

# RCMP·GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

## CRITICALLY INJURED AND FALLEN MEMBER GUIDE

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Royal Canadian  
Mounted Police

Gendarmerie royale  
du Canada

Canada

## Commissioner's Message

It's our duty to protect Canadians, to run towards the threat, to stay behind in a disaster and to put ourselves in the line of fire. As police officers, we face these risks and the unknown each and every day. One loss, one injury is one too many. Each sacrifice leaves a void that is felt throughout our entire organization, a wound that never fully heals.

This guide ensures we honour our critically injured and fallen comrades with respect and compassion. They have faced danger, and in doing so, have suffered severe injury or even sacrificed their lives. Their dedication must not be forgotten, and their families must be given every support as they work to manage their grief.

In times of tragedy, we have many resources in place to help us cope with our grief and loss. I encourage employees and their families to use Employee Assistance Services or reach out to a peer-to-peer coordinator if help is needed during a difficult time. If you spot somebody struggling, say something. We need to take care of each other.

This guide is another resource that can help us cope. Following tragic circumstances, important work must be done not only to properly honour victims but to offer appropriate assistance and accurate information to their families.

I commend everyone who has stepped up to help members, families and communities heal. In the wake of tragedy, our strength is our RCMP family.

Stay safe,

Brenda Lucki  
Commissioner



## Message from the Corps Sergeant Major

Former C/S/M Darren Campbell produced this document in 2015 to serve as a guide for Commanding Officers (COs) in the event a member is either critically injured or killed on or off duty. It outlines the roles and responsibilities to be performed by employees to ensure the family of the member is appropriately cared for and that we properly honour our fallen comrades in a respectful and dignified manner.

The responsibilities outlined are to be delegated by the Commanding Officer (CO). Due to the importance of all the individual roles and responsibilities, the selection of key individuals for these difficult tasks is critical.

At the time of publication, the information used to complete this guide was current. In any case where conflicting information is presented, official Acts, Regulations, Directives and written policy shall take precedence. This is an evolving document and will be updated as changes occur.

The Office of the Corps Sergeant Major is responsible for publishing and updating this guide. If you would like to share your experience, submit suggestions or improvements, do not hesitate to contact your Division Warrant Officer or me at [Al.McCambridge@rcmp-grc.gc.ca](mailto:Al.McCambridge@rcmp-grc.gc.ca) or 613-843-5567.

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For a list of Warrant Officers also see: <http://infoweb.rcmp-grc.gc.ca/warrant-brevet/warrant-bios-brevet-eng.htm>

# Table of Contents

Message from the Commissioner .....	2
Message from the Corps Sergeant Major .....	3
1. Executive Summary .....	6
2. Definitions .....	7
3. Casualty Member Reporting .....	11
4. Division/Unit Responsibilities .....	12
5. Next-Of-Kin Notifications .....	12
6. Time-Sensitive Tasks .....	13
6.1 Initial Time Sensitive Administrative Tasks .....	13
6.2 Transportation of Next-Of-Kin .....	14
6.3 Transportation of the Member .....	15
Repatriation of a Critically Injured or Fallen Member .....	15
Transportation of remains in Canada .....	16
7. Ongoing Police/Other Agency Investigations .....	16
8. CIFM Incident Command Structure .....	16
8.1 Appointing Members of the CIFM Command Triangle .....	16
8.2 Team Commander (TC) .....	17
8.3 File Coordinator (FC) .....	18
8.4 Primary Organizer (PO) (Division Sergeant Major) .....	19
9. Critically Injured and Fallen Member (CIFM) Response Team .....	20
9.1 Designated Family Liaison Officer (DFLO) .....	20
9.2 Strategic Communications & Media Relations Unit (i/c COMMS) .....	23
Internal Communications .....	23
Media Relations .....	23
External Communications .....	24
Media Logistics (for the Regimental Funeral, and visitation, and if applicable) .....	24
9.3 Support Services Unit (i/c Support Services) .....	24
9.4 Finance Unit (i/c Finance) .....	26
9.5 Logistics Unit (i/c Logistics) .....	28
Volunteer Coordinator .....	30

	Venue Coordinator .....	30
	Accommodations Coordinator .....	31
	Transportation Coordinator .....	33
	Supply and Other Materials Coordinator .....	34
9.6	Regimental Funeral Coordinator (i/c Planning) .....	34
	Ceremonial Coordinator .....	37
	Funeral/Memorial Service Director .....	38
9.7	Operations Unit (i/c Operations) .....	40
9.8	Security Coordinator .....	41
	Support Services .....	42
	Traffic Safety Officer .....	42
9.9	Recognition and Aftercare Unit (i/c Recognition and Aftercare) .....	42
	Recognition Coordinator .....	43
	Management of gifts, flowers, and books of condolence.....	45
	Benefit Trust Fund Liaison.....	45
	Charitable Donations.....	45
	Other memorial services .....	45
Appendix 1	A Guide for NOK Notification .....	47
Appendix 2	Fallen Member Profile Sheet.....	48
Appendix 3	Treasury Board Directive .....	50
Appendix 4	Funeral Arrangements Broadcast Checklist .....	54
Appendix 5	Funeral Arrangements Broadcast Template.....	55
Appendix 6	Survivor Benefits for Fallen Members.....	56
Appendix 7	Request for Payment of Funeral Services.....	67
Appendix 8	Request to CO for approval of BTF application for reception costs .....	69
Appendix 9	Request to BTF from CO for repayment of reception costs .....	70
Appendix 10	RCMP Pipes & Drums request directive .....	71
Appendix 11	Sample Memorial Service Seating Plan .....	73
Appendix 12	Family Residence Security Roster.....	75
Appendix 13	Notification – Death of an Active Member .....	77
Appendix 14	Required Documents.....	78
Appendix 15	Other Resources .....	79

# 1. Executive Summary

Through its history, the RCMP has sadly faced tragedies when members were killed in the line of duty. The loss of a member is understandably difficult and will have a significant impact on many individuals from family members and friends to close colleagues/coworkers, the organization and the general public. During such tragic and emotional times, it is important to support and assist the grieving family along with current and former colleagues of the fallen member.

This guide has been designed to assist COs when the RCMP is faced with the death of a serving member of the Force. The loss of any member of the RCMP, for any reason, is tragic. The focus of this guide is the response when a member of the RCMP dies 'in the line of duty.' It could be the result of an intentional or negligent act on the part of another individual or individuals, by an accident or health complications.

This document provides guidance on the establishment of a proper command structure, the assigning of other critical roles and outlines the responsibilities of those involved in the overall response. Remember this is only a guide. Circumstances may dictate that certain steps may not be required, that some responsibilities may fall to another person or that someone may be assigned more than one role. As the response to the critically injured/fallen member (CIFM) incident evolves, the workload and some roles and responsibilities of individuals or units, will fluctuate. Flexibility is essential.

Financial information contained in this guide is also helpful when responding to deaths that are deemed to be 'in the line of duty.' A line of duty death is one which either occurs at work due to natural causes, health complications, or away from work but is attributed to a line of duty incident.

This guide is divided into ten (10) main sections including the initial response and reporting, setting up a command structure, financial authorities, the planning of a Regimental Funeral or Memorial Service and aftercare provided to the families of our fallen colleagues. Portions of this guide may not be applicable in all circumstances.

It is important to acknowledge that involvement in these tragic events and the resulting response may have a lasting impact on the emotional well-being of our employees and their families. It is very important to ensure they are made aware of the available services such as the [Employee Assistance Services \(EAS\)](#), the [Peer-to-Peer system](#) and other available health services when dealing with psychologically traumatic Incidents. ([ADM. MAN.II.19.G.1.a.2.](#))

## A word on Regimental Funerals

It is crucial to always remember that, if a fallen member qualifies for a Regimental Funeral, it is the wishes of the next-of-kin that are paramount.

It is the next-of-kin who will decide what the funeral service for their loved one will encompass.



## 2. Definitions

### ***Assistant Family Liaison Officer (AFLO)***

Assistant Family Liaison Officers (AFLOs) are employees assigned when there are complicated family dynamics related to the casualty member's familial situation. AFLOs support the assigned family members who may not be considered the primary next-of-kin, and assume the same duties and responsibilities as the Designated Family Liaison Officer (DFLO). AFLOs work in conjunction with the DFLO. Please note that the next-of-kin will make all important decision related to the funeral.

### ***Benefit Trust Fund (BTF)***

Regulated by the *RCMP Act*, RCMP Regulations and the Financial Management Manual Policy (F.M.M.) Chapter 9.7, the RCMP Benefit Trust Fund provides grants or loans for the benefit of members, former members and/or their dependents and for other purposes that would benefit the RCMP.

### ***Casualty Member***

Casualty member means any member who has sustained a critical line of duty injury or illness, whether fatal or not. This also includes a member deemed to be missing in the course of their duties.

### ***Command Triangle***

Command Triangle describes the leadership team assigned to command the Critically Injured/Fallen Member (CIFM) incident. The Command Triangle is comprised of the Team Commander (TC), the File Coordinator (FC) and the Primary Organizer (PO).

### ***Critical Illness/ Injury***

A line of duty illness or injury of such severity that the casualty's life is in immediate danger.

### ***Critically Injured/ Fallen Member Response Team (CIFM Response Team)***

The CIFM Response Team is comprised of the Command Triangle and the leads of seven sub-teams who each support a specific function. These units are: Strategic Communications and Media Relations, Support Services, Finance, Logistics, Regimental Funeral (Planning Unit), Operations, and Recognition and Aftercare.

### ***Deemed Line of Duty – (For the purposes of Determination of Benefit Eligibility)***

Following a reported critical injury or death of an active member, Veterans Affairs Canada (VAC) will make a determination if the death, illness and/or injury are service related. (examples suicides, ALS)

### ***Designated Family Liaison Officer (DFLO)***

The Designated Family Liaison Officer (DFLO) is the individual who is assigned by the Team Commander to represent the RCMP chain of command and provide support to the family (next-of-kin) of a casualty member and/or a fallen member.

### ***Fallen Member***

A fallen member is a member of the RCMP who has succumbed to injuries sustained in the line of duty.

***Family Representative (FREP)***

The FREP is normally a member or employee who has a pre-existing personal relationship with the next-of-kin. The FREP works in conjunction with the DFLO, is present for communications between the family and the Command Triangle, and offers emotional and any other required support to the family.

***File Coordinator (FC)***

The File Coordinator, selected by the Commanding Officer or Team Commander, is responsible for the electronic and physical management of all file documentation and related material. The FC is a member of the Command Triangle.

***Home Unit***

The home unit is defined as the CIFM's primary work unit or parent unit. In most cases the Home Unit will be the CIFM's detachment or district within a division. In cases where a member becomes a casualty or dies while serving in a special assignment capacity, secondment or specialized extra duty function, the member's primary work unit or parent unit will be understood as the casualty member's home unit.

***Family Members***

Family as defined in the National Compensation Manual (NCM) includes: the member's spouse including common-law partner; children, including step children, ward of the member, and grandchildren; son-in-law, daughter-in-law; parents, including step parents, foster parents, father-in-law, mother-in-law; siblings, brother-in-law and sister-in-law; the member's grandparents, and any relative permanently residing with the member or with whom the member permanently resides.

***Family- For the Purposes of Bereavement Counselling Services (Appendix 6)***

Family members eligible to receive bereavement counselling services are as follows: a spouse (including a common-law spouse), and first degree relatives. This includes children of all ages (including an adopted child, stepchild or foster child), parents (including stepfather or stepmother) and siblings (including half-brother, stepbrother, half-sister or stepsister).

***Family – For the Purposes of Counselling Services for Former Members and their Families (Appendix 6)***

Family members eligible to receive counselling services are as follows: a spouse (including a common-law spouse), unmarried children (including an adopted child, step-child or foster child) who are 21 years of age or under, OR over 21 up to and including 25 years of age and in full-time attendance at school, OR who are wholly dependent because of physical or mental impairment, if such impairment existed prior to the child's reaching age 21, or commenced while the child was covered as a student over the age of 21.

***Line of Duty***

Line of duty means that the active member was performing police officer duties at the time the incident occurred and that the incident resulted from the duties being performed.

On duty status is defined as defined as a member working in the capacity as a police officer while on regular scheduled, paid duty. A member is also considered to be on duty when he/ she is doing voluntary work or rescheduled work with the permission of his/her supervisor/line officer. Off duty



members who intervene in situations requiring police attention and identify themselves or conduct themselves as a police officer, are also considered being on duty.

### ***Line Officer***

The line officer is the commissioned officer responsible for the management and supervision of the CIFM's home unit.

### ***Missing Member***

A missing member is defined as an on-duty member who is unaccounted for, is not responding to repeated attempts to establish contact and for whom other efforts to locate have failed.

### ***Next-of-kin (NOK) (Definition of Family – National Compensation Manual)***

The NOK is the person(s) who have the closest familial relationship with the member. This may include the member's spouse, common-law partner or parents, children, step-children, grandchildren, son/daughter-in-law, parents, siblings, brother/sister-in-law, grandparents and/or any relative permanently residing with the member or with whom the member permanently resides.

### ***Personal Representative***

A person appointed by the NOK, a will or a court to administer important decisions regarding a fallen member's estate.

### ***Survivor***

A survivor is defined in the NCM as: a spouse or common-law partner who lived with the member at their place of duty for at least one year or lived apart only for operational reasons; dependent child/children

### ***Police Transport***

Police transport means any motor-propelled aircraft, land vehicle or water-borne vessel owned, leased or rented by the Crown and controlled or managed by the RCMP.

### ***Primary Organizer (PO)***

The Primary Organizer (PO) is selected by the CO or Team Commander and is responsible for the overall organization, planning, execution and coordination. The PO is a member of the Command Triangle.

### ***Regimental Funeral (or Memorial Service)***

A Regimental Funeral may be accorded to a member who died in the line of duty. Regimental Funerals involve RCMP participation and a variety of regimental elements, customs or traditions. It must be requested by the survivor or the Estate and approved by the CO and/or the Commissioner.

### ***RCMP Chaplain***

The RCMP chaplain may be a full- or part-time employee or volunteer designated chaplain associated with the RCMP. He/she may provide spiritual care and emotional support to the family and any employee in need. They are an integral component of the CIFM response and can coordinate the representation of a multitude of faiths.

### ***RCMP Honour Roll***

The RCMP Honour Roll is comprised of the names of men and women of the RCMP who gave their lives in the line of duty. The RCMP Honour Roll is maintained and administered by the Professional Responsibility Office, RCMP National Honours and Recognition.

### ***Serious Illness/ Injury***

A serious illness/injury is a line of duty illness or injury of such severity that there is cause for immediate concern but the casualty's life is not in immediate danger as determined by a medical practitioner.

### ***Special Duty Assignment***

These are duties done in addition to a member's normal professional responsibilities. They may include secondments or extra duties such as part-time member of an Emergency Response Team or Tactical Troop or may be a term or a permanent posting such as International Peacekeeping missions, other law enforcement agency or government secondments, or liaison officer duties abroad.

### ***Spiritual Advisor***

A spiritual advisor is an individual who normally holds a close relationship with a fallen member's NOK. This individual may provide spiritual advice and emotional support through the course of the incident and into the future. The RCMP chaplain will establish a working relationship with the spiritual advisor(s).

### ***Team Commander (TC)***

The Team Commander, selected by the Commanding Officer, is tasked with the overall administration and command of short- and long-term responses to a CIFM incident.

### ***Very Serious Illness/Injury***

An illness or injury of such severity that the casualty member's life is in danger.

### 3. Casualty Member Reporting

A member of the RCMP may become a casualty in a number of ways. This may include situations when the member is performing operational duties, while involved in training exercises or on special duty assignments. The guidelines presented in this document are generally applicable in any of these situations.

Usually, when a casualty occurs, the member's home unit or detachment is the first to learn of the incident. It is imperative that once confirmed, prompt and accurate reporting up the chain of command, up to and including the Commissioner, is initiated.

At the divisional level, the Strategic Communications Unit, the chaplain, the Senior Management Team and a labour relations representative should also be advised as soon as possible.

News of an RCMP casualty will spread quickly, both internally and externally. Care must be exercised to ensure accurate information is relayed while keeping in mind that NOK notifications and that of close colleagues may be jeopardized by the unofficial broadcast of information.

The engagement of the divisional Strategic Communications Unit is critical. Under no circumstances should the casualty member be publically identified until all of the NOK notifications have been completed.

#### ***Missing member/ employees***

There may be situations where in the course of their duties, an RCMP member is deemed missing. In such cases, missing members will be treated as casualty members. The CO or delegated team will follow prescribed incident reporting. It is also suggested that other applicable elements, or the whole of this guide, be followed.

#### ***The National Operations Center (NOC)***

The National Operations Center (NOC), located at National Headquarters, operates 24 hours a day, seven days a week. The NOC can be reached at the following coordinates:

Telephone: 613-993-4460

Secure telephone: 613-993-6379

Secure fax: 613-993-1272 or 613-993-1273

Satellite phone: 613-980-5676 or 613-980-5331

Headquarters Administrative Communications Center (ACC-NOC): 613-991-5920

GroupWise email: [RCMP.NOC-CNO.GRC@rcmp-grc.gc.ca](mailto:RCMP.NOC-CNO.GRC@rcmp-grc.gc.ca)

## 4. Division/Unit Responsibilities

When a CIFM incident occurs, immediately submit an advance report by the most expedient means. Prepare briefing notes and submit electronically to National Headquarters, ATTN: National Operations Center and Ministerial Liaison Coordination Unit Division Liaison Office.

When the CO becomes aware of a casualty in his/her division, the CO will immediately identify a Team Commander (if not previously identified). The Team Commander will then identify the other members of the Command Triangle and other critical roles such as the designated family liaison officer. It is strongly recommended that each division identify employees who have the necessary skills and expertise to assume Command Triangle roles



and/or other significant roles in advance to be better prepared should an incident occur. It is also recommended that table top exercises be conducted with these identified employees to help prepare the division.

## 5. Next-Of-Kin Notifications

News of the incident will travel fast. Next-of-kin may be alerted to an incident through social media, media news outlets, the casualty member's colleagues or other friends. Once a CIFM has been confirmed, accurate and complete information must be obtained and relayed to the NOK as quickly as possible. The NOK notification will normally be handled by a senior non-commissioned officer or commissioned officer assigned to the area where the incident occurred. If the incident occurred in an area where another service is the police of jurisdiction, it is essential that the line officer work with the local police. However, in all cases, it is imperative that notification is done by a member of the RCMP and be done as soon as concrete information is available.

If family members do not reside in the same geographic area, personnel from other divisions will be responsible for conducting the necessary notifications. Division CROPS officers should be made aware of these requests. If the family members live in a non-contract division, a representative member of the RCMP will be present for all NOK notifications.

If family members (i.e. school age children) are not at home during the notification process, arrangements are to be made to ensure their safety and security.

During this difficult time, the NOK will want to be continuously updated on the status of their loved one. As more becomes known, it is important that this critical information be relayed to the family members as soon as possible. Please note that a designated member with direct access to the CIFM Command Team may be required to stay with the family.

For assistance in preparing for a NOK notification, you may refer to [Appendix 1: A Guide to Next-of-kin Notifications](#).

## 6. Time-Sensitive Tasks

Immediately following the incident, several actions will be undertaken including the initial reporting, BNs, and NOK notification, usually by the unit/detachment commander prior to the creation of the CIFM Command Team. It is critical to get the members of the CIFM Command Triangle in place as early as possible. Ideally, potential candidates for these positions are pre-identified.

It is also essential to engage the divisional Strategic Communications Unit as early as possible.

The initial pressing tasks for the CIFM Command Triangle include, but are not limited to:

- Completing initial administrative tasks including the timely gathering of additional administrative information;
- Arranging transportation of family members to the location of the member;
- Managing the accuracy and flow of information;
- Liaising with hospital staff, coroners and other agencies who may have authority over the casualty or the incident;
- Arranging for the care of affected employees;
- Arranging for care of family members – i.e. children/parents who are not at the home at the time of notification;
- Arranging for family support to remain onsite at the location of the member (i.e. hospital) to provide assistance as required and to ensure survivors are transported to a safe location when appropriate. Arrange for chaplain engagement is requested or required to provide further support to the family;
- Ensure safety measures in place for family(ies) in the event a suspect is still at large – ongoing active investigation/scenario;
- Identifying additional resources as leads or the in-charges (i/cs) for the various support teams as outlined in [Section 9](#).

### 6.1 Initial Time-Sensitive Administrative Tasks

Where practical, at the direction of the CIFM Command Triangle, the unit commander or delegate will complete a number of necessary internal administrative documents. These documents are designed to collect pertinent information regarding the critically injured/fallen member to ensure administrative, accountability and other legal requirements are satisfied. The unit commander or delegate designated by the CIFM Command Triangle should complete the following items and related forms as soon as

possible:

- Complete the [Fallen Member Profile Sheet \(Appendix 2\)](#);
- If death or injury occurred on duty, submit [Form 3414](#) to Occupational Health and Safety immediately;
- If member is an auxiliary constable – ensure provincial/territorial workers' compensation documents are completed;
- If member is a Reservist – Notify Insurance Group, National Compensation Services (NCS)
- Notify the Occupational Health and Safety Officer (OHSO);
- Determine if Human Resources and Social Development Canada has been notified (using after hours, on call number if necessary.) This is normally completed by OHSO;
- Complete [Form 1733 – Discharge Request](#) and forward to the CO via the district officer;
- Notify DG, National Compensation Services (NCS)
- Complete the Death of Active Member Notification ([Appendix 13 - Notification – Death of an Active Member](#)) and forward to Pay Operations Discharge Unit
- Retrieve badge and ID card:
  - If requested by the family, complete [Form 2455 – Request for ID Badge Encasement](#) and provide to the i/c of Recognition and Aftercare;
- Complete Security Screening Certificate ([TBS Form 330-47](#)) terminating security clearance;
- If not required as exhibits, obtain use-of-force items and kit and complete:
  - Issue Receipt & Exchange of Pistol & Accessories (Form 3952)
  - Disposition of Equipment & Uniform on Discharge (Form S-54A);
- Return remaining uniform items to Division Stores.

For Forms 2455, 3952 and S-54A, please conduct a search on the [Web Forms Catalogue](#).

## **6.2 Transportation of Next-of-Kin**

As previously noted, the family of the critically injured or fallen member will very likely request that they be as close as possible to their loved one. The family should not be left alone and should be supported in any reasonable manner. If requested, assistance with safe and reasonable transportation to a local hospital should be made available.

Family members who live afar may attempt to make personal travel arrangements upon notification. If this is the case, obtain all necessary information regarding their travel plans and ensure an RCMP representative is at the airport to greet and support the family. If possible, the RCMP representative should accompany the family to provide assistance and continued support. In other cases, the family may request the RCMP's assistance to make travel arrangements, and possibly provide financial assistance.

The CO has the authority to authorize the use of police transport in order to transport any person in the case of an emergency and deemed necessary. Consideration should be given to the fastest method of

transportation including ground or air.

The use of RCMP air services may be an option, depending on operational requirements. Contact your local Air Services Branch to determine if this option is feasible.

Commercial transportation costs associated to transporting a fallen or critically injured member's family may be paid at public expense. Authorities exist in the National Joint Council Travel Directive, the Financial Management Manual, Health Services Manual, Administrative Manual and RCMP Regulations on the

Travel arrangements for the NOK will be handled by the i/c Logistics. See [Section 9.5](#) for more information.

***References/ Authorities:***

[Transport Management Manual, Ch. 2.5 Use of Transport Assets,](#)  
[National Compensation Manual, Ch.2.11, Death Benefits, Funeral and Burial Entitlements](#)  
[Financial Management Manual, National Joint Council Travel Directive](#)  
[RCMP Benefit Trust Fund](#) [Health Services Manual](#)

Treasury Board Directive: Delegation of Authorities to Departments – Special authorities for travel expenses ([Appendix 3](#))

## **6.3 Transportation of the Member**

### **Repatriation of a Critically Injured or Fallen Member**

If a member/employee dies or becomes a casualty while serving in a full-time international capacity, i.e. an international policing mission or liaison officer, the Deputy Commissioner Federal Policing is designated as the member's/employee's commander and has the same responsibility and authorities as a divisional commanding officer.

In the event that a member/employee dies while performing special duties outside of Canada, the remains will be repatriated and transportation costs will be paid at public expense. Public Services and Procurement Canada has negotiated a standing offer between the RCMP and [MacKinnon and Bowes](#) for mortuary and other related services.





The repatriation of a fallen member/employee is logistically complex. In order to appropriately honour the return and his/her family, a repatriation ceremony will be held.

International Peace Operations Branch (IPOB) is a key stakeholder in the repatriation process. When an RCMP member or employee dies outside of Canada, IPOB **must** be contacted at its emergency number 613-668-2791.

In this situation, the RCMP works closely with our partners in the Canadian Armed Forces. The RCMP Repatriation Ceremony mirrors that of repatriation ceremonies of the Canadian Armed Forces. In most cases when a RCMP member/employee dies outside of Canada, the remains will be initially transported to CFB Trenton. Planning and roles must be coordinated with our counterparts at 8 Wing, CFB Trenton.

If a repatriation ceremony is required, the Team Commander must activate a Repatriation Team that should include members of the Logistics Team and the Ceremonial Team. Additional details about a RCMP Repatriation Ceremony can be found in the Ceremonial and Protocol Guide (currently being updated).

### **Transportation of remains in Canada**

If the Regimental Funeral is to be held in a location other than where the CIFM incident occurred, authorities exist that allow the use of public funds for the transportation of the remains of a deceased Member in Canada. The CO may also approve the use of police air transport in cases where commercial air transportation is not feasible.

### **Reference**

National Compensation Manual, Ch. 2.11. [Death Benefits, Funeral and Burial Entitlements](#)

## **7. Ongoing Police/Other Agency Investigations**

In the event that a member is critically injured or dies, there will be an investigation into the circumstances that caused the critical injury or death. In most cases, there will be an investigation – criminal or otherwise – occurring concurrently with the planning of the Regimental Funeral. This investigation may be led by the RCMP, another policing agency, a provincial body responsible for investigating police-involved incidents that result in serious injury or death of a member of the public, or a workplace safety agency.

It is imperative that the CIFM Team Commander maintain regular contact with the head of any

concurrent investigations. Accurate and timely information from the investigative team will be of great importance to the member's family.

The CIFM Team Commander will ensure the DFLO is fully engaged in communicating with the family so they are kept informed about any ongoing investigations. Also, it is suggested that if possible, the DFLO coordinates all communications between the family and the investigative team.

Information on the status and outcome of criminal or other investigations will remain an important factor for the CIFM's family. This process can be lengthy and can be complicated; therefore, ongoing support for the family remains a crucial component as the investigation and any subsequent legal proceedings progress. The family must be kept apprised of developments and must be consulted throughout the entire court process.

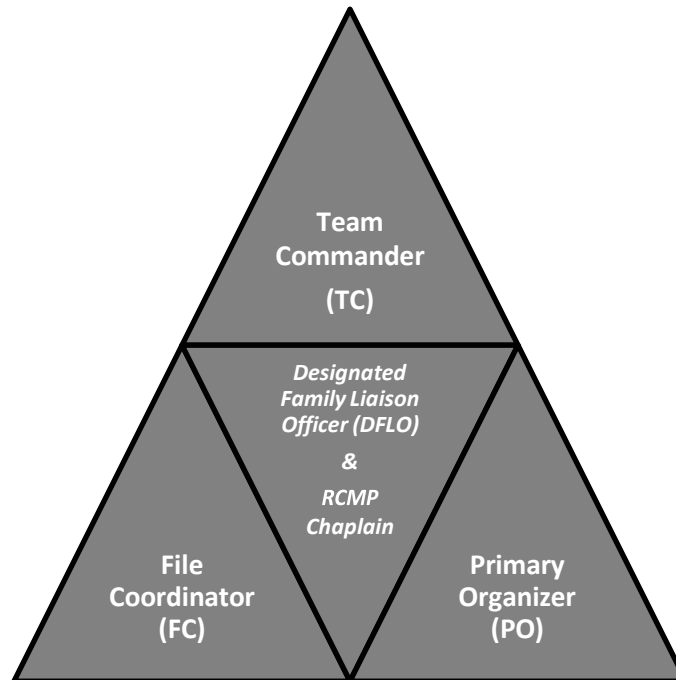
## **8. CIFM Incident Command Structure**

### **8.1 Appointing Members of the CIFM Command Triangle**

The Command Triangle is comprised of the Team Commander (TC), named by the CO, the Primary Organizer (PO) and the File Coordinator (FC). The selection of these three key individuals should be based on their skills, abilities, and the influence they hold in the division. Although these positions carry no specific requirement for a certain rank, it is advisable that the TC be a commissioned officer who has an established network within the many business lines which will be called upon to assist. The immediate engagement of the TC is critical, as tasks will already be underway.

The FC should have Major Case Management and electronic file-management experience and skills. The PO should have experience in planning, organizing and running major events, major investigations and/or critical incidents.

It is advisable that division COs pre-select individuals for the three CIFM Command Triangle roles in advance of an actual incident. Previous experience in a Command Triangle or leading a supporting area for a previous CIFM incident should be considered an asset in pre-selecting candidates.



**Note:** The DFLO and the RCMP Chaplain are not Command Triangle positions. Although these positions report to the i/c Support Services, direct communication with the Command Triangle is essential.

## 8.2 Team Commander (TC)

The Team Commander (TC) represents the CO and is responsible for the effective governance of the CIFM response including the planning and preparation of the Regimental Funeral/Memorial Service.

### **Selection Criteria**

A Regimental Funeral/Memorial Service is a major event which involves complicated financing, logistics, and security arrangements. In many cases, these events are organized in a short time frame and involve arrangements for thousands of attendees, including high-level dignitaries. These events are also surrounded by high emotion for family members and those employees who knew/worked with the fallen member.

In selecting the TC, the following factors should be considered:

- It is recommended that the TC be a commissioned officer with a wide range of contacts within the division. It will be necessary for the TC to call on a variety of support units, making pre-existing relationships an asset;
- The TC should be an experienced incident or team commander;
- Prior major event planning experience is an asset;
- The TC should have strong communication and interpersonal skills;
- The TC should have an established network of subject matter experts within the division;
- The TC should have exceptional leadership skills; and
- Due to the emotional nature of planning a Regimental Funeral and the circumstances of a member death, caution should be taken to consider any pre-existing relationship between a

potential TC and the fallen member, or the family.

### ***Duties***

The TC is responsible for the overall governance of the planning process. The duties include:

- Working with the divisional sergeant major to effectively plan and co-ordinate the Regimental Funeral/Memorial Service;
- Identifying the FC and PO;
- Ensuring the planning process is documented for future requests;
- Identify a work site for the planning team, and obtain necessary resources (human/financial/material);
- Approving all strategic communications (internal and external). The i/c Strategic Communications and Media Relations (i/c COMMS) will report directly to the Team Commander/Command Triangle;
- Reporting to the CO on progress;
- Overall authority, responsibility and accountability for the planning and execution of the Regimental Funeral/Memorial Service;
- Responsible for both the human and financial resources;
- Managing the global view and ensuring decisions are made based on policy and existing authorities;
- Liaising with the DFLO and/or the fallen member's family.

## **8.3 File Coordinator (FC)**

The FC is responsible for managing all the materials and information gathered, located and generated during the CIFM response. (This does not include investigative material generated through any concurrent police or independent-agency investigation into the injury or death of a police officer or third party.)

### ***Selection Criteria***

The FC needs to be an experienced investigator or electronic file manager with strong organizational and communication skills. Experience in file coordination for major investigations or incidents would be an asset. The FC must also be well versed in a number of electronic file management systems such as E&R III, PRIME, PROS or Adobe file management systems.



### ***Duties***

- Identifying the appropriate file management software for the CIFM response;
- Information management;
- Creation of an email account for all CIFM inquiries and receipt of information. This has proven beneficial during previous CIFM incidents;
- Maintaining direct contact with IT support personnel;

- Developing, monitoring and enforcing Major Case Management business rules;
- Tracking and managing tasks;
- Assisting the PO in managing workload;
- Producing documentation recording the results of the CIFM operational briefings;
- Producing summaries or written reports for the TC or the CO;
- Creating and maintaining the decision-making log;
- Liaising with the DFLO;
- Ensuring quality control of CIFM response file material;
- Track and file all notebooks used by the FREPS and the DFLO – information tracks interactions with the family(ies); and
- Document all interactions and decisions made regarding the funeral service(s).

It is helpful if the File Coordinator is assigned an Electronic File Administrator (EFA). The EFA can assist the FC in significant areas such as arranging the file material in the chosen information management program and ensuring business rules are followed.

#### **8.4 Primary Organizer (PO) (Division Sergeant Major)**

Due to pre-existing relationships with the CO and the division Senior Management Team, coupled with experience in the field in project management and the organization of all aspects of Regimental Funerals, the division warrant officer or sergeant major may be a natural choice for this Command Triangle position.

##### ***Selection Criteria***

The selection of the PO must be based on competence and experience in the area of organizing Regimental Funerals or Memorial Services. Similar to the responsibilities of the TC, the POs duties include macro-management of the various aspects of the overall response to the CIFM incident.

##### ***Duties***

The PO is responsible for controlling the speed, flow and direction of the CIFM response. His/her duties include:

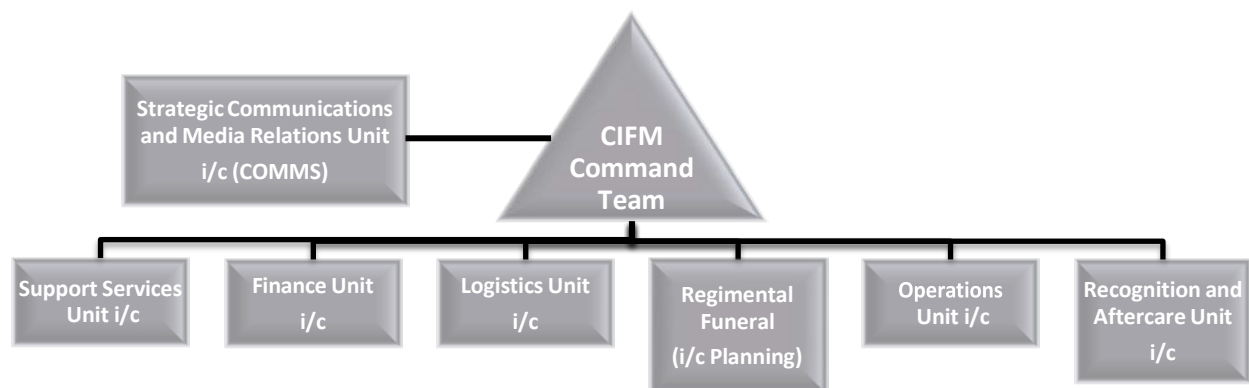
- Developing operational strategies and tactics;
- Identifying, prioritizing and delegating tasks;
- Facilitating of CIFM Response Team operational briefings;
- Ensuring a balanced assignment of tasks/workload to team members;
- Facilitating effective communication within the team;
- Ensuring compliance with the law and applicable policy and financial authorities;
- Ensuring a decision-making log is maintained;
- Maintaining a complete and thorough understanding of the CIFM incident and response;

- Liaising with the DFLO; and

Communicating decisions, expectations and providing direction to other team member

## 9. Critically Injured and Fallen Member (CIFM) Response Team

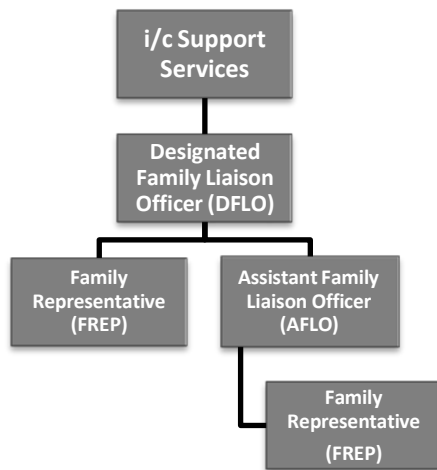
### Organizational Chart



### Designated Family Liaison Officer (DFLO)

A DFLO should be assigned when a member is injured, missing or has died on duty. The DFLO will represent the interests of the NOK and serve as the critical link between the member's family and the CIFM Command Triangle. The Team Commander or delegate will periodically contact both the designated family representative and the DFLO to ensure the relationship and communications between them is effective and well managed. In the event of significant concerns, a change to the DFLO may be recommended.

The DFLO will be present during all meetings between the CIFM Command Triangle and the family. All other communications and clarification of information with the family will go through the DFLO. The DFLO will be assigned a family representative (FREP) to assist him/her. The FREP is normally a member or employee who has a pre-existing personal relationship with the NOK. The family may request a specific FREP but the final decision will remain with the CO based upon operational requirements. To encourage the ongoing well-being of the team, it is recommended, although not mandatory, to engage both a Primary and a Secondary FRE or DFLO.



In some cases, complications may arise from the member's family dynamics. This may include issues where the status of some family members may be in dispute. It is important to remember that all family members should be treated with respect and compassion which includes attending to the personal needs of estranged spouses and children, blended families, adopted parents and biological parents. In such cases, it is advisable that assistant FLOs (AFLO) be assigned to each of the 'significant families.' If one or more AFLOs are assigned, a clear working relationship with the DFLO is critical. All AFLOs will report to the DFLO and they must defer to the DFLO in all decisions regarding support to the family.

### ***Selection Criteria***

The Command Triangle will identify the DFLO with consideration to the importance and sensitivity required for this duty. There will be a significant burden placed on the individual assigned to this important task. The DFLO should:

- Be a senior NCO with extensive contacts within the division.
- Be fluent in the family's/NOK's first language;
- Be releasable from his/her duties for a period of up to three months;
- Not be a close relative or friend of the member;
- Be emotionally sound with excellent communications skills;
- Experience as a labour relations representative, MEAP member or peer-to-peer member would be an asset.

### ***Emotional Support***

The DFLO/FREP and/or AFLO will be subjected to significant emotional stress. The CIFM Command Triangle will watch for any signs of becoming too emotionally invested in the family's situation. Regular debriefings between the DFLO and the Command Triangle as well as any external health practitioners are highly recommended.

### ***Duties***

The DFLO's primary responsibility is to be the single point of communication between the CIFM Response Team and the family. All concerns or requests from the family will be brought to the CIFM Command Triangle through the DFLO. The DFLO will also facilitate meetings between the family and the CIFM Command Triangle as and when required.

The DFLO will assist the family with all administrative matters as they navigate their way through a difficult time. Some of the duties the DFLO should expect are:



- Completing assigned/related CIFM information forms;
- If there is no will, the NOK will be notified;
- Arranging meetings between the NOK/family and RCMP National Compensation Services (NCS) Pension and Insurance representatives
- The initial meeting with the survivor should be scheduled at a minimum one week following the funeral;
- Provide liaison support between NCS staff and the NOK/family;
- Initiate communication between [Member Relocation Services](#) and the NOK/family, should relocation be required;
- Assist with document gathering see [Appendix 14 - Required Documents](#));
- Assisting NOK/family with completing administrative paperwork;
- Making inquiries and clarifying information with the family regarding specific inquiries made by the CIFM Command Triangle or other members of the CIFM Team;
- Submit notebooks and information of interactions with the family(ies) to the File Coordinator for tracking and maintenance of information;
- With the assistance of the member's line officer, retrieving the member's uniform and equipment, additional use-of-force options or articles of his/her ceremonial uniform if required for a Regimental Funeral;
- Arranging for special needs of the family where reasonable and required;
- Engaging other members of the CIFM Response Team in areas where the family members have a specific need;
- Accepting calls and being available for unscheduled visits, as requested by the family; and
- Ensure family is briefed on the Memorial Service protocols. (explain the service, why cadets may fall during parade etc.) and respond to any questions prior to the event.

### ***DFLO Disengagement***

During the period that the DFLO provides support to the family, complex emotional, and sometimes dependent relationships between the DFLO and the family may develop. A plan to transition to long-term care providers is an important element to the health and recovery of the family and the DFLO.

When the time comes for the disengagement of the DFLO, it is important that the DFLO, the TC and/or the CO meet with the family. At this meeting, RCMP officials must ensure the family knows the transition to long-term care providers is not a break in the relationship with the RCMP.

There must be ongoing inclusion and communication with the family regarding any pending investigation, legal proceeding or other matters of concern to the family.

## **9.1 Strategic Communications & Media Relations Unit (i/c COMMS)**

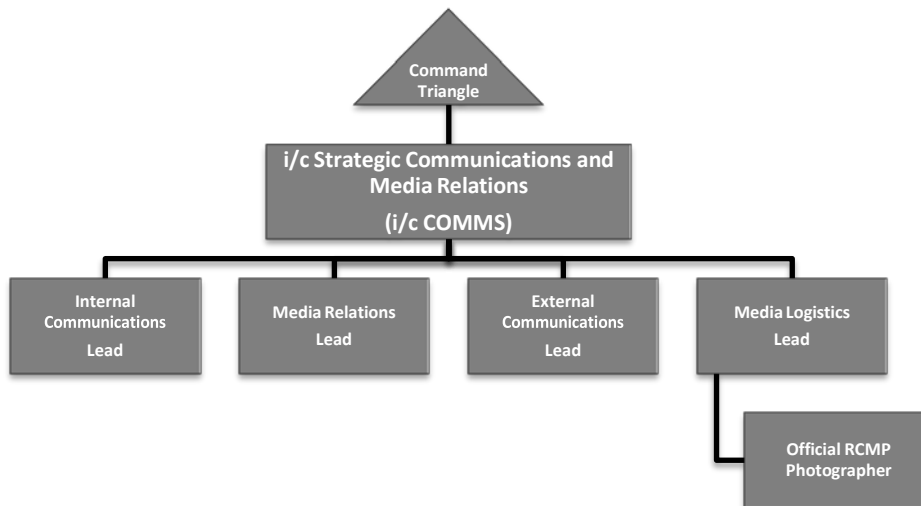
The i/c COMMS is responsible for ensuring accurate, appropriate and timely information that is respectful of the family's wishes, is shared with all RCMP employees and the public. The division's Strategic Communications/Media Relations Unit will be supported by National Communications Services.

### ***Selection Criteria***

The i/c COMMS will be identified from the divisional Strategic Communications/Media Relations Unit and will be the divisional unit manager or his/her designate.

### **Duties**

The i/c COMMS attends all daily briefings and other meetings as required or assigned by the TC. He/she reports directly to the TC and the Command Triangle, and is responsible for providing updates on internal and external communications, media relations and media logistics planning.



The i/c COMMS will have a team of individuals assigned to the Strategic Communications and Media Relations Team, including those who will directly oversee the following:

### **Internal Communications**

The Internal Communications lead will be responsible for:

- Developing, writing and ensuring distribution of Commissioner and divisional CO broadcasts regarding operational and funeral developments and updates as required;
- Compiling, editing and ensuring distribution of the funeral arrangements broadcast to all employees and law enforcement partners. See [Appendix 4 – Funeral Arrangements Broadcast Checklist](#) and [Appendix 5 – Funeral Arrangements Broadcast Template](#);
- Developing, writing and posting InfoWeb updates as required; and
- Other broadcasts/messages, including those regarding condolence books, donations, as deemed necessary.

### **Media Relations**

The Media Relations lead will be responsible for:

- Designating spokesperson(s) in consultation with the Command Triangle;
- Providing operational news conferences/briefings, new releases, briefings/updates related to the death and subsequent investigation;
- Providing funeral service information by preparing media lines, news releases, backgrounders, etc., related to funeral arrangements, history and traditions of a Regimental Funeral, traffic disruptions, parking, condolence books, donations, etc.;

- Organizing any required news conferences or media availabilities related to the funeral;
- Providing media support and advice for family through the DFLO; and
- Monitoring media coverage and briefing the TC and Command Triangle on any emerging issues.

### **External Communications**

The External Communications lead will be responsible for:

- Developing, writing, posting, monitoring and responding, as appropriate, on social media;
- Developing, writing, posting website content, including national memorial page, and responding, as appropriate, to emails received via the external website;
- Preparing speeches for RCMP officials for the service;
- Compiling funeral arrangements broadcast for police and law enforcement agencies (same as internal funeral arrangements broadcast).

### **Media Logistics (for the Regimental Funeral, and visitation and if applicable)**

The Media Logistics lead will be responsible for:

- Establishing national video and still photography pools;
- Liaising with audio/video production company for venue and news pool producer for set up, camera locations, and any web feeds required;
- Making arrangements for reporters and crew before, during and after service including credential verification and/or accreditation, as required, for members of the media inside the service;
- Setting up for media inside and outside of service venue, and along the procession route;
- Coordinating with RCMP official photographer; and
- Other related duties.

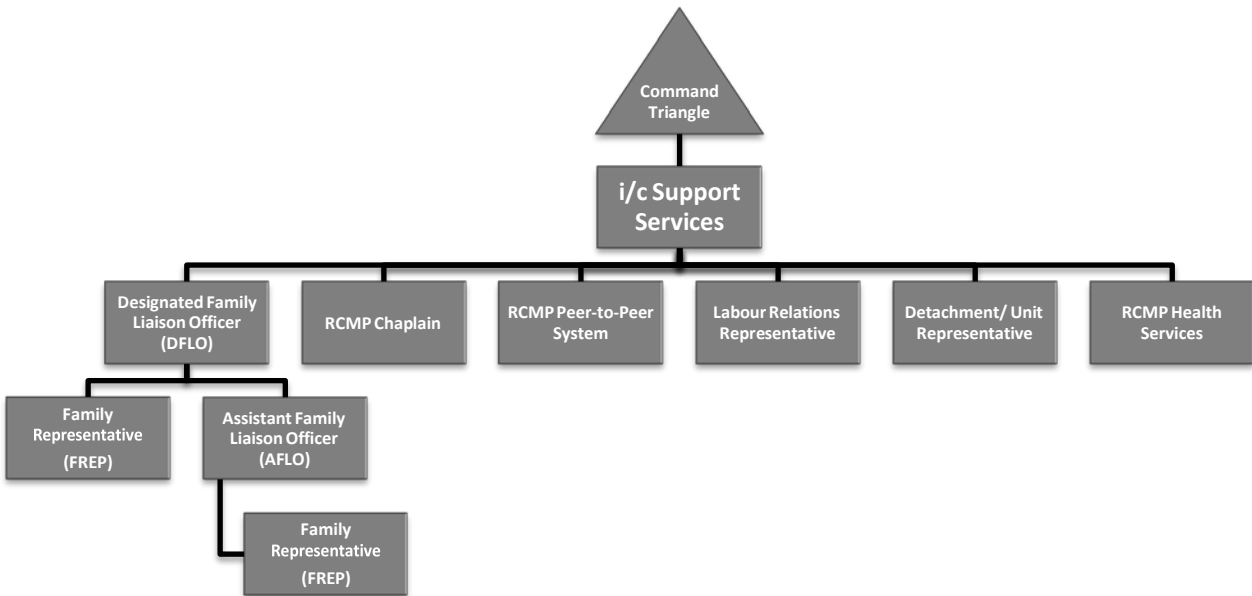
Additional details with respect to the responsibilities of the Strategic Communications Team are found in the National Communications Services (NCS) [Regimental Funeral Orientation Package](#). This document, produced by NCS, provides an excellent overview of the required tasks of the Strategic Communications team. In addition, a number of helpful check sheets and sample communications broadcasts are contained within the orientation package.

## **9.2 Support Services Unit (i/c Support Services)**

The individual assigned as the i/c Support Services is responsible for the overall care and management of the casualty member, his/her family and any other employee involved in the CIFM response. The i/c Support Services will appoint members/employees to the Support Services Team and will report the TC and/or the Command Triangle.

### ***Selection Criteria***

Supporting the emotional needs of all involved is a difficult task. During such challenging and emotional times, the ability to effectively communicate with grieving family and to address their needs requires compassion, tact, patience, understanding and skill. Accordingly, the proper selection of the i/c Support Services is essential.



In selecting the i/c Support Services, the following factors should be considered:

- Leadership and management experience in delivering care to RCMP employees. This experience may have been obtained through job postings or responsibilities in areas such as;
  - RCMP Health Services;
  - Employee/Management Relations units;
  - The RCMP Chaplaincy Program;
  - Graduated Return to Work or Duty to Accommodate units;
  - Peer-to-Peer System;
  - Employee Assistance programs;
  - Career Development and Resourcing Unit;
  - Labour Relations units,
- Prior counselling/delivery of employee assistance programs would be an asset;
- Strong communication and interpersonal skills;
- An established network of subject matter experts within the division;
- Exceptional leadership skills; and
- Consideration and caution should be applied when assessing the nature of any pre-existing relationship between the i/c Support Services and the fallen member, or his/her family.

### ***Duties***

The i/c Support Services responsibilities include:

- Overseeing and managing the care provided to the member's family and members of the CIFM Response Team;
- In consultation with the TC, the identification of the DFLO and providing ongoing support to the DFLO;
- Identifying the FREP as required, and providing ongoing support to the FREP;

- Identifying an AFLO if required, and providing ongoing support to the AFLO;
- Intervening and communicating with the family in the event of a breakdown in any of the established relationships with the DFLO, AFLO, FREP;
- Managing issues, reporting on the progress and any arising issues to the TC and Command Triangle;
- Conducting inquiries related to requests for special services for approved Employee Assistance Services or other health services;
- Liaising with the RCMP Chaplain;
- Liaising with Health Services;
- Liaising with the Peer-to-Peer System;
- Liaising with labour relations representatives;
- Liaising with the detachment/unit representative regarding requests or special needs for the detachment/unit members;
- Facilitating special requests by family members such as requests for operational briefings, visits to the member's work site/detachment, meetings with the member's colleagues, visits with the CIFM Response Team, etc.

### 9.3 Finance Unit (i/c Finance)

A CIFM incident will require significant financial oversight. As such, the implementation of a Finance Unit is a necessary component of the CIFM Response Team. The i/c Finance is responsible for all matters related to the financial management of the CIFM response.

There are a range of benefits allotted to members and surviving family members when tragedies occur. When a fallen member's family opts for a RCMP Regimental Funeral, the funeral will inevitably become a large-scale event. Costs related to funeral and burial entitlements of RCMP members are set by the Treasury Board of Canada. With emotions running high, this can be an area of risk if proper oversight is not correctly applied.

RCMP death and survivor benefits can be complicated making it imperative the family is properly advised and are provided assistance with accurately completing all of the required administrative paperwork. The i/c Finance may have a team of individuals assigned to assist and will be provided assistance from representatives of National Compensation Services. These representatives are subject matter experts and their expertise is essential to ensuring all necessary administrative paperwork is filled out correctly and expeditiously.

The i/c Finance reports directly to the TC and/or the Command Triangle.

It is critical to ensure a subject matter expert, under the delegated authority of the i/c Finance, is present during any discussion with the family regarding benefits.

*Important Note:* All other required administrative documents that need to be completed by the family will be personally completed with the assistance of National Compensation Services (NCS) Pension and Insurance representatives to arrange for these services please contact:

DG, National  
Compensation Services

It is imperative that all financial authorities are respected and followed. In addition, all associated paperwork should be done as soon as possible to avoid delays in family members receiving their entitlements.

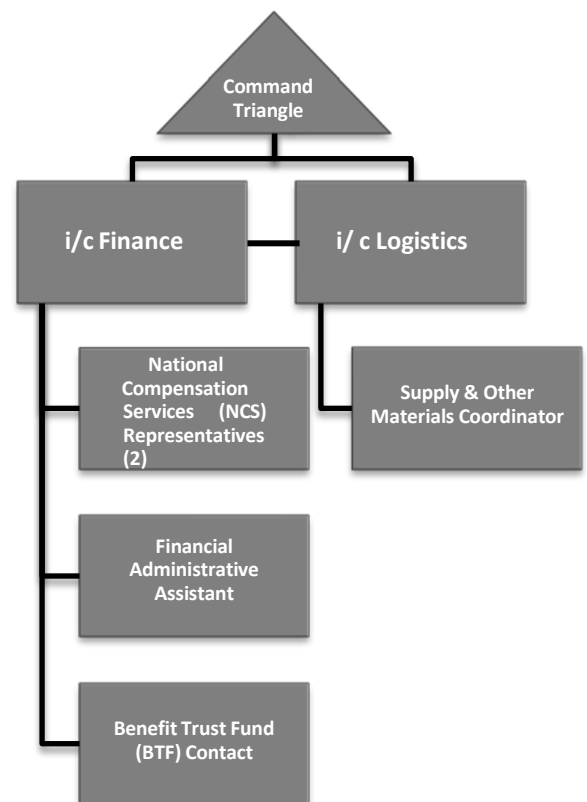
### ***Selection Criteria***

The i/c Finance must be well versed in all aspects of RCMP financial management. He/she must have a proven track record of success, excellent stewardship skills and a reputation for a consistent application of policy, regulations, authorities and attention to detail. The i/c Finance should be assigned a finance clerk and have access to internal RCMP funding sources such as the RCMP Benefit Trust Fund.

### ***Duties***

The i/c Finance responsibilities will include:

- Overseeing and managing all matters related to the financial management of the CIFM response;
- Monitoring and tracking all costs and incident-related expenses such as:
  - Personnel,
  - Equipment records,
  - Procurement contracts, and
  - Other financial-related expenses of the incident;
- Advising the Command Triangle of proper financial authorities and
- Informing the Command Triangle of financial challenges or issues as they arise;
- Preparation of cost estimates of alternative strategies;
- Preparation of memoranda and other forms requesting authorization for payments of entitlements or services;
- Liaising with National Compensation Services;
- Liaising with Veterans Affairs Canada;
- Liaising with the RCMP Benefit Trust Fund;
- Liaising with the i/c Logistics and Supply & Other Materials Coordinator for the procurement of and payment for required equipment and/or rentals;



- Ensuring all death and survivor benefits are accurately explained and that assistance in completing the necessary forms are provided to NOK in person by advisors from RCMP National Compensation Services.
- Provide a copy of [Appendix 15 – Other Resources](#) to ensure NOK are aware of other sources of financial assistance that may be available to them.

For ease of reference, National Compensation Services has produced an entitlements reference sheet ([Appendix 6 – Survivor Benefits for Fallen Members](#)) that includes detailed information on the various benefits/entitlements available to survivors or estates based on the category of the death, i.e. in the line of duty, deemed duty related deaths, death due to natural causes or medical complications. Other important finance-related forms that will require completion are:

- [Request for payment of funeral expenses – Appendix 7](#)
- [Request to CO for approval of Benefit Trust Fund application for reception costs – Appendix 8](#)
- [Request to Benefit Trust Fund from CO for payment of reception costs – Appendix 9](#)
- [Requisition for Payment - GC80 1](#)

## **9.4 Logistics Unit (i/c Logistics)**

The Logistics Unit provides services and material support to meet the CIFM incident/response needs including obtaining and maintaining essential personnel, facilities, equipment, and supplies. They provide and coordinate resources and other services. The i/c Logistics reports directly to the Team Commander and/or the CIFM Command Triangle.

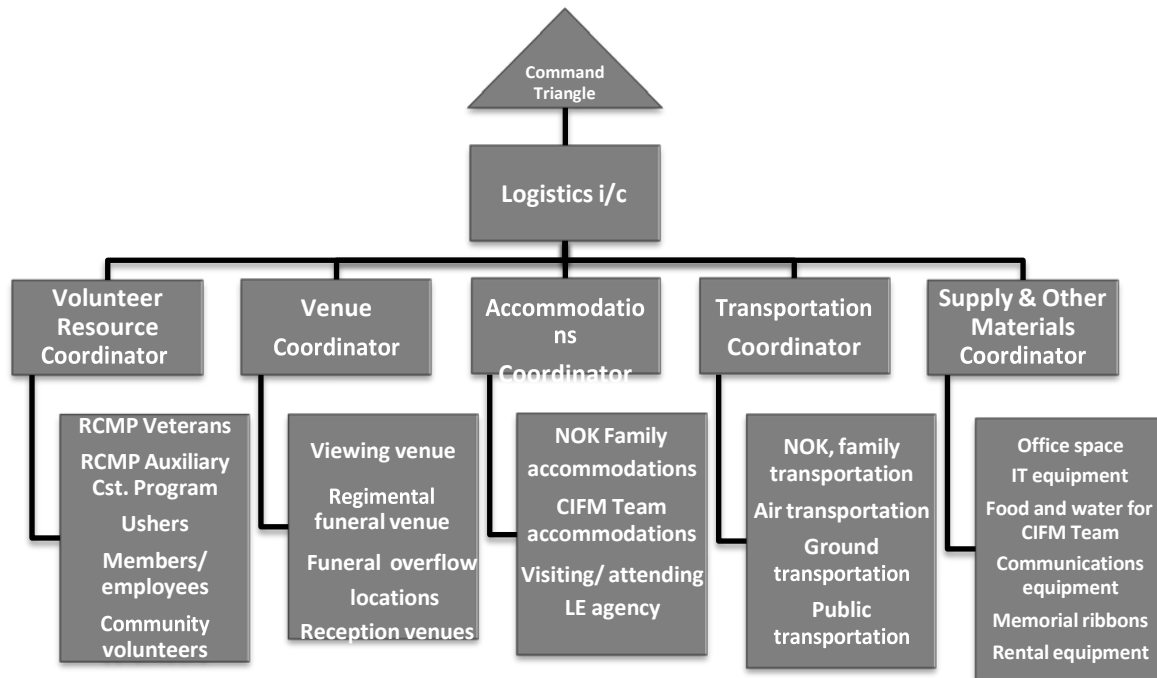
The i/c Logistics will lead a unit normally comprised of five sub-groups including:

- Volunteer Resource Coordinator
- Venue Coordinator
- Accommodations Coordinator
- Transportation Coordinator
- Supply and Other Material Coordinator

### ***Selection Criteria***

The i/c Logistics must be an individual who is well versed in all aspects of procurement. He/she must have a proven track record of success, excellent stewardship skills and a reputation for consistently delivering resources, material and supplies under strict time constraints and in highly ambiguous situations. The i/c Logistics must have excellent leadership and communications skills and an extensive network of internal and external contacts. Experience in finance, procurement, emergency preparedness, Incident Command systems and supporting major events will be an asset.





### ***Duties***

The i/c Logistics responsibilities include:

- Overseeing and managing all matters related to the procurement of personnel, equipment, facilities and supplies for the CIFM response;
- In cooperation with the i/c Finance, ensuring all financial authorities are followed, the required processes are followed, proper documentation is completed and appropriate approvals are sought;
- Obtaining and arranging travel for NOK, remains and CIFM team members;
- Obtaining food and lodging for NOK and CIFM team members;
- Coordinating volunteer and human resource needs;
- Advising the Command Triangle of required resources and informing the Command Triangle of challenges or issues as they arise;
- Preparing estimates for resources, facilities and other supplies;
- Preparing memorandums and other forms requesting authorization for use of resources or services of volunteers;
- Liaising with the i/c Finance with respect to financial authorities;
- Liaising with divisional information and technology units, divisional informatics sections, radio communications, fleet management and division operational communications centres;
- Liaising with the Regimental Funeral Coordinator (i/c Planning) regarding venues, volunteers, equipment rentals, meals, event set up and tear down, management of gifts, flowers and books of condolences;

- Liaising with the i/c Operations regarding any logistical needs for operations;
- Liaising with external partners, i.e. municipal works departments, provincial Emergency Operations Centres, public transit, other federal departments, commercial air carriers, ground transportation companies, vendors, rental agencies, etc.

There are a wide range of issues/needs handled by the Logistics Unit. There are normally five areas of responsibility that fall under the Logistics Unit, each with a designated lead.

### **Volunteer Coordinator**

The Volunteer Coordinator will organize and recruit all human resources required for the CIFM response. As learned from previous CIFM responses, there is usually an outpouring of offers to assist. These offers not only come from within the organization but from external partners, other government agencies, associations and from the general public. Simply managing the incoming requests can be a challenging task. Some of the sources of human resources that may be called upon/available to assist include:

- Existing RCMP employees/resources (dependent on operational needs);
- Members of the RCMP Veterans Association;
- RCMP Auxiliary Constable program;
- Other agency volunteers, i.e. other police departments, federal government employees (DND), municipal works staff, provincial protocol volunteers, bus drivers, etc;
- Community volunteers, i.e. billeting families, musicians, technical volunteers, etc.

### **Venue Coordinator**

Regimental Funerals and/or Memorial Services are normally large-scale events. If the Regimental Funeral is to be held in a large urban center, it should be expected that it will be attended by a large number of mourners. Consideration must be given to the size and suitability of the proposed venues. In addition, previous



experience has shown the need for overflow viewing locations as the main venue is usually filled by family, friends, colleagues, dignitaries, other law enforcement agencies and supporters of the police community. The following venues are typically required for a Regimental Funeral:

- ***Viewing venue***

The viewing normally takes place the day before a Regimental Funeral. There are normally two-to-three viewings: a private family viewing, a private viewing for close colleagues and a public viewing.

Depending on the anticipated number of attendees, the viewing may be held at a funeral home. In cases where a large number of attendees are anticipated, consideration must be given to other logistical factors such as parking, flow/movement of mourners, space, washroom facilities, etc. In such cases, it is advisable to select a venue that will efficiently handle larger crowds of mourners.

- ***Regimental Funeral venue***

As previously discussed, consideration needs to be given to the size of the venue for the Regimental Funeral. Based on the family's wishes, the Regimental Funeral may take place in a religious venue or in a public venue capable of handling large numbers of attendees. The location chosen must always be agreed to and acceptable to the NOK. Typically, due to the large number of expected attendees, larger religious facilities, conference centres, civic centres and arenas become logical choices. When selecting the venue for the Regimental Funeral, identify facilities that have overflow spaces or are in close proximity to other venues that may be used for this purpose.

The chosen venue may have maintenance staff available for event set up and tear down. It is important that the Venue Coordinator be mindful of the existing budget and how these additional costs may affect the funeral expenses budget. In addition, when identifying Regimental Funeral venue options, determine if the facility has the necessary moveable seating, tables, staging, audio and visual systems, washrooms, change rooms, quiet rooms, reception areas, parking, public transit access, etc.

- ***Reception venue***

As a best practice, it is advisable to identify a Regimental Funeral venue that has a dedicated space for the reception. Other factors to consider when identifying this space include seating, tables, food storage and preparation areas, washrooms, quiet room access, etc.

## **Accommodations Coordinator**

The Accommodations Coordinator is responsible for researching, presenting and securing suitable accommodations for the NOK, as well as for members of the CIFM Response Team who require accommodation.

- ***NOK accommodations***

The first priority is to secure appropriate accommodations for the family. Consult with the DFLO to determine the number of traveling family members who will require accommodations.

There are several options available for accommodations for the family of a fallen member. The NOK may prefer other family or extended family to stay with them. If this is not preferred or the NOK do not have the additional space, other accommodations will be required. Consult with the divisional Warrant Officer to determine if there are societies offering suitable accommodations to veterans, emergency services and their families on such occasions. Failing these options, commercial accommodations will be required. Financial authorities exist for the use of public funds for travel, accommodations and meals when family members are required to travel due to a line-of duty-death of a member. Authority: [RCMP](#)

## Regulations (2) (k) Benefits Trust Fund

- ***CIFM Response Team accommodations***

Some members of the CIFM Response Team may require accommodations while engaged in the overall CIFM response. Work with the i/c Logistics, Regimental Funeral Coordinator, Ceremonial Coordinator and the Command Triangle to determine the number of traveling members—including warrant officers—who require accommodations.

When selecting CIFM Response Team accommodation, commercial accommodations that are situated close to the CIFM project room and/or the Regimental Funeral venue are preferred. Accommodation costs are billed to the division where the death occurred. Attending warrant officers will bill their accommodations and other expenses to their respective divisions, as per agreements with their COs.

- ***Visiting/attending law enforcement accommodations***

Regimental Funerals attract the support and attention not only from our members and employees, but also from other Canadian and international law enforcement agencies. It is not uncommon for more than 4,000 to 5,000 police officers to attend. Some will travel considerable distances and will require overnight accommodations.

The CIFM Response Team is not responsible for securing or paying for the accommodations of attending law enforcement personnel. In limited cases and with prior approval, COs from other divisions, provincial and municipal police chiefs and police associations will cover the expenses of a select few representatives from their divisions/agencies. The majority of attendees will be paying for their own expenses.

The number of anticipated visitors will place commercial accommodations in high demand. In order to identify suitable accommodations options, the Accommodations Coordinator should compile a list of available commercial accommodations. In past cases, various hotels have offered discounted or bereavement rates for attending law enforcement personnel.

An additional option that may be explored is engaging the Department of National Defence to determine if it is capable of housing law enforcement personnel in local barracks. There will be costs associated to such arrangements.

Community members may also offer to billet visiting law enforcement personnel. This may be useful in cases where there is limited commercial or government accommodations available. Regardless of the options available, communicate the various options to the Command Triangle and the i/c COMMS. This information must be included in internal and external broadcasts.

### **Transportation Coordinator**

The Transportation Coordinator is responsible for the coordination of all travel including researching, presenting and securing appropriate transportation for the NOK as well as members of the CIFM

Response Team, as and when required.

- ***Transportation of the remains of a fallen member***

For details regarding the transportation of the remains of a fallen member, refer to [Section 6.3 – Time Sensitive Tasks – Transportation of the Remains in Canada](#).

- ***NOK transportation***

For details regarding immediate travel arrangements, refer to [Section 6.2 – Time Sensitive Tasks – Transportation of the Next-of-Kin](#).

[The NOK may also require additional](#) transportation not normally covered by the funeral service provider, i.e. additional limousines to and from the Regimental Funeral. Consult with the i/c Logistics, the Command Triangle, the Regimental Funeral Coordinator and the DFLO regarding any special transportation requirements for the NOK.

- ***Air transportation***

Air transportation may be required by NOK who may not have been transported in the initial instance. The DFLO must communicate these requests to the Command Triangle, the i/c Finance and the i/c Logistics. Air transportation for attending CIFM Response Team members will be booked by each individual, pending unit commander approval, through Government of Canada's [Shared Travel Services portal](#). For more information on booking RCMP travel, view the [Travel Tools section](#) of the InfoWeb.

During past incidents, various commercial airlines have contacted the CIFM Command Triangle offering discounted or bereavement rates for law enforcement personnel wishing to travel to the Regimental Funeral. If these offers are made, ensure the information is shared with the i/c COMMS and i/c Logistics to be included in appropriate internal and external broadcasts.

- ***Ground transportation***

COs may authorize the use of police ground transport for members assigned to the CIFM Response Team or for those who wish to attend the Regimental Funeral. Once a CO has approved the use of police transport, approval must be sought from line officers/unit commanders. The availability of police transport is contingent on operational needs.

- ***Public transportation***

On the day of the Regimental Funeral, there will be a high probability that traffic patterns will be affected and congestion near the Regimental Funeral venue will occur. The use of public transportation is highly recommended as there will be a requirement for moving large numbers of parade/procession participants to muster points and attendees to the Regimental Funeral venue.

The i/c Logistics should work closely with municipal transit providers to determine the best solution and

response to the needs for these services.

### **Supply and Other Materials Coordinator**

The Supply and Other Materials Coordinator is responsible for obtaining other items required by the CIFM Response Team. These items include office space and equipment, IT equipment, communications equipment, food and water for the CIFM Response Team, procuring and distributing memorial ribbons, any loaned or rented equipment for any of the Regimental Funeral and associated venues. It is important that the individual or individuals assigned to coordinate and perform this work consult with their manager, the i/c Logistics, the i/c Finance and the Regimental Funeral Coordinator.

## **9.5 Regimental Funeral Coordinator (i/c Planning)**

The organization and execution of the Regimental Funeral is one component of the overall CIFM response. The decision to hold a Regimental Funeral is first based on the circumstance of the casualty member's death. If the death was deemed to be in the line of duty, a Regimental Funeral will be considered and offered as an option to the member's family.

It is crucial to always remember that, if a fallen member qualifies for a Regimental Funeral, it is the wishes of the NOK that are paramount. It is the NOK who will decide what the funeral service for their loved one will encompass. If the family opts for a Regimental Funeral, the Team Commander or the i/c Planning will seek CO approval.

The purpose of the RCMP Regimental Funeral is to maintain the traditions of the RCMP and more importantly, to honour our fallen member and their family with the utmost dignity and respect. RCMP Regimental Funerals are comprised of many elements, some of which are required.

Based on the planning and practice required, and the travel time for those participating or attending, a **minimum of five (5) days** are needed to properly plan a Regimental Funeral.

### ***Selection Criteria***

The i/c Planning is normally an individual who has experience in coordinating funeral services. He/she may be a division chaplain, warrant officer or another member who has experience in organizing large-scale public events. A solid understanding of RCMP protocol, traditions and ceremonies is a considerable asset. The i/c Planning will have strong leadership and command skills, excellent communications abilities and a documented track record of success in planning and organizing major events.

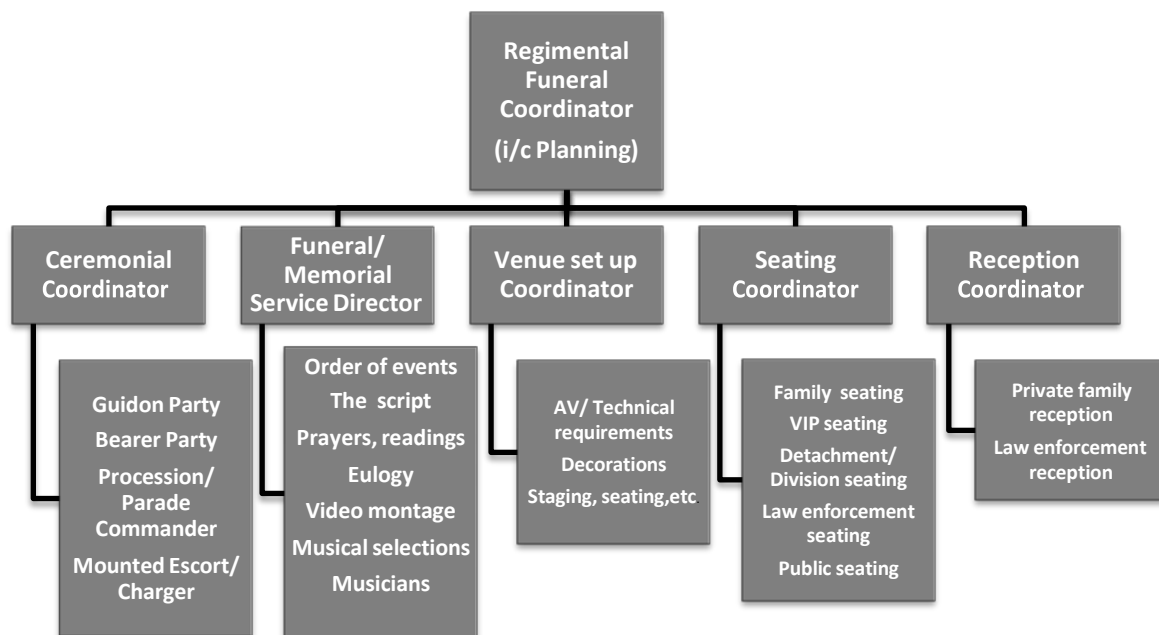
### ***Duties***

The i/c Planning responsibilities include:

- Liaising with the family regarding all requests related to the funeral service;
- Communicating with the CIFM Command Triangle regarding the progress and any arising issues related to the Regimental Funeral;
- Ensuring the highest standards are met regarding the RCMP ceremonial traditions;
- Maintaining command oversight of the various ceremonial units including the Guidon Party, the

Bearer Party, mounted escorts and charger, and procession/parade NCOs;

- Overseeing the proper application of various protocol elements such as invitations, VIP seating, proper display of the national flag or other national emblems or insignia;
- Consulting with the RCMP chaplain, family, family representatives, other clergy or spiritual advisors regarding the funeral program;
- With the RCMP chaplain, the i/c Planning is the final authority on the elements of the funeral program including the order of events, emcee's notes, readings, musical selections, musicians, eulogists, official speakers and any other incorporated elements;
- Liaising with the i/c Logistics regarding any needs for the Regimental Funeral;
- Liaising with the i/c Operations regarding any security issues or concerns for the Regimental Funeral and visitation;
- Liaising with provincial/territorial protocol offices and/or Canadian Heritage regarding various protocol issues or requests;
- Maintaining open communication with the DFLO regarding concerns the family may have, or special or last-minute requests.



When the initial meeting is held with the family to discuss funeral service options, the following individuals should be present:

- The CO;
- The TC and PO;
- The RCMP chaplain and the NOK's chosen clergy or spiritual advisor(s);
- The DFLO;
- The FREP;



- The i/c Planning.

In the initial meeting, the family may have many questions regarding what a Regimental Funeral is and what it will look like. It is very important to allow the family time to digest the information and to allow them to make all of the final choices regarding the type of funeral requested. Typically, a RCMP Regimental Funeral includes many elements of a regular funeral such as opening and closing prayers, religious readings, eulogies or other speeches, a video montage and music or religious hymns.

An RCMP Regimental Funeral includes additional traditional ceremonial elements specific to the RCMP. These include:

- A funeral procession of law enforcement members;
- A mounted escort and charger, if feasible;
- Parading of the RCMP Guidon and the resting of the RCMP Guidon on the altar;
- A Bearer Party consisting of eight (8) members of the RCMP who will shoulder carry the casket containing the remains of the fallen member;
- Honorary pallbearer party of eight (8) other individuals, if requested by the family;
- Hat bearer and insignia (Orders, Medals and Decorations) bearer;
- A casket dressed with the national flag, the fallen member's head dress, medals and decorations, Sam Browne equipment or other accoutrements (officer's sword) and flowers if desired;
- Sounding of Last Post, Lament and Reveille, and final salute;
- Flag-folding ceremony and presentation of National Flag, head dress and insignia to the NOK by the Commissioner and the CO.

Depending on the internment plans, the flag-folding ceremony may take place at the cemetery prior to internment. Last Post, Lament and Reveille, and the final salute may also be sounded prior to internment. Additional details regarding the ceremonial aspects of a Regimental Funeral are contained in the RCMP [Ceremonial and Protocol Guide](#).

Given the many moving parts of a Regimental Funeral, the i/c Planning will require assistance from various individuals tasked to lead specific elements. Usually these tasks are led by members of the Warrant Group, RCMP chaplains and ceremonial and protocol officers. The i/c Planning will rely heavily on the assistance of the i/c COMMS, the i/c Logistics and the i/c Operations when planning the Regimental Funeral. Leads for the various sub-groups elements include:

## Ceremonial Coordinator



The Ceremonial Coordinator will oversee and coordinate the activities of:

- ***The Guidon Party***

The Commissioner may authorize the parading of the RCMP Guidon at a Regimental Funeral. The Corps Sergeant Major will make a request for the RCMP Guidon to the Commissioner. The RCMP Guidon is a consecrated object and is emblazoned with a number of Theatre Honours that have been awarded to the RCMP. The Guidon represents the sacrifices made by the men and women of the RCMP during armed conflict and those who have died in the line of duty.

The Guidon Party consists of a Guidon Party commander, a Guidon bearer, either two or four armed Guidon escorts and Guidon orderly.

With the exception of the Guidon orderly, all other Guidon Party positions can only be occupied by a RCMP warrant officer. RCMP warrant officers are familiar with Guidon Party drill and as such, practice for the Regimental Funeral will be minimal.

- ***The Bearer Party***

The Bearer Party, commonly known as pallbearers, ceremoniously carry the casket or urn containing the remains of a fallen member. In RCMP Regimental Funerals, the Bearer Party will carry the casket at shoulder, known as a shoulder carry, for members who died in the line of duty.

The movements of the Bearer Party are precise and if done correctly, will leave a lasting impression on the family and others attending the Regimental Funeral. The Bearer Party will also perform the flag-folding ceremony.

The Bearer Party is comprised of a Bearer Party commander who is usually a RCMP warrant officer or qualified RCMP drill instructor, eight (8) regular member bearers, a head-dress bearer and an insignia bearer. Up to fifteen (15) regular members may be required for the RCMP Bearer Party. The selection of the Bearer Party members will be made in conjunction with the family.

The Bearer Party Commander will be responsible for the training of the Bearer Party and the honorary pallbearers. He/she will also act as the liaison to the funeral service provider (i.e. the funeral home).

- ***The Procession/Parade Commander***

The procession will be coordinated by the Parade Commander. The Parade Commander will be an RCMP

### Choosing the Bearer Party

The Bearer Party may be comprised of troop mates or colleagues of the fallen member. When selecting Bearer Party members, it is important to remember that the task is taxing, both physically and emotionally. As a best practise, Bearer Party members should be emotionally prepared for the task, be prepared to spend long hours practising and, if possible, be consistent in height.

warrant officer who will be assisted by RCMP parade NCOs or officers. Parade NCOs may either be RCMP warrant officers or volunteer RCMP NCOs. Other law enforcement troops or marching contingents will be commanded by representative of their respective law enforcement agencies. There is an order of precedence that is followed when arranging the order of troops. Refer to the RCMP [Ceremonial and Protocol Guide](#) for further details (currently being updated.)

The Regimental Funeral will commence with the procession/parade. There is no requirement for the procession to be any particular distance, however when planning the procession, one must consider the anticipated size of the marching contingent, the weather, road closures/traffic safety, procession routes, the safety of the marching contingent and the time required to complete the march.

The procession will be led by the Regimental Pipes and Drums of the RCMP or a massed band of law enforcement pipes and drums. The RCMP Community Pipes and Drums National Executive have issued a directive ([see Appendix 10](#)) outlining the process in requesting their services.

The RCMP Guidon and Guidon Party will follow the RCMP Pipes and Drums.

- ***The Mounted Escort and Charger***

If feasible, a mounted escort and charger may precede the funeral coach. In the event that a mounted escort and charger are contemplated, the Procession/parade Commander will consult with the sergeant major and the Riding Master of the RCMP Equitation Branch. The Riding Master will have the final say on the use of RCMP horses and riders or the use of other horses offered as a charger.

The funeral coach will follow the mounted escort/charger and will be flanked by four (4) of the honorary pallbearers on each side of the coach. The Bearer Party will position themselves on the outside of the honorary pallbearers or directly behind the funeral coach.



### **Funeral/ Memorial Service Director**

The Funeral/Memorial Service Director will be responsible for creating the order of events and the funeral script. The position is typically best held by an RCMP chaplain or a member/employee who has experience in writing scripts for memorial services or other productions. There are a number of elements and individuals who must be managed during the funeral service. These may include;

- Writing the funeral script with the assistance of chaplains, family and i/c COMMS;
- Selecting religious readings and prayers if the funeral contains religious elements;
- Auditioning musicians such as buglers, pipers, vocalists and accompanists, professional performers and choirs;
- Preparing and approving any video montage arranged by a representative of the fallen

member's family;

- Allocating time for official speeches from dignitaries, political figures, the Commissioner and the CO;
- Establishing timings;
- Conducting rehearsals.

Additional details on best practices, including sample scripts, are contained in the RCMP [Ceremonial and Protocol Guide](#) (currently being updated.)

- ***Venue Set Up Coordinator***

The Venue Set Up Coordinator is responsible for all matters concerning the logistic aspects of the Regimental Funeral venue. The Coordinator will work closely with the i/c Logistics and the i/c Finance in obtaining the necessary human resources and material resources required to design and create a fitting environment for the funeral service including the following items, as required:

- Audio, visual, lighting and other technical requirements;
- Decorations, flowers, pole and draping and other decorative elements;
- Rental equipment that may include seating, staging, etc.

- ***Seating Coordinator***

The creation of the seating plan is one of the most undervalued tasks within the Regimental Funeral Coordinator's area of responsibility. Great care must be taken when creating a proper seating plan. Protocol must be followed and the wishes and the needs of the family must be paramount. When creating a seating plan, specific areas must be set aside for:

- The fallen member's family;
- The fallen member's extended family;
- Close colleagues of the fallen member;
- Detachment members, unit members and troop mates of the fallen member;
- Dignitaries, politicians and other VIPs;
- RCMP senior management;
- RCMP pallbearers;
- RCMP members and employees;
- Other law enforcement personnel; and
- The general public.

The Seating Coordinator will coordinate the seating on the day of the Regimental Funeral and will supervise ushers and other volunteers assigned to direct guests to assigned seating. He/she will work closely with provincial protocol partners, the i/c Operations/Security Coordinators, the DFLO, the i/c Logistics and Volunteer Coordinators in order to effectively manage this task. [Appendix 11](#) is a sample seating plan.

- ***Reception Coordinator***

If the family has elected to have a reception, the Reception Coordinator will manage all aspects related to the reception. He/she will work closely with the DFLO, the Regimental Funeral Coordinator, the i/c Logistics, the i/c Finance, the Seating Coordinator for VIP lists and the i/c Operations/Security Coordinator.

The reception normally follows the Regimental Funeral. The RCMP Benefit Trust Fund may provide funding to a maximum of \$6,000 for reception expenses. Although this may appear to be an adequate figure, one must keep in mind that several thousand attendees may be present.

[Appendix 8](#) and [Appendix 9](#) are templates to request payment of expenses from the Benefit Trust Fund.

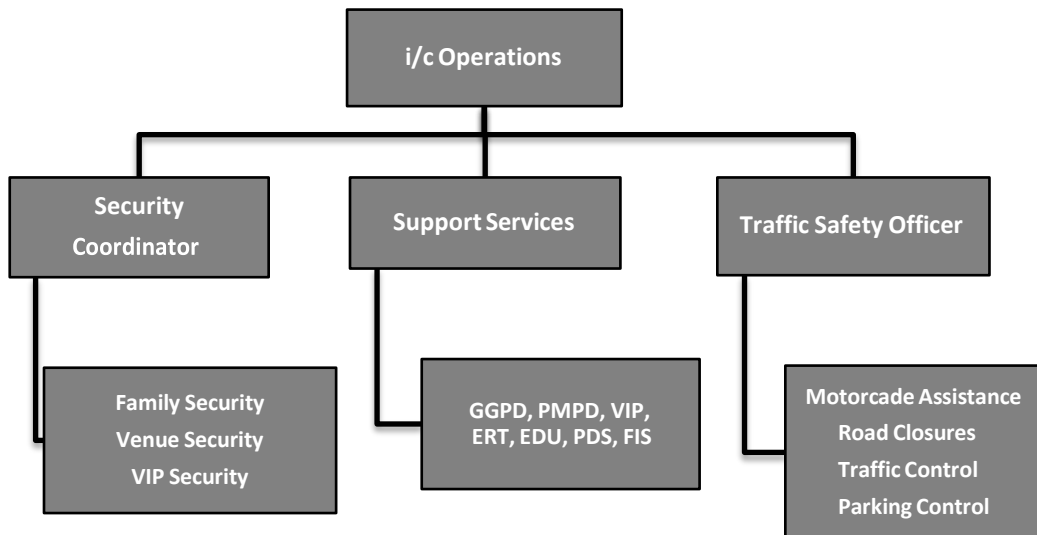
There will likely be two main receptions. The first is a private/family reception and the second is a law enforcement-only reception. In some cases the general public have been invited to the law enforcement reception. An important factor to consider when organizing the reception is the implementation of a security team to restrict access, if required.

## **9.6 Operations Unit (i/c Operations)**

The Regimental Funeral will draw a significant group of participants, dignitaries and spectators. As with any major event, security and public safety, VIP security and public order become critical components of the planning and execution of the mission.

### ***Selection Criteria***

The Operations Unit will be led by a senior commissioned officer with experience as a critical incident commander. The i/c Operations will oversee all operational and security aspects of the CIFM response, particularly the Regimental Funeral and the reception. The i/c Operations must have exceptional leadership and communication skills and should have a proven track record in effectively managing the security components of large-scale events. A background in incident command, critical incidents, emergency planning, traffic enforcement and emergency planning are assets.



### ***Duties***

The i/c Operations responsibilities include:

- Overseeing the completion of all operational plans, threat assessments, security plans, evacuation plans, lethal over-watch plans, arrest/intervention plans and traffic safety plans required for the Regimental Funeral;
- Establishing a suitable command post for the Regimental Funeral;
- Updating the CIFM Command Triangle on arising issues and the progress of operations;
- Consulting with and briefing the division CROPS officer on threat assessments and the status of operations;
- Liaising with the i/c Logistics regarding obtaining human or material resources;
- Liaising with the Regimental Funeral Coordinator and the i/c Logistics/Venue Coordinator regarding any issues with the chosen venues.

The i/c Operations will also liaise with the following specialized units as required:

- The Governor General's Protection Detail (GGPD);
- The Prime Minister's Protective Detail (PMPD);
- VIP Security (VIP);
- Divisional Emergency Response Teams (ERT);
- Explosive Disposal Units (EDU);
- Police Dog Services (PDS);
- Forensic Identification Units (FIS)

## **9.7 Security Coordinator**

The Security Coordinator will manage all security components of the operation. This includes preparing operational plans and security plans, and ensuring the fallen member's family residence is secure while

they are absent. The Security Coordinator will oversee security at the various venues and provide assistance to other security units assigned to protect dignitaries or other VIPs. [Appendix 12](#) is a roster for family house/residence security.

### **Support Services**

The Support Services Officer will receive information from a variety of specialized policing units, coordinate requests for specialized duty services, communicate with those units and provide access to information and venues as required/requested. He/she will also task appropriate divisional operational units to conduct threat assessments as required.

### **Traffic Safety Officer**

The Traffic Safety Officer is responsible for managing a team of traffic services or general duty personnel assigned for CIFM response-related traffic duties. Assistance may include:

- Motorcade support duties;
- Road closures;
- Traffic control and enforcement duties;
- Parking control duties and any of the venues.

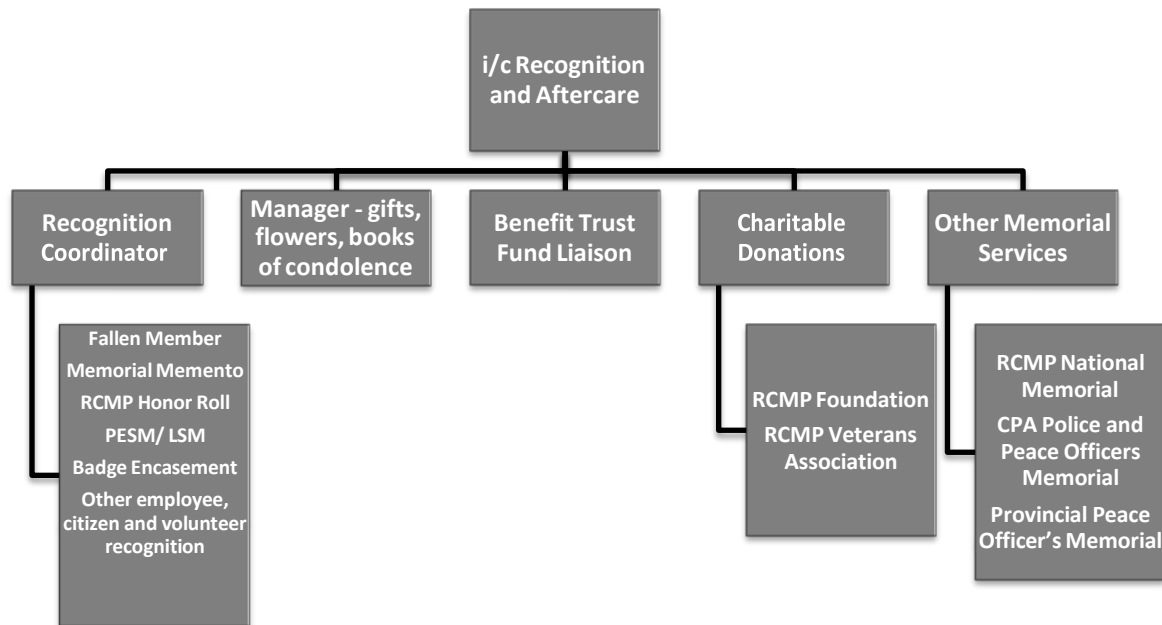
## **9.8 Recognition and Aftercare Unit (i/c Recognition and Aftercare)**

It is important to recognize that the work of the CIFM response is not done with the completion of the Regimental Funeral and interment. Although many members/employees assigned may return to normal duties, a few will remain to continue other essential work. Often, the person assigned to oversee these tasks is the divisional sergeant major or warrant officer.

The i/c of Recognition and Aftercare will continue to be supported by the Command Triangle, the File Coordinator and a few of the remaining leads of the other CIFM response units.

If sufficient resources are available, the i/c Recognition and Aftercare may also be supported by individuals responsible for:

- Formal and informal recognition;
- Assisting with managing gifts, flowers and books of condolence for the family members;
- Liaising with the
  - on financial assistance requests;
- Maintaining relationships with the RCMP Foundation or the RCMP Veterans Association which may have assisted with the administration and management of charitable donations;
- Providing information and support to family members regarding future police memorial services, and
- When possible consultation with the family should be considered for events specific to the fallen member.



### ***Recognition Coordinator***

In consultation with the division's honors and recognition coordinator, the Recognition Coordinator will ensure employee recognition processes are considered.

- ***Recognition of the fallen member***

The fallen member and his/her family continue to be recognized by the RCMP in a number of ways. The following are examples of formal recognition that will take place:

- ***RCMP Memorial Memento***

The RCMP Memorial Memento is presented to three surviving family members at a formal presentation by the Commissioner. The memento is presented at the next annual RCMP National Memorial in Regina, Saskatchewan after the passing of the fallen member.



The Recognition Coordinator or Division Sergeant Major will complete [Form 5186 – Memorial Memento Application](#) on behalf of the family, with the assistance of the DFLO.

- ***RCMP Honour Roll and Book of Remembrance***

The circumstances surrounding the fallen member's death will be examined by the RCMP Honour Roll Committee. The division sergeant major will complete the necessary documentation to be forwarded to the [National RCMP Honours and Recognition](#) for review. The RCMP Honour Roll may be found at the following link:



<http://www.rcmp-grc.gc.ca/hon/honour-honneur-roll-tableau-eng.htm>

Depending upon the time of year of the fallen member's death, the family may be given the option to have their fallen member included in the Honour Roll in the same year as the incident or in the following year. The DFLO should explain this option to the designated family member at the appropriate time.

- ***Police Exemplary Service Medal or RCMP LSM/Other National Honours***

The fallen member may qualify for other national honours such as the [Police Exemplary Service Medal](#) or if applicable, the RCMP Long Service Medal and Clasps. To determine if the fallen member qualifies for any RCMP Long Service Award, please contact the division honours and recognition coordinator or [National RCMP Honours and Recognition](#).

- ***RCMP Badge encasement***

If the family wishes, the fallen member's RCMP identification badge may be encased in acrylic and presented to the NOK. [Form 2455 – Request for ID Badge Encasement](#) may be filled out by the unit commander and forwarded to the i/c Recognition and Aftercare for processing.

- ***Recognition of members, employees, emergency services personnel and citizens who responded to the call of a critically injured or fallen member.***

It is likely that the actions of those who responded to, or provided support to the critical incident were exemplary. Actions deserving recognition may include responding to the call, apprehending the offender, rendering assistance or attempts to provide life-saving measures. Each situation is assessed on the facts. The Recognition Coordinator should work with division honours and recognition coordinators and detachment personnel to ensure submissions for formal RCMP recognitions are forwarded for review by the division's awards review committee.

- ***Recognition of members, employees, municipalities, businesses and volunteers involved in the CIFM response.***

The in-the-line-of-duty death of a serving member of the RCMP will affect the community where the member served. Past experience has shown the communities step up to support their local RCMP in ways beyond comprehension. The support from municipalities, other government departments, businesses and citizens should not be overlooked. The Recognition Coordinator will ensure that these individuals and groups are thanked in a respectful and meaningful way.

The planning and organization of a Regimental Funeral is a complicated and laborious task. The Recognition Coordinator may also prepare submissions to recognize outstanding contributions by certain members of the CIFM Response Team for efforts above and beyond what would normally be expected by our employees.

### Management of gifts, flowers and books of condolence

With the outpouring of grief and support to the fallen member's family, an individual should be assigned to manage the gifts, flowers and books of condolence that begin to appear. Some of these items are sent to the local detachment, others to the CIFM Response Team or even directly to the family. These gifts usually begin to arrive just after the incident and will continue well after the Regimental Funeral.

The manager of gifts, flowers and books of condolence will be required to work with the DFLO, detachment commanders and the i/c Logistics in order to properly manage these items.



### Benefit Trust Fund Liaison

After a CIFM response, there may be continuing questions regarding the Benefit Trust Fund. Lines of communication must remain open between the Fund representative and the i/c Recognition and Aftercare. **Liaison questions relative to the Benefit Trust Fund can be sent to e-mail account [Benefit\\_Trust\\_Fund@rcmp-grc.gc.ca](mailto:Benefit_Trust_Fund@rcmp-grc.gc.ca)**

### Charitable Donations

Recent fallen member incidents have seen the rise of charitable monetary donations for the member's family. Prior to setting up accounts, consult with the Office of Professional Responsibility at RCMP National Headquarters.

The RCMP Foundation and the RCMP Veterans Association have been most helpful in assisting by setting up accounts and managing and disbursing donations to the fallen member's family. For assistance, contact the Officer in Charge of Strategic Partnerships and Heritage Branch, Ottawa.

### Other memorial services

The sacrifices of fallen RCMP members and other fallen police officers are remembered. There are a number of annual police officer memorial services that take place across Canada.

- ***The RCMP National Memorial, Depot Division, Regina Saskatchewan***

The RCMP remembers each of its Honour Roll members at the RCMP National Memorial at Depot Division, Regina, Saskatchewan each year. The Memorial Service takes place on the second Sunday of September. The family members of recent additions to the RCMP Honour Roll are brought to Regina to attend the Memorial Parade and Service. The new Honour Roll member's names are inscribed on the

RCMP Cenotaph.

The Commissioner also presents the family with the RCMP Memorial Memento and a copy of their loved one's page in the Book of Remembrance in a private ceremony during the family reception. Many family members of our Honour Roll members continue to visit Depot on the second Sunday of September.

The division sergeant major or the i/c Recognition and Aftercare should provide information to the families regarding the RCMP National Memorial Service.

- ***The Canadian Police Association, National Police and Peace Officer Memorial, Ottawa Ontario***

The Canadian Police Association organizes the National Police and Peace Officer Memorial, which is held annually in Ottawa, Ontario. It is usually held on the fourth Sunday of September on Parliament Hill and includes the reading of names of police and peace officers who have been added to the Honour Roll that year.

Family members of fallen RCMP members are invited to attend. Travel and related costs for family members are funded by the division where the fallen member last served. In addition, a hat bearer from the fallen member's division is usually chosen to carry the member's Stetson during the ceremony.

- ***Provincial Police Officer Memorials***

There are a number of provincial police memorial services held throughout the country. The dates and locations of these memorial services vary. For further information, contact the division's warrant officer.

# Appendix 1 A Guide for NOK Notification

## ***Preparing***

1. Find out the following information before you tell someone about the death of a loved one:
  - a. Time and place of death,
  - b. Cause of death,
  - c. Location of the victim's belongings,
  - d. Where and when to identify the body,
  - e. Time and place of autopsy.
2. Find another person to attend with you.
3. Plan your words and rehearse them.

## ***Notifying the next-of-kin***

1. Introduce yourself at the door and ask to come in.
2. Say, "I have some very bad news for you," to prepare them for your news.
3. Tell them of the death directly and simply.
4. Tell them the facts you know and where to get more information.
5. Don't hug them but let them hug you if they need to. Don't shy away.
6. Let them talk while you listen. Don't judge.
7. Stay with them until:
  - a. A relative, friend, or neighbour is there, or
  - b. You refer them to a professional such as clergy, counsellor, or funeral director, or
  - c. You decide they are coping
8. Leave them your card.
9. Record the details of the meeting.

## Appendix 2 Fallen Member Profile Sheet

Fallen Member Profile Sheet	
NAME: _____	Male ____ Female ____
Division: _____ Detachment: _____	
City, Province: _____	
<b>A) Personal data/information:</b>	
Engagement Date: _____ Reg. #: _____	
Engagement location: _____	
Date of Birth: _____	
Line of duty death: YES NO Unknown	
<b>B) Primary contact:</b>	
Name: _____	Male ____ Female ____
Relationship to deceased: _____	
Address: _____	
_____	
Phone: _____ Cell: _____	
Email: _____	
Preferred language: _____	
Translator required: YES NO	
If required, Translator Name: _____	Male ____ Female ____
Phone: _____ Cell: _____	
<b>C) Family information:</b>	
Spouse: _____	Male ____ Female ____
_____	

**Fallen Member Profile sheet, Page 2**

*Children*

Name: \_\_\_\_\_ Age: \_\_\_\_\_

Male \_\_\_ Female \_\_\_

Name: \_\_\_\_\_ Age: \_\_\_\_\_

Male \_\_\_ Female \_\_\_

Name: \_\_\_\_\_ Age: \_\_\_\_\_

Male \_\_\_ Female \_\_\_

Name: \_\_\_\_\_ Age: \_\_\_\_\_

Male \_\_\_ Female \_\_\_

Name: \_\_\_\_\_ Age: \_\_\_\_\_

Male \_\_\_ Female \_\_\_

*Previous spouse*

Name: \_\_\_\_\_

Male \_\_\_ Female \_\_\_

*Other children*

Name: \_\_\_\_\_ Age: \_\_\_\_\_

Male \_\_\_ Female \_\_\_

Name: \_\_\_\_\_ Age: \_\_\_\_\_

Male \_\_\_ Female \_\_\_

Name: \_\_\_\_\_ Age: \_\_\_\_\_

Male \_\_\_ Female \_\_\_

Name: \_\_\_\_\_ Age: \_\_\_\_\_

Male \_\_\_ Female \_\_\_

**D) Spiritual Advisor**

Member's religion: \_\_\_\_\_


Clergy: \_\_\_\_\_ Phone: \_\_\_\_\_

**E) Financial Advance**

Eligible: YES NO If yes, requested? YES NO

Additional comments:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

<h1>information</h1>	
	 Treasury Board of Canada Secrétariat du Conseil du Trésor du Canada
<b>DATE:</b> 08 December 2004	<b>DATE :</b> le 08 décembre 2004
<b>TO:</b> Functional Heads of Administration and Personnel Senior Full-Time Financial Officers Senior Full-Time Travel Officers Designated Departmental Travel Co-ordinators Integrated Relocation Program	<b>AUX :</b> Chefs fonctionnels des services, de l'administration et du personnel Agents financiers supérieurs à plein temps Agents de voyages supérieurs à plein temps Coordonnateur/trice ministériel de voyage Programme de réinstallation intégré
<b>SUBJECT:</b> Delegation of Authority to Departments	<b>OBJET :</b> Délégation d'un pouvoir aux ministères
<p>On October 7, 2004, the Treasury Board (TB) approved a proposal to extend the delegation of authority to Deputy Heads to approve extensions and exceptions to the provisions of a number of Treasury Board Secretariat (TBS) policies on behalf of individual employees in unusual circumstances. This authority was first granted to Deputy Heads on a trial basis.</p> <hr/> <p>In keeping with the principles of modern comptrollership, this initiative has generally resulted in improving the efficiency of organizations in the conduct of day-to-day operations, ensuring appropriate accountability while contributing to simplify workload both at departmental and Secretariat levels.</p>	<p>Le 7 octobre 2004, le Conseil du Trésor (CT) a approuvé une proposition visant à déléguer aux administrateurs généraux le pouvoir d'approuver pour des fonctionnaires individuels, et ce, dans des circonstances exceptionnelles, la prolongation et l'exception de l'application de dispositions d'un certain nombre de politiques du Secrétariat du Conseil du Trésor (SCT). En 2001, cette autorité avait été accordée aux administrateurs généraux sur une base d'essai.</p> <hr/> <p>En harmonie avec les principes de la fonction moderne de contrôleur, cette initiative a généralement permis d'améliorer l'efficacité de l'organisation dans la conduite de ses activités courantes, d'assurer une responsabilisation appropriée tout en contribuant à simplifier la charge de travail, à la fois pour les ministères et le Secrétariat.</p>

The policy instruments covered by this authority are:

- the Travel Directive,
- Relocation – Integrated Relocation Program (IRP) Directive,
- the Foreign Services Directive, and
- the Isolated Posts and Government Housing Directive.

This authority has also been extended to include the Canadian Forces / RCMP instructions relative to these policy instruments. The following provisions apply:

1. Its application continues to be limited to the four National Joint Council (NJC) Directives mentioned above, to exclude application to non-public servants, and to exclude exceptions to pilot projects under any of these policies as to not invalidate potential trial results;
2. The current administrative approvals be maintained at the Deputy Head level within organizations with the provision that such decisions for approval not be further delegated down below the Assistant Deputy Minister level within that organization;

Cette autorité s'applique aux politiques suivantes:

- la Directive sur les voyages,
- Directive sur la réinstallation – Programme de réinstallation intégré (PRI),
- la Directive sur les services extérieurs, et
- la Directive sur les postes isolés et les logements de l'État.

Elle s'applique également aux directives émises par les Forces canadiennes et la GRC ayant trait à ces politiques. Les dispositions suivantes s'appliquent :

1. Son application continue de se limiter aux quatre directives du Conseil national mixte (CNM) mentionnées plus haut, exclue les non-fonctionnaires et exclue des exceptions aux projets pilotes mis en œuvre en vertu de l'une ou l'autre de ses politiques et qui pourrait invalider les projets pilotes;
2. Les approbations administratives actuelles soient maintenues au niveau de l'administrateur général des organisations, avec une disposition que de telles décisions pour approbation ne soient pas déléguées sous le niveau de sous-ministre adjoint de l'organisation;



3. The financial limits per incident exception be maintained at the current \$10,000 maximum;
4. Organizations are required to continue to monitor and report on the application of this authority. This information is to be incorporated into departmental cyclical audits and made available to TBS for periodic review and assessment.

The intent is not for this administrative approval extension to be used to override other authorities which fall under other jurisdictions, such as policy issues governing the management of petty cash advances or as a means to circumvent otherwise justifiable ceilings and/or limitations that are policy specific.

Examples of cases covered by this authority are to address situations of losses of property and funds (e.g. theft) while in travel status, the expenses of a family member's travel in situations of serious employee illness or death while in travel status, additional relocation assistance on recruitment, etc.

Departments must continue to subject their decisions to provide financial assistance under this authority to the most rigorous scrutiny. Each approval should be able to be fully explained and justified to both auditors and public.

3. La limite de coût maximale par exception soit maintenue à 10 000 \$;
4. Les organisations continuent à surveiller et à faire rapport sur l'application de cette autorisation. Cette information doit être incluse dans les vérifications cycliques des ministères et mise à la disposition du SCT pour revue et évaluation périodiques.

L'objectif de l'extension de cette approbation administrative n'est pas de déroger à d'autres autorisations qui sont soumises à d'autres juridictions, telles que les questions stratégiques régissant les avances de petite caisse ou comme moyen de se soustraire à des plafonds ou limites d'autre part imposés et qui sont propres à une politique.

Des exemples de cas couverts par cette autorité visent à régler des situations de perte de propriété (p. ex. des vols) pour des employés en situation de déplacement, les dépenses d'un membre de la famille appelé à voyager parce que l'employé en statut de voyage est affecté par une maladie sérieuse ou décède, les frais additionnels de réinstallation visant le recrutement, etc.

Les ministères doivent continuer à sopeser attentivement la décision d'accorder une aide financière en vertu de ces pouvoirs. Pour chaque cas, ils devraient être en mesure de fournir des explications complètes et une justification tant aux vérificateurs qu'au grand public

In cases where a financial loss or expense can be partly attributed to negligence of poor judgement on the part of the employee, it is incumbent on the organization to determine what degree of assistance is a proper charge on the public purse. In no case should the assistance result in a net financial benefit to the employee.

Requests for payments in excess of **\$10,000** will continue to require the approval of the Assistant Secretary, Labour Relations, at the Treasury Board Secretariat.

If you have any questions, please contact Sean Ross at (613) 941-5381.

Lorsque la perte ou la dépense peut être partiellement attribuable à la négligence ou à un manque de jugement de la part du fonctionnaire, il incombe à l'organisme de déterminer quelle proportion de l'aide doit provenir des deniers publics. L'aide ne devrait jamais représenter un avantage financier net pour le fonctionnaire.

Les paiements supérieurs à **10 000 \$** continueront d'être assujettis à l'approbation du Secrétaire adjoint, Relations de travail, du Secrétariat du Conseil du Trésor.

Pour toutes questions, n'hésitez pas à communiquer avec Sean Ross au (613) 941-5381.

Le Directeur par intérim  
Groupe de la santé, de la sécurité et des services aux employés  
Secrétariat du Conseil du Trésor

Rick Seaman  
Acting Director  
Safety, Health and Employee Services Group  
Treasury Board Secretariat

## Appendix 4 Funeral Arrangements Broadcast Checklist

Funeral Arrangements broadcast content checklist	
<p><u>First Broadcast</u> – Internal distribution to all employees</p> <ul style="list-style-type: none"> <li>- Initial details of service once day and location (city/town) is established</li> </ul>	
<p><u>Second Broadcast</u> – Internal distribution to all employees AND external to all law enforcement partners</p> <ul style="list-style-type: none"> <li>- Exact date, time and location</li> <li>- Transportation details – flight discounts, etc.</li> <li>- Accommodation details – hotels, etc.</li> </ul> <p><b><i>NOTE: It is important to send the above information out as soon as possible to enable those wishing to attend to make travel arrangements.</i></b></p> <p>If available in a <b>timely manner</b>, include the following:</p> <ul style="list-style-type: none"> <li>- Visitation location, time, date, if approved by the family</li> <li>- Muster point for parade</li> <li>- Transportation to muster point</li> <li>- Order of dress (medals, etc.)</li> <li>- Change rooms</li> <li>- Reception (if applicable)</li> <li>- Viewing/prayers</li> <li>- Contact numbers</li> <li>- How to make charitable donations</li> </ul>	
<p><u>Third Broadcast</u> – Internal distribution to all employees AND external to all law enforcement partners</p> <p><b><i>NOTE: Only issue if complete information was not available for second communiqué</i></b></p> <ul style="list-style-type: none"> <li>- all information listed above</li> </ul>	

## Appendix 5 Funeral Arrangements Broadcast Template

<b>AUDIENCE: Internal and police and law enforcement partners</b>
<p>On behalf of Assistant Commissioner XXXXX, Commanding Officer of “X” Division, funeral arrangements for RANK, FULL NAME are:</p> <p><b>Full Regimental Funeral:</b></p> <ul style="list-style-type: none"><li>• Day of week, date, year at XXXX hrs</li><li>• Venue (name and street address, city, province)</li></ul> <p><b>Donations, in lieu of flowers,</b> are to be sent to: (as per family’s wishes)</p> <p><b>Order of Dress:</b></p> <ul style="list-style-type: none"><li>• Review Order #X, XXXXX Sam Browne,</li><li>• Medals, mourning ribbons, felt hat, gloves.</li><li>• Officers who are in the processional are to wear Stetsons.</li></ul> <p><b>Processional:</b></p> <p>Members in the processional will muster at XX:XX hrs. The muster point is at the corner of X street and X street.</p> <p><b>Members in the processional may change at:</b></p> <ul style="list-style-type: none"><li>• Name of venue</li><li>• XX street,</li><li>• City, Province</li><li>• The time of day it will be open to use to change. ( i.e. available at 0830h)</li></ul> <p>Bus transportation will be available to members in the processional from (location). Some parking is also available at the venue.</p> <p><b>Accommodations:</b></p> <p>The following accommodations are available at government rates:</p> <ul style="list-style-type: none"><li>• Name of hotel</li><li>• address</li><li>• city, province</li></ul>

## Appendix 6 Survivor Benefits for Fallen Members

ACTIVE MEMBER DEATH		
Line of Duty Death	Deemed Line of Duty Death	Non Line of Duty Death
<p>Example: Gunshot wound, <b>motor vehicle accident</b>, resulting in death</p> <p><b>First Point of Contact:</b></p> <ul style="list-style-type: none"> <li>• <b>DG NCS</b></li> <li>• Upon notification of a member slain on duty, NCS Pension and Insurance staff will: <ul style="list-style-type: none"> <li>○ coordinate notification to all stakeholders;</li> <li>○ advise the DFLO of next steps;</li> <li>○ advise which supporting documents are required to process all benefits (pay, pension, VAC, CPP, SIP and Insurance, <a href="#">see Appendix 14</a>); and</li> <li>○ The DFLO will arrange a date and time for NCS to meet in-person with the family to complete the required documents. Travel expenses for NCS representatives will be paid by the DG NCS.</li> </ul> </li> </ul>	<p>Example: Accidental Death in the workplace/<b>Self Inflicted Deaths</b></p> <p><b>First Point of Contact:</b></p> <ul style="list-style-type: none"> <li>• <b>National Pay Operations (NPO)</b> 1-866-729-7293 <ul style="list-style-type: none"> <li>○ Initial phone call to advise of the death.</li> <li>○ <b>NPO</b> will require all information requested on the <a href="#">Death of Active Member Notification</a></li> </ul> </li> <li>• The Pension and Life Insurance Administrators will be provided a copy of the completed Death Notification. Upon receipt they will prepare the required documents and send <b>NCS Pension and Insurance Groups</b>.</li> <li>• At the CO's request NCS will meet with the survivor/family in-person to assist with the completion of the required documents. Travel expenses for NCS representatives are to be paid by the division. <b>The DFLO will confirm with NCS if a visit is requested.</b></li> <li>• <b>If a family visit is not requested – NCS will prepare the documents and forward to the DFLO.</b></li> <li>• NCS support can also be provided to the survivor/family via telephone or videoconference.</li> </ul>	<p>Example: Member passes away due to illness (cancer, heart attack, etc.)</p> <p><b>First Point of Contact:</b></p> <ul style="list-style-type: none"> <li>• <b>National Pay Operations (NPO)</b> 1-866-729-7293 <ul style="list-style-type: none"> <li>○ Initial phone call to advise of the death.</li> <li>○ <b>NPO</b> will require all information requested on the <a href="#">Death of Active Member Notification</a></li> </ul> </li> <li>• The Pension and Life Insurance Administrators will be provided a copy of the completed Death Notification. Upon receipt they will prepare the required documents and send <b>NCS Pension and Insurance Groups</b>.</li> <li>• <b>Following the CO's request and CHRO approval</b>, NCS will meet with the survivor/family in-person to assist with the completion of the required documents. Travel expenses for NCS representatives are to be paid by the division.</li> <li>• <b>If a family visit is not requested – NCS will prepare the documents and forward to the DFLO.</b></li> <li>• NCS support can also be provided to the survivor/family via telephone or videoconference.</li> </ul>
Condolence Letters		
<p>As per the <a href="#">NCM – Ch IV.8</a></p> <ul style="list-style-type: none"> <li>• For an active member, a condolence letter must be prepared by the member's division for the Commissioner's signature prior to the funeral. Note: The member's division is responsible to prepare the letter.</li> </ul>	<p>As per <a href="#">NCM – Ch IV.8</a></p> <ul style="list-style-type: none"> <li>• For an active member, a condolence letter must be prepared by the member's division for the Commissioner's signature prior to the funeral. Note: The member's division is responsible to prepare the letter.</li> </ul>	<p>As per the <a href="#">NCM – Ch IV.8</a></p> <ul style="list-style-type: none"> <li>• For an active member, a condolence letter must be prepared by the member's division for the Commissioner's signature prior to the funeral. Note: The member's division is responsible to prepare the letter.</li> </ul>

ACTIVE MEMBER DEATH		
Line of Duty Death	Deemed Line of Duty Death	Non Line of Duty Death
Pension Plan Benefits		
<p><b>Two or More Years of Pensionable Service at Time of Death</b></p> <ul style="list-style-type: none"> <li>• <b>Survivor:</b> An annual pension equal to 50% of the value of the member's deferred annuity (pension payable at age 60) based on the member's years of service at time of death.</li> <li>• <b>Children:</b> For each eligible child, an annual pension equal to 20% of the survivor's annual pension to a combined maximum of 80%. If there is no spouse, the eligible children are entitled to an annual pension paid at orphan rates (the percentage payable to each eligible child is 40% of the annual pension the spouse would have received up to a combined maximum of 160%).</li> <li>• <b>Named beneficiary or Estate:</b> If there is no eligible survivor or children, an amount equal to the greater of the contributions with interest or five times the deferred annuity will be paid to the pension beneficiary named. If no such beneficiary designation exists on file, survivor benefits will be paid to the estate.</li> </ul> <p><b>Less than Two Years of Pensionable Service at Time of Death</b></p> <p>A survivor benefit equal to the greater of a refund of the member's contributions with interest or a lump sum payment equal to one month's pay for each year of pensionable service or partial year (pro-rated for the number of days in the year) to the member's credit at the time of death.</p>	<p><b>Two or More Years of Pensionable Service at Time of Death</b></p> <ul style="list-style-type: none"> <li>• <b>Survivor:</b> An annual pension equal to 50% of the value of the member's deferred annuity (pension payable at age 60) based on the member's years of service at time of death.</li> <li>• <b>Children:</b> For each eligible child, an annual pension equal to 20% of the survivor's annual pension to a combined maximum of 80%. If there is no spouse, the eligible children are entitled to an annual pension paid at orphan rates (the percentage payable to each eligible child is 40% of the annual pension the spouse would have received up to a combined maximum of 160%).</li> <li>• <b>Named beneficiary or Estate:</b> If there is no eligible survivor or children, an amount equal to the greater of the contributions with interest or five times the deferred annuity will be paid to the pension beneficiary named. If no such beneficiary designation exists on file, survivor benefits will be paid to the estate.</li> </ul> <p><b>Less than Two Years of Pensionable Service at Time of Death</b></p> <p>A survivor benefit equal to the greater of a refund of the member's contributions with interest or a lump sum payment equal to one month's pay for each year of pensionable service or partial year (pro-rated for the number of days in the year) to the member's credit at the time of death.</p>	<p><b>Two or More Years of Pensionable Service at Time of Death</b></p> <ul style="list-style-type: none"> <li>• <b>Survivor:</b> An annual pension equal to 50% of the value of the member's deferred annuity (pension payable at age 60) based on the member's years of service at time of death.</li> <li>• <b>Children:</b> For each eligible child, an annual pension equal to 20% of the survivor's annual pension to a combined maximum of 80%. If there is no spouse, the eligible children are entitled to an annual pension paid at orphan rates (the percentage payable to each eligible child is 40% of the annual pension the spouse would have received up to a combined maximum of 160%).</li> <li>• <b>Named beneficiary or Estate:</b> If there is no eligible survivor or children, an amount equal to the greater of the contributions with interest or five times the deferred annuity will be paid to the pension beneficiary named. If no such beneficiary designation exists on file, survivor benefits will be paid to the estate.</li> </ul> <p><b>Less than Two Years of Pensionable Service at Time of Death</b></p> <p>A survivor benefit equal to the greater of a refund of the member's contributions with interest or a lump sum payment equal to one month's pay for each year of pensionable service or partial year (pro-rated for the number of days in the year) to the member's credit at the time of death.</p>

<b>ACTIVE MEMBER DEATH</b>		
<b>Line of Duty Death</b>	<b>Deemed Line of Duty Death</b>	<b>Non Line of Duty Death</b>
<b>Indexation</b> <ul style="list-style-type: none"> <li>In the event of a member's death, any survivor benefit paid in the form of a monthly pension will be adjusted annually by the rate of inflation, starting on January 1st of the following year.</li> </ul>	<b>Indexation</b> <ul style="list-style-type: none"> <li>In the event of a member's death, any survivor benefit paid in the form of a monthly pension will be adjusted annually by the rate of inflation, starting on January 1st of the following year.</li> </ul>	<b>Indexation</b> <ul style="list-style-type: none"> <li>In the event of a member's death, any survivor benefit paid in the form of a monthly pension will be adjusted annually by the rate of inflation, starting on January 1st of the following year.</li> </ul>
<b>Canada Pension Plan (CPP) / Quebec Pension Plan (QPP)</b> <p>Upon application, Canada Pension Plan / Quebec Pension Plan survivor benefits may be paid to a deceased contributor's estate, surviving spouse or common-law partner and dependent children.</p> <p>There are three types of benefits:</p> <ul style="list-style-type: none"> <li>the death benefit is a one-time payment to, or on behalf of, the estate of a deceased Canada Pension Plan / Quebec Pension Plan contributor;</li> <li>the survivor's pension is a monthly pension paid to the surviving spouse or common-law partner of a deceased contributor;</li> <li>the children's benefit is a monthly benefit for dependent children of a deceased contributor.</li> </ul>	<b>Canada Pension Plan (CPP) / Quebec Pension Plan (QPP)</b> <p>Upon application, Canada Pension Plan / Quebec Pension Plan survivor benefits may be paid to a deceased contributor's estate, surviving spouse or common-law partner and dependent children.</p> <p>There are three types of benefits:</p> <ul style="list-style-type: none"> <li>the death benefit is a one-time payment to, or on behalf of, the estate of a deceased Canada Pension Plan / Quebec Pension Plan contributor;</li> <li>the survivor's pension is a monthly pension paid to the surviving spouse or common-law partner of a deceased contributor;</li> <li>the children's benefit is a monthly benefit for dependent children of a deceased contributor.</li> </ul>	<b>Canada Pension Plan (CPP) / Quebec Pension Plan (QPP)</b> <p>Upon application, Canada Pension Plan / Quebec Pension Plan survivor benefits may be paid to a deceased contributor's estate, surviving spouse or common-law partner and dependent children.</p> <p>There are three types of benefits:</p> <ul style="list-style-type: none"> <li>the death benefit is a one-time payment to, or on behalf of, the estate of a deceased Canada Pension Plan / Quebec Pension Plan contributor;</li> <li>the survivor's pension is a monthly pension paid to the surviving spouse or common-law partner of a deceased contributor;</li> <li>the children's benefit is a monthly benefit for dependent children of a deceased contributor.</li> </ul>

ACTIVE MEMBER DEATH		
Line of Duty Death	Deemed Line of Duty Death	Non Line of Duty Death
<p><b><i>Pension Act – Administered by Veterans Affairs Canada</i></b></p> <ul style="list-style-type: none"> <li>In certain circumstances survivors of members of the Royal Canadian Mounted Police may have an entitlement to pension benefits under the Pension Act. To qualify, it must be established to the satisfaction of Veterans Affairs Canada (VAC) that death resulted from service in the RCMP.</li> <li>Veterans Affairs Canada (VAC) has sole jurisdiction in adjudicating applications for benefits under this Act and the RCMP's role is to provide documentation at the request of VAC.</li> </ul>	<p><b><i>Pension Act – Administered by Veterans Affairs Canada</i></b></p> <ul style="list-style-type: none"> <li>In certain circumstances survivors of members of the Royal Canadian Mounted Police may have an entitlement to pension benefits under the Pension Act. To qualify, it must be established to the satisfaction of Veterans Affairs Canada (VAC) that death resulted from service in the RCMP.</li> <li>Veterans Affairs Canada (VAC) has sole jurisdiction in adjudicating applications for benefits under this Act and the RCMP's role is to provide documentation at the request of VAC.</li> </ul>	N/A
<p><b><i>Survivor Income Plan (SIP)</i></b></p> <ul style="list-style-type: none"> <li>The Survivor Income Plan (SIP) provides the survivors of members of line of duty deaths with an amount equal to net income of the fallen member, until the member would have reached age 60. At that point the survivor receives a sum equivalent to the pension the member would have received.</li> <li>The SIP amount is a top up to the other eligible sources of income, i.e. the RCMP Pension Plan, the Canada Pension Plan (CPP) or Quebec Pension Plan (QPP) and the Pension Act Award as determined by Veterans Affairs Canada (VAC).</li> </ul>	<p><b><i>Survivor Income Plan (SIP)</i></b></p> <ul style="list-style-type: none"> <li>The Survivor Income Plan (SIP) provides the survivors of members of line of duty deaths with an amount equal to net income of the fallen member, until the member would have reached age 60. At that point the survivor receives a sum equivalent to the pension the member would have received.</li> <li>The SIP amount is a top up to the other eligible sources of income, i.e. the RCMP Pension Plan, the Canada Pension Plan (CPP) or Quebec Pension Plan (QPP) and the Pension Act Award as determined by Veterans Affairs Canada (VAC).</li> </ul>	N/A



<b>ACTIVE MEMBER DEATH</b>		
<b>Line of Duty Death</b>	<b>Deemed Line of Duty Death</b>	<b>Non Line of Duty Death</b>
<b>Insurances</b>		
<b><u>RCMP Group Life, Accidental Death &amp; Dismemberment Insurance Plans</u></b> <ul style="list-style-type: none"> <li>Any applicable life insurance and accidental death or dismemberment insurance amounts will be payable to the designated beneficiary. In the absence of a designated beneficiary Great-West Life pays the benefit based on the line of succession for the province in which the plan member lived.</li> <li>National Compensation Services – Insurance Group will contact Morneau Shepell, the RCMP Insurance Administrator on behalf of the beneficiary (ies).</li> <li>Upon notification of death, Morneau Shepell will begin the process for RCMP Group Life Insurance Plans</li> <li>An advance of \$10,000 may be requested as part of the completion of the Death of Active Member Notification. (only applicable if the member has life insurance)</li> </ul>	<b><u>RCMP Group Life, Accidental Death &amp; Dismemberment Insurance Plans</u></b> <ul style="list-style-type: none"> <li>Any applicable life insurance and accidental death or dismemberment insurance amounts will be payable to the designated beneficiary. In the absence of a designated beneficiary Great-West Life pays the benefit based on the line of succession for the province in which the plan member lived.</li> <li>National Compensation Services – Insurance Group will contact Morneau Shepell, the RCMP Insurance Administrator on behalf of the beneficiary (ies). Upon notification of death, Morneau Shepell will begin the process for RCMP Group Life Insurance Plans.</li> <li>An advance of \$10,000 may be requested as part of the completion of the Death of Active Member Notification. (only applicable if the member has life insurance)</li> <li>In the event of a suicide, benefits under the Accidental Death and Dismemberment Plan are not payable.</li> </ul>	<b><u>RCMP Group Life, Accidental Death &amp; Dismemberment Insurance Plans</u></b> <ul style="list-style-type: none"> <li>Any applicable life insurance and accidental death or dismemberment insurance amounts will be payable to the designated beneficiary. In the absence of a designated beneficiary Great-West Life pays the benefit based on the line of succession for the province in which the plan member lived.</li> <li>National Compensation Services – Insurance Group will contact Morneau Shepell, the RCMP Insurance Administrator on behalf of the beneficiary (ies). Upon notification of death, Morneau Shepell will begin the process for RCMP Group Life Insurance Plans</li> <li>An advance of \$10,000 may be requested as part of the completion of the Death of Active Member Notification. (only applicable if the member has life insurance)</li> <li>An advance in the event of a terminal illness is also available under the Basic Life Insurance Plan. A one-time payment to a maximum of \$50,000 may be requested.</li> </ul>

<b>ACTIVE MEMBER DEATH</b>		
<b>Line of Duty Death</b>	<b>Deemed Line of Duty Death</b>	<b>Non Line of Duty Death</b>
<b><u>Public Service Health Care Plan (PSHCP)</u></b> <ul style="list-style-type: none"> <li>Survivors may be eligible to enroll for coverage under the PSHCP.</li> <li>Coverage does not automatically continue for a survivor. An application is required.</li> </ul>	<b><u>Public Service Health Care Plan (PSHCP)</u></b> <ul style="list-style-type: none"> <li>Survivors may be eligible to enroll for coverage under the PSHCP.</li> <li>Coverage does not automatically continue for a survivor. An application is required.</li> </ul>	<b><u>Public Service Health Care Plan (PSHCP)</u></b> <ul style="list-style-type: none"> <li>Survivors may be eligible to enroll for coverage under the PSHCP.</li> <li>Coverage does not automatically continue for a survivor. An application is required.</li> </ul>
<b><u>Pensioners' Dental Services Plan (PDSP)</u></b> <ul style="list-style-type: none"> <li>Survivors receiving a pension benefit may be eligible for dental coverage</li> <li>Must apply under the PDSP in order to obtain this benefit</li> </ul>	<b><u>Pensioners' Dental Services Plan (PDSP)</u></b> <ul style="list-style-type: none"> <li>Survivors receiving a pension benefit may be eligible for dental coverage</li> <li>Must apply under the PDSP in order to obtain this benefit</li> </ul>	<b><u>Pensioners' Dental Services Plan (PDSP)</u></b> <ul style="list-style-type: none"> <li>Survivors receiving a pension benefit may be eligible for dental coverage</li> <li>Must apply under the PDSP in order to obtain this benefit</li> </ul>
<b>Funeral and Burial Entitlements</b>		
<p>The following costs may be covered, subject to evidence of actual expenses having been incurred:</p> <ul style="list-style-type: none"> <li>the cost of a plot for earth burial or a columbarium niche for the inurnment of the cremated remains, at local prevailing rates;</li> <li>the cost of perpetual care for the regimental marker, the plot, a concrete or similar enclosure when necessary, and labour costs to open and close the grave;</li> <li>actual transportation costs for the body if earth burial takes place in Canada at a location other than where death occurred;</li> <li>actual and reasonable return commercial transportation costs for the survivor, eligible children, and parents within one year of the member's death, to attend the earth burial, if it took place in Canada at a location other than where death occurred; and</li> </ul>	<p>The following costs may be covered, subject to evidence of actual expenses having been incurred:</p> <ul style="list-style-type: none"> <li>the cost of a plot for earth burial or a columbarium niche for the inurnment of the cremated remains, at local prevailing rates;</li> <li>the cost of perpetual care for the regimental marker the plot, a concrete or similar enclosure when necessary, and labour costs to open and close the grave;</li> <li>actual transportation costs for the body if earth burial takes place in Canada at a location other than where death occurred;</li> <li>actual and reasonable return commercial transportation costs for the survivor, eligible children, and parents, within one year of the member's death, to attend the earth burial, if it took place in Canada at a location other than where death occurred; and</li> </ul>	<p>The following costs may be covered, subject to evidence of actual expenses having been incurred:</p> <ul style="list-style-type: none"> <li>the cost of a plot for earth burial or a columbarium niche for the inurnment of the cremated remains, at local prevailing rates;</li> <li>the cost of perpetual care for the regimental marker the plot, a concrete or similar enclosure when necessary, and labour costs to open and close the grave;</li> <li>actual transportation costs for the body if earth burial takes place in Canada at a location other than where death occurred;</li> <li>actual and reasonable return commercial transportation costs for the survivor, eligible children, and parents, within one year of the member's death, to attend the earth burial, if it took place in Canada at a location other than where death occurred; and</li> </ul>

ACTIVE MEMBER DEATH		
Line of Duty Death	Deemed Line of Duty Death	Non Line of Duty Death
Funeral and Burial Entitlements		
<ul style="list-style-type: none"> <li>• actual costs incurred for the payment of tax</li> <li>• as of April 1, 2018, up to \$15,643 may be paid to defray funeral expenses when one funeral director is involved covering: <ul style="list-style-type: none"> <li>• removal of body from place of death;</li> <li>• funeral home consultation and administrative services;</li> <li>• death registration fees and certificates;</li> <li>• embalming and preparation of body, including cremation;</li> <li>• provision of a casket;</li> <li>• provision of room within funeral home;</li> <li>• provision of chapel, clergy, and organist;</li> <li>• hearse to place of interment; and</li> <li>• provision of two vehicles for mourners and pallbearers.</li> <li>• An additional 7.9% of \$15,643 may be paid when a second funeral director is required, when burial is other than the place of death.</li> </ul> </li> <li>• The above-noted amount may be subject to annual increases effective April 1<sup>st</sup>. Refer to the <a href="#">NCM ch.2.11. Death Benefits, Funeral, and Burial Entitlements</a> for the current provision.</li> <li>• The Commissioner or delegate may allocate additional public funds for expenses pertaining to a full regimental funeral should the member's death be in the line of duty. All arrangements will be made in consultation with the consent of the deceased member's family.</li> </ul>	<ul style="list-style-type: none"> <li>• actual costs incurred for the payment of tax</li> <li>• as of April 1, 2018, up to \$15,643 may be paid to defray funeral expenses when one funeral director is involved covering: <ul style="list-style-type: none"> <li>• removal of body from place of death;</li> <li>• funeral home consultation and administrative services;</li> <li>• death registration fees and certificates;</li> <li>• embalming and preparation of body, including cremation;</li> <li>• provision of a casket;</li> <li>• provision of room within funeral home;</li> <li>• provision of chapel, clergy, and organist;</li> <li>• hearse to place of interment; and</li> <li>• provision of two vehicles for mourners and pallbearers.</li> <li>• An additional 7.9% of \$15,643 may be paid when a second funeral director is required, when burial is other than the place of death.</li> </ul> </li> <li>• The above-noted amount may be subject to annual increases effective April 1<sup>st</sup>. Refer to the <a href="#">NCM ch.2.11. Death Benefits, Funeral, and Burial Entitlements</a> for the current provision.</li> <li>• The CO may recommend a Ceremonial Funeral. All arrangements will be made in consultation with the consent of the deceased member's family.</li> </ul>	<ul style="list-style-type: none"> <li>• actual costs incurred for the payment of tax</li> <li>• as of April 1, 2018, up to \$15,643 may be paid to defray funeral expenses when one funeral director is involved covering: <ul style="list-style-type: none"> <li>• removal of body from place of death;</li> <li>• funeral home consultation and administrative services;</li> <li>• death registration fees and certificates;</li> <li>• embalming and preparation of body, including cremation;</li> <li>• provision of a casket;</li> <li>• provision of room within funeral home;</li> <li>• provision of chapel, clergy, and organist;</li> <li>• hearse to place of interment; and</li> <li>• provision of two vehicles for mourners and pallbearers.</li> <li>• An additional 7.9% of \$15,643 may be paid when a second funeral director is required, when burial is other than the place of death.</li> </ul> </li> <li>• The above-noted amount may be subject to annual increases effective April 1<sup>st</sup>. Refer to the <a href="#">NCM ch.2.11. Death Benefits, Funeral, and Burial Entitlements</a> for the current provision.</li> <li>• The CO may recommend a Ceremonial Funeral. All arrangements will be made in consultation with the consent of the deceased member's family.</li> </ul>

<b>Line of Duty Death</b>	<b>Deemed Line of Duty Death</b>	<b>Non Line of Duty Death</b>
<b>Grave Marker</b> <ul style="list-style-type: none"> <li>The RCMP offers a Regimental marker (three options) if earth burial took place in a recognized cemetery in Canada.</li> <li>So long as there is a reference to a member's service in the RCMP, \$220.00 will be reimbursed towards the cost of a personalized headstone/marker or a columbarium niche.</li> <li><b>The appropriate Divisional grave marker contact will be provided to the survivor/family with the benefits documentation.</b></li> </ul>	<b>Grave Marker</b> <ul style="list-style-type: none"> <li>The RCMP offers a Regimental marker (three options) if earth burial took place in a recognized cemetery in Canada.</li> <li>So long as there is a reference to a member's service in the RCMP, \$220.00 will be reimbursed towards the cost of a personalized headstone/marker or a columbarium niche.</li> <li><b>The appropriate Divisional grave marker contact will be provided to the survivor/family with the benefits documentation.</b></li> </ul>	<b>Grave Marker</b> <ul style="list-style-type: none"> <li>The RCMP offers a Regimental marker (three options) if earth burial took place in a recognized cemetery in Canada.</li> <li>So long as there is a reference to a member's service in the RCMP, \$220.00 will be reimbursed towards the cost of a personalized headstone/marker or a columbarium niche.</li> <li><b>The appropriate Divisional grave marker contact will be provided to the survivor/family with the benefits documentation.</b></li> </ul>

<b>Pay Related Benefits</b>		
<b><u>Regular Pay and Allowances</u></b> <ul style="list-style-type: none"> <li>Member will receive regular pay and allowances owing in final pay period up to and including the date of death.</li> <li>Annual leave balance, Lieu Time Off balance, and Operational Availability/Operational Readiness balance paid in cash, taxed at source (payable to Estate).</li> </ul> <b><u>Balance of Pay for the Month of Death</u></b> <ul style="list-style-type: none"> <li>If a member dies with at least one year of service, the balance of his/her salary for the month in which death occurred is paid to the member's estate. It is not necessary for the member to have been remunerated in that month, to be eligible for this benefit. <ul style="list-style-type: none"> <li>Amount equals total of member's annual salary and annual pensionable allowances on the date of death divided by</li> </ul> </li> </ul>	<b><u>Regular Pay and Allowances</u></b> <ul style="list-style-type: none"> <li>Member will receive regular pay and allowances owing in final pay period up to and including the date of death.</li> <li>Annual leave balance, Lieu Time Off balance, and Operational Availability/Operational Readiness balance paid in cash, taxed at source (payable to Estate).</li> </ul> <b><u>Balance of Pay for the Month of Death</u></b> <ul style="list-style-type: none"> <li>If a member dies with at least one year of service, the balance of his/her salary for the month in which death occurred is paid to the member's estate. It is not necessary for the member to have been remunerated in that month, to be eligible for this benefit. <ul style="list-style-type: none"> <li>Amount equals total of member's annual salary and annual pensionable allowances on the date of death divided by</li> </ul> </li> </ul>	<b><u>Regular Pay and Allowances</u></b> <ul style="list-style-type: none"> <li>Member will receive regular pay and allowances owing in final pay period up to and including the date of death.</li> <li>Annual leave balance, Lieu Time Off balance, and Operational Availability/Operational Readiness balance paid in cash, taxed at source (payable to Estate).</li> </ul> <b><u>Balance of Pay for the Month of Death</u></b> <ul style="list-style-type: none"> <li>If a member dies with at least one year of service, the balance of his/her salary for the month in which death occurred is paid to the member's estate. It is not necessary for the member to have been remunerated in that month, to be eligible for this benefit. <ul style="list-style-type: none"> <li>Amount equals total of member's annual salary and annual pensionable allowances on the date of death divided by</li> </ul> </li> </ul>

<p>260.88 and multiplied by the number of workdays remaining in the month following date of death</p> <ul style="list-style-type: none"> <li>○ Reported as “death benefit” on T4A/Relevé-1 issued to survivor or estate</li> </ul> <p><b><u>Death Gratuity</u></b></p> <ul style="list-style-type: none"> <li>• If a member dies with two or more years of service, a gratuity equal to two months of salary is paid to the member’s estate <ul style="list-style-type: none"> <li>○ Amount equal to member’s annual salary and annual pensionable allowances on date of death divided by 12 and multiplied by two</li> <li>○ Reported as “death benefit” on T4A/Relevé-1 issued to survivor or estate</li> </ul> </li> </ul> <p><b><u>Severance Pay</u></b></p> <ul style="list-style-type: none"> <li>• Severance pay for each complete and partial year of continuous employment, less any period of service for which severance pay or pay in lieu of severance pay has already been paid</li> <li>• Payable to the estate</li> <li>• Cannot be made payable to a surviving spouse</li> <li>• Reported as “death benefit” on T4A/Relevé-1 issued to survivor or estate</li> </ul> <p><b><u>Income Tax Act</u></b></p> <ul style="list-style-type: none"> <li>• Allows tax-free death benefits equal to the lesser of either \$10,000 or an amount equal to the employee’s salary for the last year of employment</li> </ul>	<p>260.88 and multiplied by the number of workdays remaining in the month following date of death</p> <ul style="list-style-type: none"> <li>○ Reported as “death benefit” on T4A/Relevé-1 issued to survivor or estate</li> </ul> <p><b><u>Death Gratuity</u></b></p> <ul style="list-style-type: none"> <li>• If a member dies with two or more years of service, a gratuity equal to two months of salary is paid to the member’s estate <ul style="list-style-type: none"> <li>○ Amount equal to member’s annual salary and annual pensionable allowances on date of death divided by 12 and multiplied by two</li> <li>○ Reported as “death benefit” on T4A/Relevé-1 issued to survivor or estate</li> </ul> </li> </ul> <p><b><u>Severance Pay</u></b></p> <ul style="list-style-type: none"> <li>• Severance pay for each complete and partial year of continuous employment, less any period of service for which severance pay or pay in lieu of severance pay has already been paid</li> <li>• Payable to the estate</li> <li>• Cannot be made payable to a surviving spouse</li> <li>• Reported as “death benefit” on T4A/Relevé-1 issued to survivor or estate</li> </ul> <p><b><u>Income Tax Act</u></b></p> <ul style="list-style-type: none"> <li>• Allows tax-free death benefits equal to the lesser of either \$10,000 or an amount equal to the employee’s salary for the last year of employment</li> </ul>	<p>260.88 and multiplied by the number of workdays remaining in the month following date of death</p> <ul style="list-style-type: none"> <li>○ Reported as “death benefit” on T4A/Relevé-1 issued to survivor or estate</li> </ul> <p><b><u>Death Gratuity</u></b></p> <ul style="list-style-type: none"> <li>• If a member dies with two or more years of service, a gratuity equal to two months of salary is paid to the member’s estate <ul style="list-style-type: none"> <li>○ Amount equal to member’s annual salary and annual pensionable allowances on date of death divided by 12 and multiplied by two</li> <li>○ Reported as “death benefit” on T4A/Relevé-1 issued to survivor or estate</li> </ul> </li> </ul> <p><b><u>Severance Pay</u></b></p> <ul style="list-style-type: none"> <li>• Severance pay for each complete and partial year of continuous employment, less any period of service for which severance pay or pay in lieu of severance pay has already been paid</li> <li>• Payable to the estate</li> <li>• Cannot be made payable to a surviving spouse</li> <li>• Reported as “death benefit” on T4A/Relevé-1 issued to survivor or estate</li> </ul> <p><b><u>Income Tax Act</u></b></p> <ul style="list-style-type: none"> <li>• Allows tax-free death benefits equal to the lesser of either \$10,000 or an amount equal to the employee’s salary for the last year of employment</li> </ul>
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**Counselling Services offered through a Memorandum of Understanding between Veterans Affairs Canada (VAC), Health Canada's Employee Assistance Services (EAS), and the RCMP**

<b>Line of Duty Death</b>	<b>Deemed Line of Duty Death</b>	<b>Non Line of Duty Death</b>
<p><b><u>Bereavement Counselling Services</u></b></p> <ul style="list-style-type: none"> <li>Services offered to families of RCMP members whose death was in the line of duty or as a result of suicide. Refer to definition of family for the purposes of these services</li> <li>Services provide a comprehensive bereavement care approach involving assessment, counselling (short and long term) and case management.</li> <li>Total number of hours will depend upon the initial assessment.</li> <li>Services are not unlimited. They will be offered until such time as the treating mental health professional and the Health Canada's EAS' case manager determine the client has the necessary tools to manage their grief on a go forward basis.</li> <li>All services are provided in the strictest confidence between the client and their mental health provider, unless dictated by Canadian Law. <ul style="list-style-type: none"> <li>Where a client poses a risk or danger to themselves or others, the mental health professional is bound by their Professional Order or College regulations to report the situation to the appropriate authority.</li> </ul> </li> <li>To access these services, the family member <b>MUST</b> contact VAC Assistance Services at <b>1-800-268-7708</b></li> <li>In order to access this service, the family member <b>MUST</b> use the mental health care professional provided by VAC</li> </ul>	<p><b><u>Bereavement Counselling Services</u></b></p> <ul style="list-style-type: none"> <li>Services offered to families of RCMP members whose death was in the line of duty or as a result of suicide. Refer to definition of family for the purposes of these services</li> <li>Services provide a comprehensive bereavement care approach involving assessment, counselling (short and long term) and case management.</li> <li>Total number of hours will depend upon the initial assessment.</li> <li>Services are not unlimited. They will be offered until such time as the treating mental health professional and the Health Canada's EAS' case manager determine the client has the necessary tools to manage their grief on a go forward basis.</li> <li>All services are provided in the strictest confidence between the client and their mental health provider, unless dictated by Canadian Law. <ul style="list-style-type: none"> <li>Where a client poses a risk or danger to themselves or others, the mental health professional is bound by their Professional Order or College regulations to report the situation to the appropriate authority.</li> </ul> </li> <li>To access these services, the family member <b>MUST</b> contact VAC Assistance Services at <b>1-800-268-7708</b></li> <li>In order to access this service, the family member <b>MUST</b> use the mental health care professional provided by VAC</li> </ul>	<p><b><u>Bereavement Counselling Services</u></b></p> <p>N/A</p>

<p>Assistance. No exceptions will be authorized.</p> <ul style="list-style-type: none"> <li>All professionals provided by VAC have been vetted and security cleared.</li> </ul> <p><b><u>Counselling Services for former Members and their families</u></b></p> <ul style="list-style-type: none"> <li>Services are available to family members – Refer to the definition of family for the purposes of this type of counselling service.</li> <li>Services are available for issues that are deemed short to medium term in length</li> <li>May not exceed 20 hours per issue</li> <li>All services are provided in the strictest confidence between the client and their mental health provider, unless dictated by Canadian Law. <ul style="list-style-type: none"> <li>Where a client poses a risk or danger to themselves or others, the mental health professional is bound by their Professional Order or College regulations to report the situation to the appropriate authority.</li> </ul> </li> <li>To access these services, the family member <b>MUST</b> contact VAC Assistance Services at <b>1-800-268-7708</b></li> <li>In order to access this service, the family member <b>MUST</b> use the mental health care professional provided by VAC Assistance. No exceptions will be authorized. <ul style="list-style-type: none"> <li>All professionals provided by VAC have been vetted and security cleared.</li> </ul> </li> </ul>	<p>Assistance. No exceptions will be authorized.</p> <ul style="list-style-type: none"> <li>All professionals provided by VAC have been vetted and security cleared.</li> </ul> <p><b><u>Counselling Services for former Members and their families</u></b></p> <ul style="list-style-type: none"> <li>Services are available to family members – Refer to the definition of family for the purposes of this type of counselling service.</li> <li>Services are available for issues that are deemed short to medium term in length</li> <li>May not exceed 20 hours per issue</li> <li>All services are provided in the strictest confidence between the client and their mental health provider, unless dictated by Canadian Law. <ul style="list-style-type: none"> <li>Where a client poses a risk or danger to themselves or others, the mental health professional is bound by their Professional Order or College regulations to report the situation to the appropriate authority.</li> </ul> </li> <li>To access these services, the family member <b>MUST</b> contact VAC Assistance Services at <b>1-800-268-7708</b></li> <li>In order to access this service, the family member <b>MUST</b> use the mental health care professional provided by VAC Assistance. No exceptions will be authorized. <ul style="list-style-type: none"> <li>All professionals provided by VAC have been vetted and security cleared.</li> </ul> </li> </ul>	<p>Assistance. No exceptions will be authorized.</p> <ul style="list-style-type: none"> <li>All professionals provided by VAC have been vetted and security cleared.</li> </ul> <p><b><u>Counselling Services for former Members and their families</u></b></p> <ul style="list-style-type: none"> <li>Services are available to family members – Refer to the definition of family for the purposes of this type of counselling service.</li> <li>Services are available for issues that are deemed short to medium term in length</li> <li>May not exceed 20 hours per issue</li> <li>All services are provided in the strictest confidence between the client and their mental health provider, unless dictated by Canadian Law. <ul style="list-style-type: none"> <li>Where a client poses a risk or danger to themselves or others, the mental health professional is bound by their Professional Order or College regulations to report the situation to the appropriate authority.</li> </ul> </li> <li>To access these services, the family member <b>MUST</b> contact VAC Assistance Services at <b>1-800-268-7708</b></li> <li>In order to access this service, the family member <b>MUST</b> use the mental health care professional provided by VAC Assistance. No exceptions will be authorized. <ul style="list-style-type: none"> <li>All professionals provided by VAC have been vetted and security cleared.</li> </ul> </li> </ul>
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<b>Appendix 15 – Other Resources</b>		
<ul style="list-style-type: none"> <li>• A copy of Appendix 15 – Other Resources will be provided to the survivors during the family visit by NCS staff.</li> </ul>	<ul style="list-style-type: none"> <li>• A copy of Appendix 15 – Other Resources will be provided to the survivors during the family visit by NCS staff.</li> </ul>	<ul style="list-style-type: none"> <li>• A copy of Appendix 15 – Other Resources should be provided to the survivors by the DFLO.</li> </ul>



## Appendix 7 Request for Payment of Funeral Services

Use Government of Canada memo template – [GC-22](#)

Protected A

TO: X.X. XXXXXXXXXX, A/Commr.  
Commanding Officer "X" Division

FROM: Insp. XXXXXXXXX  
EMRO - "X" Division

DATE: \_\_\_\_\_, 20\_\_

SUBJECT: FUNERAL EXPENSES – (Rank, Name, REG#)\_\_\_\_\_

Sir,

Request your approval for payment of the following expenses in relation to our late colleague, \_\_\_\_\_, REG# \_\_\_\_\_, in accordance with NCM II.10 (Funeral and Burial Entitlements). Each expense has been referred to the policy and attached invoices for your convenience and follow up.

### National Compensation Manual 2.11 Death Benefits, Funeral, and Burial Entitlements

*3. 6. 5. Effective 2016-04-01, the CO may authorize up to \$15,643 to defray funeral expenses of a member, when one funeral director is involved in Canada.*

*3. 6. 6. The CO may authorize an additional amount of up to 7.9% of the amount outlined in sec. 3.6.5. to offset costs when the death occurred other than the place of the Canadian burial site, to be paid toward the cost of a second funeral director, if required.*

\* \_\_\_\_\_ Funeral Homes, \_\_\_\_\_, (province), was retained by the family for the services provided in (city). In addition, \_\_\_\_\_ Funeral Service Ltd, \_\_\_\_\_, (province), was retained as a second director for (Mbr) 's burial in \_\_\_\_\_, (City/ province).

\* Total eligible cost for both services is \$ \_\_\_\_\_. Appendix "A" & "B" refer.

*3. 4. 1. The cost of a plot for earth burial, a concrete or similar enclosure, when necessary, or a columbarium niche for interment of the remains at a provincially registered cemetery, at local prevailing rates, is the RCMP's responsibility. Any additional associated costs to accommodate family, including a larger plot or niche will be at the estates expense.*

*3. 4. 1. 1. Ensure invoices specify the value of a single plot or niche.*

\* A plot was purchased from the Town of \_\_\_\_\_, (province), at an eligible cost of \$ \_\_\_\_\_. Appendix "C" refers.

*3. 5. 1. The cost of perpetual care, and the labour costs to open and close the member's burial site, will be paid at public expense. \_ Funeral Services provided at an eligible cost of \$\_, inclusive of cost related to a one concrete or similar enclosure, when required by the cemetery. Appendix "B" refers.*

\* 1. 8. The payment of all applicable taxes on items listed in this policy will be authorized, in addition to the amounts stated. Taxes totaled \$\_\_\_\_\_. Appendix "A", "B" & "C" refer.

\* 3. 8. 1. For Canadian burials of members, when burial takes place other than where the death occurred, transportation costs of the remains will be covered at public expense to the burial location. Transportation services to\_\_\_\_\_, (province) for \_\_ (Mbr) was provided by\_\_\_\_\_ Funeral Homes at an eligible cost kilometer for a total cost of \$\_\_\_\_\_. Appendix "A" refers.

3. 8. 2. When burial takes place, other than the permanent place of residence of those described in sec. 3.8.2.1. and 3.8.2.2., at a location in Canada within one year of the member's death, the actual and most reasonable form of return commercial transportation within Canada will be made at public expense to the place of burial, for:

3. 8. 2. 1. the survivors, as defined in sec. 1.9., from his/her permanent place of residence; and

3. 8. 2. 2. the deceased member's parents, adoptive parents or step-parents, from his and/or her permanent place of residence. The Commissioner/delegate may approve a family member or an alternate to accompany the widowed parent, or the widowed adoptive or step-parent.

3. 8. 3. If burial is outside of Canada, the remains will be transported to the Canadian departure point.

\* \_\_ (Mbr) 's widow/ widower,\_\_\_\_\_, traveled via commercial vehicle from her place of residence, \_\_\_\_\_, (province) to\_\_\_\_\_, (province) and return. Eligible reimbursement is at for a total of \$\_\_\_\_\_.  
\_\_\_\_\_.

Total Funeral Expenses: \$\_\_\_\_\_

GST: \$\_\_\_\_\_

Insp. XXXXXXXXXXXXX

EMRO

"X" Division

APPROVED: \_\_\_\_\_

X.X. XXXXXXXXXXXX, A/Commr.  
Commanding Officer "X" Division

Attachments: Appendix A/B/C

## Appendix 8 Request to CO for approval of BTF application for reception costs

*Use Government of Canada Memo template – [GC-22](#)*

Protected A

TO: X.X. XXXXXXXX, A/Commr.,  
Commanding Officer, "X" Division

FROM: S/Sgt. XXXXXXXXXXXX  
(CIFM position)  
(regular position)  
"X" Division

**SUBJECT: (Rank, Name of fallen member), Reg. # \_\_\_\_\_, Funeral Expenses, Members'**

Pursuant to FMM 9.7.2.3, and on behalf of the family of (fallen member name), I am requesting payment of the cost of the reception held following the funeral service (date).

The service was held in (city/town), (province). The reception was held at (location of reception) following the service. The reception featured non-alcoholic beverages, sandwiches, and desserts.

Funding for such a reception is \$3,000.00. In this case the reception cost was \$ XXXX.XX for the luncheon.

I am requesting that the Benefit Trust Fund Committee consider payment for this reception, and that the cheque be mailed directly to:

(Payee name and address)

S/Sgt. XXXXXXXX  
(CIFM position)  
(regular position)  
"X" Division

## Appendix 9 Request to BTF from CO for repayment of reception costs

Use Government of Canada Memo template – [GC-22](#)

Protected A

TO: Secretary Benefit Trust Fund

FROM: XXXX, XXXXX, A/Commr.  
Commanding Officer, "X" Division

**SUBJECT: Funeral Reception Expenses – (RANK, NAME OF FALLEN MEMBER), REG# \_\_\_\_\_**

Please find attached a request for payment of reception costs, stemming from the recent funeral of (NAME OF FALLEN MEMBER). As noted in the submission by S/Sgt. XXXXXXXX, the reception costs are less than the allotted funding of \$3,000.00.

I am requesting that the Benefit Trust Fund Committee consider payment for this reception in the amount of \$\_\_\_\_\_, and the cheque be mailed directly to:

Mr./Mrs. (PAYEE)  
(ADDRESS)

Thank you for your consideration of this matter.

X.X. XXXXXXXX, A/Commr,  
Commanding Officer "X" Division

cc: S/Sgt. XXXXXXXXXXXXX, "X" Division

## Appendix 10 RCMP Pipes & Drums request directive



### Royal Canadian Mounted Police Pipes & Drums

June 12, 2015

Sergeant Major Ben Guilbault  
RCMP National Headquarters  
73 Leikin Drive

Ottawa, ON, K1A 0R2

Dear SM Guilbault:

I am writing on behalf of the national program of RCMP Pipes & Drums, as represented by its National Executive Council (NEC), to provide input to your drafting of the 'Critical Incident Response for Fallen Officers' (CIR). We understand that, under the direction of Corps Sergeant Major Campbell, the Warrant Program has undertaken this drafting exercise so as to ensure that all aspects of the Force's response to the death or serious injury of member(s) of the Force while on duty are framed within one operational policy.

Our active offer of service is fundamentally in support of the ceremonial aspect of your over-all CIR policy. With seven (7) bands located across the country, we are well positioned to answer the call from the Warrant Program. Bands are currently situated in Vancouver, Edmonton, Regina, Ottawa, Montreal, Moncton and Halifax. We self-govern and subscribe to national standards having to do with uniform, drill and deportment, much like your program. In our case we also maintain national standards in musical competency and performance repertoire. Furthermore, our program has considerable experience in deploying elements of two or more bands and parading together as a composite RCMP band of pipes & drums.

A further elaboration of our active offer of service provides for:

- single point of contact for pipes & drums in your CI response protocol;
- provision of advice and guidance regarding best use and deployment of band assets;
- deployment of an RCMP (composite) band and/or solo piper or trumpeter; and
- delegated responsibility to coordinate deployment of other bands, integrated with RCMP.

We undertake to maintain an updated list of division-level band contacts that would form a technical annex to your policy. We would encourage you to register both the NEC Chair and Secretary as primary points of contact once the decision has been taken to invoke your CI response protocol.

- NEC Chair, Wayne Moug, [waynemoug@eastlink.ca](mailto:waynemoug@eastlink.ca), 902-452-9106
- NEC Secretary, Graham Muir, [grahammuir@rogers.com](mailto:grahammuir@rogers.com), 613-878-3509

Over the years our program has garnered considerable experience parading in support of other municipal/regional police memorial services. I believe we may have insight that would serve well in reviewing options for processional and recession configuration. Likewise, we are able to provide advice with respect to appropriate music selection in support of both the Force and family(s) affected. Our program has introduced a piper's lament entitled 'The Fallen' commemorating Mayerthorpe. Likewise, we have put back into use traditional (1882) NWMP bugle calls, including Last Post and Reveille.

Once you are comfortable with a working draft of the policy, it may be useful for Pipe Major Moug and me to review and provide more substantive feedback. We are at your service, sir.

Best regards;

A handwritten signature in black ink, appearing to read 'R. Graham Muir'. The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

R. Graham Muir, A/Commr. ret'd  
Secretary, National Executive Council (NEC)

copy: Al McCambridge, Corps Sergeant Major  
Mike Cote, Insp., Director Strategic Partnerships & Heritage  
Wayne Moug, NEC Chair

# Appendix 11 Sample Memorial Service Seating Plan

## L1— VVIP:

Lieutenant Governor, Spouse  
Prime Minister, Spouse  
Provincial Premier, Spouse  
RCMP Commissioner, Spouse  
Commanding Officer, Spouse  
OIC Detachment, Spouse

## L2 — Aide-de-Camp (LG)

Protection (LG)  
Bodyguards (PM & Premier)  
Executive Officer to Commr.  
Corps Sergeant Major (C/S/M)  
EMRO  
Executive Officer to CO  
Fillers (Senior Executive Level)

## L3 — Pall bearers (8)

Hat bearer (2)  
Stetson bearer  
Bearer Party Commander

## L4 — Senior Executive Committee Members

## L5 — Retired Senior RCMP Members

## L6 — VIP OTHERS:

MLAs, MPs, Mayors,  
Councilors

## R1— Family: Spouse of Deceased, Children

Please add the others considered for family  
in the NCM definitions.

## R2— Family Friends, Coworkers of spouse (100)

## R3— Honorary Pallbearers (8)

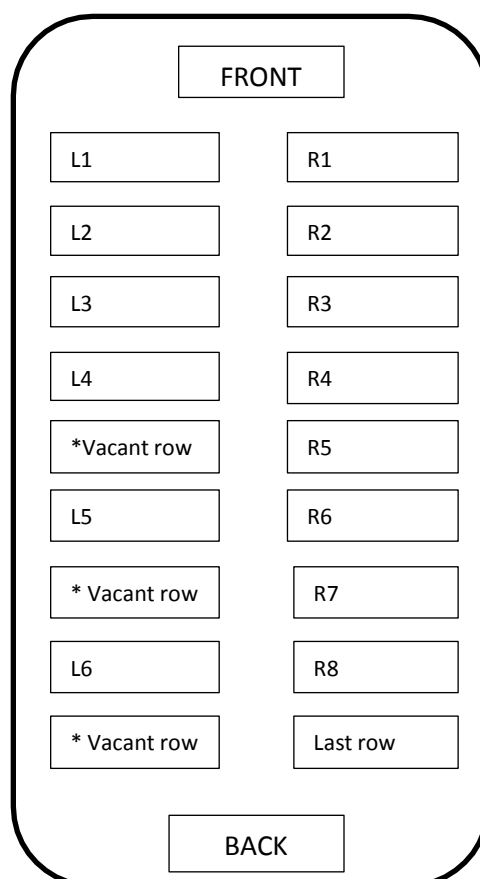
## R4— Troopmates / Detachment Members

## R5—Municipal Employees (Public Service employees, Civilian Members)

## R6— Divisional Members

## R7/R8— Other Members (preferably in Red Serge)

## Last Row— Warrant Officers



**\* Notes to the Seating Arranger:**

- L1, L2, R1, R2 indicate the order of priority, not the rows numbers;
- The Seating Arranger should keep track of the list of VIP's using an EXCEL Spreadsheet by alphabetical order and by zone;
- It is suggested to print an enlarged version of the seating plan (approx. 3 x 4 feet) to help planning the seating arrangement;
- Place a sticker with the name of the guest on the chairs in the VVIPs seats;
- Provide a pass indicating assigned row (L6, L7, ...) to VIP Others when they pre-register;
- Unless requested by the family of the deceased, the public is to be seated in the overflow facilities. The overflow facility is a separate location where the public can view the funeral broadcasted on television;
- The bugler should be located in the front top right bleacher and the piper in the front top left bleacher. This will help coordinating with the technical sound team;
- Marching members should be assigned to seats starting from the back to the front;
- There should be plenty of room to adjust for changes in seating arrangements. Vacant rows help with unforeseen changes.
- Leave extra space for Senior RCMP members.
- Immediate family – Are they walking in with the family during the funeral or are they being seated?
- Liaise with provincial Protocol Unit – confirmation of attendance.
- Public Screening.
- Standing room – Keep space for mobility impaired attendees.
- Time: What time will the building be opened.
- Radio System: RCMP Veteran Volunteers.
- Storage for Pipes and Drums.
- Parking Liaison: Identify parking for: PM, GG, LG etc.
- Ensure that an assistant is identified i.e. Local NCO.
- Volunteer training:
  - Practice and dry run
  - Identify team leaders
  - Seating Protocol must be followed – if guest is not on list direct to the overflow area.
- Hand out programs for bowl seating at entrance
- Identify area for Veterans to rest – get refreshments
- Determine unusable seating areas in venue due to stage and curtain.
- Day of service: Briefing of Volunteers.



## Appendix 12 Family Residence Security Roster

NOK FAMILY HOUSE/RESIDENCE SECURITY ROSTER				
<p>Location: _____</p> <p><i>NOTE: If security is required at a second residence, please complete a separate roster.</i></p>				
I/C	House	security: _____		
_____		Phone: _____		
_____		Cell: _____		
Admin Team	contact	(Assisting	officer/Peer/Labour	rep): _____
Phone: _____		Cell: _____		
Type of security requested by Admin Team: _____				
_____				
_____				
_____				
_____				
_____				
_____				
_____				

### Roles and shifts of Security Team

NAME	PHONE	ROLE	SHIFT

**Security Plan**

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**Additional assistance**

NAME	PHONE	ROLE	SHIFT

Is there any requirement to provide security at a second residence?      YES      NO

## Appendix 13 Notification – Death of an Active Member

Originator Name				Division	
Phone		Fax			
<b>a) Proper Full Name of Member</b>	<b>Rank / First name / Middle Name / LAST NAME</b>				
<b>b) Member Address (Including Postal Code)</b>					
<b>c) Regimental Number</b>		<b>d) HRMIS Number</b>			
<b>e) Date of Birth</b>	<b>YYYY-MM-DD</b>	<b>f) Date of Death</b>	<b>YYYY-MM-DD</b>		
<b>g) Social Insurance Number (SIN)</b>					
<b>h) Cause of Death</b>					
<b>i) City of Residence</b>		<b>j) Province of Residence</b>			
<b>k) Next of Kin</b>					
Full Name					
Address					
Postal Code					
E-mail					
Language of preference		Relationship to deceased			
Contact Phone Number		Date of Marriage/Common-Law			
Date of Birth		Social Insurance Number (SIN)			
Surviving Children (Proper full names. Include middle names and date of birth)	<b>Name:</b>		<b>(DOB:</b>	)	
	<b>Name:</b>		<b>(DOB:</b>	)	
	<b>Name:</b>		<b>(DOB:</b>	)	
<b>l) The deceased has a spouse</b>	<b>By marriage</b>		<b>By common-law</b>		
<b>m) Current Spouse or Common-law Spouse (if different than NOK identified in j)</b>					
Name					
Address					
Postal Code					
E-mail					
Language of preference		Contact Phone Number			
Date of Birth		Social Insurance Number (SIN)			
Date of Marriage/Common-Law					
<b>n) Married or cohabiting with another (Regular, S/Cst. or Civilian) Member?</b>					<b>YES or NO</b>
Member's Full Name					
Regimental Number		HRMIS Number			
<b>o) BC Medical coverage</b>		Last Deduction (MMM/YYYY)	Pay Operations to complete		
<b>p) PSHCP</b>	Certificate Number	Pay Operations to complete	Last Deduction (MMM/YYYY)	Pay Operations to complete	
<b>q) Pay inactivated</b>	Pay Operations to complete	Payment(s) cancelled (PP/YYYY)		Pay Operations to complete	
<b>r) GWL basic life insurance \$10,000 advance requested?</b>		<b>YES or NO</b>			

## Appendix 14 - Required Documents

National Compensation Services Insurance and Pension representatives require the documents listed below to process insurance, superannuation, VAC, Canada Pension Plan (CPP) and Survivor Income Plan (SIP) benefits. **All documents must be certified**

Documents	Number of <b>CERTIFIED</b> Copies
Birth Certificates for deceased member, surviving spouse and children	1 each
Death/Funeral Home Certificate	3 (originals)
Police Report/Coroner Report citing medical cause of death (only required in the event of an accidental death/suicide)	2 (originals)
Marriage Certificate	2
Direct Deposit information – Must be completed by the financial institution or provide a void cheque	2
Permanent resident card (front and back) or confirmation of permanent residency if surviving spouse has permanent resident status	1 <b>Does not need to be Certified</b>
Insurance Number issued if deceased member worked in another Country	Required for CPP <b>Does not need to be Certified</b>

### Advance Questions

- Did the deceased member ever live or work in another country? If so, please provide the insurance number issued to the deceased member by that Country.
- Is there a Will? If so, please provide the name of the executor, their address and phone number.
- Is the surviving spouse a federal public servant?
- Please forward SIN numbers for the deceased member, surviving spouse and children as soon as possible to NCS pension and insurance representative.
- Is the surviving spouse a Canadian citizen?

## Appendix 15 Other Resources

### 1. RCMP Veterans' Association

<https://rcmpva.org/index.php/welcome-national-fr/association-en/resources-en/maintiens-le-droit-trust-fund-en/>

The Maintiens Le Droit Fund is the charity arm of the RCMP Veterans Association. For further information please contact the Secretary, MLD Trust Fund via email: [mldtrustfund@gmail.com](mailto:mldtrustfund@gmail.com).

The general purpose of the Maintiens Le Droit Trust Fund is to both promote and support causes of a benevolent nature that arise from time-to-time and which serve the interests of RCMP Veterans and their families; and, if necessary, to provide them with direct help through financial assistance.

### 2. Police and Peace Officers' Memorial Ribbon Society

<http://www.memorialribbon.com/index.php>

The Police & Peace Officers' Memorial Ribbon Society is dedicated to remembering all Police and Peace Officers in Canada who have died while serving their communities. The purpose of the Society, through this website, is to raise funds through donations and the sale of related merchandise so that the Society can continue its mission of assisting grieving families, helping to establish memorials and monuments, and providing scholarships to the children of fallen Police and Peace Officers.

### 3. RCMP Foundation

<http://www.rcmp-f.ca/>

The RCMP Foundation (formerly known as the Mounted Police Foundation) is a registered charitable organization. Since its introduction in 1994 the RCMP Foundation has donated over \$9 million dollars directly to Canadian community groups to support hundreds of initiatives for the benefit of youth at risk.

Memorial donations may be made to this fund in honour of a fallen member.

### 4. Royal Legion Poppy Trust Fund

<http://www.legion.ca/remembrance/donate-to-the-poppy-fund/use-of-the-poppy-funds>

Through your donations to the Legion Poppy Fund, the Legion provides financial assistance and support to Veterans, including Canadian Armed Forces and RCMP, and their families who are in need.

### 5. RCMP National Scholarship Program

The RCMP National Scholarship Program is administered through the Benefit Trust Fund (BTF) Advisory Committee. Once a year, 50 scholarships of \$1,000 each are awarded to help pay for tuition at a recognized Canadian university or college. The program is open to direct dependents of Regular members, Civilian members and retired or former members of the RCMP (including CSIS).