

## PUBLIC ORDER EMERGENCY COMMISSION

### INSTITUTIONAL REPORT – PUBLIC SERVICE AND PROCUREMENT CANADA

#### 1.0 DEPARTMENT OVERVIEW

##### A. Responsibilities as a department

1. Public Services and Procurement Canada (PSPC) is a key provider of goods and services that helps federal departments and agencies meet their mandated objectives. Its mission is to deliver central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions. The department includes 19 branches that are responsible for providing and managing services to the Government of Canada, Canadians, and, internally, to the department. PSPC also manages a Special Operating Agency, the Translation Bureau and pension administrator.
2. With over 16,500 employees across the country, and offices located in communities from coast to coast to coast, PSPC manages an annual budget of over \$4 billion.
3. The *Department of Public Works and Government Services Act*,<sup>1</sup> passed in 1996, established the current department and set out the legal authorities for PSPC's services.
4. As a common service organization providing government departments, boards and agencies with support services, PSPC delivers on its mandate through the following core responsibilities:
  - o Purchase of goods and services: PSPC purchases goods and services on behalf of the Government of Canada.
  - o Payments and accounting: PSPC collects revenues and issues payments, maintains the financial accounts of Canada, issues financial reports, and administers payroll and pension services for the Government of Canada.
  - o Property and infrastructure: PSPC provides federal employees and parliamentarians with workspace; builds, maintains and manages federal properties and other public works such as bridges and dams, heritage assets and the Parliamentary Precinct; and provides associated services to federal organizations.
  - o Government-wide support: PSPC provides administrative services and tools to federal organizations that help them deliver programs and services to Canadians.

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<sup>1</sup> *Department of Public Works and Government Services Act*, SC 1996, c 16.

## **B. Organizational and Reporting Structure**

5. PSPC's organization and reporting structure can be found here: <https://www.tpsgc-pwgsc.gc.ca/apropos-about/org-eng.html>.
6. Of PSPC's 19 branches, the ones having particular relevance for the purposes of this report include:
  - Real Property Services Branch (RPS): RPS is the Government of Canada's real property expert and manages PSPC's real estate portfolio. This includes office accommodation for Parliamentarians and more than 260,000 public servants, project management, real estate services and specialty services, the management of federal engineering assets such as bridges, dams, highways and dry docks, and the acquisition and disposal of federal real property.
  - Departmental Oversight Branch (DOB): The DOB oversees all aspects of departmental security and emergency management.
  - Procurement Branch (PB): PB is responsible for procuring goods and services on behalf of federal government departments and agencies.
  - Science and Parliamentary Infrastructure Branch (SPIB): SPIB is responsible for the restoration and modernization of the buildings and grounds of Parliament Hill; supporting Parliamentary partners in managing operations in Parliamentary buildings; providing accommodation for the Prime Minister's Office and the Privy Council Office (PCO), as well as managing all the buildings in the Parliamentary Precinct, including retail and commercial space on the north side of Sparks Street, buildings located north of Wellington between Kent and Elgin and the three city blocks located between Wellington, Sparks, Elgin and Bank. The area also includes some ground assets (parking, north escarpment, and part of the river pathway).<sup>2</sup>

## **C. Division of federal Crown owned land throughout Ottawa and responsibilities regarding the land (in comparison to other departments)**

7. PSPC provides federal departments and agencies with office and common use accommodation. In addition, the department administers and maintains various public works, such as buildings, bridges and dams, the Parliamentary Precinct and other heritage assets.
8. In Ottawa, excluding buildings in Gatineau, PSPC is custodian of 126 buildings and 131 parcels of land and 6 engineering assets.<sup>3</sup>
9. Custody of the 5 interprovincial crossings in the National Capital Area is divided between PSPC and the National Capital Commission (NCC). PSPC operates the Alexandra Bridge, the

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<sup>2</sup> Parliamentary Precinct Property Ownership Map (PB.CAN.00000478).

<sup>3</sup> Buildings in Proximity – Police Perimeter, PSPC Real Property Inventory.

Chaudière Crossing, the Macdonald-Cartier Bridge, and the Rideau Falls Dam, while the NCC is responsible for the Portage Bridge and Champlain Bridge. PSPC is also the custodian of two heating plants (Supreme Court and Tunney's Pasture).

10. PSPC is not the only custodian of federal real property, land and infrastructure, in Ottawa. Departments and other Crown entities such as the NCC are responsible for managing the real property under their administration in accordance with their mandate and operational objectives.
11. The Directory of Federal Real Property is the central record and only complete listing of real property holdings of the Government of Canada. The Directory can be found here: <https://www.tbs-sct.gc.ca/dfrp-rbif/home-accueil-eng.aspx>. It is administered by the Real Property and Material Policy Directorate of the Treasury Board Secretariat.
12. A summary of a search of the directory for properties and buildings in the municipality of Ottawa can be found here: [Summary of Results | Treasury Board of Canada Secretariat \(tbs-sct.gc.ca\)](#).
13. Client departments, agencies and crown corporations will be able to provide information on specific properties under their custodianship.

## **2.0 Role in Response to the Blockades and Protests**

14. In general, PSPC played a supporting role to other government departments and agencies during the blockades and protests. Given the nature of PSPC's mandate, there were not many areas in which PSPC acted independently or unilaterally: for example, when it came to procuring services related to the installation, movement of fencing or barriers around properties that it did not own, PSPC could only act in response to requests from other organizations.
15. PSPC did not have any security role in relation to the events surrounding the blockades and protests. As discussed further below, during the relevant time period, PSPC was mainly focused on taking measures to ensure the security of properties it owns, and coordinating the same where PSPC has lease agreements in Ottawa, by collecting and monitoring information about the events as it pertained to the areas within its mandate. The Department pro-actively explored options for how PSPC might help if it received certain types of requests from other organizations, and supporting those requests that it did receive from other government departments or law enforcement agencies.

### **A. Contingency plan, if any, PSPC put in place in response to incoming "Freedom Convoy 2022"**

16. PSPC managed its response to the events surrounding the blockades and protests following the governance structure outlined in its Departmental Strategic Emergency Management Plan and

the Emergency Management Framework<sup>4</sup> put in place pursuant to the *Emergency Management Act*.<sup>5</sup> The Departmental Emergency Operations Centre (DEOC) (part of DOB) is a core part of this Framework and serves as PSPC's central emergency management and coordination facility.

17. The DEOC is designed to respond to all-hazard emergency situations in a timely and efficient manner and ensure the continuity of departmental critical and priority services and activities. The DEOC is formally activated once a Departmental Crisis Management Team (DCMT) is convened. Once activated, the DEOC is meant to be the trusted single point of information intake for PSPC from all other federal emergency management partners, including Public Safety's Government Operations Centre (GOC).<sup>6</sup> The DEOC gathers the players involved in the management of an event and shares situational awareness products.
18. In the context of the events surrounding the blockades and protests, the DEOC was activated on January 28, 2022. It brought together RPS, SPIB and DOB representatives, as well as those from the NCC, and later PB and the Receiver General and Pension Branch (with respect to seized assets).<sup>7</sup> Activating DEOC allowed PSPC to convene regular meetings of personnel department-wide in order to gather information, share situational awareness and address issues as they arose. The primary community involved was the Director General level meeting of the DCMT, which met regularly throughout the event. At times, these meetings occurred two or three times a day. In addition, ad hoc telephone conversations took place between business lines and ADMs to ensure that business lines were briefing their senior management as required.
19. For its part, the Real Property Services Operations Centre (RPS OC) acted as the source of situational awareness and communication for incidents or planned/unplanned events that had the potential to, or were disrupting the operations of, buildings and engineering assets. RPS OC has a national role to provide an integrated approach to operations by consolidating the oversight of PSPC's Real Property Services operations. RPS OC established an incident command center on January 27<sup>th</sup>, and extended its activities into the DEOC the next day, to ensure an integrated and coordinated response when monitoring the event and in supporting clients in the vicinity. This was especially applicable for the Supreme Court of Canada, given that judges and other staff continued to require access to the building throughout the protest and because concerns existed related to large/heavy vehicles parking on the podium, which is the top of the underground garage, due to load restrictions. RPS's extended incident command center was active from January 27, 2022, to coordinate activities over the duration of the blockades and protests, with employees on stand-by and ready to respond to safety-related and other needs at PSPC crown-owned and leased management assets.
20. Finally, SPIB oversees the maintenance and stewardship of the Parliamentary Precinct assets and grounds. For the duration of the blockades and protests, SPIB Operations sector put together a 24/7

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<sup>4</sup> Emergency Response Framework.

<sup>5</sup> *Emergency Management Act*, S.C. 2007, c. 15.

<sup>6</sup> "Re: 12:15 Convoy Update", Email from Catherine Poulin to Paul Thompson dated January 29, 2022. (PB.CAN.00000384).

<sup>7</sup> "Re: 12:15 Convoy Update", Email from Catherine Poulin to Paul Thompson dated January 29, 2022. (PB.CAN.00000384).

coverage schedule for the Parliamentary Precinct assets and grounds. Typically, SPIB operations would only have stand-by personnel for any overnight/after hour requests. Due to the ongoing challenge of easily accessing the downtown core and more specifically the Parliamentary Precinct for all service employees, the 24/7 Operations team was put in place during the blockades and protests and was in place from January 28 to February 27, 2022. Personnel were on site 24/7 to be able to quickly answer all service requests related to building operations and/or to the ongoing demonstration (vandalism, overnight operational needs, implementation of security or health and extra safety measures, etc.).<sup>8</sup>

## **B. Role throughout the blockades and protests**

21. PSPC's main role throughout the blockades and protests was supporting other organizations and law enforcement partners. PSPC acted quickly to assist these other organizations in response to requests that were received (including, for example, requests for fencing or barriers). PSPC also took proactive steps to explore ways that PSPC could potentially assist in the event certain requests were received (including, for example, when it came to procuring tow truck services) even if such requests never ultimately materialized.
22. As mentioned above, PSPC did not have a security role in response to the events related to the blockades and protests; that is, PSPC did not have any kind of security force at its disposal, nor did it seek to enforce any security measures on any of the protest or blockade participants. Rather, PSPC deals with security issues by referring them to other authorities, either the Parliamentary Protective Service (PPS) or the police of jurisdiction. Throughout the events in question, the department was working with security forces to share information, provide appropriate logistical and material support where requested, and ensure a coordinated response.
23. With respect to properties or assets for which PSPC is an owner or steward, it did have safety responsibilities. Notable among these was its closure of the Alexandra and MacDonald-Cartier bridges, described later in this report. PSPC also maintained a "weekend mode" posture for the properties within the impacted zone. This meant that doors were locked, and only authorized personnel, with a valid Government issued identification could enter the premises. Additionally, between February 18 and 19, PSPC also authorized a temporary hold and secure for some of its buildings in the downtown core following recommendations from its security partners.<sup>9</sup>
24. Finally, PSPC engaged with its retail tenants on Sparks Street to inform them of these actions and offered assistance if required.<sup>10</sup> All buildings on the north side of Sparks (Bank to Elgin) are crown owned and operated. Most of these buildings (i.e. 180 Sparks Street, Valour Building, Blackburn Building, etc.) have the ground level leased out to commercial/retail tenants with no affiliation with the Government of Canada. PSPC communicated with these tenants by virtue of a landlord-tenant relationship.

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<sup>8</sup> PSPC Preparations for Freedom Convoy 2022 (PB.CAN.00000375).

<sup>9</sup> Situational Awareness Report Update 92 sent by e-mail on March 1, 2022 at Update 70.

<sup>10</sup> PSPC Preparations for Freedom Convoy 2022 (PB.CAN.00000375).

### **C. Senior leaders: meetings and engagement**

25. Please note that PSPC has defined “key senior leader” to mean the Assistant Deputy Minister (ADM) level or above up to the Deputy Minister (DM).
26. As discussed above, PSPC used the Emergency Management Structure to guide its response to issues as they arose during the blockades and protests. This primarily involved the use of the DCMT, a Director-General level committee that met regularly throughout the event. The DCMT is considered the strategic layer of PSPC’s emergency response. When they met, Director General’s (DG) from affected branches would discuss next steps, brainstorm to address issues if required and provide direction to the operational level represented by DEOC and supporting teams in each branch.
27. In addition, ADMs and DMs met on an ad-hoc basis through telephone or MS-Teams to discuss specific issues largely at the enterprise level. This group discussed PSPCs activities at a high level and represented the department at various other government tables in order to provide support if required. ADMs briefed internally within their own business lines as required, including to the DGs who attended the DCMT table. Internally, officials in PB, RPS and SPIB met regularly to discuss the topic of installation, moving and removal of fencing in support of activities.
28. Situational awareness meetings for all key PSPC stakeholders were scheduled for 10:30 AM every day and more meetings were held if warranted by the events. For example, a meeting with PSPC regional emergency management personnel and RPS representatives was scheduled on February 4, 2022 in response to the additional protests that were being organized across the country in order to ensure departmental readiness.<sup>11</sup> This meant taking steps to ensure that PSPC assets were secure and maintained throughout the event so that they could be operational where possible, and closely monitored for those more closely involved in the demonstration (i.e. Parliamentary Precinct).
29. In addition to PSPC officials being well connected with each other through regular meetings, PSPC was also integrated into the broader Government of Canada effort throughout the period of blockades and protests. For example, senior officials were invited to horizontal meetings such as the Deputy Ministers’ Committee on Operational Coordination (DMOC) as appropriate. PSPC ADMs met to support the DM in advance of DMOC meetings held on February 12 and 19, 2022.
30. PSPC also reported to the GOC, the Treasury Board of Canada Secretariat and a PCO led Crisis Management Cell, as required pursuant to standard emergency management protocols, in order to provide an update on PSPC activities. These forums were monitoring the situation to coordinate the Government of Canada’s response. These updates included information such as the decision to put federal government buildings in affected areas into weekend mode or on “hold and secure”.

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<sup>11</sup> DEOC Situational Report Update 14 (PB.CAN.00000441).

31. PSPC also attended internal federal government meetings on the issue of tow trucks, led by Transport Canada (TC), on February 11, 2022 (PSPC and TC) and February 15, 2022 (PSPC, TC, PCO, PS, Royal Canadian Mounted Police (RCMP)).
32. After the *Emergencies Act*<sup>12</sup> proclamation was issued, and between February 16 and February 22, 2022, PSPC provided daily updates on its activities to the ADM Committee on National Security Operations (ADM NSOPs). NSOPs meetings occurred on an almost-daily basis between February 4 and 18, 2022. There was a subsequent meeting on February 23, 2022. The NSOPs meetings discussed national security issues, including sharing information on the protests.
33. Externally, PSPC, through DOB representatives, had a constant presence in the National Capital Region Command Centre (NCRCC), described in greater detail below, throughout the relevant time period.
34. In addition, the PSPC SPIB base building security operations center (SOC) remained operational throughout the event (status quo). This SOC monitors Closed Circuit Video Equipment (CCVE), access control, and alarm points of PSPC SPIB assets on a day-to-day basis and, during the blockades and protests, liaised closely between the NCRCC and PSPC stakeholders (i.e. property facility managers, project managers etc.). The SOC provided access to camera feeds and closely monitored activities taking place on Wellington and Parliament Hill.<sup>13</sup> Additionally, the SOC provided hourly general updates regarding the blockades and protests and impacts to PSPC assets to a stakeholders distribution list, including property facility managers, project managers, and security partners, as further described below.
35. Meetings and engagements attended by specific key PSPC branch ADMs included the following.

Assistant Deputy Minister, Department Oversight Branch (ADM DOB)

36. Within PSPC, the ADM DOB met regularly with the DM, the Associate DM, the ADMs and Associate ADMs of RPS, SPIB and PB (former acting Associate ADM, PB is now ADM, Policy, Planning and Communications Branch (PPCB)). These meetings were ad-hoc as required and took place via telephone/MS Teams. These meetings were verbal interactions for which no formal records were kept. The ADM DOB also met with other government ADMs as part of the regular ADM Crisis Cell meetings, which were hosted by Public Safety (GOC).

Assistant Deputy Minister, SPIB (ADM SPIB)

37. Within PSPC, the ADM SPIB met regularly with the DM, Associate DM, the ADMs and Associate ADMs of RPS, PB, and DOB. These meetings were ad-hoc as required and took place via telephone / MS Teams. These meetings were verbal interactions for which no formal records were kept.

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<sup>12</sup> *Emergencies Act*, R.S.C., 1985, c. 22 (4th Supp.).

<sup>13</sup> See for example a photo of Wellington Street dated February 18, 2022 taken by these camera feeds (PB.CAN.00000676).

38. Externally to PSPC, the ADM SPIB met regularly with his counterparts at the House of Commons, Senate of Canada, Library of Parliament, and the PPS. These meetings were ad-hoc as required and took place via telephone / MS Teams. These meetings were verbal interactions for which no formal records were kept.

#### Acting Associate ADM, Procurement Branch

39. Lorenzo Ieraci was the acting Associate ADM, PB, during the blockades and protests. He attended meetings of NSOPs.

40. Mr. Ieraci also met with provincial procurement authorities on Sunday, February 13, 2022 to discuss potential ways to coordinate procurements to avoid scenarios where both levels of government would be seeking similar goods/services from the same suppliers to deal with the same situation(s). This was a proactive meeting to keep lines of communication with respect to procurement requirements open. The meeting included representatives from Ontario (Jackie Korecki), Alberta (Michael Hocken and Julie Williams) and Manitoba (Martin Montanti and Dave Bishop).

41. There were also a number of meetings related to the issue of tow trucks/truck removal. The first meeting was on February 11, 2022, led by TC. These meetings are further discussed below.

#### **D. PSPC Formal Internal Written Reports**

42. PSPC had three main sources of integrated reporting that were being provided at regular intervals through the DEOC, RPS OC and SPIB. These reports were as follows.

#### DEOC Situation Reports

43. The DEOC was providing a formal internal report called the DEOC Situation Report to the DM and his office; the ADMs and Associate ADMs of RPS, SPIB, PB and PPCB; their chiefs of staff and some directors-general; the DEOC itself and the RPS OC.<sup>14</sup> The DEOC Situation Reports are a standard operating procedure that must be completed for as long as the DEOC is activated.

44. The DEOC reported on the overall situation and impacts of the blockades and protests. The frequency of these reports was driven by the events. At times it was three times a day, at other times twice a day and towards the end of the blockades and protests in Ottawa the reporting was done once daily at the end of the day.

45. Information contained in the DEOC reports included general information from the media/social media relating to the overall event, information obtained from scanning open source content, information shared from other government organizations, and updates received from PSPC business lines during daily meetings. Updates on specific activities that PSPC was involved in (fencing etc.) were also provided as well as an overview of what other federal departments were doing to contribute to the resolution of the event.

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<sup>14</sup> For example, see the final update of the DEOC Situation Report (PB.CAN.00000689).



## RPS OC Reports

46. RPS OC issued regular Situational Awareness reports, collating the various activities under its responsibility, as well as how it was responding to the event. Information could include actions being taken for incident resolution (vandalism or damage to properties), road closures, new fence installation, etc. These were internal communications, issued sometimes multiple times a day (the frequency varied throughout the duration of the blockades and protests). This report collated a national view of activities, providing situational awareness for RPS property and facility managers, asset managers, and other PSPC senior management personnel.<sup>15</sup> These reports included information on overall impacts to buildings and assets managed by RPS using both information collected by the DEOC and its own intelligence.<sup>16</sup>
47. RPS proactively monitored the events of the blockades and protests, ensuring that its service providers and landlords took appropriate measures to confirm buildings were put in an appropriate security posture.

## SPIB Parliamentary Precinct Updates

48. SPIB also produced a regular report, called Parliamentary Precinct Daily Updates, which contained information gained through SPIB's daily operations.<sup>17</sup> These reports were provided to the SPIB ADM multiple times a day and were in turn shared with the Deputy Minister's Office (DMO). The purpose of these reports was to share information about disturbances that were stopping continued delivery of their regular business.

### **E. PSPC involvement in the National Capital Region Command Centre (NCRCC)**

49. The NCRCC is a team assembled as needed by law enforcement agencies and support partners. It is used to coordinate events that occur in the National Capital Region (NCR).
50. The NCRCC is comprised of representatives from various law enforcement and support partners such as: the City of Ottawa, the Ottawa Police Service (OPS), PPS, RCMP and any other key stakeholders as warranted by the event. The lead agency of this group is determined based on the event, jurisdiction and abilities.
51. For this specific event, the NCRCC was led by the OPS. All final decisions came from the OPS event commander with support from multiple agencies such as the RCMP, Ontario Provincial Police (OPP), PPS, City of Ottawa, La Sûreté du Québec (SQ), Service de Police de la Ville de Gatineau (SPVG), PSPC and more.
52. PSPC has been a traditional participant in the NCRCC during events such as Canada Day, in order to provide a quick and effective link for organizers who need to react to any evolving situation on PSPC property, especially the Parliamentary Precinct.

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<sup>15</sup> Incident Management Standard.

<sup>16</sup> "Re: 12:15 Convoy Update", Email from Catherine Poulin to Paul Thompson dated January 29, 2022 (PB.CAN.00000384).

<sup>17</sup> "Re: 12:15 Convoy Update", Email from Catherine Poulin to Paul Thompson dated January 29, 2022. (PB.CAN.00000384). For an example of this report, see Update 21 dated February 6 (PB.CAN.00000483).

53. PSPC was invited to participate in the NCRCC in response to the blockades and protests as a key stakeholder who could support logistics (i.e. installation of jersey barriers, fencing and federal building access) and be the liaison between federal buildings/tenants and the NCRCC. Through its participation in the NCRCC, PSPC was, among other actions, able to provide quick support regarding the installation of fencing and the positioning of jersey barriers for crowd control where requested, and liaise quickly with all stakeholders involved in property management issues. This included actions such as receiving requests from PPS to apply ice-melt to certain critical entrances of Parliamentary Buildings, as well as receiving requests for sanitary clean-up from either building service technicians or tenants [i.e. PPS] of building entrances and other PSPC assets.
54. PSPC deployed staff from the DOB to be involved with the NCRCC 24/7. Their role was to pass on requests from the OPS to the various branches within PSPC. In so doing, DOB served a coordinating function between PSPC business lines, OPS and the other stakeholders represented in the NCRCC.

### **3.0 Procurement and Installation of Fencing**

#### **A. Responsibilities with regard to erecting jersey barriers and crowd control fences**

55. As part of its role in maintaining and managing property and infrastructure, PSPC (RPS branch) maintains and has access to an inventory of jersey barriers and crowd control fences. These are used for various events and are available to clients from other Government departments, Crown Corporations, Non-Governmental Organizations (NGOs), Diplomatic Missions (embassies), various police services (RCMP, provincial and municipal) as well as private citizens such as charitable organizations (Children's Hospital of Eastern Ontario (CHEO), MS Society, Canadian Cancer Society) and event organizers. Installations are often used for events held on Parliament Hill or crown-owned properties but have also been used on provincial and municipal properties. Equipment such as barricades, modu-loc fencing, stanchions and jersey barriers are used for the following events and purposes, among others:
- National events (Remembrance Day, Canada day, Canada Games)
  - Demonstrations (Black Lives Matter, Pro-Life Demonstrations)
  - Parades (Santa Clause, Pride)
  - Foreign Dignitary Visits (Royal tours, Pope visit, world leaders, G7-G20)
  - Construction Projects (current construction on Parliament Hill, Supreme Court of Canada)
  - National and local disasters (Ice Storm '98, tornado 2018, the 2 recent Ottawa river floods)
  - Health and Safety (road closures due to damage)
56. Other than for events or uses for which a standard operating procedure governs the use of fences/barriers, ad hoc provision of fencing/barriers (such as with respect to a protest event like the blockades and protests) would always be in response to a request from other actors such as the OPS or PPS.

57. Within PSPC, RPS was responsible for safety and security for PSPC's real estate portfolio, including any measures required to be put in place to make sure buildings had an appropriate security posture.
58. Although SPIB is responsible for managing all assets and buildings in the Parliamentary Precinct, the security of Parliament Hill and other parliamentary assets is under the responsibility of the PPS. The security of buildings located in Block 1, between Wellington, Sparks, Elgin and Metcalfe is under the responsibility of PCO. For these two groups of assets, PSPC acts as a service provider and if fencing were to be requested by the PPS or PCO, PSPC would procure it for them. PSPC would not act unilaterally with respect to those assets.
59. PSPC also manages a team of professionals that can install and dismantle fences and jersey barriers.
60. Where the inventory of fences and barriers is not sufficient, PSPC procures additional fencing and barriers. In this case, PSPC ran out of its regular inventory. Therefore, on February 18, 2022, PB received requests from two PSPC organizations (RPS and SPIB) for the procurement of fencing and crowd control barrier requirements and related installation services. Two existing instruments (a standing offer and a task authorization contract) were used to procure labour and fencing, and two contracts were awarded for the rental of fencing and crowd control barriers.<sup>1</sup> Standing Offers are arrangements whereby suppliers provide goods and/or services at pre-arranged prices and under set terms and conditions for a specified period on an "as and when requested" basis. A task authorization is a structured tool that enables PSPC to authorize work by a contractor on an "as and when requested" basis in accordance with the conditions of the contract.
61. Throughout the duration of the convoy, RPS and SPIB accommodated a large number of requests from OPS and PPS as it pertains to fencing and barriers. Over and above PSPC's typical service to client or as building ownership, fencing and barriers were provided for much of the downtown core. Sections of fencing in City areas such as Confederation Park, Rideau/Wellington, Sussex/George, Wellington/Bank, Wellington/Kent street were to name a few.
62. For specific fencing/barrier requests that were received by PSPC during the blockades and protests, please see the chronology outlined in **Annex 1**.

#### **i. National War Memorial and National Aboriginal Veterans Monument**

63. With respect to the National War Memorial (NWM), PSPC acts as a custodian and maintains the NWM site, including the Tomb of the Unknown Soldier. The NCC also plays an important role in protecting these monuments.
64. PSPC is not responsible for the National Aboriginal Veterans Monument, which falls under the full custody and responsibility of the NCC. During blockades and protests, PSPC extended help and support, by providing fencing at their request. The same was true of the Korean War Monument.

65. PSPC is responsible for the lighting, CCVE, repairs, maintenance and preservation of the NWM and the Tomb of the Unknown Soldiers site.
66. In making decisions about these important monuments, PSPC consults the NCC, but also Veterans Affairs Canada (VAC) and the Department of National Defence (DND) who are responsible for the symbolic aspects of the sites.

#### **ii. Requests PSPC received through NCRCC**

67. Requests made through the NCRCC to PSPC included items related to fencing requests, jersey barrier placement/removal, clean-up of areas of the downtown core, and access for snow removal vehicles etc. Requests can be characterized as maintenance, crowd control and access to PSPC federal assets. These requests were communicated by PSPC's representative within the NCRCC to the PSPC branches responsible for the action requested.

#### **iii. Requests PSPC received pursuant to the EEMO and EMRs in Ottawa and other regions**

68. PSPC did not receive any fencing or jersey barrier requests, or any requests at all, pursuant to the EEMO or EMRs with respect to Ottawa or in any other region.

### **4.0 Traffic Control on Macdonald-Cartier and Alexandra Bridges**

#### **A. Generally**

69. PSPC operates, and is responsible for the maintenance of, certain traffic lanes including the Alexandra Bridge, Chaudière Crossing and the MacDonald-Cartier Bridge.
70. Pursuant to subsection 6(e) of the *Department of Public Works and Government Services Act*,<sup>18</sup> the management of these bridges is under PSPC's responsibility through the power of the Minister over the maintenance and repair of public works, federal real property and federal immovables. PSPC's understanding is that when it comes to ensuring the integrity of an asset under PSPC's control, the department can act unilaterally.
71. In this case, the PSPC bridge engineering team had imminent concerns for the integrity of the structures. As the highest technical authority responsible for the integrity of the structures and as the highest technical authority responsible for the bridges in the National Capital Area (NCA), PSPC was required to take certain actions to ensure public safety.
72. PSPC does not have any traffic control responsibilities on city streets. However, during the events related to the blockades and protests, PSPC was in close discussion with the OPS regarding traffic flow in the downtown core in order to ensure that ongoing construction works,

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<sup>18</sup> *Department of Public Works and Government Services Act*, SC 1996, c 16.

other projects and maintenance responsibilities could continue in and around the downtown core, if possible.

### **B. Explanation of PSPC's authority with regards to traffic control – authority to close traffic lanes on Jan 28**

73. The Alexandra Bridge has been under the administration and control of PSPC since the 1960s. Pursuant to a 1961 tri-partite agreement, the Macdonald-Cartier Bridge is under the administration and control of Canada, Ontario and Quebec jointly, but the structural integrity of the structure is under the responsibility of Canada. Therefore, PSPC is responsible for ensuring public safety and maintaining the structural integrity of both structures. PSPC has no authority to unilaterally close traffic lanes, other than with respect to structural integrity concerns. Decisions to close traffic lanes are otherwise made by law enforcement.
74. On January 28, 2022, SPVG informed PSPC that a large crowd was planning on crossing the Alexandra Bridge on January 29, 2022, from Jacques-Cartier Park in Gatineau to Ottawa. The City of Ottawa requested that PSPC keep all bridges open to allow normal traffic flow and emergency services access. However, Paul Lebrun, Chief Engineer, NCA Bridges, decided to close two of the six traffic lanes on Macdonald-Cartier based on the risk that vehicles that were too heavy for the structure would park on the Macdonald-Cartier Bridge, potentially compromising its structural integrity. The Macdonald-Cartier bridge is the designated truck route across the Ottawa River in the National Capital. The loading that could have been created from a queue of trucks is not prescribed in the Bridge Code, and such a loading, especially in a scenario where all lanes were occupied by a queue of trucks, raised concerns with the integrity of the bridge. Therefore, the decision was made to close two lanes (i.e. one in each direction) to ensure that this scenario could not materialize.
75. Mr. Lebrun also decided to close the Alexandra Bridge to traffic based on similar concerns. The weight limit on Alexandra Bridge is 27 tonnes (about 42% of the legal limit) due to its deteriorated condition. Bridge engineers had concerns that heavy vehicle drivers (above 27 tonnes) may miss or disregard the signage and use or park on the bridge, which would put the bridge integrity at risk. In addition, the steel structure that supports the wooden pedestrian boardwalk lane is heavily deteriorated and due to the large crowds expected over weekends, bridge engineers followed the recommendations from the most recent Inspection reports, which was to close the boardwalk during high crowd events.
76. However, based on a request from the SPVG to alleviate traffic on the Gatineau road network, Mr. Lebrun agreed to open the bridge towards Ottawa, from 6am to 10 am on weekdays, starting on February 3, 2022 with SPVG presence in Gatineau to ensure that heavy vehicles do not use the bridge. Finally, Mr. Lebrun closed the boardwalk lane of the Alexandra Bridge on weekends due to the deteriorated condition of the lane and based on the risk of large crowds using the bridge to move between Gatineau and Ottawa. PSPC contracted with a third party for traffic control services on Macdonald-Cartier and Alexandra Bridge, including fabrication of load posting signs and the installation and removal of traffic signs and barrels. PSPC informed its regional partners of the closures.

77. PSPC informed SPVG and OPS that there were no concerns for the structures on the Chaudière Crossing and came to an agreement that the police services would close the crossing at their prerogative.
78. For a timeline of the closures at Alexandra Bridge and Macdonald-Cartier Bridge, please see the chronology at **Annex 2**.

### **C. Other PSPC involvement with traffic control**

79. The only other area of traffic management that PSPC became involved with was from February 21, 2022 to March 11, 2022, where contractors and suppliers needed to access the secure zone in the downtown core for maintenance or construction reasons. At this time, PSPC implemented a log of all vehicles and drivers that had legitimate reasons to access this area for PSPC related business (i.e. deliveries, service vehicles for property maintenance etc.) This log facilitated their ease of access in order to deliver their services.

#### **i. Organization of overflow parking at various Ottawa locations;**

80. The request to identify areas for surge/overflow parking came from the incident commander at the NCRCC. PSPC's understanding is that the request was made in order to identify areas outside of the downtown core where a large number of vehicles could park without affecting Ottawa citizens or traffic and that PSPC was chosen for this task given its presence at the NCRCC and PSPC's large ownership of land in the NCR.
81. Please see the chronology of PSPC's involvement with overflow parking outlined in **Annex 3**.

#### **ii. Installation of barriers in areas surrounding private businesses**

82. Barriers were installed at specific Crown-owned buildings or properties, mainly in response to requests received by PSPC. PSPC did not install barriers around private businesses.

### **D. Explanation of additional traffic control options/suggestions PSPC proposed**

83. As the events were unfolding, PSPC developed proposed actions the department could take to assist the overall government response to the blockades and protests, within its role and mandate, which was periodically updated as necessary.<sup>19</sup> These suggestions arose as a result of brainstorming across business lines to see how PSPC could potentially support the NCC and other stakeholders. The following proposals were never actioned:
- Use of stones
  - Engagement of construction managers to request deployment of large vehicles for additional traffic control
  - Use of fleet/vehicles from other departments.

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<sup>19</sup> See Options – PSPC Support dated February 4, 2022 (PB.CAN.00000556), Options – PSPC Support dated February 9, 2022 (PB.CAN.00000554), Options – PSPC Support dated February 12 (PB.CAN.00000571) and Options – PSPC Support dated February 17, 2022 (PB.CAN.00000683).

84. PSPC would not have been able to action these suggestions unilaterally. If there had been a desire to action the suggestions, PSPC would have liaised with other key stakeholders such as the OPS and the NCC to ensure that they would be acceptable and helpful.

## **5.0 Procurement of tow trucks and contracts with operators for Transport Canada**

### **i. Procurement capabilities and authorities**

85. Public Services and Procurement Canada (PSPC) purchases goods and services on behalf of the Government of Canada. The department provides procurement services to support Government of Canada institutions in fulfilling their respective mandates. PSPC undertakes procurements on behalf of other federal departments and agencies where the cost of those procurements are above their delegated authorities.

86. Pursuant to the Financial Administration Act,<sup>20</sup> PSPC cannot enter into a contract unless there is sufficient funding available to discharge the resulting debt, and no charge can be made against an appropriation except on the requisition of the appropriate authority of a department requisitioning goods. Put simply, PSPC has no authority to procure tow trucks or towing equipment (or any other similar goods or services) in the absence of a funded request from a government department or agency.

87. PSPC has no authority to compel any third party vendor to provide goods or services. PSPC's procurement authority is limited to entering into contracts with third parties who voluntarily agree to provide the goods or services in question.

88. PSPC does not have a list of pre-qualified suppliers who could provide specialized vehicles, such as tow trucks, flat deck trucks, heavy tandem etc., through a standing offer or supply arrangement on an as and where required basis. In order for PSPC to procure tow trucks or towing equipment, a procurement process would be required. The procurement and any exceptions thereto, are governed by the *Government Contracts Regulations*.<sup>21</sup> The exact process to be followed in any particular case, and the source of PSPC's procurement authority, varies depending on the method of procurement (i.e., competitive or non-competitive, including for emergencies) and the circumstances of the requirement. It should be noted that, in the context of procurement, the Directive on the Management of Procurement defines an emergency as "a pressing emergency where a delay in approval would be injurious to the public interest" and identifies emergency contract limits.<sup>22</sup>

### **A. Exploratory research into tow truck availability**

89. PSPC did not receive requests for tow trucks or related services during the time of the blockades and, as such, did not undertake any related procurements.

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<sup>20</sup> *Financial Administration Act*, RSC 1985, c F-11.

<sup>21</sup> *Government Contracts Regulations*, SOR/87-402.

<sup>22</sup> Appendix A of the Directive on the Management of Procurement – Canada, online: < <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32692>>, [[Directive on the Management of Procurement- Canada.ca](https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32692)].

90. Despite the fact that it did not receive any formal requests for tow truck services, PSPC carried out online exploratory research regarding such services and contacted a few operators to inquire about their capability, costs and availability to provide towing services in the event that these would be required. At the time, the press reported that tow truck operators in Ontario and Quebec had noted they would not provide vehicle removal services if asked to do so. As part of the exploratory research, two companies in Alberta were contacted to find out about the kind of machinery that would be required to tow large vehicles, such as big transports, 18-wheelers, etc. PSPC took these steps so that it would be in a better position to try and action any requests for towing services, should such requests materialize.
91. Were a government department or agency to have required towing services, PSPC would have facilitated the process of procuring these services to meet the requesting department's needs. Alternatively, the government department or agency could procure these goods/services provided the value of the procurements fell within their delegated authorities.
92. Although Alberta's representative discussed potential tow truck requirements in general terms at a meeting with PB on February 13, 2022, Alberta did not make a request for procurement assistance or action to PSPC. In follow-up discussions between Ms. Williams (Alberta) and Alain Dorion (PSPC PB), PSPC verbally provided some information to Alberta based on the limited exploratory research.

## **B. The "Truck Tow/Removal Strategy" document**

### **i. Strategies for Tow Truck Removal**

93. The "Truck Tow/Removal Strategy" was a document drafted by TC, with the input of other organizations. It was an attempt by officials to plan for different scenarios to move trucks that were parked in downtown Ottawa as part of the protests.
94. On February 12, 2022 the DM, DMA and Lorenzo Ieraci met with colleagues from TC, RCMP and Public Safety to discuss the Truck Tow/Removal Strategy.

### **ii. Truck Tow / Removal Strategy Document**

95. PSPC's involvement with the document was as a stakeholder providing input. Within PSPC, as the document "Truck Tow/Removal Strategy" was being developed, various iterations were shared with Alain Dorion (Director General, Real Property and Commercial Acquisitions Sector); Anik Trépanier (Director, Travel and Transportation Directorate); and Anna Maria Di Flumeri (Strategic Advisor to the Director General).
96. The Associate Assistant Deputy Minister of PB at the time, Lorenzo Ieraci, shared the February 11, 2022 iteration of the document with Alain Dorion and Anik Trépanier on February 11, 2022. Lorenzo Ieraci also shared the February 13, 2022 iteration of the document with Alain Dorion on February 15, 2022, who in turn shared it with Anik Trépanier and Anna Maria Di Flumeri. Additionally, Alain Dorion received the February 12, 2022 iteration from Kevin



Brousseau at Transport Canada on February 12, 2022. Anik Trépanier and Anna Maria Di Flumeri did not share the iterations that they received.

97. PSPC cannot speak to with whom this document was shared outside of PSPC.

**iii. Were any steps pursuant to this strategy executed and if so, by who, how and when?**

98. PSPC did not procure tow trucks or related services on behalf of TC or the RCMP as no requests for such services were ever received.

**6.0 Explanation of PSPC’s role in chartering flights for law enforcement and contracting for hotel accommodation during blockades and protests**

**A. Flight Charters**

99. PSPC’s PB did not procure any charter flight services for any law enforcement agency. The RCMP chartered flights under their own delegated authority using an existing PSPC Standing Offer, which is an arrangement whereby suppliers provide goods and/or services at pre-arranged prices and under set terms and conditions for a specified period on an “as and when requested” basis. The RCMP made a call-up on an existing standing offer, which indicates Canada’s acceptance of the supplier’s offer and creates a binding contract.

100. The RCMP was required to seek PSPC’s authorization prior to issuing the call-up valued at \$139, 422.78 as PSPC’s Air Charter Standing Offer requires that clients seek authorization if their requirement exceeds \$100, 000. PSPC reviewed the documentation prepared by the RCMP for the call-up and authorized the RCMP to proceed with issuance of the call-up with Bradley Air Services on February 17, 2022.<sup>23</sup>

**B. Hotel Accommodations**

101. PSPC’s PB issued a contract for hotel accommodations on behalf of the RCMP, which was ultimately cancelled before any services were provided.

102. On February 17, 2022, PSPC received a request from the RCMP to exercise emergency contract delegation and award a contract on their behalf for hotel accommodations to support their efforts to manage the response to the blockade and protests. The RCMP requested 200 hotel rooms per night (with the ability to decrease this number if required). The rooms were requested from February 28 to March 31, 2022. The estimated value of the contract was \$1,265,600. Alain Dorion sent an email to Lorenzo Ieraci on February 17, 2022 seeking his approval on the contract for hotel accommodations for the RCMP, which Lorenzo authorized/approved.<sup>24</sup> The contract was awarded on February 24, 2022.

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<sup>23</sup> “Re: Air charter service question”, email chain dated February 16 – 17, 2022 (PB.CAN.00000662)

<sup>24</sup> “Re: URGENT APPROVAL REQUIRED – Contract request M7594-225764 – RCMP Accommodation Courtyard Marriott Ottawa”, email chain dated February 18, 2022 (PB.CAN.00000671).

103. On February 28, 2022, the RCMP requested that the contract be cancelled as the number of rooms and the dates required had been significantly reduced and the RCMP already had a contract in place (awarded under their own delegated authority) which satisfied their reduced requirements.<sup>25</sup> On March 1, 2022, PSPC cancelled the contract that it had awarded with no services having been provided.

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<sup>25</sup> “FW: Contract M7594-225764-001-LP Cancellation”, email chain dated February 28, 2022 and March 1, 2022 (PB.CAN.00000698).

## ANNEX 1

### Day by Day Fencing, Jersey Barriers and Barricades Chronology

<b>Date</b>	<b>Requestor</b>	<b>Site</b>	<b>Request</b>	<b>Action</b>
Jan 26	PPS	Parliament Hill, Senate Building of Canada and Kent / Victoria.	To install crowd control barricades.	This request was actioned on January 27 <sup>th</sup> . <sup>26</sup>
Jan 27	This was done as a precautionary measure. No formal request was made.	Supreme Court of Canada (SCC) Building.	A DEOC meeting was held to discuss options regarding fencing and jersey barrier locations.	On January 28 <sup>th</sup> , jersey barriers were installed as a precautionary measure on the West and East side of the Supreme Court of Canada building to prevent access by large/heavy vehicles due to podium load restrictions. <sup>27</sup>
Jan 27	PPS	Parliament Hill	To install crowd control barricades	Jan 28 PSPC installed barricades as per PPS request for initial security posture on Parliament Hill
Jan 29	PPS through the NCRCC	SCC 395 Wellington (adjacent to SCC)	To provide jersey barriers.	Jersey barriers were installed at the SCC following consultation with senior members of the accommodation and security teams responsible for these locations. Most building entrances (depending on the exact location vis-à-vis the protestors' locations) were locked for or most of the duration of the blockades and protests. Access was granted to authorized

<sup>26</sup> Please see maps demonstrating the requested placement of the barricades in “demande barricade” e-mail dated January 26, 2022.

<sup>27</sup> DEOC Situation Report Update 2 dated January 28, 2022 (PB.CAN.00000379).

Date	Requestor	Site	Request	Action
				personnel and federal employees. <sup>28</sup>
Jan 29	PSPC	National War Memorial	To protect the site.	Jersey barriers were installed at the perimeter of the property.
Jan 29	PPS	Parliament Hill on East and South sides of West Block	For additional barricades. <sup>29</sup>	Barricades were installed on January 30 <sup>th</sup> .
Jan 30	Discussion between the NCC and PSPC	Confederation Park	Installation of barriers to ensure that the space would not be used going forward by vehicles. <sup>30</sup>	PSPC positioned additional jersey barriers at Confederation Park. <sup>31</sup>
Feb 3	City of Ottawa	National War Memorial	To provide protective fencing, from existing inventory around the National War Memorial, after an act of vandalism. Ottawa advised that there were not adequate police resources to protect the monument. <sup>32</sup>	This was the first time that fencing had been erected since it's construction. The National War Memorial has always been a monument accessible to the public. PSPC, following consultation with VAC and DND, installation of fencing was started at 01:00am on February 4 and completed at 02:00am. <sup>33</sup>
Feb 3,	PPS	Parliament Hill Bank and Kent	To provide additional barricades <sup>34</sup>	PSPC installed additional barricades on Parliament Hill and at the Bank street and Kent Street on Feb 4 <sup>th</sup> .

<sup>28</sup> See photo demonstrating the planned placement of the barricades in “Temporary Jersey Barrier Installation @ West Entrance to SCC Site”, email dated January 29, 2022; “FW: Request for additional Barricades”, email chain dated January 28 – 29, 2022 and “Re: Request for additional Barricades” email chain dated January 28 – 29, 2022.

<sup>29</sup> “Demande de barricade supplémentaire”, email chain dated January 29 – 30, 2022.

<sup>30</sup> “RE: NWM Vehicle Towing & Jersey Barriers”, email chain dated January 29, 2022.

<sup>31</sup> DEOC Situation Report Update 5 dated January 30, 2022 (PB.CAN.00000404).

<sup>32</sup> Letter from Kim Ayotte, General Manager, Emergency and Protective Services, City of Ottawa to Brad Paradis, Senior Director, Crown Managed Assets and Maintenance and Operational Assurance, PSPC dated February 3, 2022 (PB.CAN.00000444).

<sup>33</sup> “RE: IMPORTANT FW: 0009-22 – Impacts to CI-Cenotaph Protection”, email chain dated February 3, 2022 and February 6, 2022 (PB.CAN.00000493).

<sup>34</sup> “RE: Ajouts de barricades / Amendment”, email chain dated February 3 – 4, 2022.

Date	Requestor	Site	Request	Action
Feb 3, 4	OPS	Colonel By Drive and Wellington/Bank Street intersection	To install jersey barriers. <sup>35</sup> They were using police vehicles and it was determined that this was not sufficient.	On Feb 4 <sup>th</sup> , PSPC installed jersey barriers on Colonel By Drive and at the intersections of Wellington and Bank
Feb 4	PPS	Kent/Wellington	To install additional jersey barriers. <sup>36</sup>	This request came via the NCRCC PSPC representative.  The Jersey barriers were deployed in the evening of Feb 4 and remained on site until the end of the blockades and protests. <sup>37</sup>
Feb 4	PPS	SCC 395 Wellington (adjacent to SCC)	To set up jersey barriers to block access to the parking lots of 395 Wellington that are adjacent to the SCC building. <sup>38</sup>	Installation completed on Feb 4 (East parking).
Feb 6	NCC	Confederation Park	To set up fences around monuments at Confederation Park.	On Feb 5, VAC asked if PSPC was planning to set up fences around monuments (National Aboriginal Veterans Monument and Korean War Memorial) at Confederation Park. <sup>39</sup> PSPC asked NCC for input as it is their land and responsibility. PSPC offered to fence the National Aboriginal Veterans Monument should the NCC make

<sup>35</sup> “FW: Colonel By drive”, email chain dated February 4, 2022.

<sup>36</sup> “FW: Ajout barricades cour suprême”, email chain dated January 27 – 28, 2022.

<sup>37</sup> “RE: IMPORTANT Jersey Barriers Supreme Court of Canada (Wellington Street)”, email chain, dated February 4 – 5, 2022.

<sup>38</sup> “Barrier Installation EAST Side PANL”, email dated February 3, 2022 (PB.CAN.00000438) and see photo of barrier placement (PB.CAN.00000439)

<sup>39</sup> “FW: Veterans Monuments”, email chain dated February 5, 2022.

Date	Requestor	Site	Request	Action
				<p>this request.<sup>40</sup> NCC confirmed authorization for PSPC staff to fence the NAVM monument at 8:27 pm and requested that the Canadian Fallen (Korean War Monument) also be fenced.<sup>41</sup></p> <p>Fencing was set up around the entire perimeter of Confederation Park after the removal of the shack that had been erected by protestors<sup>42</sup></p>
Feb 6	OPS	Confederation Park	To remove the wooden shack placed at the Park by protestors and to set up fencing along the entire perimeter of the Park, <sup>43</sup>	The shack was dismantled and the fencing installed in the evening on the same day.
Feb 6		Tunney's Pasture	To install jersey barriers to restrict access along Tunney's Pasture.	PSPC installed the jersey barriers leaving a primary emergency route open with movable barriers. <sup>44</sup>
Feb 6	PPS	RCR/Senate building	To install 12' Jersey Barriers in front of the building. <sup>45</sup>	The barriers were installed in the evening of the same day.
Feb 7	PPS	Parliament Hill	To install crowd control barricades to close off the stairs located at the bottom of the escarpment	The barriers were installed in the evening of the same day.

<sup>40</sup> "RE: PSPC offer of fencing for veterans memorial", email dated February 5, 2022 (PB.CAN.00000464).

<sup>41</sup> "RE: Fencing aboriginal veteran monument", email chain dated February 5, 2022 (PB.CAN.00000491).

<sup>42</sup> DEOC Situation Report Update 17 dated February 6, 2022 (PB.CAN.00000496).

<sup>43</sup> "RE: NCRCC – Update", email chain dated February 6, 2022.

<sup>44</sup> DEOC Situation Report Update 17 dated February 6, 2022 (PB.CAN.00000496); "FW: Record of Discussion – Tunney's Pasture Security Posture – Update #20" email chain dated February 3 – 7, 2022; Tunney's Pasture Restricted Site Access Plan V.2 and SOP tunney's for ground patrol.

<sup>45</sup> "FW: Required 12' Jersey Barrier in front of RCR building for PPS-Senate Building Enforcement-Pedestrian Protection", email dated February 6, 2022.

Date	Requestor	Site	Request	Action
			behind Centre Block, near the river	
Feb 8		SCC 395 Wellington (adjacent to SCC)	To block access to the parking lots of 395 Wellington (adjacent to Supreme Court Building)	Crowd control fencing was installed on Feb 9.
Feb 9	RA Centre	RA Centre	For assistance with security and fencing, after Randy Hillier announced that he and other protestors intended to use the RA Centre as a staging area. <sup>46</sup>	Jersey barriers were installed at the RA Centre on February 11. <sup>47</sup>
Feb 11	PPS	Parliament Hill	To install crowd control barricades to close off additional staircases north of Parliament Hill, behind the Centre Block and the Confederation Building.	This request was actioned on February 12 <sup>th</sup> . <sup>48</sup>
Feb 13	NCRCC	National War Memorial	To <u>not</u> re-erect the fencing at the National War Memorial after it was removed by protestors on Feb 12, due to security concerns and associated risks. <sup>49</sup>	After careful consultation with stakeholders, PSPC did not re-install the fencing even though it had collected the fencing and was prepared to re-install it when protest activity reduced to a point to allow access. <sup>50</sup>

<sup>46</sup> “RE: Important – Trucker Convoy & Unsanctioned Use of the RA Site”, email chain dated February 9, 2022 (PB.CAN.00000557).

<sup>47</sup> “RE: Important – RA Site Jersey Barriers Installation February 11th”, email chain dated February 9 – 10, 2022 (PB.CAN.00000560) and Situational Awareness Report Update 47 (PB.CAN.00001271).

<sup>48</sup> “FW: PPS Requests –NCRCC”, email chain dated February 12, 2022 (PB.CAN.00000586), “FW: Gate request behind CB stairs”, email chain dated February 11, 2022 (PB.CAN.00000587) and “RE: Gates behind CB (bicycle path), email chain dated February 12, 2022 (PB.CAN.00000591).

<sup>49</sup> “FW: Fencing at National War Memorial”, email chain dated February 12 – 13, 2022 at (PB.CAN.00000592).

<sup>50</sup> DEOC Situation Report Update 23 dated February 12, 2022 (PB.CAN.00000573) and “FW: National War Monument – Cenotaph- Target hardening not to be undertaken”, email chain dated February 13, 2022 (PB.CAN.00000593).

Date	Requestor	Site	Request	Action
				PSPC continued to closely monitor the site and reported any issues to the Ottawa Police Service.
Feb 14	CBSA	Coutts, AB Port of Entry Emerson, AB Port of Entry	To have fencing and/or jersey barriers installed. <sup>51</sup>	PSPC supported CBSA to provide fencing at the Coutts and Emerson border crossings. <sup>52</sup>
Feb 16	PPS	Parliament Hill Senate of Canada	To secure both areas by installing 10ft fencing along Wellington. <sup>53</sup>	Feb 17 <sup>th</sup> , PSPC installed 10ft fencing as per request. <sup>54</sup>
Feb 17	SCC	SCC	To extend the fencing in front of the SCC building. <sup>55</sup>	PSPC installed the temporary fencing the same day.
Feb 18-19	Joint request of the OPS and RCMP	Multiple locations	To procure and install fencing and jersey barriers in multiple locations in the downtown area	February 18: Fences over jersey barriers were installed at Rideau and Wellington, Sussex and George, Colonel By and Daly and Rideau and William (jersey barriers only at this location). <sup>56</sup> All fencing requests completed by noon on February 19 <sup>th</sup> . <sup>57</sup>  February 19: PSPC continued to provide assistance with the installation of jersey barriers and fencing at a number of key

<sup>51</sup> “FW: for info – FW: URGENT: FW: PSPC Assistance with protests”, email chain dated February 14, 2022.

<sup>52</sup> DEOC Situation Report Update 26 dated February 14, 2022 at (PB.CAN.00000625).

<sup>53</sup> “FW: PPS fencing requirement”, email chain dated February 16, 2022 (PB.CAN.00000647).

<sup>54</sup> See Barricade Map (PB.CAN.00000648), See SCB Barricade Map (PB.CAN.00000649) and see photos attached to “FW: Moduloc Install”, email dated February 17, 2022 (PB.CAN.00000664).

<sup>55</sup> “FW: IMPORTANT – Fencing SCC, email dated February 17, 2022; also see Barricade Map at (PB.CAN.00000648).

<sup>56</sup> “BBM word note for Catherine and DM – Status as of 1PM”, dated February 20, 2022 (PB.CAN.00000682).

<sup>57</sup> “FW: IMPORTANT – Fencing SCC, email dated February 17, 2022; also see Barricade Map (PB.CAN.00000648).



Date	Requestor	Site	Request	Action
				locations. <sup>58</sup> Additional fencing was placed at Queen and Elgin in the east, from Metcalfe to Lyon and barricades were established on south side of Sparks. Fencing was removed from the Wellington Wall from the canal entrance to Confederation Building. <sup>59</sup>
Feb 19-20	PPS	Parliament Hill Senate of Canada	To clean up Parliament Hill and the Senate of Canada building and remove all fencing before Feb 21	Action was taken immediately on Feb 19 <sup>th</sup> and continued over night of Feb 20 <sup>th</sup>
Feb 20	OPS	Multiple locations	To modify and reduce the fencing posture in the downtown area.	RPS and SPIB actioned priority barrier activities and continued to action urgent OPS requests. <sup>60</sup> As of 1 pm, RPS OPS and SPIB contractors started sequential removal of jersey barriers to clean up Wellington Street and secure the perimeter. Jersey barriers on Wellington in the Parliamentary Precinct were removed. OPS requested that barriers at the Supreme Court remain in place. <sup>61</sup> On February 21, jersey barriers, barricades and fencing at Tunney’s pasture and the Supreme Court were removed and

<sup>58</sup> DEOC Situation Report Update 31 dated February 19, 2022 (PB.CAN.00000677).

<sup>59</sup> “BBM word note for Catherine and DM – Status as of 1PM”, dated February 20, 2022 (PB.CAN.00000682);

“FW: IMPORTANT – Fencing SCC, email dated February 17, 2022; also see Barricade Map (PB.CAN.00000648).

<sup>60</sup> DEOC Situation Report Update 32 dated February 20, 2022 (PB.CAN.00000680).

<sup>61</sup> “BBM word note for Catherine and DM – Status as of 1PM”, dated February 20, 2022 (PB.CAN.00000682).

Date	Requestor	Site	Request	Action
				<p>removal was planned for barriers at 350 King Edward Avenue and 375 Heron Road for the next day.<sup>62</sup></p> <p>By February 23, the majority of PSPC barriers and fences outside of the excluded zone were reclaimed.</p> <p>Removal of any other fencing that was no longer required was to begin at 7:39 am on February 26.<sup>63</sup></p>

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<sup>62</sup> DEOC Situation Report Update 33 dated February 21, 2022 (PB.CAN.00000688).

<sup>63</sup> “Re: Fencing removal update”, email chain dated February 25 – 26, 2022 (PB.CAN.00000697); “fencing”, email dated February 26, 2022.

## ANNEX 2

### Alexandra Bridge and Macdonald-Cartier Bridge Closures

<b>Date</b>	<b>Requestor</b>	<b>Site</b>	<b>Request</b>	<b>Action</b>
January 28, 8pm	PSPC	Macdonald-Cartier Bridge	Closure of two lanes	Installation of traffic control devices by contractor (Signebec) to close of two lanes
January 31, 6am	PSPC	Macdonald-Cartier Bridge	Opening of two lanes	Removal of traffic control devices by contractor (Signebec) to open two lanes
February 4, 8pm	PSPC	Macdonald-Cartier Bridge	Closure of two lanes	Installation of traffic control devices by contractor (Signebec) to close of two lanes
February 7, 6am	PSPC	Macdonald-Cartier Bridge	Opening of two lanes	Removal of traffic control devices by contractor (Signebec) to open two lanes
February 11, 8pm	PSPC	Macdonald-Cartier Bridge	Closure of two lanes	Installation of traffic control devices by contractor (Signebec) to close of two lanes
February 14, 6am	PSPC	Macdonald-Cartier Bridge	Opening of two lanes	Removal of traffic control devices by contractor (Signebec) to open two lanes
February 18, 8pm	PSPC	Macdonald-Cartier Bridge	Closure of two lanes	Installation of traffic control devices by contractor (Signebec) to close of two lanes
February 21, 6am	PSPC	Macdonald-Cartier Bridge	Opening of two lanes	Removal of traffic control devices by contractor (Signebec) to open two lanes
January 28, 6pm	PSPC	Alexandra Bridge	Closure of the two traffic lanes	Installation of traffic control devices by contractor (signebec) to close the two traffic lanes
January 29, 7am	PSPC	Alexandra Bridge	Closure of the Boardwalk, pedestrians moved to center lane	Installation of traffic control devices by contractor (Signebec) to close the Boardwalk

				Lane. Installation of accessibility ramps by PSPC.
February 2	PSPC	Alexandra Bridge	Request from SPVG to open Alexandra to Ottawa in the AM peak to help relieve pressure on the Gatineau-MTQ road network. PSPC and City of Ottawa come to an agreement that Ottawa will install and pay for a traffic control person (6am –10am, when the Ottawa Bound Lane is open) and an electronic variable message sign (24 hours per day) at the Sussex round-about	PSPC coordinated opening and closure of the Ottawa bound lane with its contractor (Signebec).
February 3, 6am	PSPC	Alexandra Bridge	Opening boardwalk lane	Removal of traffic control devices by contractor (Signebec) to open the Boardwalk Lane. Removal of accessibility ramps by PSPC
February 3, 6am	PSPC	Alexandra Bridge	Opening Ottawa bound lane	Removal of traffic control devices by contractor (Signebec) to open Ottawa bound lane
February 3, 10am	PSPC	Alexandra Bridge	Closure of Ottawa bound lane	Installation of traffic control devices by contractor (Signebec) to close the Ottawa bound lane
February 4, 6am	PSPC	Alexandra Bridge	Opening Ottawa bound lane	Removal of traffic control devices by

				contractor (Signebec) to open Ottawa bound lane
February 4, 10am	PSPC	Alexandra Bridge	Closure of Ottawa bound lane	Installation of traffic control devices by contractor (Signebec) to close the Ottawa bound lane
February 5, 7am	PSPC	Alexandra Bridge	Closure of the Boardwalk, pedestrians moved to center lane	Installation of traffic control devices by contractor (Signebec) to close the Boardwalk Lane. Installation of accessibility ramps by PSPC.
February 6, 9pm	PSPC	Alexandra Bridge	Opening boardwalk lane	Removal of traffic control devices by contractor (Signebec) to open the Boardwalk Lane. Removal of accessibility ramps by PSPC
February 7, 6am	PSPC	Alexandra Bridge	Opening Ottawa bound lane	Removal of traffic control devices by contractor (Signebec) to open Ottawa bound lane
February 7, 10am	PSPC	Alexandra Bridge	Closure of Ottawa bound lane	Installation of traffic control devices by contractor (Signebec) to close the Ottawa bound lane
February 8, 6am	PSPC	Alexandra Bridge	Opening Ottawa bound lane	Removal of traffic control devices by contractor (Signebec) to open Ottawa bound lane
February 8, 10am	PSPC	Alexandra Bridge	Closure of Ottawa bound lane	Installation of traffic control devices by contractor (Signebec) to close the Ottawa bound lane
February 9, 6am	PSPC	Alexandra Bridge	Opening Ottawa bound lane	Removal of traffic control devices by

				contractor (Signebec) to open Ottawa bound lane
February 9, 10am	PSPC	Alexandra Bridge	Closure of Ottawa bound lane	Installation of traffic control devices by contractor (Signebec) to close the Ottawa bound lane
February 10, 6am	PSPC	Alexandra Bridge	Opening Ottawa bound lane	Removal of traffic control devices by contractor (Signebec) to open Ottawa bound lane
February 10, 10am	PSPC	Alexandra Bridge	Closure of Ottawa bound lane	Installation of traffic control devices by contractor (Signebec) to close the Ottawa bound lane
February 11, 6am	PSPC	Alexandra Bridge	Opening Ottawa bound lane	Removal of traffic control devices by contractor (Signebec) to open Ottawa bound lane
February 11, 10am	PSPC	Alexandra Bridge	Closure of Ottawa bound lane	Installation of traffic control devices by contractor (Signebec) to close the Ottawa bound lane
February 12, 7am	PSPC	Alexandra Bridge	Closure of the Boardwalk, pedestrians moved to center lane	Installation of traffic control devices by contractor (Signebec) to close the Boardwalk Lane. Installation of accessibility ramps by PSPC.
February 13, 9pm	PSPC	Alexandra Bridge	Opening boardwalk lane	Removal of traffic control devices by contractor (Signebec) to open the Boardwalk Lane. Removal of accessibility ramps by PSPC

February 14, 6am	PSPC	Alexandra Bridge	Opening Ottawa bound lane	Removal of traffic control devices by contractor (Signebec) to open Ottawa bound lane
February 14, 10am	PSPC	Alexandra Bridge	Closure of Ottawa bound lane	Installation of traffic control devices by contractor (Signebec) to close the Ottawa bound lane
February 15, 6am	PSPC	Alexandra Bridge	Opening Ottawa bound lane	Removal of traffic control devices by contractor (Signebec) to open Ottawa bound lane
February 15, 10am	PSPC	Alexandra Bridge	Closure of Ottawa bound lane	Installation of traffic control devices by contractor (Signebec) to close the Ottawa bound lane
February 16, 6am	PSPC	Alexandra Bridge	Opening Ottawa bound lane	Removal of traffic control devices by contractor (Signebec) to open Ottawa bound lane
February 16, 10am	PSPC	Alexandra Bridge	Closure of Ottawa bound lane	Installation of traffic control devices by contractor (Signebec) to close the Ottawa bound lane
February 17, 6am	PSPC	Alexandra Bridge	Opening Ottawa bound lane	Removal of traffic control devices by contractor (Signebec) to open Ottawa bound lane
February 17, 10am	PSPC	Alexandra Bridge	Closure of Ottawa bound lane	Installation of traffic control devices by contractor (Signebec) to close the Ottawa bound lane
February 18, 6am	PSPC	Alexandra Bridge	Opening Ottawa bound lane	Removal of traffic control devices by contractor (Signebec) to open Ottawa bound lane

February 18, 10am	PSPC	Alexandra Bridge	Closure of Ottawa bound lane	Installation of traffic control devices by contractor (Signebec) to close the Ottawa bound lane
February 19, 7am	PSPC	Alexandra Bridge	Closure of the Boardwalk, pedestrians moved to center lane	Installation of traffic control devices by contractor (Signebec) to close the Boardwalk Lane. Installation of accessibility ramps by PSPC.
February 19	SPVG- OPS	Alexandra Bridge	SPVG and OPS advised PSPC that they are closing Alexandra Bridge to pedestrians.	SPVG and OPS close the bridge to pedestrians to limit influx of public into Ottawa during their downtown operation.
February 20, 9am	SPVG- OPS	Alexandra Bridge	SPVG and OPS advised PSPC that they are opening Alexandra Bridge to pedestrians.	Only pedestrians with an acceptable reason to cross the bridge are let through.
February 20, 9pm	PSPC	Alexandra Bridge	Closure of center lane, opening of boardwalk lane	Removal of traffic control devices by contractor (Signebec) to open the Boardwalk Lane. Removal of accessibility ramps by PSPC
February 21, 6am	PSPC	Alexandra Bridge	Opening Ottawa bound lane	Removal of traffic control devices by contractor (Signebec) to open Ottawa bound lane
February 21, 10am	PSPC	Alexandra Bridge	Opening Gatineau bound lane	Removal of traffic control devices by contractor (Signebec) to open Gatineau bound lane



### ANNEX 3

#### Day by day Overflow Parking Chronology

January 29: In response to a request from OPS via the NCRCC, PSPC confirmed that OPS may begin using Tunney's Pasture as an overflow zone for parking incoming "Freedom Convoy 2022" vehicles.<sup>64</sup>

January 30: OPS did not use Tunney's pasture and did not indicate that they will open the site to any vehicles at this time. PSPC remained available if necessary.<sup>65</sup>

February 5: Following a request from the City of Ottawa, it was determined that parking would be made available for protestors at 1500 Bronson. The request was actioned on the same day.<sup>66</sup>

February 9: After a review of its inventory, PSPC determined that 1010 Somerset could be used for parking.<sup>67</sup> A limited number of protestors were parking at 1500 Bronson had established a temporary garage, without PSPC permission.<sup>68</sup> The NCRCC reported that children were using snow piles to toboggan. Plans were made for PSPC to install snow fencing and the City of Ottawa would place "no tobogganing" signs.<sup>69</sup> Protestors had been removed from Tunney's pasture.<sup>70</sup>

February 10: Fencing installed at 1500 Bronson and the City of Ottawa added signs restricting toboggan use. Portable toilets had been installed by protestors.<sup>71</sup>

February 11: PSPC requested a quote for the cost of having security patrols done by Commissionaires at 1500 Bronson.<sup>72</sup> Protestors left 1500 Bronson, however 4 portable toilets remained on site. The OPS requested that the site remain available for overflow parking.<sup>73</sup>

February 12: 1500 Bronson was being cleaned and the portable toilets were removed. The site remained available for use as per OPS request. Commissionaires were monitoring for any inappropriate protest activity.<sup>74</sup>

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<sup>64</sup> DEOC Situation Report Update 4 dated January 29, 2022 (PB.CAN.00000385).

<sup>65</sup> DEOC Situation Report Update 5 dated January 30, 2022 (PB.CAN.00000404).

<sup>66</sup> "FW: 1500 Bronson Parking / Manifestation vehicle parking", email chain dated February 7, 2022 (PB.CAN.00000506); 1500 Bronson Ave Post Orders dated February 7 2022 (PB.CAN.00000507) and see update 30 in MISE A JOUR 92 – AUX FINS DE CONNAISSANCE DE LA SITUATION – MANIFESTATION – TOUTES LES REGIONS / UPDATE 92 – SITUATIONAL AWARENESS – DEMONSTRATION – ALL REGIONS.

<sup>67</sup> "RE: Convoy", email dated February 9, 2022 (PB.CAN.00000553)

<sup>68</sup> Options – PSPC Support dated February 9, 2022 (PB.CAN.00000554)

<sup>69</sup> DEOC Situation Report Update 20 dated February 9, 2022 at (PB.CAN.00000559).

<sup>70</sup> Options – PSPC Support dated February 9, 2022 (PB.CAN.00000554)

<sup>71</sup> DEOC Situation Report Update 21 dated February 10, 2022 (PB.CAN.00000561).

<sup>72</sup> "FW: Request for quote – 1500 Bronson Ave. patrols", email chain dated February 9 – 11, 2022 (PB.CAN.00000567).

<sup>73</sup> DEOC Situation Report Update 22 dated February 11, 2022 at (PB.CAN.00000569).

<sup>74</sup> DEOC Situation Report Update 23 dated February 12, 2022 at (PB.CAN.00000573).

February 18: The OPS requested assistance from PSPC for overflow parking for towed vehicles.<sup>75</sup>

February 19: Both parking lots at the 1500 Bronson and the Sir Charles Tupper buildings were plowed to allow for police use for towed vehicle storage. The sites were not used at this time.<sup>76</sup>

February 20: Neither 1500 Bronson nor the Sir Charles Tupper parking lots were used for vehicles but both spaces remained available for use by the OPS.<sup>77</sup>

February 23: PSPC parking had still not been used but PSPC remained on standby.<sup>78</sup>

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<sup>75</sup> DEOC Situation Report Update 30 dated February 18, 2022 at (PB.CAN.00000670).

<sup>76</sup> DEOC Situation Report Update 31 dated February 19 (PB.CAN.00000677).

<sup>77</sup> DEOC Situation Report Update 32 dated February 20 (PB.CAN.00000680).

<sup>78</sup> Short Update for DM dated February 23, 2022 at (PB.CAN.00000694).