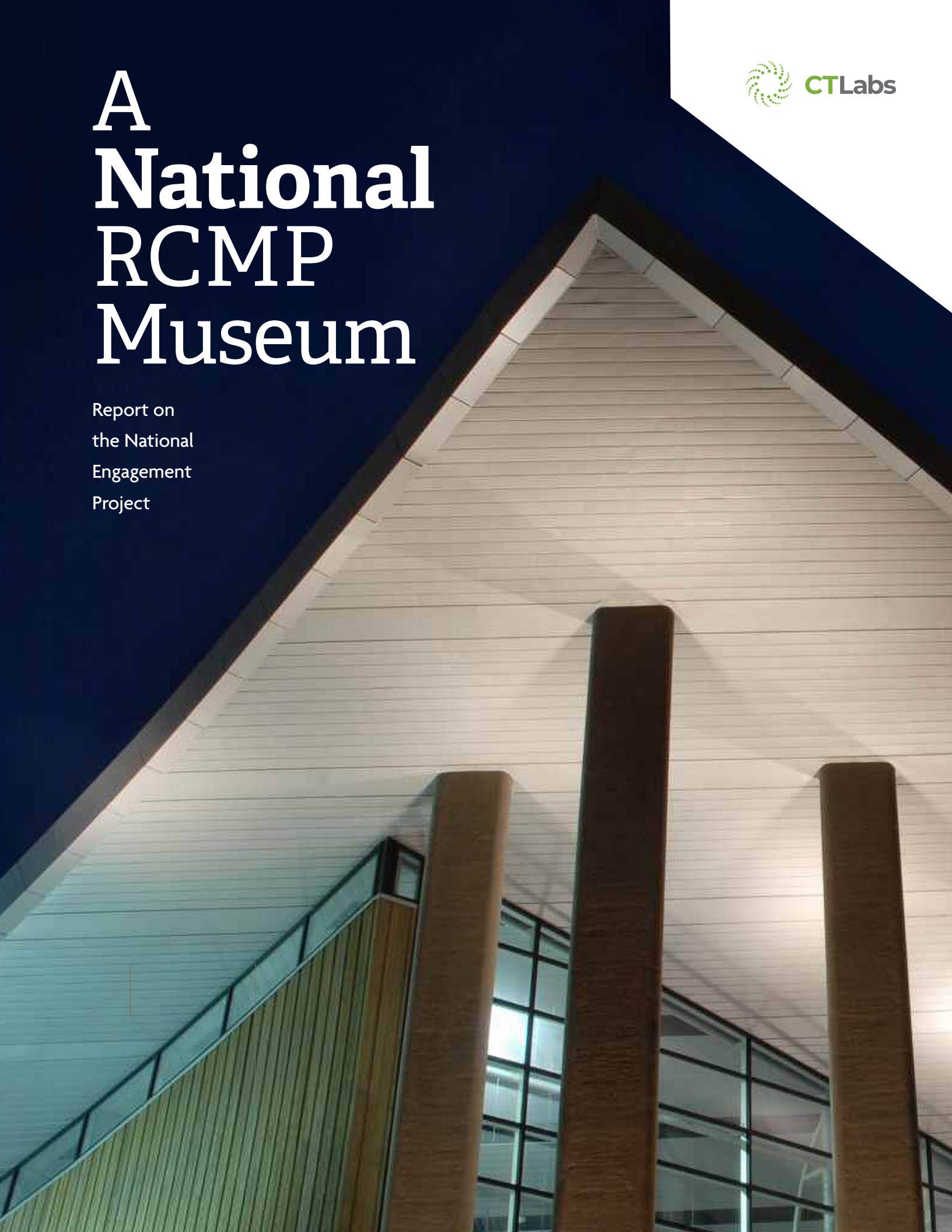


A National RCMP Museum

Report on
the National
Engagement
Project





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A National RCMP Museum

Report on the National Engagement Project

The following document is a summary of quantitative and qualitative data collected through a comprehensive engagement initiative to seek the views of Canadians about a proposed National RCMP Museum.

This report lays out the context and rationale for the project, explains the design of the engagement strategy, details the complementary elements of the implementation plan, synthesizes the feedback, and offers high-level analysis to help contextualize the results.

Purpose

The RCMP Heritage Centre is a museum located in Regina, Saskatchewan on the grounds of Depot Division—the RCMP's cadet training academy. The museum is located on Treaty 4 lands, situated on the territories of the nehiyawak, Anihšīnapek, Dakota, Lakota, and Nakoda, and the homeland of the Métis/Michif Nation.

Opened in 2007, the Centre has been dedicated to sharing the story of the Royal Canadian Mounted Police (RCMP), Canada's national police force. Guests of the Heritage Centre can experience both historical and contemporary stories of the RCMP through a variety of traditional exhibits, virtual reality experiences, and live training academy offerings like the Sunset Ceremonies.

The Centre has a renewed vision to enhance the ways it tells stories, and the perspectives and stories it tells. This vision will update the museum to incorporate a variety of Canadian

perspectives—honouring the unique stories and contributions of the RCMP, while also telling the most difficult stories with dignity and compassion.

The RCMP Heritage Centre is operated by a non-profit organization (The Mounted Police Heritage Centre—herein referred to as simply the RCMP Heritage Centre, or RCMPHC), and governed by a volunteer board of directors. While the RCMPHC is not owned, operated, or funded by the Royal Canadian Mounted Police, it houses a collection owned by the civilian Historical Collections Unit of the RCMP.

In the December 13, 2019 mandate letter ([Appendix A](#)), Canada's Minister of Canadian Heritage, the Honourable Steven Guilbeault, was directed by the Prime Minister to make the RCMP Heritage Centre a national museum. This directive was further substantiated with transitional funding in the federal budget tabled April 19, 2021.

The RCMPHC began the process of becoming a national museum. Early in 2022, it initiated a large-scale Canadian engagement project. CTLabs was mandated to assemble an expert team to work with senior RCMPHC staff on the design and delivery of a comprehensive and evidence-based engagement project centred on a specific concept for a National RCMP Museum (see Positioning Statement in [Appendix B](#)).

This report represents a summary of the thoughts and feelings that Canadians shared through a suite of tools and activities about the vision for the National RCMP Museum.

Driving the initiative was an underlying goal to create safe and authentic spaces for a broad range of communities to speak, to be authentically heard, and to have their voices represented in a report that reflects the diversity of thought, feeling and energy witnessed through an engagement of this nature.

Background

An October 2020 survey by Ascent Strategy found that, in general, Canadians agree that it's of great importance to have a museum that shares the stories of the formation of the North West Mounted Police (NWMP), the Royal Canadian Mounted Police (RCMP), and the development of the nation of Canada. **More than 92% of survey respondents said it was “very important” or “extremely important.”** While not all respondents had visited the RCMP Heritage Centre, the overwhelming support for a National RCMP Museum was clearly evident.

That public survey of more than **4,400 respondents** provided a baseline understanding of Canadians' thoughts about the current RCMP Heritage Centre, their expectations and hopes for a national museum, and their pride in the RCMP. It also addressed considerations around relations with Indigenous Peoples and equity-seeking communities, along with how best to strike an appropriate balance of reflection and celebration within the museum.

The 2020 survey also surfaced an overwhelming call to incorporate a greater diversity of voices and more Indigenous perspectives throughout the museum, alongside stories about the valour of the RCMP.

IN THIS REPORT

The following report provides insights from Canadians through the following sections:

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- | Engagement Communities
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- | Online Survey

The appendices provide further context and data.



2022 Engagement Highlights



In the 2022 survey,

89%

of respondents said that it is important for Canadians to have access to a national museum that honours the courageous contributions of the RCMP, while telling even the most difficult stories with dignity and compassion.

When asked **why** museums are important to Canadian society, the top three answers were:

because they preserve and promote the heritage of Canada.

78%

they're a source of inspiration, research, and learning.

60%

they recognize and explore the different lived experiences of different communities and cultures.

57%

2022 Engagement Highlights

71%

of 2022 survey respondents believe the National RCMP Museum should explore the historical and present-day relationship between the RCMP and marginalized communities and equity-deserving groups

Survey
respondents
were:

54%
male

38%
female

9%
prefer not to
say/self-identify

21%
35–54 years

51%
55–74 years



25+

hours of one-on-one interviews with community leaders including the Honourable Russ Mirasty, Former Senator, the Honourable Murray Sinclair, Former AFN National Chief Phil Fontaine, CEO of Indspire, current and retired RCMP Commissioners, CEO of the Multicultural Women's Organization of Newfoundland and Labrador, CEO of Capital Heritage, and many others



15

self-hosted community conversations
with 80+ participants

What We Learned

The themes that emerged are summarized below. These themes reflect the many hours of analysis and discussions amongst the Project Team from rigorous Canada-wide engagement through the exercise outlined in this report. These themes echo those that emerged through engagement and the survey conducted in 2020.

What We Learned From What We Heard:

1

Start now. This museum could host and nurture a necessary conversation. Canadians who responded to the survey were overwhelmingly in support of the vision as outlined in the Position Statement.

3

Do not interpret stories—let each individual or group retain their own voice. This will result in conflicting stories. Do not attempt to summarize or boil any set of stories down to a single truth.

2

Engage broadly. Capture the voices of all parties to any story being told. Create trust, and trusted spaces, where all parties feel safe sharing stories.

4

Survey respondents and key informants expressed the opinion that the museum could **play a pivotal role in advancing Reconciliation between the RCMP and Indigenous Peoples**, as well as reconciliation with the 2SLGBTQ2I+ community and other equity-seeking groups.

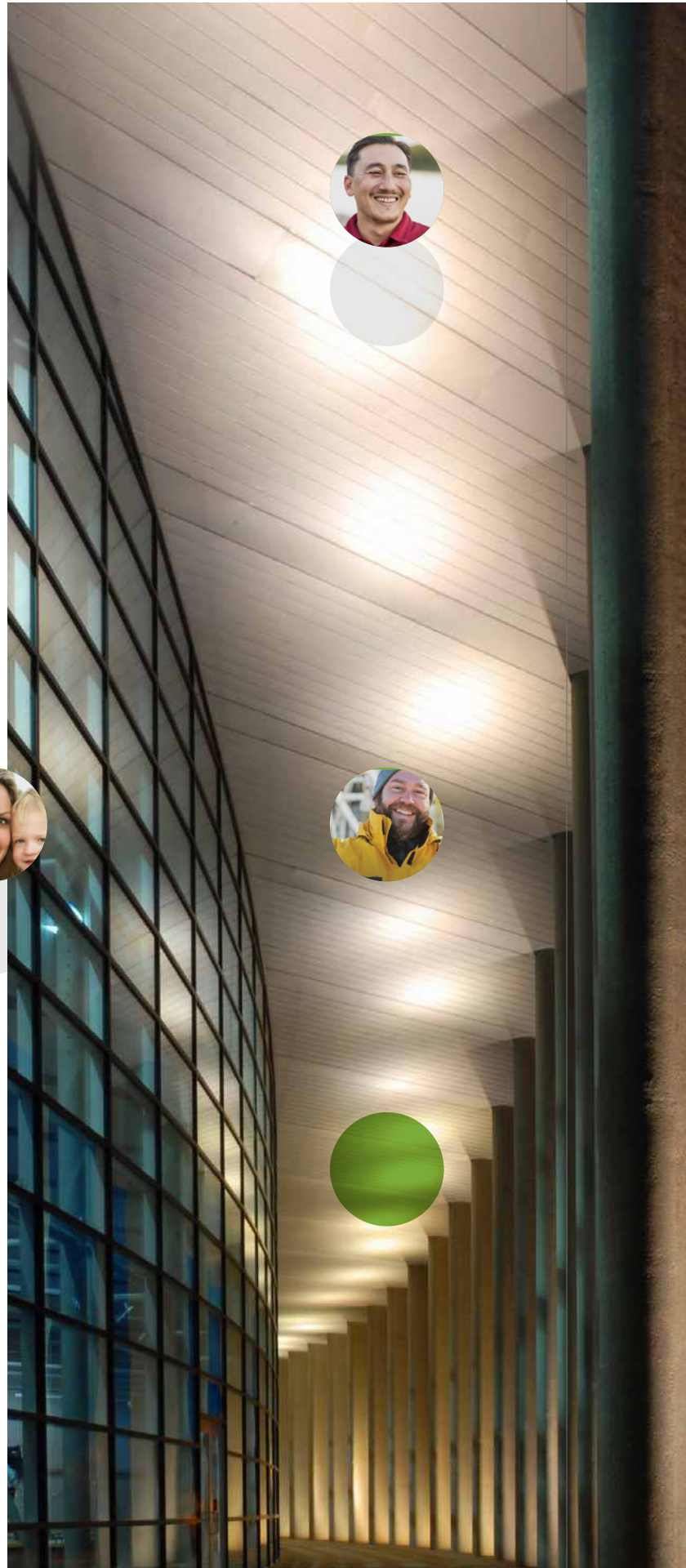
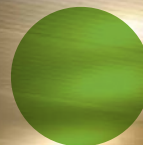


5

This museum will inevitably offend some Canadians—regardless of how it is designed, regardless of the stories told or how. Respondents did provide clear guidance on a path forward that would have integrity.

6

Done well, this museum can and will serve a clear civic purpose. Leaders from all walks of life offered their personal investment of time to help bring this vision into fruition, as they see the tremendous healing power that can accrue from bringing this museum to the national stage.





Executive Summary

The engagement approach was designed by highly skilled practitioners, all of whom have 20-30 years of experience designing and delivering engagement processes in sensitive and highly complex environments. The team engaged Canadians in four different ways: dozens of interviews, an online open survey, self-hosted community conversations, and an open email inbox to accept any other form of commentary.

What we learned very early in the project was that it was not entirely reasonable to ask the average Canadian whether or not there should be another national museum when Canadians lack a thorough understanding of the roles and civic purposes of national museums.

Juxtapose, for example, the role of a regional or municipal museum that is mostly a viewable storage of artefacts against Yad Vashem—Israel's official memorial to the victims of the Holocaust. They serve profoundly different purposes. Most Canadians do not have personal experience with these second types of museums, widely known in the trade as “Sites of Conscience.” The RCMP Heritage Centre is in the process of becoming one of these sites of conscience.

Policing has been the focus of intense scrutiny in Canada and abroad. For many valid, well-documented reasons, people often have highly polarized, single-note opinions of police forces. The RCMP, in particular, has been in the news for many controversial reasons in recent decades—the Mass Casualty Commission, the 60s scoop, Indian Residential Schools, and a number of other highly sensitive issues and incidents.

Those who do not trust police do not enter into the museum dialogue openly or with curiosity—they enter with fear and anger, with an assumption that the only possible mandate of a national museum would be a place to celebrate RCMP accomplishments.

Then there are Canadians who only see the RCMP as heroes, putting their lives on the line day after day, doing an impossible job to keep Canada and Canadians safe.

The intensity and polarity of some initial feedback signaled the need for a one-page position statement (see [Appendix B](#)) that brought greater focus and clarity to the engagement activities.

An overwhelming majority of the survey respondents and the leaders we interviewed were strongly supportive of the proposed vision for a National RCMP Museum.

The one-pager served a particularly useful purpose when engaging with the one-on-one interviewees. Before they could offer their opinions, it was necessary to understand intent, to question into vision and process, and to gain some level of trust that content would be designed and delivered “with” and not “at” communities.

The project team talked with members of many communities that have received both helpful and harsh treatment from the RCMP through the years, including many Indigenous Peoples, current and former Indigenous RCMP Members, members of the 2SLGBTQ2I+ community, victims of the LGBT Purge, and many ACB (African, Caribbean and Black) Canadians. All expressed the desire to have meaningful involvement in the co-creation process.



All wanted the full, honest story told. And many were very clear that the museum could not curate down to “the story”—but needed to hold a space where multiple, competing stories could live and be heard in the same space—leaving museum attendees to reflect on what it all means.

All of the senior RCMP representatives we spoke with—including current and past Commissioners, union leaders, Indigenous current and past serving Members—all wanted the Museum to offer a full and honest reckoning of the organization—both the positive and the negative. The engagement team heard the hope expressed on many occasions that this arm’s-length entity would be part of the process of reconciliation for the RCMP itself—that the Museum would be able to hold truth to the light in ways that the RCMP itself cannot.

Similarly, some of the strongest Indigenous voices in Canada—including the Hon. Murray Sinclair and former National Chief of the Assembly of First Nations, Phil Fontaine—are strongly supportive and offered to help move the project forward.

Reacting positively to the vision statement and to programs that are in the works or already being delivered at the Heritage Centre, both leaders stated a clear expectation that Indigenous perspectives would be sought at every stage of design and development.

What we heard from Canadians was a broad diversity of opinions. A review of the detailed survey responses is indicative of the growing polarization of opinion that fills social media today. It was only during the interviews that our team was able to challenge preconceptions, misconceptions, and to hold space for anger and mistrust—while inviting participants to consider that there might be something more. The survey results and the community conversations were more a temperature-taking of Canada's opinion as it stands, whereas the interviews were an assessment of Canada's opinion as it could be.

What we heard when able to enter into dialogue with participants, and to challenge existing biases, was that Canadians are strongly supportive of the

intent, vision, design and delivery processes already being implemented at the Heritage Centre and envisioned for the new National RCMP Museum.

While the concept generated hopeful reactions from many respondents—both within and outside the priority communities (e.g., Indigenous Peoples, 2SLGBTQIA+, ACB and other equity-seeking groups), it was also abundantly clear that the depth and intensity of opinions and feelings about the RCMP will require a purposeful, empathetic and collaborative approach to creation of the Museum.

This engagement exercise followed on the heels of a 2020 survey which found that more than 92% of the 4,400 respondents agreed that it's of great



importance to have a museum that shares the stories of the formation of the North West Mounted Police (NWMP), the RCMP, and the development of the nation of Canada.

The depth and breadth of engagement for this project compares favourably with that undertaken to support creation of the Canadian Museum of Human Rights, which heard from 2,500 respondents. It should be noted that no other national museums have pursued public engagement to the same level as the RCMP Heritage Centre. Our team believes this is an essential and ongoing need as the project unfolds.

Based on the accumulated engagement data, it would appear that Canadians are ready to engage in the broad range of conversations that are envisioned through the creation of a National RCMP Museum: paying tribute to the extraordinary dedication, duty, and service of generations of Canadian Mounties and civilian employees, both past and present; and second, serving as a trusted and safe place of fact and context, recognizing that there are different truths for different people based on lived experiences.



What We Heard

Support for a National RCMP Museum

Overall, survey respondents tended to be strongly supportive and key informant interviewees offered positive testimonials, while those in self-hosted conversations involving members of priority communities entered the dialogue with a high degree of skepticism and apprehension.

From the survey and interviews, feedback suggested that many respondents view a National RCMP Museum as a timely opportunity to address long-standing concerns, acknowledge the important roles the organization has played throughout Canada's history, consider the full range of experiences and perspectives related to the RCMP, advance reconciliation, and rebuild trust with racialized and marginalized communities.

"There's never been a better time in our society to confront any and all aspects of the history of this institution—head on and with compassion, with the intent to learn and heal."

SURVEY RESPONDENT

"My son is a member and I think that the public need to better understand the importance of the services that are provided as well as sharing the long standing history of the force."

SURVEY RESPONDENT

Nine in ten survey respondents agreed (somewhat or strongly) that the Museum should "Pay tribute to the extraordinary dedication, duty, and service of generations of Canadian Mounties and civilian employees, both past and present."

As described in greater detail on the following pages, a sizable majority of survey respondents also agreed (somewhat or strongly) that the Museum should "Reflect a broad and diverse set of perspectives" (**84%**) and "Support efforts aimed at reconciliation between the RCMP and Canada's Indigenous Peoples" (**76%**).

"This is an awesome idea, whose time has come. Canada needs to see an honest, open, warts and all perspective on our national police service, and its history in the development of this country and its interactions with our Indigenous peoples over the years, and progress being made in reconciliation."

SURVEY RESPONDENT

More than **7 in 10** somewhat or strongly agreed that the Museum should “Explore the historical and present-day relationships between the RCMP and marginalized communities and equity-seeking groups including, but not limited to, Indigenous People, women, racialized groups, and 2SLGBTQIA+ people.”

Those sentiments were echoed in many of the key informant interviews, including with the Hon. Murray Sinclair, former Senator and First Nations lawyer, who served as chairman of the Indian Residential Schools Truth and Reconciliation Commission:

“Never waste a good opportunity when there is one in front of you—and this looks like a good opportunity ... I really believe in this project—I’d like to help.”

HON. MURRAY SINCLAIR



Numerous survey respondents made reference to inextricable links between Canada’s history and that of the RCMP, noting that a National RCMP Museum would offer a unique forum within which to explore and better appreciate the country’s evolution.

“The history of the RCMP is an integral part of the history of Canada. History is full of mistakes, wrong attitudes, conceit and weakness; however, we also have to recognize that history includes admirable personalities, incredible achievements, notable events and defining moments. We can acknowledge both reasons for celebration and responsibility for grave errors.”

SURVEY RESPONDENT



Stories of the RCMP have played an undeniable role in shaping Canada into the nation that it is today, according to some survey respondents who also noted that those stories are at times both laudable and regrettable.

“I remember as a child in the North that many of the Special Constables were local natives who were used as guides and interpreters... When there was no nurse, the RCMP provided medical and dental treatment in small communities they even delivered babies.”

SURVEY RESPONDENT



Survey data also pointed emphatically to a shared vision for what the Museum could be, with **60%** of respondents confirming an important objective would be to serve as a source of inspiration, research and learning.

“It has and continues to be a leading police force in the world. Many benefits of having a National Police Force allows excellent cooperation in all departments, specialized sections, Community Services, which leads to the better lives of Canadian citizens and the country as a whole.”

SURVEY RESPONDENT





Detailed Feedback

The different elements of the engagement exercise generated distinct results.

In particular, the content from the self-hosted community conversations offered both great insights and substantial misunderstandings.

Constructively, the process allowed for communities of interest to meet in a uniquely safe space, at a time and place of their choosing, and with no influence or direction provided by a project team member. The goal was to capture honesty and openness, and perhaps more insight and creativity, by allowing these experiments to take place.

Conversely, not having a project team member hosting the conversation meant that there was no one present to correct misinformation and challenge misconceptions.

It is clear from reviewing the written submissions from community conversation hosts that some of the groups did not read—or did not trust—the Position Statement that was the anchor point for this engagement. Participants confused policing dollars with heritage dollars—that these funds should go to policing work, or be transitioned away from policing to other places, generally to support or enable marginalized groups. While that goal is laudable, if learning never takes place, if stories are never captured or shared, the root cause is never addressed.

Participants also confused ownership of the museum and ownership of voice. They expressed concern that stories told in the Museum would be written by the RCMP, with an RCMP-favourable slant. Despite being told that the Museum is an independent, not-for-profit, and that content is already being designed and delivered by affected

groups, participants expressed anger that taxpayer money would be spent to give voice to the RCMP—which some view as untrustworthy.

Our experience with the one-on-one interviews was substantially different. As mentioned earlier in the report, all members of the project team had the identical experience, as virtually every key informant interview started with an uninformed participant with a strongly-biased viewpoint, and only after a number of misconceptions were addressed did the participant come to be supportive of this innovative approach.

Therefore—when reviewing participant commentary from the self-hosted community conversations, the team had to ask not “is this a valid response?” but “is this a fully informed response?” If we were to re-do this work, the project team would host the conversations: not to guide them, but to ensure clarity, and to challenge basic misconceptions.

As noted earlier, respondent feedback across the suite of activities covered the full gamut, with proportionately smaller groups voicing very strong positive or negative opinions and the majority offering more moderate viewpoints.

It was observed that participants in the self-hosted conversations tended to be critical of both the RCMP in general and the Museum project in particular. One of the conversation reports referenced a “cognitive disconnect in marginalized communities” when it comes to engaging with policing and with museums. One participant voiced the opinion that

museums are not accessible to the masses and that members of marginalized communities “will just not see the point” of a National RCMP Museum. The conversation host noted that in many instances, “it didn’t even feel appropriate to issue the invitation to engage with this (project).”

Several respondents argued that moving ahead with a museum should only happen after reparations have been made to Indigenous Peoples and other marginalized communities.

“I love museums, and I think they’re great. However, a museum that celebrates the RCMP BEFORE it makes reparations to Indigenous folks and Canadian folks of colour would be a terrible idea. While museums can be used as vehicles for social justice, I think more practical and monetary implications need to come first.”

COMMUNITY CONVERSATION PARTICIPANT

Several participants raised concerns about investing public funds in the project when, in their view, there are far greater priorities, including reparations for Indigenous Peoples. If the project does go ahead, wrote one survey respondent, “the fact will still stand that once again, money can always be found for projects that ‘really matter’ to the white male patriarchy, while others still struggle for the basic necessities of life.”

The participants in one of the community conversations were unanimous in confirming they held no ill will towards any individual member of the RCMP, but felt the organization remained problematic. “Then why a national museum?” their report asked. “Why now especially?”

Multiple Perspectives

There was extensive participant feedback emphasizing the need to pay proper due to the admirable deeds of RCMP Members over the decades while denouncing policies and practices that traumatized certain communities.

“The museum should acknowledge past experiences but not use those to obliterate the tremendous achievements of the force through so many decades of the nation’s development. Context is key.”

SURVEY RESPONDENT

Another survey respondent wrote, “I would be very proud to have a museum explaining the RCMP’s history; explaining RCMP good deeds; explaining RCMP bad moves and bad historical actions (placed in perspective, placed in historical context).”

If the museum is to have a real social purpose, several respondents argued, it should be a place to recognize accomplishments, expose wrong doings, explore lessons learned, and set the stage for stronger, more authentic relationships going forward.

“You should totally display the fruit machine alongside information on how the RCMP hunted and terrorized the queer community for generations. To skip over that would be disingenuous.”

SURVEY RESPONDENT

If the museum can create an open, inviting and respectful environment, then many survey respondents expressed a sense of hope about what might be achievable. “It is important to tell the truth about the violent past of the RCMP,” wrote one respondent, “in order to recognize that it has improved.” “We cannot change the past or the decisions made at the time,” wrote another, “but acknowledging the mistakes helps build a more positive collective future.”

“Museums can best explain the... historical context and let the patrons understand that society can empathetically and respectfully understand our differences and work together to make a better future. Humanity has a history of repeating the past mistakes. We can learn to avoid them by understanding where we went wrong in the past.”

SURVEY RESPONDENT

Overall, participants most often cited the importance of ensuring that a National RCMP Museum presents a fair and factual accounting that faithfully represents a range of viewpoints including those that speak to the trauma of lived experience and those that seek to honour the selfless acts of frontline police officers.

“The storied past cannot be erased and forgotten. It is important to acknowledge the role the RCMP has played in the growth of our country in a truthful and respectful environment.”

SURVEY RESPONDENT

Striking The Right Balance

The engagement project received a lot of feedback around how to achieve the right balance, with many participants pointing to the need to consult broadly, engage with recognized experts, and pursue diversity when hiring staff and appointing a board of directors.

Former National Chief of the Assembly of First Nations, Phil Fontaine, was adamant about moving forward *in partnership* with Indigenous representatives, not simply *in consultation* with them. The former, he argued, is far more purposeful and respectful.

Several participants also pointed to the need for the active involvement of RCMP representatives, both active and retired, as valued contributors to the design, development and implementation of the new Museum.

Oversight and management of the institution must not be dominated by any particular interest or group, participants argued. To achieve its social purpose, the Museum must establish and maintain a culture of healthy critique. Co-curation should be the approach when seeking a range of perspectives on any given subject.

“It should be governed in some way by an advisory that represents the multiple perspectives, and the museum curators should also be diverse and representative. It should be willing to tell the stories we don’t want to hear but we need to hear—which means it needs to be governed by people with courage to do the right thing for the right reasons.”

SURVEY RESPONDENT

Analysis of survey comments uncovered several references to the role that the federal government has played through the decades. Many suggested that the RCMP, as an instrument of government, has borne the brunt of the criticism for serious transgressions such as the 60’s Scoop and the LGBT Purge when “the RCMP then, as now, is bound by government directives,” as one survey respondent put it. “The RCMP needs to explain that if people have a problem with the past, it is squarely the fault of the federal government...”

As an ex-member who is proud of having served in the RCMP, I would like the good the RCMP has done to be celebrated but not sugar coated. The RCMP has been involved in some terrible things as agents of the government and this also needs to be explored and acknowledged.

SURVEY RESPONDENT

RCMP Cpl. Brendan Harkness noted in his interview that it was Canadian government policy to purge employees from the RCMP who were gay or lesbian for fear that they were a security risk, which he describes as a story that would need to be told in an RCMP Museum.

...but on the other side of it, too, for example, ...the RCMP was the platform for which that I could do this: I hosted the first ever pride celebration put on by an RCMP detachment in its history. And, like, that’s something that should be celebrated too.”

RCMP CPL. BRENDAN HARKNESS

There were also strong feelings expressed around the assessment of past actions based on today’s standards and societal norms. Of the numerous opinions expressed in the survey, for example, the majority supported the idea of providing proper context in order to help the visitor fully appreciate how and why particular decisions were taken.

“While mistakes were made in the evolution of the RCMP, historical perspectives need to be accurately portrayed. The world is very different today than it was even 50 years ago.”

SURVEY RESPONDENT

Respondents were quick to point out that this approach was not intended to absolve the RCMP of wrongdoing or to excuse actions or behaviours that would be unacceptable today; rather, it would involve sharing factual information and a sense of the historical context in an objective way that allows visitors to come to their own conclusions. This approach, some argued, would reduce the risk of seeing the museum become a platform for any special interest groups.

“Values evolve over time, some decision of long ago would not be taken today but may well have been the best decision at the time based on the values and realities of the day. If it was not a good decision or action even then, this also has to be stated. However, a Museum such as this should be a place to tell a story, with its good and bad sides, but generally a place where we can learn and be proud of the institution, not a place where we only apologize for real or perceived past evils to our modern eyes and feel shame for our institutions and nation.”

SURVEY RESPONDENT

A Forum for Many Viewpoints

Across survey responses, interviews, and community conversations, participants made it clear that it will be imperative to present Museum content in ways that recognize the multiple truths and perspectives that need to be expressed.

“For instance, I am interested in learning about the role of the RCMP in the Residential schools—we hear officers played a part in forcing children from their homes to the schools. I’d like to be able to hear/read the stories of the officers tasked with this as well as the people who were forced to schools.”

SURVEY RESPONDENT

“It is crucial to seek balance and equity when recognizing the historical relationships between the Marginalized community and policing. All positive and negative stories, regardless of perspective, should be the goal for equitable storytelling through the fabric of history, primarily through this RCMP museum.”

COMMUNITY CONVERSATION PARTICIPANT

During his interview, retired Director General (C/Supt.) of National Aboriginal Policing Services Doug Reti, who also served as Criminal Operations Officer in Nunavut, referenced the culling of sled dogs in the late 90’s as an example of an operational

RCMP decision that generated strong, polarized reactions. “The Inuit were extremely angry and resented the RCMP for trying to restrict their movements by killing off the dogs. For the RCMP, the dogs had to be put down because they were sick and there was a risk of spreading disease. How you felt about it depended entirely on your perspective.”

“Just acknowledge and tell the truth of what has happened and how the perspectives of all those involved need to be seen and heard.”

SURVEY RESPONDENT

“For me, it’s just making sure that we’re looking through a multitude of lenses as we tell the story.”

SGT. CRAIG SMITH, RCMP

Closely related to these sentiments was the oft-repeated opinion that the Museum should be designed and operated such that visitors (online or in-person) are given the opportunity to take in the stories, exhibits, workshops, etc. and then encouraged to reach their own conclusions.

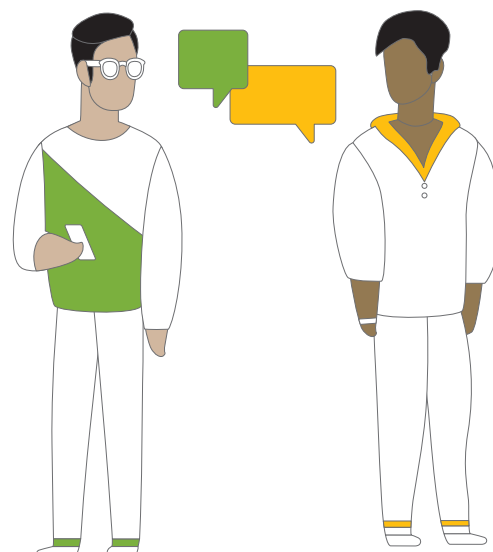
“If the Museum wishes to stay even-handed, it should not weigh in on the legitimacy of one perspective over another. That is for the individual to come to on their own.”

SURVEY RESPONDENT

“Tell both sides of the story; share different perspectives in a non-judgemental way. Let the reader/visitor decide. There will be stories from people who have been marginalized and mistreated, but there will also be stories from those same groups of people who have been helped by the RCMP in a good way.”

SURVEY RESPONDENT

The Museum should serve strictly as a forum for storytelling, according to participants in one of the community conversations: “The best way to tell the stories is through personal experiences. The Museum should just be the space, and not own the stories. It should provide funding and a venue for others to tell their stories.”



Another community conversation generated the following feedback that centred on the role of the Museum as a vehicle to fund and support content creation from a wide range of producers with the potential for broad reach:

“I think that the museum should help graduate students. I think it should help community representatives. I think it should help artists and provide them funding for short term projects to create lasting outputs like publications, stories, magazine articles, artworks, recordings, interviews, oral histories, music, inspired by RCMP history and their communities or personal connection to them. So, I think they should focus on producing things that will escape the museum, circulate through other channels and draw on the history of the RCMP.”

COMMUNITY CONVERSATION PARTICIPANT



Beyond the widespread endorsement of the concept, many of those who favour the project were also supportive of moving ahead quickly.

“This needs to happen. Given the state of Canadian views on the RCMP today, this effort can reconnect us to the past in a positive way, heal what needs to heal and enable the RCMP to proceed with full national support.”

SURVEY RESPONDENT



Advancing Reconciliation

“You must build it with us. Don’t come to us after the fact to ask what we think.”

PHIL FONTAINE, FORMER NATIONAL CHIEF OF
THE ASSEMBLY OF FIRST NATIONS (AFN)



Consistent across all of the engagement activities was the fundamental importance of reconciliation between the RCMP and Indigenous Peoples, and the potential role that the new National Museum could play. For the most part, respondents embraced the idea of a safe and welcoming forum that could allow for learning, relationship building and healing.

A retired RCMP member who spent years working in Aboriginal Policing echoed that view in his survey comments:

“(Elders’) accounts were extremely valuable in shaping my perspective of the very valuable contribution and rich history of their community structure and how it was destroyed by residential schools and so many other ways... Reconciliation is an extremely important part of our story.”

SURVEY RESPONDENT



Equally hopeful about the prospects of advancing reconciliation through the work of the Museum was another survey respondent who wrote, “If we do not have a place like this, we will never have an institution that can deal with true reconciliation. I applaud the opportunity to go and learn from such a place.”

"If this can help raise Indigenous voices to help settlers like me better understand the hard truths of our history, that can help towards Reconciliation. Apologies matter."

SURVEY RESPONDENT

Overall, the survey revealed a strong endorsement (**76%**) for the idea that, to serve a worthwhile purpose, the museum would need to "support efforts aimed at reconciliation between the RCMP and Canada's Indigenous Peoples."

"As Canadians we must accept the good, the bad, and the ugly. We have finally started the journey to be alongside of our native population, and we must continue."

SURVEY RESPONDENT

Alternatively, there were some who viewed a national museum as counter-productive in the context of reconciliation. "Anyone who gives this proposal a second of critical, reflective thought should find it repulsive," wrote one survey respondent, who went on to link museums with a legacy of colonial violence and exploitation, a situation that the author suggested many museum professionals and volunteers are working to address.

As noted previously, several respondents opined that public funds should be spent directly on reparations for Indigenous Peoples or other specific initiatives such as a National Indigenous Cultural Centre. When challenged by a project team member, however, all shifted their views to a stance where all institutions share the responsibility of reconciliation, and that no single action (e.g., reparations, apologies) or institution alone should, or even can, achieve it.

The Principle Versus the Practical

Amongst ACB communities, there is an equally strong desire to see and hear stories of injustices by the RCMP as part of the programming offered through the new Museum. Participants in one of the community conversations involving ACB participants agreed that "this is the only way true healing can occur."

And while many of the ACB participants think the Museum concept has merit, they do not fully trust that it can or will be implemented in line with that vision. In the eyes of most of the participants from marginalized communities, the legitimacy of the project lies in its ability to support reconciliation, provoke dialogue and humility, improve transparency in decision-making, and reflect organizational change and modernization.

Healing always begins with conversation. So, get people of colour together to realize their shared history, their shared origins, their shared trauma, and to exchange best practices.

RUBY EDET, CAPITAL HERITAGE



Overall, participants in the five self-hosted conversations from ACB communities expressed a distrust for the police and policing. They shared the view that the social construct of race is manipulated and used by police to criminalize black people and that the consequence of this is that black people are guilty until proven innocent beyond a reasonable doubt.

There is a sense of cautious optimism amongst participants that the National Museum could be done well, could be done in a way that authentically tells their stories; however, even if it can theoretically be done well, their lived experience tells them not to trust that it will be.

RCMP Sgt. Craig Smith has been working for years to raise awareness about diversity in the workplace, equip employees with the knowledge and skills to support an environment that's inclusive, diverse and free of discrimination, and promote an understanding of the obstacles faced by Black Canadians. An author, historian, and President of the Black Cultural Society in Halifax, he has developed a five-day internal course where the goal is "to make people as comfortable as possible with having uncomfortable conversations."

In his interview, Sgt. Smith emphasized storytelling as an important component of healing from the injustices of the past and a source of light to guide a path into the future. He sees that the Museum offers the opportunity for all stories to be told. "I'm really motivated to tell stories that peel back the covers. Without that, there isn't healing."

Retired Mountie, Cal Lawrence, a veteran of both Halifax Police and the RCMP, is the author of "Black Cop: My 36 years in Police Work, and my Career-ending Experiences with Official Racism." During his interview, he noted that anti-black racism and marginalization are still a concern within the ranks of the RCMP. He views the Museum as an important step forward because of the opportunity to share

both the harsh realities and the exciting opportunities that come with serving as a black RCMP officer.

Moreover, he noted that, in the absence of positive role models, black youth don't view policing as a viable career option, which limits the RCMP's ability to recruit a more diverse workforce.

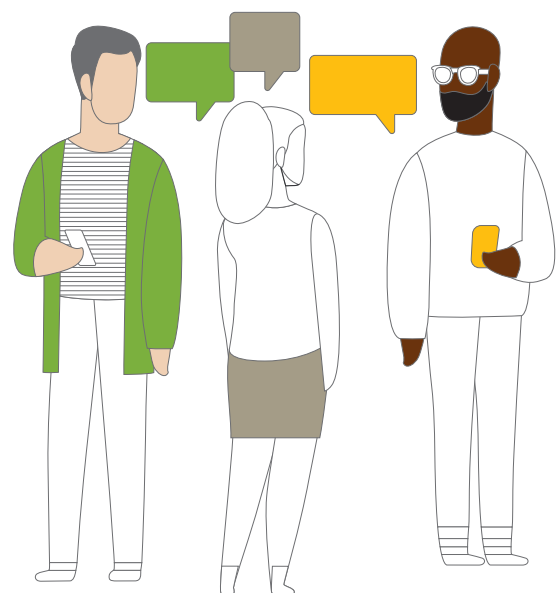
"If you can't see it, you can't be it."

RETIRED RCMP OFFICER, CAL LAWRENCE



In its report, one of the ACB community conversation groups put forward the notion that the Museum could help to educate Canadians on the contributions of black people to preserve public safety, showcasing them in a different, reconciliatory light.

In addition, participants noted that most museum stories about the ACB community depicted slavery and other disturbing perspectives, which can be traumatic and foster negative biases. Participants discussed how this new RCMP Museum must offer stories demonstrating and celebrating African achievements and black excellence.



Consultation, Collaboration and Co-creation

Participants across all three activities (e.g., survey, community conversations, and interviews) were consistent in their guidance about the importance of consultation, expert engagement, and hiring diversity to support the development and delivery of stories through a National RCMP Museum.

The most commonly offered suggestion was to consult early, broadly, and regularly across the full spectrum of audiences both inside and outside the RCMP, including: leaders in Indigenous, racialized and marginalized communities, francophone organizations, women and youth. There were also several survey respondents who implored the Museum to include retired and serving members, such as one new member “who decided to join up amidst a time where kids think it’s cool to tell me ‘all cops are bad’ as I go to a school barbecue on shift.”

Internal consultations, it was suggested, should be as inclusive as possible, proactively engaging members and civilian employees with Indigenous or ACB backgrounds, 2SLGBTQIA+, women, and retirees.

“I want to see Indigenous faces in the Centre when I walk in. Black faces. Female faces. Not a line-up of white men. Showcase the RCMP as the image of Canada—provide a sense of connection to all Canadians.”

THE HON. MURRAY SINCLAIR



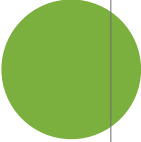
“Ensure that different perspectives are incorporated, well researched by people with no axe to grind, and then incorporated honestly.”

SURVEY RESPONDENT



While special effort must be made to include minority groups and marginalized people, majority groups and those who represent the mainstream must also be able to see themselves represented in the Museum. “Most Canadians love and are very proud of our national police force, the RCMP, and we’d want the Museum to reflect that,” according to one survey respondent.

There were frequent references to the importance of engaging subject matter experts who can credibly represent a particular perspective, if that’s what’s needed, or who bring an unbiased objectivity to the review of potential exhibits for the Museum.



“Ensure Elders and folks of different communities are exhibit consultants BEFORE you decide how to portray certain events or issues. Seek a broader consultation on an exhibit plan once it is fleshed out before you create it. Be prepared to adjust. Seek visitor feedback and listen. Plan for adapting exhibits as time passes. Demonstrable engagement of wronged communities in the design and telling of the stories—a chance to see and learn from multiple points of view, not leaving out the personal stories of individual officers. No doubt there were RCMP Members who were scarred by what they were told to do during the 60s scoop.”

SURVEY RESPONDENT



Thirdly, participants reinforced the vital importance of ensuring that staff and board members reflect the diversity of Canada.

Stories will be most impactful, according to the Canadians we heard from, if they are told authentically in the first person through as many different media as possible. The Museum will want to take full advantage of available technologies to both capture and widely disseminate content.

It was further suggested that the Museum create opportunities for Canadians to contribute their own stories. “For example, if people are saying, ‘well, this story is missing,’” wrote a participant at a community conversation, “how do we let them at it? Like, how do we get that perspective in there and are we going to welcome it? Everyone’s going to have their own kind of feelings and lived experience with this particular institution. If there’s room for that. That could be pretty cool.”

Participants emphasized the importance of making the exhibits accessible, dynamic, interactive, mobile, multi-lingual and trauma-informed.

“I think it would be great if a new national museum would have a travelling exhibit so all Canadians could benefit. Maybe every summer have a tour of certain parts of the country similar to the musical ride. Unfortunately, not everyone who would want to see the Museum could travel to Regina, so having a condensed version travelling would increase accessibility.”

SURVEY RESPONDENT



Participants advised that Museum content be made available in as many formats (e.g., print, audio, video, digital files, live tours, painting, sculpture, etc.) and through as many delivery mechanisms as possible (web, social media, travelling exhibits, school visits, community presentations, special events, media interviews, etc.).

Design Approach

To initiate case exploration for a new National RCMP Museum, CTLabs assembled a diverse and highly qualified team with exceptional design thinking and engagement skills. The consulting team embodied extensive experience working in law enforcement and related sectors. Core team members included Indigenous, 2SLGBTQIA+, and African, Caribbean, and Black (ACB) representation to ensure a broadly-based and well-informed perspective. This team diversity provided a multiplicity of lenses through which to assess, debate, and plan the ensuing engagement strategy.

Early on, after consulting with the RCMPHC CEO, staff, the Board of Directors, and external advisors (e.g., Sites of Conscience), it became evident that fulfilment of the social purpose of such a museum might only be possible by enabling constructive conversations about the systemic oppression of people in marginalized communities and equity-seeking groups, and the role of policing in perpetuating these injustices.

While this was so, it was also clear that any transition toward national museum status must also include an appropriately balanced juxtaposition of the proud historical and ongoing role of the RCMP in support of an imperfect, but justice-seeking Canadian society.

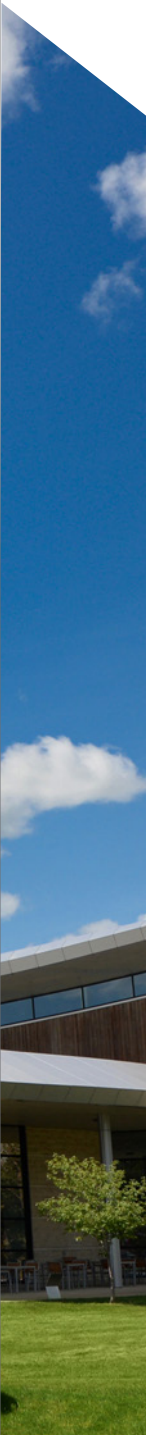
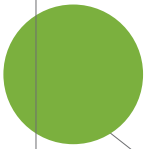
Clearly discerning how to engage people on the case for a new National RCMP Museum proved complex. Public opinion was charged with strongly

held views based on the individual and collective experiences of diverse groups, each with their own memories and interpretations of historical and current events, both honorable and traumatic. To recognize this diversity of views, while also allowing for a relevant consideration of the full social context, the project had to provide a mechanism for differentiating the intended vision from what people feared it might be: a fear largely seen as glorification of the RCMP without proper accountability.

Therefore, after initial consultation with key stakeholders and considerable deliberation on the overall context of establishing a new National RCMP Museum, CTLabs and the RCMP Heritage Centre created a positioning statement to provide a clear, succinct articulation of its intended social purpose.

The statement, found in [Appendix B](#), provided a much-needed focus for widespread community engagement. More specifically, it provided a vision for what an RCMP Museum might achieve and a sense for what the range of museum experiences could be.

It allowed the engagement plan to step back from the question, “Do you believe there should be a National RCMP Museum?” and, instead, to elicit feedback on a far more direct question, “What are your views on an RCMP Museum that sets out to do what is described in this statement?”





Declaration of Bias

We the Project Team acknowledge that our observations will be influenced by our individual bias, and that these will inform our interpretations. We have gone to substantial lengths to mitigate the effect of bias on this work but recognize that it will be present in some form.

Our team is formed from a diversity of backgrounds, including intersectional lived experience as members of the following communities:

- | Indigenous
- | RCMP (serving and retired)
- | African, Caribbean and Black (ACB) Canadians
- | 2SLGBTQIA+

We realize that none of these communities are monolithic in their approach, stance or lived experience, and that having individual experience as a member of any community does not denote having complete understanding of all voices in that community.

The team also acknowledges bias in the form that our work intentionally shifts complex human systems to healthier operating stances; we are not neutral in this regard.

We see bias-free as impossible, but directionally useful, and aim to be bias-aware to the highest extent possible.

Guiding Principles

These guiding principles underpin our work in designing the engagement process:

Community-Based Methodology

This method empowers communities to participate and lead in ways and groups that are familiar, self-directed, and structured—but not imposed. This method produces outcomes ‘in our words, in our spaces.’

Distinction-Based and Intersectional

We are designing distinction-based approaches to ALL engagement. We account for the many distinctions of communities, as well as their intersectionality, and develop appropriate mechanisms for capturing that intersectionality, when and where relevant.

Multi-Access

Access to the engagement project is based not only on the means by which a person can get involved, but also based on choices that best suit that person's experience or comfort level. Opportunities are available on a continuum from static to dynamic and individual to group participation.

Distinction-Based and Intersectional Approach

Distinction-based approaches acknowledge the specific rights, interests, priorities and concerns of First Nations, Métis, and Inuit people, while respecting and acknowledging these are distinct Peoples with unique cultures, histories, rights, laws, and governments.

The project team has been asked to outline a distinction-based approach to Indigenous engagement. As outlined through UNDRIP, and in the findings of Canada's Missing and Murdered Indigenous Women and Girls Inquiry, distinctions should be defined with an intersectional lens—not just First Nations, Métis, and Inuit, but also considering the residence of Indigenous people, their sex and gender identity, and sexual orientation.

Nuances shift between First Nations, Métis, and Inuit; they also shift between Burundi, Somali and Ghanaian Canadians. The challenges faced by gay vs transgender communities can be very distinct and individual.

In anything we do, we do not operate in “one size fits all.” We account for the many distinctions of communities, as well as their intersectionality.

We adopt this same approach across all communities and consider the unique and diverse perspective of the individual. Therefore, the entire engagement process has a distinction-based approach: an Indigenous distinction-based approach, a 2SLGBTQIA+ distinction-based approach, an ACB distinction-based approach, and to a lesser but still real extent, an RCMP distinction-based approach.

Ensuring Diversity

Diversity means many things, as each of these engagement communities is made up of a multiplicity of subsets of voices. Within these groups—as in any community—there is no representative opinion; in fact, there can be many opinions that stand in direct opposition to each other.

The engagement process made every effort to maximize the diversity of opinions and perspectives received:

- | Our one-on-one interview process mapped a network of key leaders from diverse communities and geographic regions across the country.
- | The website portal and survey were offered in both official languages.
- | The self-hosted community conversations curated potential participants to ensure that, in aggregate and as much as possible with the submissions received, the engagement communities showed representation from across the country, from across the four key stakeholder groups, from youth and from women.
- | Results of self-hosted community conversations were accepted in any language, recorded by the community, and then translated for our analysis.

In All Cases, and For All Communities:

1. To the best of our capability and within available project funding, we followed the guidance of community leaders in pursuing greater engagement with each community.
2. We made use of trusted translators whenever necessary. We integrated all content as faithfully as possible, making original content sets available to the project sponsors to enable further analysis.
3. For the self-hosted community conversations, we provided four topic areas with recommended guidance questions for each one. Communities were invited to go off-script and explore other questions/topics related to the descriptive statement, and facilitators/hosts had access to our team members to help design their questions and generate the required outputs.

Engagement Communities

In support of the overall purpose of the engagement strategy, a comprehensive and multi-pronged approach was developed to engage specific communities. The fact of acknowledged harm done to Indigenous, African, Caribbean, and Black and 2SLGBTQ2I+ communities required specific design considerations. The project team was hand-picked to ensure at least one representative of each community was a core project team member. Throughout design and pre-release interviews and survey testing, project team members were reaching out to others, as trusted members of these communities, in order to ensure that design and engagement considerations were appropriate.

1

Indigenous leaders and youth in the First Nations, Métis, and Inuit communities

2

Community leaders in ACB communities

3

Leading national and regional voices in 2SLGBTQIA+ organizations

4

Former RCMP leaders, representatives of the RCMP Veterans Association, and the National Police Federation

5

The Canadian public

The RCMP has 150 years as a Canadian Institution. In those 150 years, there are acknowledged injustices affecting racialized, marginalized, and equity-deserving groups, which is why these named groups were of particular importance in this engagement exercise.

While the museum (and proposed museum) and the RCMP are separately operated and not the same entity, these injustices and acknowledged harms undoubtedly had an impact on approaching these conversations.

Given the importance of capturing their uniquely relevant perspectives, participants in Groups 1 to 4 received targeted outreach, primarily through email, text and telephone. The general public was engaged through exposure to promotional activities (e.g., paid social media campaign) aimed primarily at the four key target groups. Every effort was made to ensure the voices of women, youth, and elders were represented in the interviews conducted within each community.

As summarized in this report, engagement efforts were successful in capturing diverse perspectives and opinions from both inside and outside the RCMP. Inside, we heard from both current and former employees with inspiring stories of bravery, determination, and public service. Outside, there were stories of how the RCMP has kept Canadians safe and secure in every corner of the country.

But there were other, darker chapters of the RCMP story shared through conversation with priority groups. Targeted and marginalized groups spoke of oppressive and sometimes cruel treatment that had more to do with heritage, sexual orientation, or gender than any kind of criminal activity.

Listening to Indigenous communities

Relations between Indigenous Peoples and the RCMP are highly personalized and complex. For some First Nations, Métis and Inuit Peoples, the stories are of partnership and mutual trust; for others, they are stories of injustice and betrayal.

Candid conversations helped to identify the types of stories that need to be told through a new national museum.

Listening to 2SLGBTQIA+ people

The RCMP has taken concrete steps in recent years towards becoming a more modern and inclusive organization. This follows decades of well-documented discrimination and systemic bias against Canadians who identify as 2SLGBTQIA+.

In exploring the role of a National RCMP Museum, members of 2SLGBTQIA+ communities advocated for recognition of past injustices and for more inclusive policies and practices going forward.

Listening to African, Caribbean, and Black (ACB) peoples

RCMP Commissioner Brenda Lucki acknowledged that systemic racism has shown up in organizational policies, processes and practices that, on the surface, may appear neutral, but that actually disadvantage racialized people. She also stated that the RCMP is committed to better understand the unintended barriers that exist, and to work to correct them.

Through the engagement project, Canadians who identify as members of equity-seeking groups argued that a National RCMP Museum must acknowledge historic injustices, create opportunities to learn from them, and chart a more just course for the future.

Listening to women

Women have taken on roles of increasing importance and will continue to do so as the RCMP moves through a period of transformation to modernize and reform its culture. These changes come in response to shocking reports of harassment and violence in the workplace. Through this project, there was a clear expectation set that a National RCMP Museum recognize both the struggles and triumphs of women throughout the organization's history.



Engagement Methods

There were two primary methods of engagement:

1 Online

2 Key informant interviews

1 Online engagement began August 26 through the website portal at museumchat.ca (jasermusee.ca en français). Visitors were offered three options:

- a. Online survey
- b. Applying to self-host a community conversation
- c. Self-expression

a. Completing an online survey

A total of **2,041 Canadians** completed an online, 19-question survey between August 26 and November 10. A synopsis of key results is offered in the “[What We Heard](#)” section ([see page 14–15](#)) and a demographic breakdown of respondents is provided on [pages 16–17](#).

b. Self-hosted community conversations

Individuals across Canada were invited to host or participate in a “Community Conversation” to explore their opinions, feelings, and feedback on the descriptive statement for a new National RCMP Museum.

The triage of applications for self-led community consultations ensured that each of the engagement communities was represented and that the project also heard from a geographically diverse cross-section of interested stakeholder groups.

Conversations were required to have a minimum of 6 participants, up to a maximum that the host felt comfortable facilitating, depending on experience. Hosted in either English or French, the conversations ranged from a low of 6 participants to one that involved 18 community members. Outreach focused particularly on Indigenous, 2SLGBTQIA+ and ACB communities, but conversation participants could also be self-identified or place-based.

A formal guide (produced in both English and French) was provided to all hosts, which included background information about the project at large, as well as four suggested topic areas, each of which included a description, background information, and prompt questions.

Communities were invited to go off-script and explore other questions/topics related to the overall topic, and facilitators/hosts had access to our team members in designing their questions and generating the required outputs.



SELF-HOSTED COMMUNITY CONVERSATION TOPICS

The role of a new National RCMP Museum

National museums play an essential role in preserving the heritage of Canada and contributing to the collective memory and sense of identity of all Canadians.

Contributing to Truth and Reconciliation

The RCMP played a role in imperial and colonial practices that have had an impact on Indigenous communities and individuals, including reinforcing the residential school system.

Relationships between the RCMP and diverse communities

Marginalized communities and equity-seeking groups have had both positive and negative experiences with the RCMP.

The RCMP as a symbol of Canada

The RCMP is widely considered an iconic image of Canada and one of only a few police services recognized around the world.

To encourage participation, a stipend of \$2,500 was provided for hosts upon receipt of a brief report and summaries of the conversation.

2 Key Informant interviews

The approach to engagement took into account the fact that each of these engagement communities is made up of a multiplicity of subsets of voices. There is no “one opinion,” and there are equally legitimate voices within each community that stand in direct opposition to each other, just as within any community.

The key informant interview process mapped out a network of key leaders from each community that stretched across the country. Interviews started in mid-September with members of the four key engagement groups who were identified through personal outreach by members of the CTLabs Project Team, with support from RCMP HC staff. Project Team members were selected, in part, for their strong reputations and extensive networks within at least one of the four communities.

Interviews focused first on eliciting the views of key informants about the Positioning Statement ([Appendix B](#)). Secondly, these influential individuals were asked for their recommendations about how best to encourage other members of their respective communities to engage in the process through any or all of the means available.

c. Self-expression through submitting a direct email response to the project team

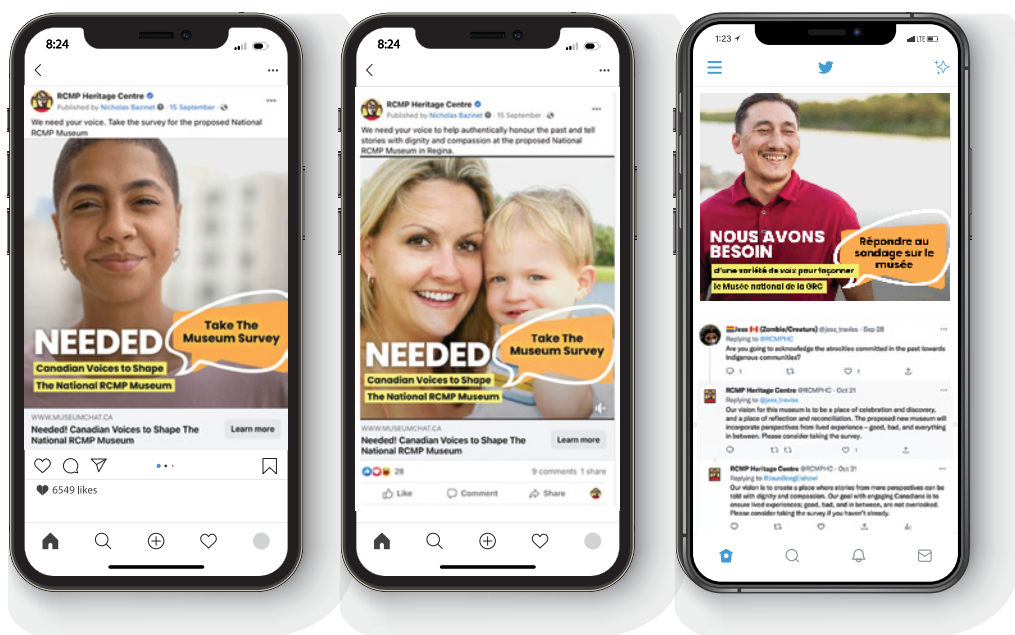
Visitors to the project website were invited to share opinions and perspectives in the format of their choice (e.g., text, art, photo). This option was used by 14 respondents.

Reaching Canadians

A variety of public communications and paid media activities combined to generate responses from a demographic and geographic cross-section of Canadians. The English and French digital campaign (see [Appendix G](#)) used social media channels [Meta (Facebook/Instagram) & Twitter] as well as display networks and media channels to amplify the reach, particularly to the key engagement communities. The Project Team made continual adjustments based on impressions, engagement and creative asset performance.

In addition to driving significant numbers of visitors to the online survey (see [Engagement Metrics on page 36](#)), the campaign generated hundreds of comments that, in turn, created additional opportunities for engagement with Canadians around the idea of a National RCMP Museum.

There were in excess of **15,500** website sessions during the six-week campaign. Paid ads on Facebook, Instagram, Twitter and Display networks accounted for almost 80% of those sessions and generated just over **2.6 million** impressions.



15,500

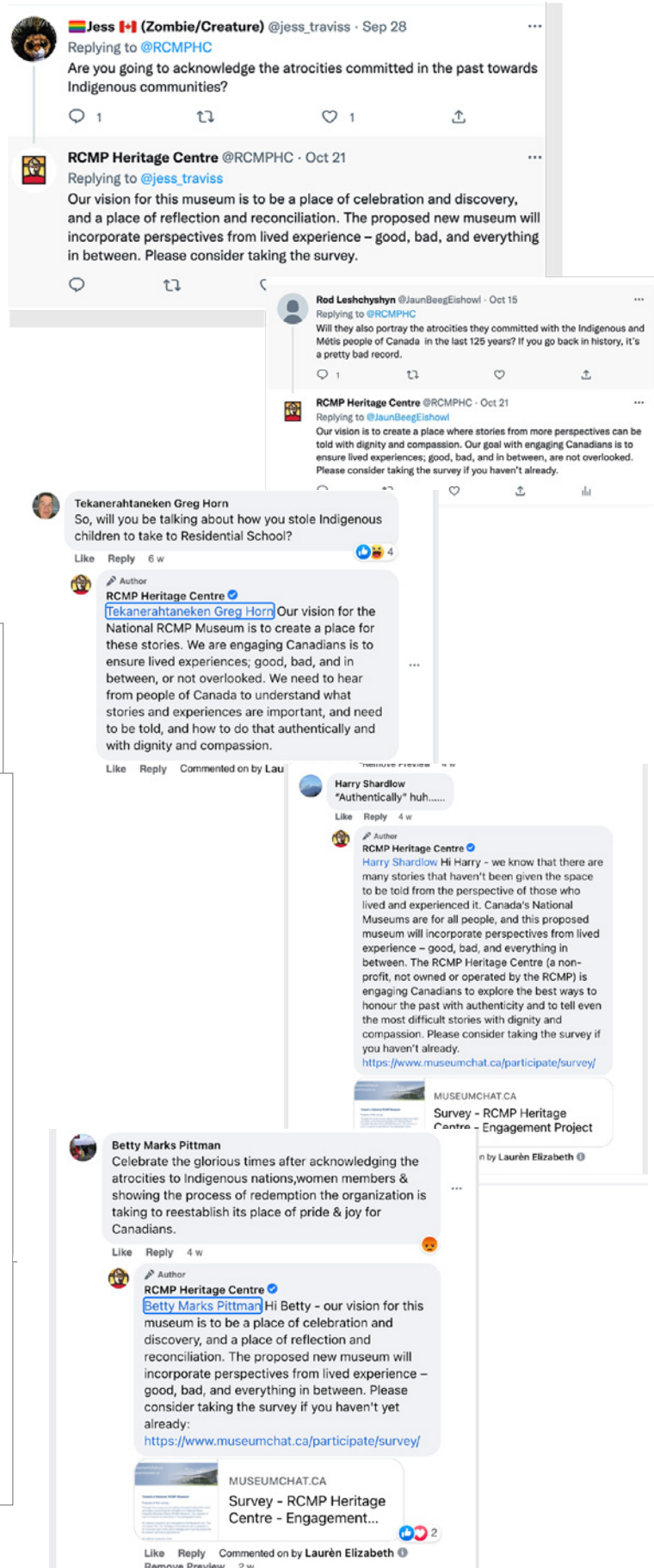
website sessions

2.6

million impressions

The paid campaign was supported by unpaid bilingual communications efforts by the RCMPHC team:

- | posters with QR codes linking to survey
- | Virtual/in-person media launch
- | Media interviews (TV, print, and radio)
- | News releases sent to national media
- | A boosted campaign on RCMPHC socials (Twitter, Facebook, Instagram)
- | Organic posts on RCMPHC socials (Twitter, Facebook, Instagram)
- | Website pages with link to survey and FAQ
- | Survey sent out through the Multicultural Council of Saskatchewan, SaskCulture, and Canadian Museums Association



Engagement Metrics

The Project Team conducted in-depth interviews with a total of 24 key informants, as summarized in [Appendix C](#). Transcripts were reviewed and analyzed by at least two Team members to identify prominent themes and capture salient quotes.

In total, there were 15 self-hosted conversations, including 5 involving members of the 2SLGBTQIA+ community, 8 involving members of the ACB community, 2 involving Indigenous participants, and 5 featuring other relevant demographics (e.g., neurodiverse, place-based, youth, women). Not considering gender, 50% of the groups included individuals with multiple intersections—for example, one of the conversations was made up of ACB & Indigenous 2SLGBTQIA+ youth.

Facilitators were required to submit a summary of key takeaways from their respective discussions in order to receive the \$2,500 stipend. The session reports were thoroughly analyzed, with highlights integrated into the findings from other engagement activities.

The largest volume of both quantitative and qualitative data was generated through the online survey, which was completed by 2,041 respondents over the course of the engagement period. Once again, the activity was successful in generating responses from all of the priority groups: Indigenous (75 First Nation, 71 Métis, 8 Inuit respondents), ACB (56 respondents), and 2SLGBTQIA+ (94 respondents).

Finally, a total of 14 respondents shared their views via direct emails.

Detailed analysis of these engagement activities produced a series of key themes and supporting quotes which are summarized in the [Detailed Feedback](#) section on [pages 16–17](#).

2,041

Survey respondents



24

Key informants



15






Self-hosted conversations
(totalling 80 people)



14

Direct emails



	Website	Visits – Main Page	4,127
		Visits – Survey Page	15,696
	Survey	Total Completed	2,041
		Canadian Public	975
		ACB	56
		First Nations	75
		Métis	71
		Inuit	8
		2SLGBTQIA+	94
		RCMP	762
	One-on-one Interviews Completed	2SLGBTQIA+	6
		ACB	6
		Indigenous	10
		RCMP / Police	7
	Self-hosted Conversations Completed	Total	15
		2SLGBTQIA+	5
		ACB	8
		Indigenous	2
		RCMP	1
		Other	5
	Direct email submissions received		14

In total, 15 Community Conversations (CCs) took place, made up of the following communities, some with multiple intersections:

1.	Indigenous, intersecting with RCMP/Police, 6 participants	Topic 4
2.	ACB, with Francophone and Immigrant (1st gen) intersections, 6 participants	Topic 3
3.	ACB, 7 participants	Topic 3
4.	ACB, 18 participants	Topic 3
5.	ACB, 10 participants	Topic 3
6.	ACB, with Arab and Muslim intersections	Topic 3
7.	ACB, with Francophone and 2SLGBTQIA+ intersections	Topic 3
8.	2SLGBTQIA+, 6 participants	Topic 3
9.	2SLGBTQIA+, Women, with 2 military intersections, 6 participants	Topic 3
10.	Youth, with intersections of 2SLGBTQIA+, ACB, and Indigenous, 6 participants	Topic 3
11.	Neurodivergent, intersecting 2SLGBTQIA+, 6 participants	Topic 3
12.	Women, included intersections with disability, and 2SLGBTQIA+, 6 participants	Topic 3
13.	Women, Place-based: Peterborough, ON, 6 participants	Topic 2
14.	Place-based: Ottawa, ON, 6 participants	Topic 2
15.	Place-based: Ottawa, ON, including women and youth, 6 participants	Topic 1

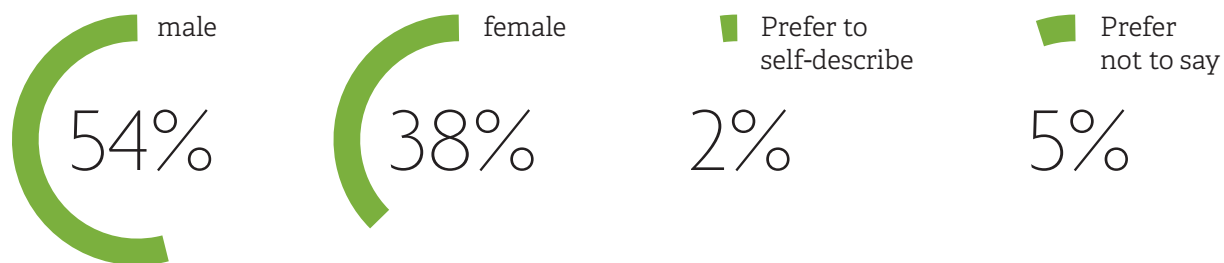
It is suggested that the majority of opinions received in this engagement are from people from communities interested in, or at least open to, engaging with policing, and even museums.

While extra effort was focused on engaging equity-seeking groups and communities who have complicated histories with the RCMP, one of the discoveries was that a number of seemingly promising outreach attempts ended with little or no engagement.

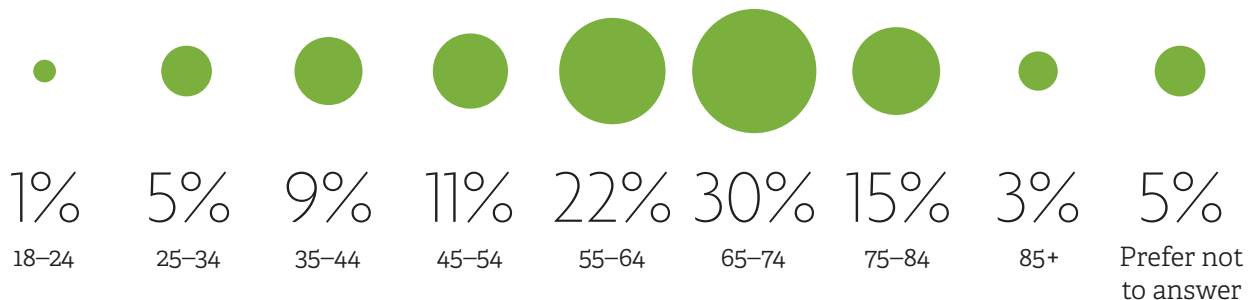
Online Survey

Data suggests the online survey was completed by a representative sample of Canadians from across the country (i.e., all regions, including the North) and from a diversity of demographic backgrounds (e.g., age, gender, heritage).

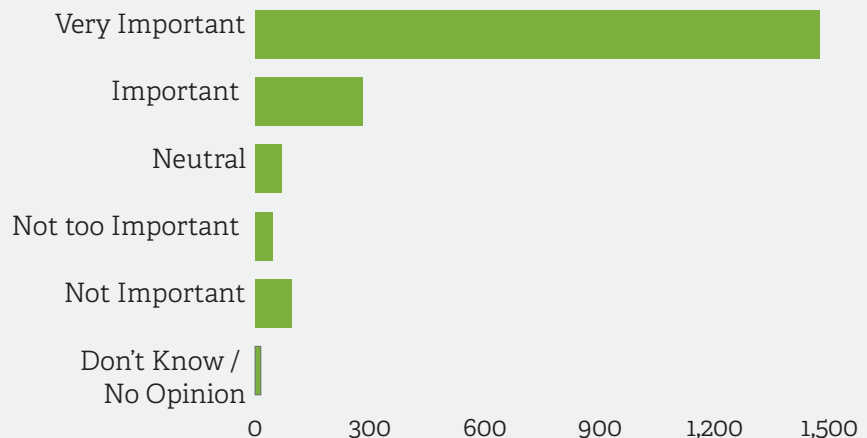
Gender:



Age



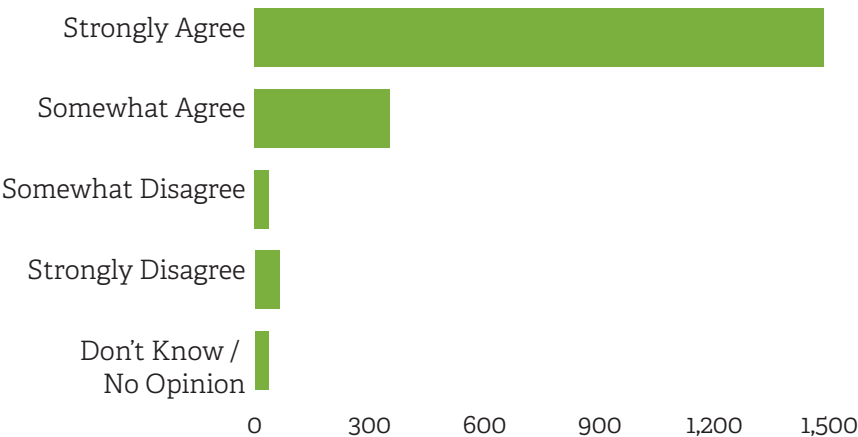
The story of the RCMP is tied closely to Canada's history, dating almost as far back as Confederation. How important is it for Canadians to have access to a national museum that honours the courageous contributions of the RCMP throughout Canadian history, while telling even the most difficult stories with dignity and compassion?



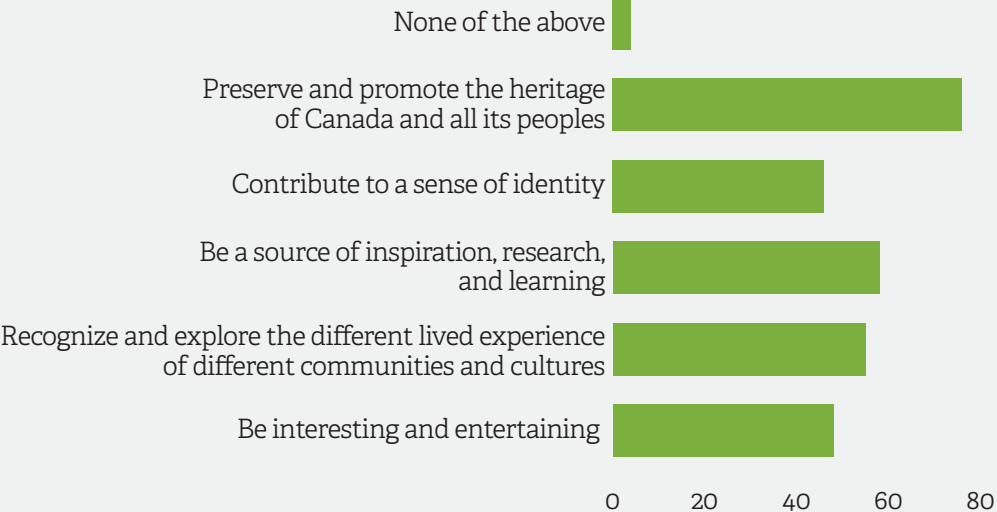
Descriptions that applied to survey respondents

Arab	5	0%
Black	55	3%
Chinese	5	0%
Filipino	6	0%
First Nation	69	4%
Métis	68	4%
Inuit	8	0%
Japanese	2	0%
Korean	1	0%
Latin American	8	0%
South Asian (e.g., East Indian, Pakistani, Sri Lankan, etc.)	11	1%
Southeast Asian (e.g., Cambodian, Malaysian, Laotian, Vietnamese)	6	0%
West Asian (e.g., Iranian, Afghan)	5	0%
White	1,365	71%
Person with a physical disability	164	9%
Neurodiverse	46	2%
2SLGBTQIA+	77	4%
Francophone	135	7%
Anglophone	808	42%
I live in a rural area	441	23%
I prefer not to answer	164	9%
Responses Other (please specify)	180	9%

If a new National RCMP Museum matched the preferences that you've identified in this survey, to what degree do you feel such a museum would serve a useful purpose?



Of the objectives listed below, which one(s) do you think best describe why museums are important to Canadian society?



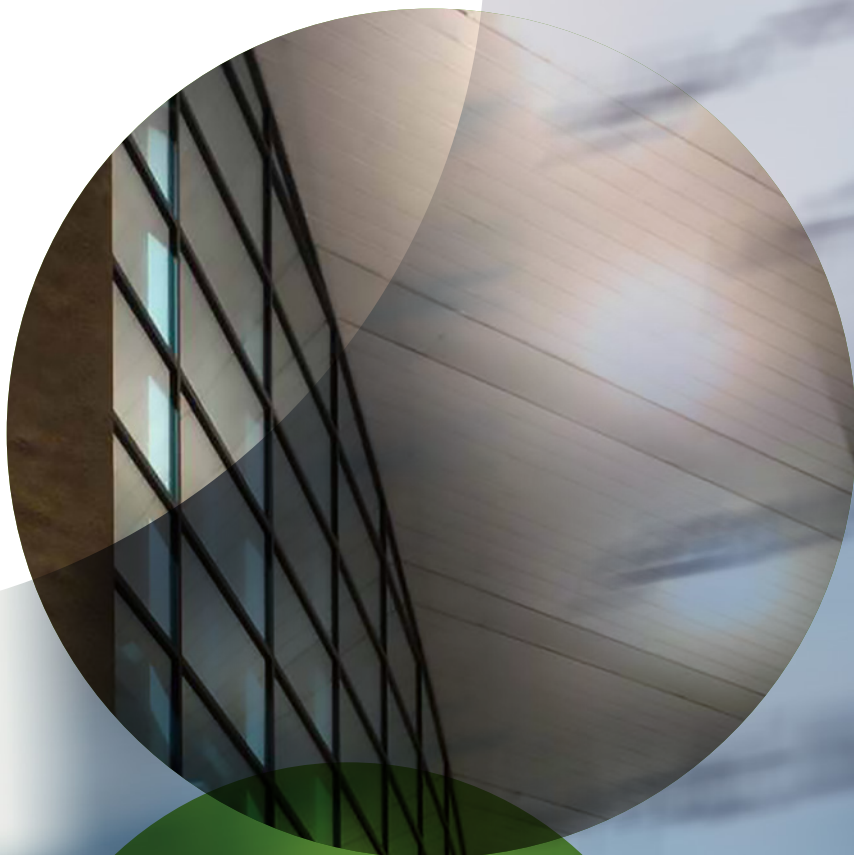
How important are these features to any museum experience for you?

- Very Important
- Moderately Important
- Neutral
- Not Very Important
- Not At All Important
- I don't know / No Opinion





Appendix A: Minister's Mandate Letter



December 13, 2019



Dear Mr. Guilbeault:

Thank you for agreeing to serve Canadians as Minister of Canadian Heritage.

On Election Day, Canadians chose to continue moving forward. From coast to coast to coast, people chose to invest in their families and communities, create good middle class jobs and fight climate change while keeping our economy strong and growing. Canadians sent the message that they want us to work together to make progress on the issues that matter most, from making their lives more affordable and strengthening the healthcare system, to protecting the environment, keeping our communities safe and moving forward on reconciliation with Indigenous Peoples. People expect Parliamentarians to work together to deliver these results, and that's exactly what this team will do.

It is more important than ever for Canadians to unite and build a stronger, more inclusive and more resilient country. The Government of Canada is the central institution to promote that unity of purpose and, as a Minister in that Government, you have a personal duty and responsibility to fulfill that objective.

That starts with a commitment to govern in a positive, open and collaborative way. Our platform, *Forward: A Real Plan for the Middle Class*, is the starting point for our Government. I expect us to work with Parliament to deliver on our commitments. Other issues and ideas will arise or will come from Canadians, Parliament, stakeholders and the public service. It is my expectation that you will engage constructively and thoughtfully and add priorities to the Government's agenda when appropriate. Where legislation is required, you will need to work with the Leader of the Government in the House of Commons and the Cabinet Committee on Operations to prioritize within the minority Parliament.

We will continue to deliver real results and effective government to Canadians. This includes: tracking and publicly reporting on the progress of our commitments; assessing the effectiveness of our work; aligning our resources with priorities; and adapting to events as they unfold, in order to get the results Canadians rightly demand of us.

Many of our most important commitments require partnership with provincial, territorial and municipal governments and Indigenous partners, communities and governments. Even where disagreements may occur, we will remember that our mandate comes from citizens who are served by all orders

of government and it is in everyone's interest that we work together to find common ground. The Deputy Prime Minister and Minister of Intergovernmental Affairs is the Government-wide lead on all relations with the provinces and territories.

There remains no more important relationship to me and to Canada than the one with Indigenous Peoples. We made significant progress in our last mandate on supporting self-determination, improving service delivery and advancing reconciliation. I am directing every single Minister to determine what they can do in their specific portfolio to accelerate and build on the progress we have made with First Nations, Inuit and Métis Peoples.

I also expect us to continue to raise the bar on openness, effectiveness and transparency in government. This means a government that is open by default. It means better digital capacity and services for Canadians. It means a strong and resilient public service. It also means humility and continuing to acknowledge mistakes when we make them. Canadians do not expect us to be perfect; they expect us to be diligent, honest, open and sincere in our efforts to serve the public interest.

As Minister, you are accountable for your style of leadership and your ability to work constructively in Parliament. I expect that you will collaborate closely with your Cabinet and Caucus colleagues. You will also meaningfully engage with the Government Caucus and Opposition Members of Parliament, the increasingly non-partisan Senate, and Parliamentary Committees.

It is also your responsibility to substantively engage with Canadians, civil society and stakeholders, including businesses of all sizes, organized labour, the broader public sector and the not-for-profit and charitable sectors. You must be proactive in ensuring that a broad array of voices provides you with advice, in both official languages, from every region of the country.

We are committed to evidence-based decision-making that takes into consideration the impacts of policies on all Canadians and fully defends the *Canadian Charter of Rights and Freedoms*. You will apply Gender-based Analysis Plus (GBA+) in the decisions that you make.

Canada's media and your engagement with them in a professional and timely manner are essential. The Parliamentary Press Gallery, indeed all journalists in Canada and abroad, ask necessary questions and contribute in an important way to the democratic process.

You will do your part to continue our Government's commitment to transparent, merit-based appointments, to help ensure that people of all gender identities, Indigenous Peoples, racialized people, persons with disabilities and minority groups are reflected in positions of leadership.

As Minister of Canadian Heritage, you will lead work to celebrate Canada's heritage as well as promote Canada's cultural and creative industries in both Official Languages. This vital position helps bring Canadians together and strengthens the fabric of our country and communities. You are also responsible for the promotion and support of amateur sport, supporting our athletes as they represent Canada and encouraging young people to be active and engaged in sports.

I will expect you to work with your colleagues and through established legislative, regulatory and Cabinet processes to deliver on your top priorities. In particular, you will:

- Work with all cultural and creative sectors on the successful delivery of initiatives and new funding announced in previous Budgets.
- Create new regulations for social media platforms, starting with a requirement that all platforms remove illegal content, including hate speech, within 24 hours or face significant penalties. This should include other online harms such as radicalization, incitement to violence, exploitation of children, or creation or distribution of terrorist propaganda.
- Co-lead work with the Minister of Innovation, Science and Industry to modernize the *Broadcasting Act* and the *Telecommunications Act*, examining how best to support Canadian content in English and French and ensure quality affordable internet, mobile and media access. Work with the Minister of Innovation, Science and Industry to introduce legislation by the end of 2020 that will take appropriate measures to ensure that all content providers, including internet giants, offer meaningful levels of Canadian content in their catalogues, contribute to the creation of Canadian content in both Official Languages, promote this content and make it easily accessible on their platforms. The legislation should also consider additional cultural and linguistic communities.
- Continue to fully implement the *Indigenous Languages Act* in order to preserve, promote and revitalize Indigenous languages in Canada, with long-term predictable and sufficient funding to support the implementation of the Act.
- Co-develop, with Indigenous Peoples, a framework for repatriating Indigenous cultural property and ancestral remains.
- Provide funding and support for the celebration of the 150th anniversary of the Métis Nation entering Confederation.
- Strengthen the regional mandate of CBC/Radio-Canada to broadcast more local news and require CBC/Radio-Canada to open up its digital platform.
- Increase annual funding for Telefilm Canada.
- Make the Royal Canadian Mounted Police Heritage Centre a national museum.
- Review our national museums policy to ensure that people can access Canadian history across the country, with better access to digital collections. Introduce the Culture Pass, a \$200 credit that every Canadian child will receive when they turn 12 years old to be used to access theatres, museums, galleries, workshops and other cultural venues and local Canadian content.
- Work with the national museums to increase Canadians' awareness of climate change.
- Work with the Minister of Innovation, Science and Industry and the Minister of Justice and Attorney General of Canada to advance Canada's Digital Charter and enhanced powers for the Privacy Commissioner, in order to establish a new set of online rights, including: data portability; the ability to withdraw, remove and erase basic personal data from a platform; the knowledge of how personal data is being used, including with a national advertising registry and the ability to withdraw consent for the sharing or sale of data; the ability to review and

challenge the amount of personal data that a company or government has collected; proactive data security requirements; the ability to be informed when personal data is breached with appropriate compensation; and the ability to be free from online discrimination including bias and harassment.

- Work with the Minister of Innovation, Science and Industry in reviewing the *Copyright Act*.
- Support the Minister of Innovation, Science and Industry to create new regulations for large digital companies to better protect people's personal data and to encourage greater competition in the digital marketplace. A newly created Data Commissioner will oversee those regulations.
- Work with the Minister of Foreign Affairs to introduce a new Cultural Diplomacy strategy with at least one international mission each year to promote Canadian culture and creators around the world.
- Work with the Minister of Environment and Climate Change, who is the Minister responsible for Parks Canada, to provide clearer direction on how national heritage places should be designated and preserved and to introduce new comprehensive heritage legislation on federally owned heritage places.
- Support local journalism and develop business models that facilitate private giving and philanthropic support for professional journalism and local news.
- Work with the Minister of Health to implement the pan-Canadian Concussion Strategy and raise awareness for parents, coaches and athletes on concussion treatment.
- Lead preparations for the Tokyo 2020 Olympic and Paralympic Games and future international sporting events.
- Create greater links between our elite athletes and young Canadians to promote health and achievement among youth.
- Continue to work with partners, including provinces and territories, to foster an environment that is safe, welcoming and inclusive in the sport and cultural industries.
- Foster a national culture of safe sport, including physical safety, sporting environments free of harassment, promoting diversity and inclusion in sport and research into injury prevention.
- Develop additional programming to increase Canadians' participation in sport, with a particular focus on Indigenous Peoples. This should increase awareness of the physical and mental health benefits of participation in sport.

These priorities draw heavily from our election platform commitments. As mentioned, you are encouraged to seek opportunities to work across Parliament in the fulfillment of these commitments and to identify additional priorities.

I expect you to work closely with your Deputy Minister and their senior officials to ensure that the ongoing work of your department is undertaken in a professional manner and that decisions are made in the public interest. Your Deputy Minister will brief you on the many daily decisions necessary to ensure the achievement of your priorities, the effective running of the government and better services for Canadians. It is my expectation that you will apply our values and principles to

these decisions so that they are dealt with in a timely and responsible manner and in a way that is consistent with the overall direction of our Government.

Our ability, as a government, to implement our priorities depends on consideration of the professional, non-partisan advice of public servants. Each and every time a government employee comes to work, they do so in service to Canada, with a goal of improving our country and the lives of all Canadians. I expect you to establish a collaborative working relationship with your Deputy Minister, whose role, and the role of public servants under their direction, is to support you in the performance of your responsibilities.

We have committed to an open, honest government that is accountable to Canadians, lives up to the highest ethical standards and applies the utmost care and prudence in the handling of public funds. I expect you to embody these values in your work and observe the highest ethical standards in everything you do. I want Canadians to look on their own government with pride and trust.

As Minister, you must ensure that you are aware of and fully compliant with the *Conflict of Interest Act* and Treasury Board policies and guidelines. You will be provided with a copy of *Open and Accountable Government* to assist you as you undertake your responsibilities. I ask that you carefully read it, including elements that have been added to strengthen it, and ensure that your staff does so as well. I expect that in staffing your offices you will hire people who reflect the diversity of Canada, and that you will uphold principles of gender equality, disability equality, pay equity and inclusion.

Give particular attention to the Ethical Guidelines set out in Annex A of that document, which apply to you and your staff. As noted in the Guidelines, you must uphold the highest standards of honesty and impartiality, and both the performance of your official duties and the arrangement of your private affairs should bear the closest public scrutiny. This is an obligation that is not fully discharged by simply acting within the law.

I will note that you are responsible for ensuring that your Minister's Office meets the highest standards of professionalism and that it is a safe, respectful, rewarding and welcoming place for your staff to work.

I know I can count on you to fulfill the important responsibilities entrusted in you. It is incumbent on you to turn to me and the Deputy Prime Minister early and often to support you in your role as Minister.

Sincerely,

Rt. Hon. Justin Trudeau, P.C., M.P.
Prime Minister of Canada

*This Ministerial Mandate Letter was signed by the Prime Minister in the Minister's first official language.



Appendix B: Positioning Statement of a new National RCMP Museum



Towards a National RCMP Museum

It's an idea whose time has come: A national museum dedicated to sharing stories and experiences about an iconic Canadian institution with deep roots in Canadian history. With excitement building around the 150th anniversary of the Royal Canadian Mounted Police, and supported by a mandate to commemorate this significant part of Canadian history, the RCMP Heritage Centre is advancing plans to become Canada's most recent national museum. Museums serve a civic purpose. In becoming Canada's newest national museum, the RCMP Heritage Centre will engage Canadians in exploring the best ways to honour the past with authenticity and to tell even the most difficult stories with dignity and compassion.

This Will be a Place of Celebration and Discovery, of Reflection and Reconciliation.

Located in Regina, Saskatchewan, the National RCMP Museum will realize that vision by pursuing two important goals: first, to pay tribute to the extraordinary dedication, duty, and service of generations of Canadian Mounties and civilian employees, both past and present; and second, to serve as a trusted and safe place of fact and context, recognizing that there are different truths for different people based on lived experiences.

This Will be a Place to Listen, Learn and Build Connections.

The National RCMP Museum will be a place full of stories: stories that inspire and unite; stories that expose difficult issues; stories that open the door to a deeper understanding and to new opportunities to know each other better.

These Will be Uniquely Canadian Stories that Canadians Want Told.

A place for all people, this museum will be a site of social impact—one that embraces a diversity of experiences and perspectives in everything we do.

There are many proud chapters in the RCMP story, and others that are intensely painful. By acknowledging the struggles of the past, the Museum will offer the chance for visitors to reflect, hear from diverse perspectives, and learn about Canada's history and its future. To learn more about this project and to share your ideas about what it can be, visit: <https://www.museumchat.ca/>.



Appendix C: Key Informants



The following 24 individuals were interviewed:

Name	Affiliation	Community 1	Community 2	Community 3
The Hon. Murray Sinclair	Former Senator, former Chair of the Truth and Reconciliation Commission, Chancellor of Queens University	Indigenous		
Phil Fontaine	Former National Chief, Assembly of First Nations, now: gives advice	Indigenous		
Dean C Fontaine	Retired Indigenous RCMP officer	Indigenous		
Russ Mirasty	Lieutenant Governor of Saskatchewan, former RCMP Indigenous officer	Indigenous	RCMP	
Diane Redsky	Executive Director of Ma Mawi Wi Chi Itata Centre	Indigenous		
Doug Reti	Back Woods Energy, former RCMP Indigenous officer	Indigenous	RCMP	
Ted Norris	Retired federal public servant, now: Consultant self-employed	Indigenous		
Michael De Gagne	CEO Indspire	Indigenous		
Brian Pottle	National Inuit Youth Council	Indigenous		
Minister Autumn LaRose-Smith	Provincial Metis Youth Council	Indigenous		
Michelle Douglas	LGBT Purge fund	2SLGBTQIA+		Women
Wayne Davis	LGBT Purge fund	2SLGBTQIA+	RCMP	
Debbie Owusu-Akyeeah	The Canadian Centre for Gender + Sexual Diversity (she wasn't speaking on their behalf)	2SLGBTQIA+	ACB	Women
Brendan Harkness	RCMP BC	2SLGBTQIA+	RCMP	
Fae Johnstone	Wisdom2Action	2SLGBTQIA+		
Raegan Swanson	The ArQuives	2SLGBTQIA+		Women
Ruby Edet	Capital Heritage	ACB		Women
Godwin Ifedi	Black History Ottawa	ACB		
Shelly Braithwaite	NS RCMP Public Employee	ACB	RCMP	Women
Craig Smith	RCMP, African Nova Scotian Experience Workshop	ACB	RCMP	
Noran Ibrahim	Multicultural Women's Organization of Newfoundland and Labrador	ACB		Women
Brian Sauve	National Police Federation	Police		
Sandy Glenn	RCMP Veterans Association	RCMP		
Cal Lawrence	Retired RCMP Officer	ACB		



Appendix D: List of Community Conversations





15

Community Conversations took place with individuals from across Canada.



Four subtopics were offered to support hosts in framing the conversation and digging deeper.

1

The role of a new National RCMP Museum

National museums play an essential role in preserving the heritage of Canada and contributing to the collective memory and sense of identity of all Canadians.

- a. What role(s) could a new National RCMP Museum serve?
- b. What would be the impact of creating such a museum? What difference(s) would it make?

2

Contributing to Truth and Reconciliation

The RCMP played a role in imperial and colonial practices that have had an impact on Indigenous communities and individuals, including reinforcing the residential school system.

- a. How do we need to tell this story?
- b. How would a new National RCMP Museum contribute to Truth and Reconciliation with Indigenous Peoples?

3 Relationships between the RCMP and diverse communities

Marginalized communities and equity-seeking groups have had both positive and negative experiences with the RCMP.

- a. What stories need to be told?
- b. How should a new museum connect past struggles to today's movements for social change?

4 The RCMP as a symbol of Canada

The RCMP is widely considered an iconic image of Canada and one of only a few police services recognized around the world.

- a. What stories do we need to tell to preserve and share the history of the RCMP from multiple perspectives?
- b. What would make you feel proud of a new National RCMP Museum?

In total 15 Community Conversations (CCs) took place, made up of the following communities, some with multiple intersections:

Topic	Communities
4	Indigenous, intersecting with RCMP/Police
3	ACB, with Francophone and Immigrant (1st gen) intersections
3	ACB
3	ACB
3	ACB
3	2SLGBTQIA+
3	2SLGBTQIA+, Women, with 2 military intersections
3	Youth, with intersections of 2SLGBTQIA+, ACB, and Indigenous
3	Neurodivergent, intersecting 2SLGBTQIA+
3	Women, included with disability, and 2SLGBTQIA+
3	ACB, with Arab and Muslim intersections
3	ACB, with Francophone and 2SLGBTQIA+ intersections
2	Women, Place-based: Peterborough
2	Place-based: Ottawa, ON
1	Place-based: Ottawa, ON



Appendix E: Survey



Toward a National RCMP Museum



Purpose of this survey

Through this survey we are asking Canadians about the views and ideas concerning the formation of a National Royal Canadian Mounted Police (RCMP) Museum. The concept of such a museum is described in the paragraphs below.

All national museums are mandated by the Museums Act. The Act states that “the heritage of Canada and all its peoples is an important part of the world heritage and must be preserved for present and future generations”.

All national museums must:

- play an essential role, individually and together with other museums and like institutions, in preserving and promoting the heritage of Canada and all its peoples throughout Canada and abroad and contributing to the collective memory and sense of identity of all Canadians; and be a source of inspiration, research, learning and entertainment that belongs to all Canadians and provides, in both official languages, a service that is essential to Canadian culture and available to all.
- The current RCMP Heritage Centre, located in Regina, Saskatchewan is operated as a non-profit and not owned or operated by the RCMP. The new National RCMP Museum would be established as a federal Crown Corporation, not owned or operated by the RCMP.

After you’ve read the description below, please take a few minutes to fill out a short survey. Let us know what kind of experience you would want or expect from a National RCMP Museum as well as the role that you think such a museum should play in Canada.

It’s an idea whose time has come: A national museum dedicated to sharing stories and experiences about an iconic Canadian institution with deep roots in Canadian history.

With excitement building around the 150th anniversary of the Royal Canadian Mounted Police and supported by a mandate to commemorate this significant part of Canadian history, the RCMP Heritage Centre is advancing plans to become Canada’s newest national museum.

Museums serve a civic purpose. In becoming Canada's newest national museum, the RCMP Heritage Centre will engage Canadians in exploring the best ways to honour the past with authenticity and to tell even the most difficult stories with dignity and compassion.

This will be a place of celebration and discovery, of reflection and reconciliation.

Located in Regina, Saskatchewan, the National RCMP Museum will realize that vision by pursuing two important goals: first, to pay tribute to the extraordinary dedication, duty, and service of generations of Canadian Mounties and civilian employees, both past and present; and second, to serve as a trusted and safe place of fact and context, recognizing that there are different truths for different people based on lived experiences.

This will be a place to listen, learn and build connections.

The National RCMP Museum will be a place full of stories: stories that inspire and unite; stories that expose difficult issues; stories that open the door to a deeper understanding and to new opportunities to know each other better.

These will be uniquely Canadian stories that Canadians want told.

A place for all people, this museum will be a site of social impact—one that embraces a diversity of experiences and perspectives in everything we do.

There are many proud chapters in the RCMP story, and others that are intensely painful. By acknowledging the struggles of the past, the Museum will offer the chance for visitors to reflect, hear from diverse perspectives, and learn about Canada's history and its future.

1. Of the objectives listed below, which one(s) do you think best describe why museums are important to Canadian society? (select all that apply)

- ☐ Preserve and promote the heritage of Canada and all its peoples
- ☐ Contribute to a sense of identity
- ☐ Be a source of inspiration, research, and learning
- ☐ Recognize and explore the different lived experience of different communities and cultures
- ☐ Be interesting and entertaining
- ☐ None of the above

2. Please rate the degree to which you agree with each of the statements below.

To serve a worthwhile purpose, a new National RCMP Museum would need to:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Don't Know / No Opinion
Pay tribute to the extraordinary dedication, duty, and service of generations of Canadian Mounties and civilian employees, both past and present.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Serve as a trusted and safe place of fact and context, recognizing that there are different truths for different people based on lived experiences.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Be a place to share stories and experiences in respectful and authentic ways.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reflect a broad and diverse set of perspectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support efforts aimed at reconciliation between the RCMP and Canada's Indigenous Peoples	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Explore the historical and present-day relationships between the RCMP and marginalized communities and equity-deserving groups including, but not limited to, Indigenous People, women, racialized groups, and 2SLGBTQIA+ people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Be available to all as both virtual and in-person experiences.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Creating a safe and supportive space (both virtually and in- person) will be a priority for a new National RCMP Museum. With that goal in mind, please select the features that would matter most to you (select all that apply):

- ☐ The physical museum space is welcoming, fully accessible, and easy to move around
- ☐ The virtual museum experiences are fully accessible and easy to navigate Spaces for story sharing are quiet, open, and non-judgmental Knowledgeable guides are present to provide facts and inform discussions
- ☐ There is an opportunity to have an experienced member of my community present (e.g., an Indigenous Elder, a social community member with lived experience, a veteran)
- ☐ Other (please specify)
- ☐ None of the above

4. How important are these features to any museum experience for you?

[illegible]

- ☐ Very Important
- ☐ Important
- ☐ Neutral
- ☐ Not too important
- ☐ Not important
- ☐ I Don't Know / No Opinion

6. How would you describe the value of the following subjects to your learning experience?

[illegible]

	Very Important	Moderately Important	Neutral	Not Very Important	Not At All Important	I don't know / No Opinion
Uniforms and equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The evolution of the RCMP over 150 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Women in the RCMP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fallen members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Modern day policing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. If a National RCMP Museum aims to strike the right balance between historical and current events and issues, what would that look like for you?

Historical Equal Current

☐

8. The history of the RCMP is a collection of both tragic events and great triumphs. Knowing that it must seek and share truth, what balance should a National RCMP Museum aim to achieve between acknowledging past mistakes and celebrating extraordinary achievements?

Acknowledgement Equal Celebration

☐

9. The history of the RCMP evokes different reactions and opinions. How should a National RCMP Museum ensure that its exhibits are accurate and, at the same time, sensitive to multiple perspectives?

10. If a new National RCMP Museum matched the preferences that you've identified in this survey, to what degree do you feel such a museum would serve a useful purpose?

- ☐ Strongly agree
☐ Somewhat agree
☐ Somewhat disagree
☐ Strongly disagree
☐ Don't know / no opinion

11. What other opinions or perspectives would you like to share about a National RCMP Museum?

Toward a National RCMP Museum



About You

The next section contains 7 questions about you. Your responses will remain confidential and anonymous. These questions will be used only to gather participant demographic information to ensure we are surveying all segments of the population. Your responses will be grouped together with others for reporting purposes.

12. I identify my gender as:

- ☐ Male
- ☐ Female
- ☐ I prefer to self-describe as:
- ☐ I prefer not to answer

13. What is your age?

- ☐ Under 18
- ☐ 18–24
- ☐ 25–34
- ☐ 35–44
- ☐ 45–54
- ☐ 55–64
- ☐ 65–74
- ☐ 75–84
- ☐ 85+
- ☐ I prefer not to answer

14. Which of these descriptions apply to you? (check all that apply).

- | | |
|---|--|
| <input type="checkbox"/> Arab | <input type="checkbox"/> Southeast Asian (e.g., Cambodian, Malaysian, Laotian, Vietnamese) |
| <input type="checkbox"/> Black | <input type="checkbox"/> West Asian (e.g., Iranian, Afghan) |
| <input type="checkbox"/> Chinese | <input type="checkbox"/> White |
| <input type="checkbox"/> Filipino | <input type="checkbox"/> Person with a physical disability |
| <input type="checkbox"/> First Nation | <input type="checkbox"/> Neurodiverse |
| <input type="checkbox"/> Métis | <input type="checkbox"/> 2SLGBTQIA+ |
| <input type="checkbox"/> Inuit | <input type="checkbox"/> Francophone |
| <input type="checkbox"/> Japanese | <input type="checkbox"/> Anglophone |
| <input type="checkbox"/> Korean | <input type="checkbox"/> I live in a rural area |
| <input type="checkbox"/> Latin American | <input type="checkbox"/> I prefer not to answer |
| <input type="checkbox"/> South Asian (e.g., East Indian, Pakistani, Sri Lankan, etc.) | <input type="checkbox"/> Other (please specify) |

15. Please provide the postal code of your primary residence in Canada:

16. In what country do you live?

17. Which of the following applies to you?

- ☐ I moved to Canada in the last 5 years
- ☐ I have lived in Canada for more than 5 years, but less than 20 years
- ☐ I have lived in Canada for more than 20 years / for my entire life
- ☐ Not applicable / I prefer not to answer

18. Do you currently, or have you previously, worked for a police service in Canada (either in a paid or voluntary position)?

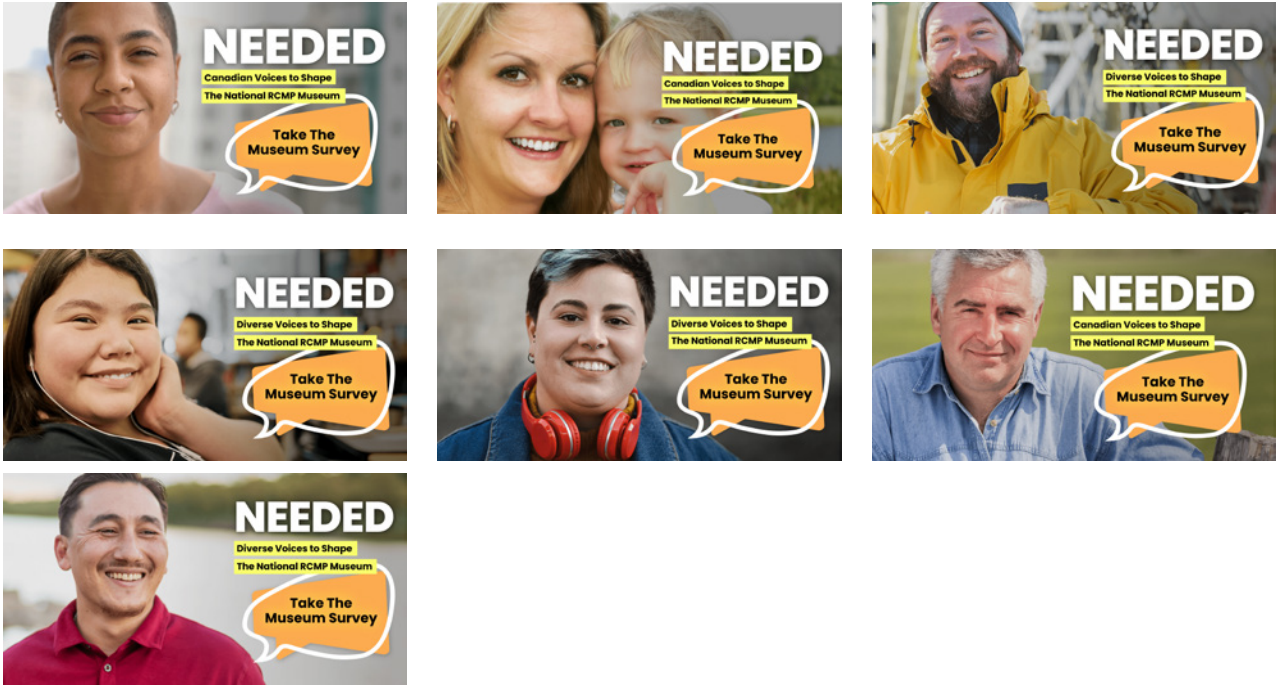
- ☐ No
- ☐ Yes, the RCMP
- ☐ Yes, for a police service other than the RCMP
- ☐ Yes, for both for the RCMP and another police service
- ☐ I prefer not to answer

19. Please specify your role:

- ☐ Civilian Member
- ☐ Sworn Officer
- ☐ RCMP veteran regular member
- ☐ Retired RCMP civilian member
- ☐ Retired RCMP public servant
- ☐ Retired civilian employee from a police service other than the RCMP
- ☐ Retired sworn officer from a police service other than the RCMP
- ☐ Other (please specify)

Appendix F: Paid Campaign Assets

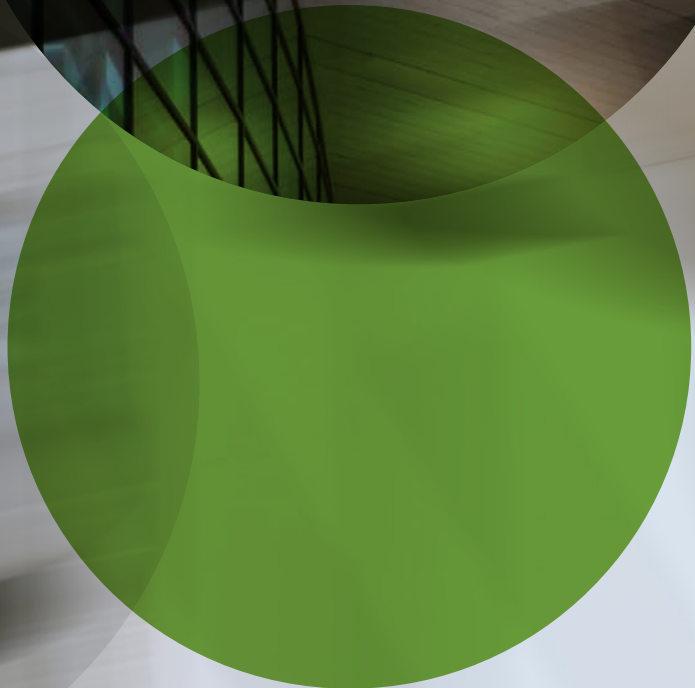








Appendix G: Project Team Member Bios



| **Phil Culhane**, a Design Lead on the CTLabs Design Team and one of the partners of the Lansdowne Consulting Group, served as the Project Lead. Phil has designed and delivered highly complex culture change initiatives in highly fraught environments for the past 25 years.

| **Shirley Cuillierrier**, a recently-retired Associate Commissioner of the RCMP and member of the Kaneseetake Mohawk First Nation, served as one of the primary external/facilitation facing leads, particularly for all Indigenous engagement.

| **Christina Marie Comeau**, a PhD student at the University of Waterloo designing a reimaged structure and process for Social Labs and Phil's former business partner, led all research, analysis and synthesis of data captured across the project, ensuring robustness and defensibility of results.

| **Hector Addison**, co-founder of the African Canadian Association of Ottawa, served as another external/facilitation lead specifically for ACB engagement. A well-known leader of the ACB community in Ottawa, Hector is developing a Street Violence Strategy with the CTLabs team. He is the co-founder of the African Canadian Association of Ottawa, a member of the Community Equity Council for the Ottawa Police Service, and a member of the Ottawa Black Mental Health Coalition, among other notable roles.

| **Derek Johnston**, President of Face Value Communications Inc, brought 35 years of communications and facilitation experience to the project and held the pen on the final report.

| **Fiona Wright**, a senior designer with CTLabs. She specializes in engagement design and delivery for complex problems. She brings a background in strategic sustainable development as a lens to big picture thinking with detailed analysis.

| **Stephen McGill**, founding partner, President and Creative Director of McGill Buckley, a boutique marketing, branding and design agency. Stephen led the design, execution and analysis of the promotional campaign.

