



## NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, May 17, 2022 at 9:30 am

Council Chamber, New Westminster City Hall and

By Zoom: <https://us02web.zoom.us/j/88644230155>

✓ Indicates Attachment

***We recognize and respect that New Westminster is on the unceded and unsundered land of the Halkomelem speaking peoples. We acknowledge that colonialism has made invisible their histories and connections to the land. As a City, we are learning and building relationships with the people whose lands we are on.***

<b>1</b>	<b>ADOPTION &amp; PRESENTATIONS</b>	
	1.1 Land Acknowledgment	<i>Mayor Cote</i>
✓	1.2 Introduction of New Police Board Member Drew Hart	<i>Mayor Cote</i>
	1.3 Personnel Announcements	<i>Chief Constable Jansen</i>
✓	1.4 Adoption of Open Agenda: May 17, 2022	<i>Police Board</i>
<b>2</b>	<b>CONSENT AGENDA</b>	<i>Police Board</i>
✓	2.1 Approval of Open Minutes: April 19, 2022	
	2.2 Police Board Member Reports	
✓	2.3 Statistics: April 2022	
✓	2.4 GOVERNANCE: Amendments to NWPB Governance Manual & Calendar	
✓	2.5 GOVERNANCE: NWPB Core Operations	
✓	2.6 Strategic Plan Tracking Document	
	2.7 Police Board Correspondence:	
✓	2.7a Call for Nominations to CAPG Board of Directors for 2022-2024	
✓	2.7b Participation in Proposed Research Project	
✓	2.7c Special Committee on Reforming the Police Act Report	
✓	2.7d Reappointment of Shirley Heafey and Heather Boersma to NWPB ending June 2024	
<b>3</b>	<b>ONGOING BUSINESS</b>	
<b>4</b>	<b>NEW BUSINESS</b>	
✓	4.1 Q1 Financial Report	<i>Jacqueline Dairon</i>
	<b>NEXT MEETING</b>	
	<b>Date:</b> Tuesday, June 21, 2022 at 9:30 am	
	<b>Location</b> Council Chamber, New Westminster City Hall and By Zoom	
	<b>ADJOURNMENT OF OPEN MEETING</b>	

**Drew Hart** is a health care leader with over 15 years of experience in the public health care system. Drew currently serves as the Director, Facilities Management & Capital Projects for BC Mental Health & Substance Use Service. Over his career Drew has held a number program management and project management roles primarily in the areas Mental Health & Substance Use and Public Health. He particularly enjoys working to help improve services for some of the most marginalized individuals in our society. Drew has held leadership positions at Vancouver Coastal Health, Fraser Health and Provincial Health Services Authority.

Drew holds a Bachelor of Science in Forestry and a Masters in Health Administration, both from the University of British Columbia.

Outside of work, Drew is an active member of the community theatre community in the lower mainland.



## NEW WESTMINSTER MUNICIPAL POLICE BOARD

April 19, 2022 at 9:30 a.m.

Via ZOOM

### MINUTES of Open Meeting

<b>PRESENT:</b>	Mayor Jonathan Côté	Chair
	Ms. Heather Boersma	
	Ms. Ruby Campbell	
	Mr. Karim Hachlaf	
	Ms. Shirley Heafey	
	Mr. Sasha Ramnarine	
<b>STAFF:</b>	Chief Constable Dave Jansen	
	Deputy Chief Paul Hyland	
	Inspector Trevor Dudar	
	Inspector Diana McDaniel	
	A/Inspector Eamonn Ward	
	Ms. Jacqueline Dairon	Finance Supervisor
	Ms. Heather Corbett	Acting Board Secretary

The meeting was called to order at 9:35 a.m.

#### 1.1. Land Acknowledgment

Mayor Cote provided a land acknowledgement, as follows:

*We recognize and respect that New Westminster is on the unceded and unsundered land of the Halkomelem speaking peoples. We acknowledge that colonialism has made invisible their histories and connections to the land. As a City, we are learning and building relationships with the people whose lands we are on.*

#### 1.2. Adoption of Open Agenda: April 19, 2022

##### **MOVED AND SECONDED**

THAT The New Westminster Police Board approve the April 19, 2022, Open Agenda.

**CARRIED**

#### 1.3. Distracted Driving Awards

Chief Constable Jansen recognized Constables Curtis Heath and Nick Dion for their efforts to reduce fatalities through focused enforcement on distracted driving.

Mayor Cote recognized the members for their service and thanked them on behalf of the Board.

**2. CONSENT AGENDA**

**2.1. Approval of Open Minutes: February 15, 2022**

**2.2. Police Board Member Reports**

**2.3 Policy AF70 – Disclosure and Protection of Information**

**2.4 Policy OM10 – Media Relations**

**2.5 Policy OG40 – Communicable Disease Prevention & Control**

**2.6 Statistics: February 2022 & March 2022**

**2.7 GOVERNANCE: NWPB Communications Update**

**2.9 Police Board Correspondence**

- a) Letter from City of New Westminster Council re E-COMM 911
- c) BCAPB 2022 Notice of AGM & Call for Resolutions
- d) CAPG 2022 Awards for Excellence in Police Governance
- f) CAPG 2022 Resolutions Reminder
- g) CAPG Virtual AGM – Sept 1
- h) Updated Report – BCPPS Use of Force and Training

**MOVED AND SECONDED**

THAT Items 2.8, 2.9b, and 2.9e be removed from the Consent Agenda; and,

THAT the New Westminster Police Board approve the remaining items on the Consent Agenda.

**CARRIED**

**ITEMS REMOVED FROM CONSENT**

**2.8 GOVERNANCE: Annual Review of Integrated Services**

The Board showed appreciation for the contents of the report, noting the diverse range of opportunities provided to members through contracts and secondments with other agencies.

In response to a question from the Police Board, Chief Constable Jansen provided the following information:

- Currently, the number of members on secondment with other agencies is at the higher end, and is approximately three over, when compared to 2021;

- The resources deployed to secondments with other agencies has reached a maximum and the NWPB is not in a position to add any more, other than for core contracts such as ERT and IHIT;
- Moving into 2023, it is predicted that two to four seconded positions will end and resources will be regained within the Department.

**MOVED AND SECONDED**

THAT the New Westminster Police Board receive the report entitled “Governance: Review of Integrated Services” for information.

**CARRIED**

**2.9 Police Board Correspondence**

**b) BCAPB 2022 Conference – May 26-27, Surrey**

**e) CAPG 2022 Annual Conference - Sept 7-11, Saskatoon**

Police Board members discussed who would be available to attend the BC Association of Police Boards (BCAPB) and Canadian Association of Police Governance (CAPG) conferences.

Chief Constable Jansen noted that he and Deputy Chief Hyland would also attend the conferences, depending on the Board’s attendance. He recommended that Board members advise the Police Board Secretary of their intention to attend, and she would register them for the applicable conferences.

**MOVED AND SECONDED**

THAT the New Westminster Police Board receive correspondence items 2.9b and 2.9e for information.

**CARRIED**

**3. ONGOING BUSINESS**

**3.1. Strategic Plan Tracking Document**

Deputy Chief Constable Hyland reviewed the report, noting that the senior management team was seeking to obtain approval for the tracking document, which covers the Strategic Priority milestones and Key Performance Indicators (KPI’s).

Chief Constable Jansen noted that the document would be presented to the Board on a monthly basis and, when any actions or decisions are required, these would be presented to the Board in the form of reports. In addition, the Board’s Governance calendar would be updated to ensure the document is brought back to the Board for timely discussion.

In response to questions from the Board, Chief Constable Jansen provided the following information:

- The collection of new data required for the KPIs of public trust and stakeholder satisfaction will require engagement with the community through a survey and engagement process;
- Details of the required engagement processes, and any costs associated with them, will come forward to the Board for approval, and would ensure access to all voices;
- The public satisfaction KPI (currently at 73%) would be established again through the development of a new engagement process and satisfaction survey.

Police Board members provided the following comments:

- Including the tracking document in the Police Board consent agenda and ensuring that the Board engages in formal discussion about the document twice per year would be important;
- The targets and KPIs are really important and it may be useful to see the directions they are heading in at a glance, through the use of arrows or positive/negative signs; and,
- It would be useful for further context and discussion to add more detail about timing into the status column of the key milestones tables, such as “planned initiation as of DATE”.

**MOVED AND SECONDED**

That the New Westminster Police Board approve the Strategic Priority milestones and Key Performance Indicators (KPI's) tracking document, with the Board's supplementary comments.

**CARRIED**

**3.2. Special Investigation Unit (SIU) – Implementation Timeline**

Inspector McDaniel provided information about the report, noting that it provides details on the timeline with respect to implementing the recommendations from the Final Report on the NWPB's Special Investigations Unit (SIU). The report includes a chart which specifies when each recommendation will be implemented and who is responsible.

Inspector McDaniel further noted that almost all of the tasks will be completed this year, other than those that are under the control of the Province.

**MOVED AND SECONDED**

- 3.3.** That the New Westminster Police board receive the report entitled “Special Investigation Unit (SIU) – Implementation Timeline” for information.

**CARRIED**

**4. New Business**

**4.1 BCAPB 2022 Conference & AGM Sponsorship Request**

Chief Constable Jansen advised that the Board had sponsored a lunch at previous BCAPB conferences.

**MOVED AND SECONDED**

THAT the New Westminster Police Board sponsor a lunch worth \$700 at the BC Association of Police Boards' 2022 Conference and Annual General Meeting.

**CARRIED**

**ADJOURNMENT of Open Meeting**

Chair Jonathan Cote adjourned the meeting at 9:57 a.m.

**Next meeting**

The next meeting of the New Westminster Police Board will take place on May 17, 2022 at 9:30 a.m.

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MAYOR JONATHAN COTE  
CHAIR

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HEATHER CORBETT  
RECORDING SECRETARY

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Crime Type Category <sup>1</sup>	2022 Mar	2022 Apr	Apr 3YR Avg	YTD 2020	YTD 2021	YTD 2022	YTD 3YR Avg	% Change 2022-2021
Persons Offences								
HOMICIDE	0	0	0	0	2	1	1	-50%
ATTEMPTED HOMICIDE	0	1	0	0	0	2	1	N/A <sup>2</sup>
SEXUAL ASSAULTS	3	9	5	12	22	25	20	14%
ASSAULT-COMMON	28	25	29	111	105	101	106	-4%
ASSAULT-W/WEAPON OR CBH	16	6	10	36	51	40	42	-22%
ASSAULT-AGGRAVATED	0	1	1	0	3	2	2	-33%
ROBBERY	3	6	5	14	18	15	16	-17%
Total Monitored Persons Offences	50	48	50	173	201	186	187	-7%
Domestic Violence								
DOMESTIC VIOLENCE	49	47	49	202	192	179	191	-7%
FAMILY VIOLENCE	16	13	18	101	90	79	90	-12%
Property Offences								
BREAK & ENTER-BUSINESS	12	11	17	62	98	42	67	-57%
BREAK & ENTER-RESIDENCE	9	8	6	27	17	28	24	65%
BREAK & ENTER-OTHER	7	6	8	29	21	20	23	-5%
THEFT OF VEHICLE	17	14	11	46	42	62	50	48%
THEFT FROM VEHICLE	69	53	70	289	291	233	271	-20%
THEFT-OTHER OVER \$5000	0	2	2	6	3	4	4	33%
THEFT-OTHER UNDER \$5000	40	27	29	150	110	133	131	21%
MISCHIEF OVER \$5000	0	0	0	3	1	2	2	100%
MISCHIEF \$5000 OR UNDER	39	29	41	140	196	152	163	-22%
Total Monitored Property Offences	193	150	183	752	779	676	736	-13%
Traffic Offences								
Collisions								
COLLISION-FATAL	0	0	0	0	0	1	0	N/A
COLLISION-NON-FATAL INJURY	9	2	7	36	29	22	29	-24%
COLLISION-ALL OTHERS	44	46	32	124	124	195	148	57%
Total Collision Offences	53	48	39	160	153	218	177	42%
215   Impaired								
215 ALCOH-24HR & DRUG	4	1	1	10	16	12	13	-25%
215 ALCOH IRP FAIL & REFUSE ASD-90 DAY	14	9	6	33	45	51	43	13%
215 ALCOH IRP WARN	4	2	1	10	17	19	15	12%
IMPAIRD OP MV (DRUGS & ALCOH)	12	11	7	23	22	46	30	109%
Weapons Offences								
WEAPONS	6	7	5	17	26	27	23	4%
Other Non-Criminal Offences								
BYLAW	28	12	30	159	107	72	113	-33%
CYBERCRIME	9	1	6	34	48	35	39	-27%
FALSE ALARMS	51	91	64	233	198	296	242	49%
MISSING PERSONS	17	29	20	71	75	88	78	17%
MENTAL HEALTH RELATED	61	26	49	189	307	153	216	-50%
DISTURBED PERSON/ATT SUICIDE	37	21	44	257	231	132	207	-43%
SUDDEN DEATH	12	9	12	42	39	42	41	8%
DOMESTIC DISPUTE-NO ASSAULT	27	33	40	174	135	113	141	-16%
OVERDOSES	1	1	1	4	4	3	4	-25%

<sup>1</sup> The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <>A (all files except unfounded) or B:Z (founded). Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2022-05-07. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

<sup>2</sup> Undefined. Percent Change = ((new value – initial value / initial value) x 100). Division by zero is division where the divisor (denominator) is zero, where the expression has no meaning; therefore, division by zero is undefined.





# New Westminster Police Department

## REPORT

**To:** Mayor Côté and Members of the New  
Westminster Police Board

**Date:** May 17, 2022

**From:** Chief Constable David Jansen

**Item #:** 2.4

**Subject:** Amendments to New Westminster Police Board Governance Manual and Calendar

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### **RECOMMENDATION**

*That the New Westminster Police Board approve the amendments to the Police Board Governance Manual and Calendar, as described in the report.*

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### **PURPOSE**

The purpose of this report is to provide the New Westminster Police Board (NWPB) with a proposed update of their Governance manual with changes made to Chapter 2, Chapter 7, Appendix 2, Appendix 3, and Appendix 8.

### **BACKGROUND**

The NWPB is mandated by the British Columbia Police Act to provide the Chief Constable, and by extension the New Westminster Police Department (NWPB), with Policy and Oversight, as mandated by the British Columbia *Police Act*. To this end, the Board has committed itself to adopting Best Practices in Governance and has created a Governance manual that provides information and direction in several areas.

The governance areas are broken up into Chapters and are as follows:

- i. Governance Philosophy
  1. Terms of Reference
  2. Goals
  3. Limitation Statements
  4. Ethical Standards
  5. Administrative Standards and Practices

6. Communications
7. Human Resources
8. Financial
9. Complaints
10. Access to Information and Records Management
11. Legal

Within the NWPB Governance manual, there are also 11 appendices that provide further information related to the governance of the NWPB.

#### Appendices

1. BC Police Act
2. Expense Report Claim
3. New Westminster Police Board Annual Governance Calendar
4. New Westminster Police Board Meeting Schedule
5. Police Board Member Orientation Process
6. NWPB Organization Chart
7. Current Board Affiliations
8. Evaluation of the Chief – Format
9. Board Contact Information
10. Police Speak for Civilians
11. New Westminster Municipal Police Board Honorarium

### **DISCUSSION**

Staff has reviewed the Governance manual for the NWPB members with an eye to updating it with changes that the Board has implemented since the last review, which is believed to have been in 2019, or to better reflect the current practices of the Board. The following is a breakdown of the proposed changes and associated rationale. The revised document, with all changes, is attached as Attachment #1.

### **Chapter 2 – Goals**

This chapter documents the goals of the NWPB and has been updated to reflect the new strategic plan, which the Board approved in 2022.

### **Chapter 7 – Human Resources**

A new paragraph has been added to reflect the Board's motion of February 18, 2020, which provided clarity on the Chief Constable's authority to not only hire staff, but also to terminate. The added paragraph states:

**7.2.5 The Board delegates to the Chief Constable its authority to provide for an opportunity to be heard, and to make a decision thereafter concerning termination of employment.**

**Appendix #2 – Expense Report Claim**

This appendix has been updated to reflect the addition of an honorarium for Board members.

**Appendix #3 – Governance Calendar**

This calendar provides numerous areas that the NWPB provides oversight on and the months during the year that these topics are to be reported on and discussed by the Board. The items in **red** have been removed and the items in **yellow** have been amended or added. Each item has been numbered, and further detail on the change is detailed below. The final Appendix is included in Attachment 1.

***APPENDIX 3: New Westminster Police Board Annual Governance Calendar***

January	<b>Chief Constable Annual Evaluation</b> - 1 <b>Preliminary Annual Fiscal Report</b> - 2 Victim Assistance Service Agreement - 3
February	<b>Chief Constable Year-End Review</b> - 4 Report on Human Resources and Training - 5 <b>Annual Fiscal Report</b> - 6 <b>Tri-Annual Financial Report</b> - 7
March	Spring Recess
April	<b>Police Board/City Council Joint Meeting**</b> – 8 <b>Update on Departmental Initiatives</b> - 9 Annual Review of Integrated Activities and Plan to Optimize - 10 <b>Update on NWPB Communications</b> - 11
May	<b>Report on Core Operations</b> - 12 Governance Review - 13 <b>Q1 Financial Report</b> – 14
June	<b>Six Month Chief Constable Review</b> - 15 <b>Strategic Plan Updates and Review*</b> - 16 <b>Annual Budget Preparation (Capital &amp; Operating)</b> - 17
July	<b>Capital Expenditure Plan for Next Fiscal Year</b> - 18 <b>Strategic Plan Update</b> - 19 <b>Communications Update</b> - 20
August	Summer Recess CAPG Meetings
September	<b>Finalize Strategic Plan Updates</b> – 21 <b>Draft Budget Report for Next Fiscal Year</b> - 22 <b>Q2 Financial Report</b> – 23

October	Budget Presentation - 24 Police Board / City Council Joint Meeting** - 25 Resolutions - 26 Update on Departmental Initiatives - 27 Following Year's Meeting Dates - 28
November	Strategic Plan Update* - 29 Annual Report on Risk Management – 30 Professional Standards - 31 Budget Approval - 32 Preliminary Q3 Financial Report - 33 Chief Constable's Goals for Upcoming Year - 34
December	Winter Recess

\*In the year preceding the Strategic Plan end, development will occur

\*\*If Applicable

### January

1. Chief Constable Annual Evaluation –moved to February to align with the new evaluation process
2. Preliminary Annual Fiscal Report – moved to February to align with the City's reporting timeframe, and name changed to more closely identify the type of action.
3. Victim Assistance Service Agreement – no change

### February

4. Chief Constable Year-End Review – added to align with new evaluation process.
5. Report on Human Resources and Training - no change
6. Fiscal Report Update – moved here from January
7. Tri-Annual Financial Report – moved to May to align with the City's reporting timeframe.

March – no changes

### April

8. Police Board/City Council Joint Meeting – “If Applicable” asterisk added, as the recommendation is that this becomes an as needed meeting rather than one embedded in the governance calendar.

- 9. Update on Departmental Initiatives – moved to June and renamed as this task is related to the strategic plan and priorities.
- 10. Annual Review of Integrated Activities and Plan to Optimize - no change
- 11. Update on NWPD Communications – added as per the Board’s request.

**May**

- 12. Report on Core Operations and Statistics – name shortened to more accurately identify the type of action.
- 13. Governance Review – no change
- 14. Tri-Annual Financial Report – name changed to reflect the type of report being provided.

**June**

- 15. Six Month Chief Constable Review – added to align with the new evaluation process.
- 16. Strategic Plan Development and Review\* - name changed to more accurately reflect the work.
- 17. Annual Budget Preparation (Capital and Operating) name changed to more accurately reflect the work

**July**

- 18. Capital Expenditure Plan for Next Fiscal Year – moved to June.
- 19. Strategic Plan Update\* - moved to November to reflect the direction of the Board.
- 20. Communications Update – moved to April.

**August** – no change**September**

- 21. Finalize Strategic Plan Updates\* - moved to Ju to reflect Board s direction.
- 22. Draft Budget Presentation for Next Fiscal Year – name change to reflect the reports provided.
- 23. Tri-Annual Financial Report – name change to reflect the report provided.

**October**

- 24. Budget Presentation – no change
- 25. Police Board / City Council Joint Meeting – “If Applicable” asterisk added, as the recommendation is that this becomes an as needed meeting rather than one embedded in the governance calendar.
- 26. Resolutions – removed, not applicable any longer
- 27. Update on Departmental Initiatives – moved to November.
- 28. Following Year’s Meeting Dates – added to calendar

**November**

- 29. Strategic Plan Update – wording updated.
- 30. Annual Report on Risk Management – removed as this has never been implemented.
- 31. Professional Standards – removed as this is reported on monthly.
- 32. Budget Approval – no change
- 33. Q3 Financial Report – added to align with the City’s reporting structure.
- 34. Chief Constable’s Goals for Upcoming Year – added to reflect new evaluation process.

**December** – no change**Appendix #8 - Evaluation of the Chief – Format**

This appendix has been updated to add the newly approved Chief Constable evaluation form.

**OPTIONS**

Option #1 – That the New Westminster Police Board approve the amendments to the Police Board Governance Manual and Calendar, as described in the report.

Option #2 – That the New Westminster Police Board provide staff with other direction

Staff recommends option 1.

**ATTACHMENTS:**

1. Amended New Westminster Police Board Governance Manual

This report has been prepared by:

A handwritten signature in black ink, appearing to read "David Jansen". The signature is stylized with a large initial "D" and a cursive "Jansen".

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Chief Constable David Jansen

# New Westminster Municipal Police Board

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## Governance Manual

2022



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## INTRODUCTION

### GOVERNANCE PHILOSOPHY

The New Westminster Police Board takes seriously its mandate to provide the Chief and by extension the Police Department with Policy and Oversight, as mandated by the British Columbia *Police Act*. To this end, the Board commits itself to adopting Best Practices in Governance.

The *Police Act* suggests there is an active partnership and dialogue between the Board and the Department's Chief Constable.

Acknowledging this dialogue, the Board commits itself to being an "active and informed" partner.

To ensure this stance is activated, the Board adopts a Governance Practice that focuses on the Board providing the Chief with "Goals" compatible with, and in the spirit of the *Police Act*.

The Chief has a wide but not totally free range of choice in how he/she delivers progress toward these "Goals" to the Board. The Chiefs range of choice of "means" to achieve the "Goals" is limited by the "Limitation Statements" that accompany the "Goals".

With the "Goals and Limitation Statements" the Chief is free to select the "Means" of obtain successful delivery of the "Ends."

The determination of the Chiefs success each year in delivering progress toward the "Goals" will be by the Board's Annual Evaluation of the Chief.

## CHAPTER 1: BOARD TERMS OF REFERENCE

### A. LEGISLATIVE MANDATE

The New Westminster Police Board (NWPB) is established as an independent and autonomous authority pursuant to the *Police Act*, RSBC 1996, c. 367. (See Appendix 1)

Section 23 of the *Police Act*, empowers the NWPB to govern the municipal police department.

Part 5 of the *Police Act* establishes four main governance functions for the Board:

- The Police Board is the employer of all sworn and civilian staff of the Police Department.
  - s.26(1) - A municipal police board must establish a municipal police department and appoint a chief constable and other constables and employees the municipal police board considers necessary to provide policing and law enforcement in the municipality.
  - s.26 (3) - Subject to a collective agreement as defined in the Labour Relations Code, the chief constable and every constable and employee of a municipal police department must be (a) employees of the municipal police board, (b) provided with the accommodation, equipment and supplies the municipal police board considers necessary for his or her duties and functions, and (c) paid the remuneration the municipal police board determines.
- The Police Board has primary financial and operational oversight for the Department.
  - s.27(1) - On or before November 30 in each year, a municipal police board must prepare and submit to the council for its approval a provisional budget for the following year to provide policing and law enforcement in the municipality.
- The Police Board establishes priorities and policies that set direction for the Department.
  - s.26 (2) - The duties and functions of a municipal police department are, under the direction of the municipal police board, to: (a) enforce, in the municipality, municipal bylaws, the criminal law and the laws of British Columbia, (b) generally maintain law and order in the municipality, and (c) prevent crime.
  - s.26 (4) - In consultation with the chief constable, the municipal police board must determine the priorities, goals and objectives of the municipal police department.
  - s.26 (5) - The chief constable must report to the municipal police board each year on the implementation of programs and strategies to achieve the priorities, goals and objectives.

s28 (1) - A municipal police board must make rules consistent with this Act and the regulations respecting the following: (a) the standards, guidelines and policies for the administration of the municipal police department; (b) the prevention of neglect and abuse by its municipal constables; (c) the efficient discharge of duties and functions by the municipal police department and the municipal constables.

s. 29(1) A police board may study, investigate and prepare a report on matters concerning policing, law enforcement and crime prevention in its municipality.

The Police Board has authority for policy and service complaints, and the Board Chair is the discipline authority for complaints against the Chief and Deputy Chief Constables.

Lastly, Section 69 (2) of the *Police Act* requires the Board assess the appropriate balance between open to the public and closed to the public Board meetings, taking into account the requirements set out in the *Act*.

## **B. RELATIONSHIPS**

### **1. Board and Board Member**

The Board will conduct its business in a manner respectful of the skills and competencies brought to the table by each member. Business will be conducted with full and open discussion. At the end of which, it is agreed that the Board will “speak with one voice” on all issues. (While members may cast dissenting votes, it is agreed that the majority decision of the Board is the Board’s will and all will speak in support of any decision)

Members will respect their oath of office by ensuring they attend meetings prepared to discuss the items on the agenda. Where a member cannot attend a meeting, best efforts will be made to participate by technology (phone, video, etc.)

### **2. Board and Chief**

The Board provides the Chief Constable with direction through “Ends” statements. The Board will work with the Chief and the senior management team to develop the Strategic Plan, and annual budget that delivers the “Ends” expected by the Board.

The Chief Constable is responsible selecting the “means” for the day-to-day management and operation of the New Westminster Police Department within the “ends” described in the strategic plan, the annual budget, and the “limitations” established by the Board.

The Board and Chief Constable commit to the following guiding principles with respect to their relationship and responsibilities:

- (1) The Chief recognizes the Board’s mandate to set the “ends” for the organization.
- (2) The Board recognizes the Chief Constable’s mandate to select the “means” to achieve the departments “ends”
- (3) Both Parties:
  - a) acknowledge the importance of goodwill between each other;
  - b) respect each other’s roles, interests and accountabilities;
  - c) give each other the benefit of the doubt, accept honest mistakes and seek explanations before reacting;

- d) recognize and respect each other's decision-making processes and lines of authority;

Communications between the Board and Chief shall:

- (1) promote common understanding
- (2) promote quick and effective resolution of issues, and
- (3) build stronger relationships.

Information shall be shared to the fullest extent possible and be undertaken in an atmosphere that promotes clarity, transparency, openness and trust.

Subject to the Board's "limitation statements" the Chief has command of the Police Department, and is accountable to the Board acting as a body.

The Board acknowledges the Chief operates the Department to achieve the "goals" by selecting the "means" but that the Chief also has legislative roles and duties are set forth in s. 34 of the *Police Act*.

Board authority is delegated through the Chief, so that all authority and accountability of staff/members, in so far as the Board is concerned, is considered to be the authority and accountability of the Chief.

The Board instructs the Chief through "Goals," "Limitation Statements," and the "Annual Evaluation of the Chief."

Only decisions of the Board acting as a body are binding upon the Chief:

- (1) Decisions or instructions of individual Board Members or committees are not binding on the Chief except in those instances when the Board has specifically authorized such exercise of authority.
- (2) In the case of Board Members requesting information or assistance without Board authorization, the Chief has the option of bringing such requests to the Board if, in the Chief's judgment, a material amount of staff time or funds are required.

The Chief shall ensure that his/her actions and those of the Police Department will not compromise the independence of the Police Board.

The Chief may delegate authority to the extent that he/she considers appropriate, but remains personally responsible for all activities of the Department.

### 3. Board and City

The legislative intent behind the creation of a Police Board is to ensure that the Police Department remains a separate and independent body from the City of New Westminster.

The Police Board has a unique relationship with City Council that exists to insulate the Police Department from the political decision making process.

The New Westminster City Council provides the funding for the operation of the New

Westminster Police Department. This relationship necessitates a collaborative and constructive working relationship between the New Westminster Police Department (the “NWPD”) and Board and the New Westminster City Council and Staff.

#### 4. Board and Public

The Board will always be mindful that they are developing “goals” intended to keep the citizens of New Westminster safe and their property secure.

The Board will always be mindful of the opportunity any member of the public has to attend any of the Board’s regular meetings and will publish a schedule each year to encourage dialogue.

Acknowledging the need for an “engaged” public, the Board will hold at least one Annual Public Meeting to provide information on the Departments Annual Report.

#### 5. Board and the Province of British Columbia

To ensure clarity with the Province of British Columbia, the Board shall establish a collegial relationship with officials of the Ministry of Public Safety and Attorney General and shall fulfill all reporting requirements established under the *Police Act*. This includes filing of Board Minutes and Policies with the Ministry, thus enabling the Board’s decisions and rules to be enforced.



## **CHAPTER 2: “GOALS”**

The New Westminster Police Board embraces the concept that the “best” plans are those that are developed collectively with the New Westminster Police Department. From this dialogue the Board will use the following to:

1. Set direction for the Department,
2. Provide direction to the Chief, and,
3. Evaluate the Chief’s performance annually

### **2.1 We Serve Everyone with Integrity, Excellence and Compassion**

#### **2.2 Strategic Priorities**

- 2.2.1 Strengthening Community Engagement
- 2.2.2 Modernizing Community Safety
- 2.2.3 Investing in our People

#### **2.3 Strategic Goals and Measures**

- 2.3.1 Listening to our Community (measured by public satisfaction, public trust of police and stakeholder satisfaction)
- 2.3.2 Serving our Community (measured by crime rates, response times, police costs and police effectiveness)
- 2.3.3 Supporting our People (measured by employee engagement, attrition and vacancy)

## **CHAPTER 3: “LIMITATION STATEMENTS”**

### **3.1 General Executive Constraint/Complaint about or Appeal of the Executive**

In operating the Department the Chief is empowered to use his discretion in all areas provided all decisions are consistent with Board policy and within the current year's budget.

In the case of complaints about the sworn and civilian staff, the Chief will address each as required and inform the Board of the results.

In the case of complaints about the Chief or members of the Executive team, the Chief will advise the Chair and Board immediately to permit the Board to consider timely responses and be prepared to answer questions from the public.

### **3.2 Directors Policy, Practice and/or Conduct**

The Chief has the right to set internal policy and procedure in support of the departmental goals. If any of these policies or procedures conflict with Board Policy, the Chief will bring the conflicting concern to the Board for consideration. If the Board selects to amend policy in response to the Chiefs request the internal practice in question may proceed. If not, the Chief must not implement the change.

### **3.3 Treatment of Staff**

The Chief will ensure that sworn and civilian members are respected and treated in a manner consistent the appropriate collective agreements, the Canadian Human Rights Charter, and the British Columbia Labour Code.

### **3.4 Communication and Support to the Board**

The Board and the Chief will maintain a positive face to the public. If the Chief is concerned about the operation or policy direction of the Board he must bring that concern to the attention of the Board. In response to the concern the Board must respectfully dialogue with the Chief to find an effective solution or resolution to the concern.

### **3.5 Compensation and Benefits**

The Chief will ensure that all sworn and civilian staffs are compensated as per the terms of the collective agreement. In the event, the Chief believes there is a reason for additional compensation or benefits beyond the contract minimum he may institute the additions only if he has budget “room.” Where budget “room” does not exist the Chief must make a request to the Board for budget adjustment.

**3.6 Asset Protection**

The Chief must ensure that there are adequate policy and procedure in place to provide the Board assurance that all of the department's physical and human assets are available to address day to day operations and major events.

**3.7 Financial Stability**

It is the Chiefs responsibility to create and monitor the budget, purchasing, and receivables of the department. The Board understands that there may be a need to make financial decisions within the fiscal year that may not have been contemplated at the beginning of the fiscal cycle. In these cases the Chief may exceed budget line items on the condition that the yearend financial statements reflect the surplus or deficit set by the Board at the beginning of the fiscal year.

**3.8 Organizational Culture**

The Chief will work to create an organizational culture that attracts above average candidates for hire. That is flexible and responsive in the face of challenging events.

## **CHAPTER 4: ETHICAL STANDARDS**

### **4.1 Code of Conduct**

- 4.1.1 Effective governance by the Police Board is achieved by board members fulfilling their roles and responsibilities with the highest standards of conduct. Members shall perform their duties in a manner that will instill public confidence in the abilities and integrity of the Board.
- 4.1.2 Members shall perform their duties with due diligence, honesty, impartiality and in good faith and in accordance with the *Police Act*, any other Act and any regulation, rule or bylaw, as provided for in their oath or affirmation of office.
- 4.1.3 Members shall regularly attend Board meetings, adequately prepare for the other duties expected of a Board Member, and use their knowledge and expertise when dealing with the affairs of the Department.
- 4.1.4 Members shall not interfere with the Police Department's operational decisions and responsibilities or with the day-to-day operation of the Police Department.
- 4.1.5 Members shall keep confidential any information disclosed or discussed at an in camera or closed in camera meeting of the Board, as required under the oath of office.
- 4.1.6 No Member shall purport to speak on behalf of the Board unless he/she is authorized by the Board to do so. Board Members shall adhere to the Board's Communications Policy.
- 4.1.7 Members shall refrain from engaging in conduct that would discredit or compromise the integrity of the Board or the Police Department.
- 4.1.8 Members must give un-conflicted loyalty to the interests of the community. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. This accountability supersedes the personal interest of any Board Member acting as an individual consumer of the organization's services. Board Members shall not use their office to advance their interest or interests of any person or organization with whom or with they are associated.
- 4.1.9 Members shall not use their office to obtain employment with the Board or the Police Department for themselves or any family member (family member means the parent, spouse, child of the person, or any other related person occupying the same residence).
- 4.1.10 If a Board Member wishes to apply for employment with the Police Department, the Member shall first resign their Board position.
- 4.1.11 Members shall keep informed as to the policies, business and affairs of the Department and shall enhance their capabilities as Board Members by participating in Board training events and, where possible, other outside training opportunities.
- 4.1.12 A Member seeking political office shall take a leave of absence from the Board if a nominated candidate and shall resign if elected.

## **4.2 Conflict of Interest**

- 4.2.1 Members are expected to perform duties conscientiously and in a manner that will not put their personal interests in conflict with the best interests of the Police Board and Police Department.
- 4.2.2 A conflict of interest arises when a member's private interests supersede or compete with the member's dedication to the interests of the organization. This could arise from real, potential, or apparent conflict of interest:
- A "real" conflict of occurs when a member exercises an official power or performs an official duty or function and, at the same time, knows that in the performance of that duty or function or in the exercise of power, there is the opportunity to further a private interest.
  - A "potential" conflict of interest occurs when there exists some private interest that could influence the performance of a member's duty or function or in the exercise of power, provide that he/she has not yet exercised that duty or function.
  - An "apparent" conflict of interest exists when there is a reasonable apprehension that a reasonably well-informed person could properly believe, that a real conflict of interest exists on the part of the member.
- 4.2.3 A member has an obligation to declare a conflict of interest and make a full disclosure prior to discussion of an issue. This enables the Board to resolve unclear situations and gives an opportunity to dispose of conflicting interests before any difficulty can arise.
- 4.2.4 Upon declaration of a conflict, the person recording the events of the meeting should duly note the declaration.
- 4.2.5 Upon declaration of a conflict of interest, the member declaring the conflict must absent themselves from the proceedings during discussion or voting on that particular matter, contract or arrangement.
- 4.2.6 Board Members concerned that either the Chair or another member may have a conflict of interest, must immediately bring the perceived conflict to the attention of that Chair or member. Conflicts must be resolved in a manner that enhances public confidence and trust in the objectivity and impartiality of the Board.

## **CHAPTER 5: BOARD ADMINISTRATIVE STANDARDS AND PRACTICES**

### **5.1 Independence**

- 5.1.1 The legislative intent behind the creation of a Police Board is to ensure that the Police Department remains a separate and independent body from the municipality. The Police Board has a unique relationship with the municipal council and it exists, in part, to insulate the Police Department from the political decision making process. The Police Board is responsible for ensuring that the police provide effective and efficient services. The municipal council provides the Police Department with an annual budget to achieve these objectives.
- 5.1.2 The work of the Police Department necessitates confidentiality and adherence to security protocols and, to that end, the Police Board has adopted regulations and procedures to closely restrict access to, and disclosure of, information under the authority of the Police Department. The Police Board's independent status is achieved by ensuring accountability for the management of the Police Department and its employees.
- 5.1.3 The New Westminster Police Board is responsible for ensuring that the security and confidentiality interests of the Police Department, and the safety interests of the public and Department are protected. Advancing of joint ventures or shared services with municipal council or any other agency can only occur where the Board is satisfied that confidentiality and security issues have been properly addressed.

### **5.2 Composition of Board**

- 5.2.1 The *Police Act*, Part 5, s. 23(1), requires that the Board consist of the Mayor, who is designated as chair, one person nominated by the municipal council, and not more than seven persons appointed by the Lieutenant Governor in Council.
- 5.2.2 All members of the New Westminster Police Board are appointed and their terms of office set by the order of the Lieutenant Governor in Council based on recommendations put forward by the Solicitor General, after consultation with the Director of the Police Services Division, Board Members are appointed to a term not to exceed four years, although they may be re-appointed.
- 5.2.3 The Board will determine the composite skills it requires to meet its responsibilities and maximize its success, and the elements it requests with respect to tenure and the rotation of members. The Board will forward this information to its appointing bodies.

### **5.3 Oath of Office**

- 5.3.1 In accordance with s. 70(1) of the *Police Act*, a person appointed to the New Westminster Police Board must take an oath or affirmation in the prescribed form before assuming office and exercising any power or perform any duty or function as a Member of the New Westminster Police Board. When reappointed to the Police Board, a Member must retake their oath of office.
- 5.3.2 The oath or affirmation specified in s. 1 of the *Police Oath/Solemn Affirmation Regulation* shall be made before the Chief Constable for the New Westminster Police Department, or

alternately, before a commissioner for taking affidavits for British Columbia. A copy of the signed oath/affirmation shall be filed with the Ministry of Public Safety and Solicitor General, as designated in s. 2 of the Regulation.

## **5.4 Board Governance**

5.4.1 As a statutory governance body, the Police Board must be and be seen to be:

- (1) operating in all ways mindful of its civic trusteeship obligation to the public and accountability for the governance of the Police Department;
- (2) independent of Police Department administration and management, political affiliation and interest groups;
- (3) subject to the needs of confidentiality and security, open, transparent, and accessible to both the public and Police Department; and
- (4) responsive to the community.

5.4.2 The New Westminster Police Board shall govern by establishing “goals” that emphasizes outward vision.

5.4.3 The Board encourages strategic leadership rather than administrative detail and shall maintain a clear distinction between Board governance and the Chief Constable’s role as chief executive officer of the Police Department.

5.4.4 The Board, and not the Chief or Board staff, shall be responsible for excellence in governing. The Board itself shall be the initiator of policy through the development of “goals”.

5.4.5 Where the Chief Constable believes there is need for additional or altered “goals” he may bring these forward for the Board’s consideration at any time.

5.4.6 The Board shall use the expertise of individual Board Members to enhance the performance of the Board as a body.

5.4.7 The Board shall direct, control and motivate the organization through the careful creation of “goals” that reflect the community’s values.

## **5.5 Board Meetings**

a) Role of Chair at Board Meetings

- i) The Chair of the Board presides over meetings of the Board. Should the Chair not be present, or vacate the chair temporarily or permanently, an alternate will be appointed by the Chair to act in the Chair’s place.
- ii) The duties of the Chair with respect to the Board meetings shall include:
  - a) calling the meeting to order;
  - b) announcing items of business;
  - c) deciding, subject to appeal, all questions of order and procedure;
  - d) preserving order and decorum;
  - e) developing the Board meeting agenda, in consultation with the Chief Constable; and

f) managing difficult issues in Board meetings to ensure consensus.

b) Quorum

- i) A majority of Members of the Board holding office constitutes a quorum. A meeting of the Board, where notice has been given, and at which a quorum is present, is competent to exercise all or any of the authorities, powers and discretion vested in or exercisable by the Board generally.
- ii) The Chair will call the meeting to order after the hour fixed for the meeting, once quorum is present.
- iii) At the Chair's direction, but no sooner than half an hour after the fixed time for the meeting, should no quorum be present, the names of the Members present will be recorded and the meeting shall be adjourned.
- iv) If a quorum should be lost during a meeting and is not regained within fifteen minutes, the meeting must stand adjourned until the next meeting.
- v) Whenever there is a matter of urgency which requires the immediate attention of the Board, the Chair may, via telephone conference and e-mail polling, solicit a motion from the Members dealing with the matter. The motion shall be valid and in effect if passed by a majority of the Board. It shall be recorded in the Minutes of the Board at the next meeting.

c) Procedural Rules - The Board shall adhere to the following meeting procedural rules:

- (1) After the meeting of the Board is called to order, the business of the Board shall be dealt with in the order set out in the meeting agenda or notice, unless the order is amended by resolution of the Board.
- (2) Every Member, before speaking to a question or motion shall first receive recognition from the Chair and then the Member shall speak through the Chair.
- (3) When a Member wishes to speak to any question, motion, or item, they shall in an orderly fashion attempt to obtain the Chair's attention to indicate that such Member wishes to speak, and the Chair shall keep a list of those Members who wish to speak in the order in which their intentions come to the Chair's attention and appear on the list.
- (4) All remarks and comments must be relevant to the question under consideration and the Chair shall be the judge of such relevancy.
- (5) The Chair shall maintain order and decide all questions of order at meetings.
- (6) A Member may appeal the decision of the Chair on a question of order, or on a question on how the business of a meeting should be conducted.



- (7) The Chair's decision will be voted on by the Board, with a majority determining the appeal. Once the Board has voted on the appeal, the decision is final and cannot be reconsidered.
  - (8) All motions shall have a mover and a seconder.
  - (9) All notices of motion and motions shall be worded in the affirmative, where possible, and shall express fully and unambiguously the intention of the mover.
  - (10) All substantive motions and resolutions shall be in writing.
  - (11) All substantive amendments shall be in writing.
  - (12) Any Member can request a recorded vote immediately prior or immediately subsequent, to the taking of the vote. Otherwise, voting shall be by a show of hands.
  - (13) Pursuant to s. 25(3) of the *Act*, in case of a tie vote at a meeting of the Board, the Chair may cast the deciding vote. Other than a tie vote, the Chair shall not vote.
  - (14) Repealing, rescinding or altering any decision of the Board shall require a two-thirds (2/3) majority.
  - (15) Corrections of the Minutes require a majority vote of the Board.
  - (16) If a question of procedure should arise during the course of a meeting that is not specifically covered by these rules, it shall be determined by the Chair with reference to Robert's Rules of Order.
  - (17) A direction to the Chief Constable shall be authorized by the majority of the Members present.
  - (18) Actions to be pursued by the Board arising from the agenda shall be clearly identified at the meeting.
- d) Regular and *In Camera* Meetings
- 1) Pursuant to s. 69(1) of the *Act*, meetings and hearings of the Police Board shall be open to the public. The Board shall not exclude a person therefrom, except for improper conduct or public safety.
  - 2) Pursuant to s. 69(2) of the *Act*, the Board may hold meetings in absence of the public (*in camera*), if the subject matter being considered concerns:
    - (i) A matter concerning public security, the disclosure of which could be reasonably expected to seriously impair effective policing or law enforcement.
    - (ii) A matter concerning a person's financial or personal affairs, if the

person's interest in the matter outweighs the public interest in the matter.

(iii) A matter concerning labour contract discussions, labour management relations, layoffs or another personnel matter.

(iv) A matter concerning information that a person has requested that he or she is allowed to provide in private to the Board.

3. No person other than Board Members, Board Executive Assistant, Chief Constable, Senior Management Team, and other persons invited by the Board for specific agenda items shall attend *in camera* meetings. Persons shall leave the meetings if requested to do so by the Chair.
4. Attendance at the closed *in camera* meetings of the Board are at the sole discretion of the Board.
5. Any and all information obtained at an *in camera* meeting shall be treated as confidential by any and all persons in attendance.

e) Notice of Meetings

1. Notice of regular or *in camera* meetings of the Board shall be given at least five calendar days prior to the meeting. On an exigency basis, the notification period may be reduced.

f) Special Meetings

1. The Chair or an authorized Board delegate may, at any time, call a special meeting of the Police Board and the Board Executive Assistant may call a special meeting whenever requested by a majority of the Members of the Board.
2. Written notice of a special meeting shall be given to each Member of the Board setting out the time and place of the meeting and the matters to be considered. The notice may be made by personal service, or by leaving a copy at the Member's recorded address as submitted by the Member, or by sending the notice to the Member's facsimile number or e-mail address as submitted by the Member.
3. A special meeting of the Board may be called by verbal notice provided that a majority of the Board consent to the time, the place and the matter to be considered and that the decision to call the meeting is later ratified by the Board.
4. Notice of a special meeting shall state the business to be considered and no business other than that stated shall be considered, except if all Members of the Board are present.

g) Agenda

1. As a general rule, the Board shall deal with matters in the order established by the order of business and as shown on the agenda. The Chair may, at his/her discretion, alter the order established to facilitate the business of the meeting.
  2. The general order of business for Board Meetings is as follows:
    - i) Call the meeting to order
    - ii) Regrets
    - iii) Delegations
    - iv) Presentations
    - v) Adoption of the Agenda
    - vi) Approval of Minutes
    - vii) Correspondence
    - viii) Reports
    - ix) Unfinished / Ongoing Business
    - x) New Business
    - xi) For Information/Miscellaneous
  3. Prior to each meeting, the Board Executive Assistant shall prepare a draft agenda of all business to be brought before the Board. Decisions on the inclusion or exclusion of agenda items shall be made by the Chair of the Board or designate, in consultation with the Chief Constable or designate.
  4. Wherever possible, Members shall give notice regarding a matter to be added to the agenda prior to the agenda review with the Chair.
  5. Under “New Business”, a Member may introduce new business with the consent of the majority of the Members present at the meeting.
  6. Board members may request that additional discussion on a regular agenda item take place *in camera* if this discussion falls under s. 69(2) of the *Police Act*.
  7. During consideration of an *in-camera* item by the Board, the Board may direct that the decision on that item, or the item in its entirety, be reported back to the regular meeting.
- h) Delegations
1. Any person or persons (a “delegation”), not being a Member or employee of the Board, wishing to address a regular Meeting of the Board, shall make a request to the Board Office and include the agenda item or topic that the delegation is speaking to. There may be a limit on the number of delegations able to appear at a given Board meeting.
  2. Speaking time for a delegation shall be limited to a maximum of five minutes. A time extension may be given by agreement of the Board.

3. A written submission by the delegation and a list of persons attending, wherever possible, shall be filed with the Board Office for distribution with the meeting agenda.
  4. Members shall not enter into debate with the delegation upon the completion of their presentation. Members should only ask questions for clarification and obtaining additional, relevant information.
  5. No delegation at either a regular Meeting or Special Meeting of the Board shall:
    - i) speak disrespectfully of any person;
    - ii) use offensive words or unparliamentary language;
    - iii) speak on any subject other than the subject for which they have received approval to address the Board; or
    - iv) disobey the rules of procedure or a decision of the Chair.
  6. The Chair may curtail any delegation, any questions of a delegation or debate during a delegation for disorder or any other breach of this policy and, where the Chair rules that the delegation is concluded, the delegation shall immediately withdraw.
  7. The Board will not hear any delegation concerning a conduct complaint against officers of the New Westminster Police Department, but will refer the delegation to the appropriate oversight body, which is the Office of the Police Complaint Commissioner.
- i) Meeting Schedule and Location
1. The Board shall by the end of November approve its annual meeting schedule for the next year, unless otherwise decided by the Board. (See Appendix 4 for current schedule)
  2. The Board may, by majority vote of Members present at a scheduled meeting, direct that the date, time or location of a subsequent meeting be changed.
  3. The Board may cancel any meeting, if the circumstances require.
  4. The annual regular Meeting schedule shall be available on the Police Board website ([www.nwpolice.org](http://www.nwpolice.org)) or upon request from the Board Office.
- j) Minutes
1. The Minutes of the Board shall be retained by the Board Executive Assistant in the Board Office or under Board Office control in a designated archive storage facility.
  2. The Minutes of the New Westminster Police Board meetings shall contain a record of the formal actions undertaken at the meeting. The Minutes of the regular, *in camera*, closed *in camera* and special meetings of the Board shall be distributed to the Members of the Board prior to the next meeting, at which time they are considered for approval.
  3. Any action of the Board shall be upheld by resolution of the Board, and

entered in the Minutes of the Board.

4. The Board is required by s. 71 of the *Act* to keep minutes of its meetings and hearings, and records of its inquiries. Further, in accordance with s. 28(2) and s. 69(3) of the *Act*, the Board shall file copies of its approved Minutes with the Police Services Division of the Ministry of Public Safety and Solicitor General.

k) Community and Media Information

1. The public shall be notified of the time and place of the public board meetings by the schedule posted on the Police Department's website ([www.nwpolice.org](http://www.nwpolice.org)) and by notification included on the monthly meeting agenda.
2. The Board's regular minutes, once approved by the Board, will be posted on the Police Department's website.

## 5.6 Confidentiality

- 5.6.1 The work of the Police Department necessitates confidentiality and adherence to security protocols and, to that end, the Police Board has adopted regulations and procedures to closely restrict access to, and disclosure of, information under the authority of the Police Department.
- 5.6.2 Notwithstanding the need for Members to make informed decisions on issues before the Board by obtaining input from internal and external sources, Members are to ensure that information that is normally considered confidential (i.e. financial, legal and personnel issues) is not disclosed to any outside person unless authorized.
- 5.6.3 Municipal police departments and municipal police boards in British Columbia are subject to the *Freedom of Information and Protection of Privacy Act*. Members have a duty to understand the key sections of this Act and must avoid disclosing any verbal or written material that is meant to be confidential concerning the Department, its officers, staff members or clients.
- 5.6.4 Members must not disclose or use confidential information gained by virtue of their association with the Department for personal gain, or to benefit friends, relatives or associates.
- 5.6.5 The electronic documents received by Board Members are to be construed and protect as if they were paper documents.
- 5.6.6 As a practice, all Members will delete all electronic records, or provide to the Board Secretary with all paper copies for destruction.
- 5.6.7 The Board Secretary will keep all records of Board meetings for one year.

## 5.7 Board Travel and Training

- 5.7.1 Members are encouraged to participate in training sessions and conferences of the BC Association of Police Boards and Canadian Association of Police Boards, and to take advantage of other training opportunities that will increase their knowledge and capabilities

as a Board Member. (See APPENDIX 6 for current Police Board Affiliations)

- 5.7.2 When training session and/or conference information becomes available, it will be included in the Board package for discussion. Board member participation in training and conferences is at the board member's discretion.
- 5.7.3 Board Members are eligible to be reimbursed for all reasonable expenses incurred while on Board business travel or attendance of training sessions outside the area of the Metro Vancouver Regional District.
- 5.7.4 A Member's expenses are reimbursed upon the submission of receipts and explanatory expense statements, and must be in accordance with the Police Board Travel Policy.
- 5.7.5 Business travel of Board Members outside of BC requires authorization of the Chair in advance, if expenses are to be paid by the Board.
- 5.7.6 A per diem of \$100 will be paid for attendance at official Board meetings of the BC Association of Police Boards (BCAPB) and the Canadian Association of Police Governance (CAPG).

The per diem is expected to cover out-of-pocket and incidental expenses (e.g. parking, printing costs, cell phone, telephone and child care) incurred by the member in the course of carrying their Board duties. Extraordinary childcare will be reviewed on a case-by-case basis by the Board.

- 5.7.7 Per diems are not paid for:
  - Participation at social events or awards/recognition ceremonies
  - Informal meetings with Board members and NWPB staff
  - Outside workshop and events
- 5.7.8 Travel cost and per diems are paid out on completion and processing of a Expense Report as in Appendix 3.
- 5.7.9 The Board may approve additional travel deemed to be in the interest of the police board.

## **5.8 Oversight**

- 5.8.1 The New Westminster Police Board has determined that the legislation and general best practices for boards result in the Board having the responsibility for:
  - a) working with the Chief Constable and senior management to identify those rules and policies which require NWPB approval;
  - b) monitoring compliance with all significant rules, policies and procedures by which the NWPB is operated;
  - c) developing and approving a written Code of Conduct and Ethics for both the NWPB and NWPB; and
  - d) ensuring systems are in place which are designed to ensure that the NWPB and NWPB operate at all times within applicable laws and regulations, and to the highest ethical and moral standards.

## **5.9 Governance Calendar**

5.9.1 To ensure “repeatability” of the Board’s governance practices, a calendar is attached in Appendix 3 that will guide the development of Agendas and meeting schedules.

## **5.10 Strategic Plans**

5.10.1 The “best practices” in Governance require the New Westminster Police Board have responsibility for:

- a) working with the Chief Constable and senior management to develop and approve a strategic planning process that meets the needs of the NWPB and the NWPD;
- b) working with the Chief Constable and senior management in developing and approving, at least annually, a strategic plan that implements the “goals” developed by the Board, acknowledging the funding capabilities of the City of New Westminster;
- c) reviewing and monitoring, on a quarterly basis, the performance of the NWPD against the strategic plan and annual operating budget.

## **5.11 Risk and Control Systems**

5.11.1 In creating “goals” the Board has the responsibility:

- 1) to ensure management identifies the principal risks of the NWPD and takes all reasonable steps to ensure the implementation of appropriate systems to manage these risks; and
- 2) for directing management to ensure systems are in place for the implementation and integrity of the NWPD’s internal control and information technology systems.
- 3) while respecting NWPD’s need for independence, to ensure that the NWPD explores opportunities to share resources with the City and with other police organizations that will enhance operational efficiency and effectiveness; and to review and approve shared resource agreements.

## **5.12 Board Member Orientation**

5.12.1 To ensure all Board Members are able to contribute to the ongoing operation of the Board it is imperative that each newly appointed member receive a thorough and complete orientation to the legislative mandate and the governance practices of the Board.

5.12.2 Additionally, each newly appointed member must receive a thorough and complete orientation on the operation and function of the department to better prepare them to understand the need for policies from the Board and the potential impacts of those policies.

5.12.3 To accomplish the above targets, the Board has created the Orientation Procedure in Appendix 5.

## CHAPTER 6: COMMUNICATIONS

### 6.1 External Communications

- 6.1.1 The Board's "end statements" must reflect the community need and enhance the effectiveness of the police service. In creating the "goals" the Board will consider both the community and police viewpoints, needs, and will serve as a communication link to enhance understanding and working relationships amongst the Department, the public it serves and Government.
- 6.1.2 The Board operates within a highly public environment and recognizes that the actions of the Department have a significant public impact. Accordingly, the Board shall:
- (1) Provide opportunities for the community to give input on areas of interest or concern to them, via such mechanisms as designated meetings with the Board and environmental scans.
  - (2) Provide opportunities at Regular Meetings of the Board for a person or persons to appear as a delegation and present to the Board comments relevant to the agenda items.
  - (3) Share crime statistical information and crime trends with Government, community organizations, businesses and members of the public, and ensure timely reporting of any other developments that have a significant and material effect on the Department.
  - (4) Ensure that the financial performance of the Department is available to the public on a quarterly basis.
  - (5) Build relationships with board members of other police services at the provincial and national levels and, where possible, have at least one representative at meetings of the BC Association of Police Board, the Canadian Association of Police Boards, and special consultations with Government.
- 6.1.3 The Board recognizes the value in having consistent messaging to ensure a cohesive public profile. To this end, the Chair of the Board is the official spokesperson for the Board. The Chair or Board may appoint a Board Member as a spokesperson for specific matters.
- 6.1.4 Media inquiries made to the Board Office will be directed to the Chair or appointed Board spokesperson.
- 6.1.5 The Board spokesperson shall consult with the Board prior to responding to media requests for interviews on significant or sensitive matters and, as appropriate, consult with the Chief Constable.
- 6.1.6 When responding to media enquires related to public complaints against the police or legal matters, the Board spokesperson shall be cognizant of the confidentiality and process provisions, including appeals, under the Police Act and the Freedom of Information and Protection of Privacy Act, and that the Chief Constable is the Discipline Authority for sworn members under the rank of Deputy Chief Constable. The Board may wish to seek legal advice in determining appropriate public comment for its spokesperson.
- 6.1.7 A Board spokesperson shall be careful to only speak on matters within the jurisdiction and mandate of the Board, and not interfere with the legislated authority of the Chief Constable.



- 6.1.8 To the extent reasonably possible the Board and the Police Department shall be sensitive to the impact of public statements on stakeholders such as the City, the Police Complaints Commissioner, the Solicitor General, the RCMP and other police departments and shall make reasonable attempts to notify and collaborate with such stakeholders prior to releasing of information.

### **6.2 Internal Communications**

- 6.2.1 The Board will communicate with the Chief. The Chief will provide those communications to the Department, except in the case of the appointment of a new Chief.
- 6.2.2 The Chief shall take all reasonable steps to ensure that the Board is fully informed about all major issues that may be of concern to the community, as soon as is practicable.
- 6.2.3 The Chief shall direct that all official media releases be provided to the Board, as soon as is practicable following release.
- 6.2.4 The Board/Members shall direct all requests for information to the Office of the Chief Constable, or as otherwise determined in consultation with the Chief Constable.
- 6.2.5 The Board shall require internal mechanisms to be in place to: ensure a common understanding of strategic issues and directions within the Department; provide opportunities for employee input and feedback; and maintain open communications links among the Police Executive, the Board and Unions.

### **6.3 Submissions to City Council**

- 6.3.1 In consideration of the Board's governance responsibility for the Police Department under the *Act*, all formal reports and information tabled with City Council or any of its committees with respect to the budgetary requirements and operations of the New Westminster Police Department shall be reviewed and endorsed by the Police Board first.
- 6.3.2 The Police Board must be notified, as soon as is practicable, of any request to the Police Department to make a formal presentation to City Council, a Standing Committee or other City Department or agency.

### **6.4 City Council**

- 6.4.1 Formal communication between the Board and the Council, or Board and Administration of the City of New Westminster, is conducted through the Chair and/or the Board Executive Assistant, unless otherwise specified by the Board.
- 6.4.2 The Board shall pursue a positive and productive working relationship with City Council and promote opportunities for dialogue between the Board and Council.
- 6.4.3 The Board Office shall be available as a resource to City Council and respond to information questions, where possible, and appropriate to the Board's mandate. Council requests concerning police operational matters shall be directed to the Chief Constable.
- 6.4.4 The Board shall, at least annually, schedule an informal session or workshop with City Council so City Council, the Police Board, and the Police Department have an opportunity to understand each other's current priorities and issues.

## **CHAPTER 7: HUMAN RESOURCES**

### **7.1 Police Board as Employer**

- 7.1.1 The Board is the legal employer of all sworn and civilian employees in the New Westminster Police Department, pursuant to s. 26(3) of the *Police Act*. Employees are paid the remuneration the Board determines, pursuant to s. 26(3)(c) of the *Act*.
- 7.1.2 The Board and Department shall strive to be frank, fair and honest with employees and respectful of their rights, and shall work to achieve respect in the working relationship.
- 7.1.3 The Board will coach the Chief Constable and other senior officers to create a culture of integrity throughout the NWPD.
- 7.1.4 The Board will ensure that plans have been made for management succession including appointing, training and monitoring senior management.

### **7.2 Appointment of Chief Constable**

- 7.2.1 The Board has the authority to determine the executive search process to be utilized, to select and appoint the Chief Constable, and to determine the remuneration.
- 7.2.2 The Chief Constable shall be on contract with the Board.
- 7.2.3 The Chief Constable reports to, and takes policy direction from the Police Board in accordance with applicable legislation and the “goals and objectives established by the Board”.
- 7.2.4 The Board delegates to the Chief Constable the authority to appoint all other sworn and civilian employees of the Police Department.
- 7.2.5 The Board delegates to the Chief Constable its authority to provide for an opportunity to be heard, and to make a decision thereafter concerning termination of employment.
- 7.2.6 In the event that the services of the Chief Constable are not available due to an emergency or extraordinary circumstance, the Board shall appoint an interim Chief Constable.

### **7.3 Relationship to City of New Westminster Human Resources**

- 7.3.1 The Board requires the Chief Constable to have a working protocol with the City of New Westminster Human Resources Department as the NWPD utilizes a number of human resources services of the City, while the Board remains the legal employer. While a degree of consistency between terms and conditions of employment for City and New Westminster Police Department employees may be desirable, all employment issues must be dealt with by the Board.

### **7.4 Labour Relations and Collective Bargaining**

- 7.4.1 On receipt of notice to commence collective bargaining, the Board shall in consultation with the Chief Constable develop a “preferred outcome statement” and then delegate to the Chief Constable the authority to appoint a bargaining committee for the employer.

- 7.4.2 The Board may utilize the services of a labour relations consultant in collective bargaining with bargaining units of employees of the Board, unless otherwise determined by the Board.
- 7.4.3 The Board shall be briefed at the conclusion of bargaining or when an arbitration award is issued.
- 7.4.4 If acceptable, the Board shall ratify the negotiated collective agreement and then forward it for the reference of New Westminster City Council.
- 7.4.5 The Board shall ensure that communication goals and objectives are such that the Department shall strive to keep employees well informed on labour matters affecting them, their jobs and the Department in general.

### **7.5 Exempt Employees**

- 7.5.1 Compensation for employees who are exempt from union membership will be reviewed following agreements reached by the Police Association and CUPE employees; or as established by individual contracts, or as otherwise determined by the Board.
- 7.5.2 The Board recognizing the uniqueness of the NWPD police environment. All reviews and restructuring of NWPD exempt positions will be conducted in consultation with the City Human Resources Department or an external consulting agency determined by the Board.
- 7.5.3 The Board shall approve all job classifications for its exempt employees.

### **7.6 Employment Equity**

- 7.6.1 The Board is committed to the principle of equal opportunity-for employment, promotions, training and career opportunities for all candidates and employees of the New Westminster Police Board and Police Department.
- 7.6.2 The Board requires the Chief Constable to ensure that appropriate policies and procedures are implemented so that the Department abides by applicable federal and provincial human rights legislation and regulations.

### **7.7 Disciplinary Action, Suspension, and Discharge**

- 7.7.1 Upon being notified that the discipline authority has suspended a police officer with pay under s. 110 of the *Police Act*, the Board shall consider whether it is appropriate to discontinue the police officer's pay and allowances.
- 7.7.2 Section 110 of the Police Act provides for the standard and process for considering the discontinuance of pay and allowances during suspension.
- 7.7.3 The Chief Constable shall be responsible for ensuring that the Department has investigation and discipline guidelines in place for civilian employees, and such guidelines shall be consistent with Labour Law principles.
- 7.7.4 Discipline procedures for police officers shall be in accordance with the *Police Act*.

## **7.8 Evaluation of Chief Constable**

- 7.8.1 Immediately following the completion of each fiscal year, the Board shall evaluate the performance of the Chief Constable. (See APPENDIX 9 for format)
- 7.8.2 The evaluation will be based on the department's success in achieving the goals and objectives established by the Board and the Chief at the beginning of the year "goals" and compliance with the approved budget for the period.
- 7.8.3 Prior to the commencement of each fiscal year the Board will establish the evaluation criteria with input from the Chief.
- 7.8.4 The Board will provide these criteria to the Chief Constable to ensure that he is aware of the evaluation criteria throughout the fiscal year.
- 7.8.5 At the end of the fiscal year, and prior to the Board's evaluation; the Chief Constable shall provide to the Board a self-evaluation based on the criteria provided.
- 7.8.6 The evaluation will be conducted by the Chair of the Police Board or his/her designate based on the pre-determined criteria and input from other board members and/or senior staff as required.
- 7.8.7 The Board will then meet in closed session to review all of the inputs provided to create a final evaluation of the Chief.
- 7.8.8 On receipt of the annual evaluation, the Chief will be provided an opportunity, in closed session, to discuss the evaluation with the Board with the intent of arriving at a mutually agreeable evaluation.

## **CHAPTER 8: FINANCIAL**

### **8.1 Legislative Responsibility**

8.1.1 Under the *Police Act*, the Board must:

- (1) On or before November 30, prepare and submit to City Council for its approval a provisional budget for the following year to provide policing and law enforcement (s.27(1));
- (2) On or before March 1 of the year in question, submit any changes to the provisional budget to City Council (s. 27(2)).

8.1.2 In case of dispute with City Council over budget approvals, the Board or Council may apply to the Director of Police Services, Ministry of Public Safety and Solicitor General, to determine whether an item or amount should be included in the budget (s.27 (3)). Subject to this provision, City Council must include the provisional budget costs in its budget, and must pay for expenditures within the submitted budget (s.27 (4) and (5)).

8.1.3 The Board must not make expenditure, or agree to make an expenditure, that is not specified in its budget and approved by Council (s.27 (6)).

### **8.2 Budget Preparation**

8.2.1 Acknowledging the needs of the City of New Westminster to fund the operation of the Police Department and their fiscal cycle, the Board directs the Chief to comply to the greatest extent possible with the City's fiscal program.

8.2.2 Draft operating and capital budgets shall development with the intent funding the strategic plan and the ""goals"" provided the Chief Constable by the Board.

8.2.3 Draft operating and capital budgets are to be approved by the Board before submission to City Council.

### **8.3 Financial Oversight and Control**

8.3.1 The Police Department shall submit quarterly financial variance reports to the Board. These reports shall be considered at the Board's regular meeting.

## **CHAPTER 9: COMPLAINTS**

### **9.1 Service and Policy Complaints**

- 9.1.1 The New Westminster Police Board is responsible for taking action to respond to complaints made about the services or policies of the NWPB.

As set out in s.168 of the *Police Act*, service or policy complaints are complaints about the general direction, management and operation of a police department, or about the inadequacy or inappropriateness of the police department's:

- i) staffing or resource allocation
- ii) training programs or resources
- iii) standing orders or policies
- iv) ability to respond to requests for assistance
- v) internal procedures

- 9.1.2 The Board Chair will receive these complaints, in writing, and provide them to the Board for information.

- 9.1.3 The Board will request any information relevant to the complaint from the Chief Constable, who will provide the information in writing.

- 9.1.4 The Board will develop a response to the complaint in open session, during which it may or may not invite the complainant.

- 9.1.5 The Board will provide the response to the complaint to the complainant in writing.

### **9.2 Conduct Complaints against the Chief Constable and Deputy Chief Constables**

- 9.2.1 As set out in s.76 of the *Police Act*, the Chair of the Board is the discipline authority for conduct complaints (internal discipline or public trust complaints) made against the Chief Constable or a Deputy Chief Constable.

- 9.2.2 In processing complaints the Chair of the Board shall have regard to the complaints process outlined in Part 11 of the *Police Act*.

- 9.2.3 The Chair of the Board may at his or her discretion use the Board Office and Board Counsel as resources to assist in the processing of any conduct complaints against the Chief Constable and Deputy Chief Constables.

- 9.2.4 The Chair shall obtain the approval of the Board before concluding an investigation or imposing any discipline.

### **9.3 Conduct Complaints against other Members of the NWPB**

- 9.3.1 The Board receives at its monthly meeting a Professional Standards Unit Report of conduct complaints made against members of the Department other than the Chief Constable and Deputy Chief Constables, but the Board has no authority over such complaints.

## **CHAPTER 10: ACCESS TO INFORMATION AND RECORDS MANAGEMENT**

### **10.1 Freedom of Information and Protection of Privacy Act**

10.1.1 The Board is a public body subject to the provisions of the British Columbia *Freedom of Information and Protection of Privacy Act* (FOIPPA) and, under FOIPPA, a separate body from the New Westminster Police Department.

10.1.2 Pursuant to s. 77 of FOIPPA, the Board designates the Chair of the Police Board as the head of the local public body for the purpose of FOIPPA, and the following persons are authorized to perform any duty or exercise any function of the head:

- (1) any member of the New Westminster Police Board;
- (2) any person retained to provide legal advice respecting matters concerning the *Freedom of Information and Protection of Privacy Act*.

### **10.2 Public Information**

10.2.1 The Police Board supports the principle of fair and reasonable disclosure of information to facilitate public participation.

10.2.2 The Board shall make available public meeting materials, including agendas, minutes and reports to the Board from the Police Department, without an individual making a request under FOIPPA, unless disclosure is restricted by provisions of FOIPPA.

10.2.3 Requests for New Westminster Police Board records that are not disclosed at public meetings shall be processed in accordance with FOIPPA.

10.2.4 Notwithstanding that the New Westminster Police Board may be in receipt of reports made by the New Westminster Police Department, the Police Department is considered to be the originator of the Police Department reports.

10.2.5 Request for Police Department reports that are not considered at public meetings of the Board shall be transferred to the New Westminster Police Department Information and Privacy Section for processing in accordance with FOIPPA.

### **10.3 Records Management**

10.3.1 To ensure that all records are kept in a secure manner to avoid unauthorized access the following practices apply to all Board records:

- The Board Secretary shall be responsible for the custody, maintenance, and control of Board records.
- All information and correspondence directed to the NWPB will be received by the Police Board office for inclusion on the Police Board agenda.
- All records of the New Westminster Police Board (NWPB) will be retained in secured storage within the Police Board office.

- All related paper documentation will be kept in secured storage in the Police Board office.
- Paper Board documents will be kept for six months and then may be destroyed.
- Documents that are deemed to have potential historical value will be donated to the New Westminster Police Museum upon the approval of the Board and the Chief.
- All documentation related to NWPB agenda and meetings, and administrative records will be filed and maintained electronically.
- Electronic versions of all records, including police board minutes, agenda, reports, correspondence and related documents will be kept in perpetuity.



## **CHAPTER 11: LEGAL**

### **11.1 Legal Counsel**

11.1.1 The Board shall utilize legal services available from the City of New Westminster Legal Counsel, where in the opinion of the Board:

- (1) there is no conflict of interest;
- (2) the advice can be provided within the necessary time frame; and
- (3) the necessary legal expertise exists.

11.1.2 The Board shall retain outside legal counsel on matters, for which the criteria contained within 11.1.1 cannot be met, or the Board determines the independence and/or jurisdiction of the Board is best served by retaining outside legal counsel.

### **11.2 Indemnification**

11.2.1 Municipal Police Board Members are protected under the Police Act from being held personally liable for actions they take, or fail to take, in the performance of their duties as Board members. The only exceptions are if the Board has been guilty of dishonesty, gross negligence or malicious or willful misconduct. Advice on specific concerns or questions about the interpretation of the Police Act is available from the CNW Solicitor.

11.2.2 A NWPD employee not covered by a collective agreement or contract and who needs to seek legal advice shall submit a written request for indemnification to the Chief Constable for review and recommendation to the Board.

## **APPENDICES**

### **APPENDIX 1: BC Police Act**

[Click here for the BC Police Act](#)

**APPENDIX 2: Expense Report Claim**

CORPORATION OF THE CITY OF NEW WESTMINSTER  
EXPENSE REPORT/CLAIM

POLICE BOARD TRAVEL/HONORARIUM

NAME \_\_\_\_\_

FUNCTION \_\_\_\_\_

DATE \_\_\_\_\_

NWPB HONORARIUM \_\_\_\_\_ meetings at \$273.00      \$ \_\_\_\_\_

NWPB HONORARIUM \_\_\_\_\_ meetings at \$548.00      \$ \_\_\_\_\_

TRAVEL PER DIEM \_\_\_\_\_ days at \$100.00      \$ \_\_\_\_\_

PER DIEM EXPENDED FOR MEAL AND INCIDENTALS (RECEIPTS) NOT REQUIRED)

\_\_\_\_\_  
(Signed)

EXPENSES TO BE REIMBURSED (RECEIPTS REQUIRED)

HOTEL	
AIR TRAVEL	
TAXIS	
MILEAGE @ .58 Kilometer	
PARKING	
OTHER (Describe)	

SUB-TOTAL	
LESS ADVANCE, IF ANY	

<b>AMOUNT CLAIMED</b>	
-----------------------	--

\_\_\_\_\_  
(Signed)

**APPENDIX 3: New Westminster Police Board Annual Governance Calendar**

January	Victim Assistance Service Agreement
February	Chief Constable Year-End Review Report on Human Resources and Training Annual Fiscal Report
March	Spring Recess
April	Police Board/City Council Joint Meeting** Annual Review of Integrated Activities and Plan to Optimize Update on NWPD Communications
May	Report on Core Operations Governance Review Q1 Financial Report
June	Six Month Chief Constable Review Strategic Plan Updates and Review* Annual Budget Preparation (Capital & Operating)
July	
August	Summer Recess CAPG Meetings
September	Draft Budget Report for Next Fiscal Year Q2 Financial Report
October	Budget Presentation Police Board / City Council Joint Meeting Following Year's Meeting Dates
November	Strategic Plan Update** Budget Approval Preliminary Q3 Financial Report Chief Constable's Goals for Upcoming Year
December	Winter Recess

\*In the year preceding the Strategic Plan end, development will occur

\*\*If Applicable

**APPENDIX 4: New Westminster Police Board Meeting Schedule 2022**

Meetings are held the 3<sup>rd</sup> Tuesday of each month.

Month	Date	Time
January	Tuesday, 18 January	0930
February	Tuesday, 15 February	0930
March	<i>Spring Recess</i>	
April	Tuesday, 19 April	0930
May	Tuesday, 17 May	0930
June	Tuesday, 21 June	0930
July	Tuesday, 19 July	0930
August	<i>Summer Recess</i>	
September	Tuesday, 13 September	0930
October	Tuesday, 18 October	0930
November	Tuesday, 15 November	0930
December	<i>Winter Recess</i>	

## APPENDIX 5: Police Board Member Orientation Process

Chair - On receiving notice of a new Police Board Member from the Provincial Board Resourcing Office the Chair will initiate the Member Orientation Process:

- Contact the new member and invite them to an orientation meeting to:
  - Meet fellow Board members
  - Receive and review the NWPB Board Governance Manual NWPB Police Board Governance Manual outlining board rules of operation, orientation procedures and Board practices, contact lists and meeting schedules.
  - Meet the Chief
- Direct the Chief to:
  - Administer the Oath of Office
  - Provide the new member the tools of office and an operational orientation of the department.
- In the absence of the Chair the Chief will undertake the above

Chief – On receiving direction from the Chair, the Chief will:

- Swear In  
Administer the Oath of Office.
- Identification/Access Card  
An ID/Access card will be prepared by the department with the new member's name and photograph. This card allows electronic access to the exterior doors of the police department and the Clarkson Street parkade, which is in close proximity to the police station. When inside the police department, the card is to be visible at all times.
- Parking Permit  
A parking permit that reads On Duty Police will be provided to the new member for use while on police board business only.
- Business Cards  
Business cards will be issued as soon as possible after the Oath of Office has been administered.
- Access to Board Packages and Materials  
An electronic tablet or similar will be issued for electronic viewing of police board meeting files and documents on a secure internal website, [nwpb@nwpolice.org](mailto:nwpb@nwpolice.org).
- Instruction to Access Board Packages and Information  
Each month a Board package is prepared for the Open and In-Camera meetings in PDF format. A few days before the meeting, the packages are uploaded to this internal website for Police Board members and Executives for viewing.

- Police Act

New Board members will be provided with a copy of the *British Columbia Police Act*, the Chief or his designate will provide an overview of the format of the Act and highlight sections that pertain to the New Westminster Police Board.

- Training

The Executive Assistant to the Chief in concert with the member will monitor Board Member orientation/training sessions offered by:

- Police Services Division/Ministry of Public Safety and Solicitor General,
- British Columbia Association of Police Boards
- Canadian Association of Police Governance
- Justice Institute of British Columbia (particularly past webinars in the library) and in concert with the new member arrange registration.

- Operational Orientation

The Chief and/or the Executive Assistant will arrange:

- get acquainted sessions with the Chief Constable, Executive and Chair
- review of the Organization Chart
- tour of the police facilities
- a “ride along” with a member
- briefing on recent Police Board meetings to provide background for the new members first meeting.

**APPENDIX 6: NWPD Organization Chart**



**APPENDIX 7: Current Board Affiliations:**

- British Columbia Association of Police Boards
- Canadian Association of Police Governance

**APPENDIX 8: Evaluation of the Chief – Format**

## Chief Administrative Officer (CAO) & Police Chief Constable (PCC)

### Performance Review Process

The performance review process for the CAO and PCC is the responsibility of the Mayor and Council/Police Board. The following procedure outlines the performance review process.

Approximate Date	Action	Responsibility
<b><i>Goal-Setting for Upcoming Year</i></b>		
<ul style="list-style-type: none"> <li>September of preceding year of review</li> </ul>	<ul style="list-style-type: none"> <li>Notification to Mayor to initiate the Performance Review Process</li> </ul>	HR
<ul style="list-style-type: none"> <li>October of year preceding review</li> </ul>	<ul style="list-style-type: none"> <li>Establish upcoming annual goals for review by Mayor</li> <li>Review competencies outlined in performance review form</li> </ul>	CAO/PCC
<ul style="list-style-type: none"> <li>November/December of year preceding review</li> </ul>	<ul style="list-style-type: none"> <li>Present draft annual goals to Council/Police Board for review and approval</li> </ul>	CAO/PCC
<b><i>Mid-Year Review of Goals</i></b>		
<ul style="list-style-type: none"> <li>May/June of review year</li> </ul>	<ul style="list-style-type: none"> <li>Discuss and review progress of annual goals with CAO/PCC</li> <li>Complete 6 Month (Mid-Cycle) section of the performance review form</li> <li>Update Council/Police Board</li> </ul>	Mayor
<b><i>Year-End Performance Review</i></b>		
<ul style="list-style-type: none"> <li>December of review year</li> </ul>	<ul style="list-style-type: none"> <li>Complete self-assessment section of performance review form for review by Mayor and Council/Police Board</li> </ul>	CAO/PCC
<ul style="list-style-type: none"> <li>January following review year</li> </ul>	<ul style="list-style-type: none"> <li>Engage external consultant to conduct 360 degree feedback for CAO/PCC</li> <li>Conduct 360 degree feedback which will alternate each year between the CAO and PCC</li> <li>Select raters for the 360 degree feedback process</li> <li>Complete a rater feedback questionnaire which will be utilized in alternating years in place of the formalized 360 degree feedback process</li> </ul>	HR and External Consultant  Council/Police Board & other selected raters  Mayor  Council/Police Board

## Chief Administrative Officer & Police Chief Constable Performance Review

<ul style="list-style-type: none"> <li>February following review year</li> </ul>	<ul style="list-style-type: none"> <li>External consultant reviews 360 degree feedback report with Mayor and Council/Police Board</li> <li>Compile completed rater feedback questionnaires and forward to the Mayor</li> </ul>	External Consultant  HR
<ul style="list-style-type: none"> <li>March following review year</li> </ul>	<ul style="list-style-type: none"> <li>Complete year-end performance review form</li> <li>Discuss year-end evaluation with Council/Police Board for approval</li> </ul>	Mayor
<ul style="list-style-type: none"> <li>Following review of evaluation by Council/Police Board</li> </ul>	<ul style="list-style-type: none"> <li>Meet with CAO/PCC to discuss year-end evaluation and provide coaching based on feedback</li> </ul>	Mayor

## Chief Administrative Officer & Police Chief Constable Performance Review

<b>Name:</b> David Jansen	<b>Title:</b> Chief Constable
<b>Start Date in Position (YYYY/MM/DD):</b> 2020/06/09	
<b>Reviewer's Name:</b>	<b>Reviewer's Title:</b>
<b>Date of Last Review (YYYY/MM/DD):</b>	<b>Date of This Review (YYYY/MM/DD):</b>

### ACKNOWLEDGEMENT AND SIGNATURES

**Instructions:** To be signed at the end of the Performance Review process.

This document has been reviewed with me and I agree that they accurately reflect the discussions that transpired with respect to my performance and the plan for my future development and/or improvement.

Name

Signature

\_\_\_\_\_  
Reviewer's Name (Reviewer)\_\_\_\_\_  
Reviewer's Signature\_\_\_\_\_  
Date (YYY/MM/DD):

\_\_\_\_\_

# Chief Administrative Officer & Police Chief Constable Performance Review

## SECTION A – GOAL SETTING

**Instructions:** Establish up to three (3) goals at the beginning of the review year. Joint review to be conducted at six (6) months and input the results achieved at the end of the year. The goals should be SMART: Specific, Measurable, Achievable, Realistic, Timely.

<b>Goal 1</b>	<p><b>Annual Goal:</b></p> <p style="text-align: center;"><b>Implementation of the New Westminster Police Strategic Plan</b></p> <p><b>Measurement(s):</b></p> <p style="text-align: center;"><b>The completion of the New Westminster Police Strategic Plan by September 30, 2021</b></p> <p><b>Action Plan including resources needed:</b></p> <ul style="list-style-type: none"> <li>• <b>Review of draft strategic plan completed by June 30, 2021</b></li> <li>• <b>Update on new strategic plan progress to Board by July 31, 2021?</b></li> <li>• <b>New Strategic plan released by September 30, 2021</b></li> </ul>
<b>What was achieved</b>	<p><b>6 Month (Mid-Year) Review Comments:</b> Development of Strategic Plan has been delayed over the past year, but this work item is back on track and these goals seem achievable by the end of the year. Discussed the need to have the new Strategic Plan play a role in developing Goals for the Chief for 2022.</p>
	<p><b>Year-End Results Achieved:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p><b>Year-End Review Comments:</b></p>
<b>Goal 2</b>	<p><b>Annual Goal:</b></p> <p style="text-align: center;"><b>Modernization of the New Westminster Police Departments Organizational Wellness Services</b></p> <p><b>Measurement(s):</b></p> <p style="text-align: center;"><b>Complete analysis of current model and implement any recommendations</b></p> <p><b>Action Plan including resources needed:</b></p> <p style="text-align: center;"><b>Review of current Organizational Wellness positions completed by August 31, 2021</b>  <b>Assess required needs and recommendations and next steps for Organizational Wellness position by November 30, 2021</b>  <b>Implement changes to Organizational Wellness organization wide by January 1, 2021</b></p>
<b>What was achieved</b>	<p><b>6 Month (Mid-Year) Review Comments:</b> Appreciate the interest on member well given the challenging year we have faced. Look forward to seeing this work coming forward to the Board by the end of the year.</p>
	<p><b>Year-End Results Achieved:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p><b>Year-End Review Comments:</b></p>

## Chief Administrative Officer & Police Chief Constable Performance Review

### Goal 3

#### Annual Goal:

#### Operational review of the New Westminster Police

#### Measurement(s):

1. Detailed analysis of the current NWPD organizational structure and span of control including possible efficiencies through re-alignment of Department priorities or structural changes.
2. Examination and recommendations on human resourcing, including optimum staffing and deployment, related to service demands, crime severity, population, demographics and geography. This should include both current requirements for policing service and growth forecasts for five and to ten years in the future.
3. Operational deployment data related to calls for service, response times, proactive policing time, administrative time, workload by time of day, day of week including comparisons to industry standards and best practices.
4. Analysis on work conducted by sworn and civilian support units and services to determine optimized level of support to frontline operations.
5. Analysis and recommendations on the Department's Human Resource management, recruiting, retention, talent management and professional development systems.
6. Examination and recommendations on police reforms being conducted across North America and best practices in crisis health management at the local level.
7. A detailed report on the deployment and training related to NWPD equipment and weapons
8. Estimated costing of any proposed changes.

#### Action Plan including resources needed:

Event	Anticipated Date
Proposal evaluation and report to Police Board	June 22, 2021
Contract execution	June 28 <sup>th</sup> , 2021
Start of service delivery	July 5, 2021, 2021
NWPD Weapons-Training Report to Police Board	October 19, 2021
Police Reforms report to Police Board	October 19, 2021
Interim Ops Report to Police Board	November 23, 2021
Draft version of Final Ops Report/Deliverables	May 24, 2022
Completion of Final Ops Report	July 19, 2022

# Chief Administrative Officer & Police Chief Constable Performance Review

What was achieved	<b>6 Month (Mid-Year) Review Comments:</b> This work is progressing and RFP for consultant to engage with this important work is on track. Given the importance of this work and spotlight on policing recommended the Chief stay very well connected with this work and be hand on and engaged with the work the consultant will be engaging with.
	<b>Year-End Results Achieved:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
	<b>Year-End Review Comments:</b>

## SECTION B – COMPETENCY ASSESSMENT

**Instructions:** At the beginning of the review year, the reviewer and employee will review the following competencies and discuss how to further develop any applicable competencies. At the end of the year, the employee completes the employee rating and the reviewer completes the reviewer rating and provides detailed comments and specific supporting examples demonstrating the competency, based on observations throughout the year.

### Assessment Scale:

- **Exceeds:** Performance consistently exceeds expectations and involves going above and beyond what is reasonably expected. Highly effective at performing job under challenging circumstances. Initiatives and innovations have a major impact for stakeholders including Council, employees, external agencies, partners and community members.
- **Meets:** Performance expectations are fully achieved and solidly demonstrated.
- **Does Not Meet:** Performance expectations are partially achieved. Further development is required.

Competencies Competencies are observable knowledge, skills, abilities, motivations, or traits defined as behaviours needed for successful job performance.	Employee	Rating	Reviewer	Comments Provide specific examples
<b>Organizational and Political Acumen</b> <ul style="list-style-type: none"> <li>• Possesses strategic skills to anticipate opportunities, assess the political environment and overcome challenges that reflect the City's operation and purpose while supporting Council's vision, values and strategic direction</li> <li>• Inspires and influences others and uses opportunities to align work to the City's strategic priorities</li> <li>• Establishes high standards of service and accountability, fosters a culture that is supportive of continuous service improvement, thinks strategically and makes sound decisions by taking into account external factors and internal resources</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Exceeds Meets Does Not Meet	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<b>Communication</b> <ul style="list-style-type: none"> <li>• Communicates openly and with respect by sending timely, clear messages, actively listening, showing empathy, inviting feedback, managing conflicts, and adapting personal style</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Exceeds Meets Does Not Meet	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<b>Decision Making</b> <ul style="list-style-type: none"> <li>• Makes appropriate decisions in a timely manner after adequately contemplating various available courses of action</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Exceeds Meets Does Not Meet	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<b>Integrity and Accountability</b> <ul style="list-style-type: none"> <li>• Demonstrates commitment to and alignment with organizational goals, as evidenced by taking pride in personal work, demonstrating versatility and initiative, and taking responsibility for personal growth and safety, holds oneself to a high standard of professional, honest, ethical, and objective behaviour</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Exceeds Meets Does Not Meet	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	



## Chief Administrative Officer & Police Chief Constable Performance Review

<ul style="list-style-type: none"> <li>Establishes high standards of service and accountability, fosters a culture that is supportive of continuous service improvement, thinks strategically and makes sound decisions by taking into account external factors and internal resources</li> </ul>				
<b>People Leadership</b> <ul style="list-style-type: none"> <li>Fosters an inclusive workplace where diversity and individual differences are valued</li> <li>Provides support and resources to the team in improving skills and effectiveness</li> <li>Recognizes individual strengths and supports employees through learning and development opportunities. Fosters an understanding of group responsibility and personal accountability in team outcomes</li> <li>Encourages and supports employees to take calculated risks and respond to changes</li> <li>Models constructive approaches to deal with opposing views when personally challenging the status quo and when encouraging others to do so as well. Establishes direction and context for work of the team</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Exceeds Meets Does Not Meet	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<b>Planning and Management</b> <ul style="list-style-type: none"> <li>Plans and organizes time to prioritize tasks and allocates time and resources accordingly to ensure multiple tasks are managed and goals are completed</li> <li>Commits to the responsible use of organizational resources</li> <li>Inspires peers and team to achieve optimal productivity and efficiency</li> <li>Demonstrates sound, responsible, honest, and transparent resource management</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Exceeds Meets Does Not Meet	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<b>Teamwork and Collaboration</b> <ul style="list-style-type: none"> <li>Demonstrates inclusiveness, honours differences among people and actively participates in the success of the team by contributing personal strengths, supporting team goals, respecting and valuing the contribution of others</li> <li>Creates and maintains positive relationships with employees and stakeholders</li> <li>Values and cultivates input, expertise, and collaboration opportunities</li> <li>Accountable for perceptions and behaviours and is sensitive to their impact on others</li> <li>Creates an environment where conflict is resolved positively by anticipating and addressing areas where potential misunderstanding and disruptive conflict could emerge</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Exceeds Meets Does Not Meet	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<b>Personal Effectiveness</b> <ul style="list-style-type: none"> <li>Anticipates, assesses, and responds effectively to the needs and delivers services with fairness, equity, and respect to diverse customers, both internal and external</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Exceeds Meets Does Not Meet	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	

## Chief Administrative Officer & Police Chief Constable Performance Review

<b>Leadership Strength</b> <ul style="list-style-type: none"><li>Accepts and introduces creative thinking to improve processes, methods, systems, and/or services and takes appropriate risks to deal with or bring forward issues or solutions</li></ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Exceeds Meets Does Not Meet	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
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## Chief Administrative Officer & Police Chief Constable Performance Review

### SECTION C – PROFESSIONAL DEVELOPMENT PLANNING

**Instructions:** Based on Sections A and B, and ongoing performance dialogue, the following section should be completed by the reviewer and employee at the beginning of the year to identify development and growth opportunities for the upcoming year.

### SECTION D – REVIEWER COMMENTS

**Instructions:** Reviewer completes the following section *prior* to meeting with the employee. Provide an overall summary of the employee's performance, highlight strengths, accomplishments, and development needs as they relate to competencies and goals. Also give consideration to any unplanned challenges which may have arisen during the review period.

Summary of strengths:

Summary of areas for development:

## Chief Administrative Officer & Police Chief Constable Performance Review

### SECTION E – EMPLOYEE COMMENTS

**Instructions:** Following the performance meeting, please provide feedback on your highlighted strengths, accomplishments, and development needs as they relate to competencies and goals. Comment on any unplanned challenges which may have arisen during the review period.

Comments regarding the review:

**Form distribution at the end of the review year:**

Original: Human Resources

Copy: Reviewer

Copy: Employee

## **Chief Administrative Officer & Police Chief Constable 360 Degree Feedback Questionnaire**

### **City of New Westminster 360 Degree Feedback Ratee Questions**

Verita HR Services has been appointed to conduct a 360 degree feedback process for the City of New Westminster. In keeping with the City of New Westminster's goal of continuous improvement, you have been asked to provide feedback for yourself. The survey presents a series of statements and asks for your level of agreement with each.

Verita HR will aggregate all raters' responses and will report the data as a total number compared to your ratings.

Please find 7 to 10 minutes of uninterrupted time to complete this survey.

Thank you for your contribution to this very important process.

#### **Instructions:**

Using the following rating scale, please select the category that best reflects your self-assessment during the past year.

- Strongly agree
- Agree
- Slightly agree
- Slightly disagree
- Disagree
- Strongly disagree

#### **Organizational and Political Acumen**

- 1) demonstrate a clear understanding of the City's operations and purpose
- 2) keep current with the issues that affect the City and its operations
- 3) effectively guide the work of senior management in support of Council's vision, values, and strategic direction
- 4) make decisions that reflect a good understanding of the City and its operations
- 5) anticipate the possible impacts of decisions on the political environment
- 6) possess strategic skills to anticipate opportunities and overcome challenges

### Communication

- 7) provide clear direction for the future
- 8) clearly articulate the City's strategy and plan
- 9) clearly communicate reasons behind decisions, changes, and impact on the organization
- 10) am open to feedback/constructive criticism
- 11) am honest in communication
- 12) have good listening skills
- 13) seek and value others' input and opinions
- 14) encourage and invite feedback

### Decision Making

- 15) make business decisions in a timely fashion
- 16) involve others in decision making

### Integrity and Accountability

- 17) consistently demonstrate the City's values through my behaviours and actions
- 18) display integrity and ethical conduct at all times
- 19) inspire trust
- 20) take responsibility for my own actions
- 21) follow through on commitments
- 22) provide clear objectives for projects/work
- 23) "walk the talk"
- 24) am accountable for my actions

### People Leadership

- 25) always treat other team members with respect
- 26) treat all City employees as the City's most valued asset
- 27) treat mistakes as learning opportunities
- 28) empower employees in their work
- 29) take time to celebrate successes
- 30) hold people appropriately accountable for performance
- 31) create an atmosphere that inspires others to achieve at a higher level
- 32) provide feedback to others in a positive and respectful manner
- 33) effectively deal with issues affecting the team's performance
- 34) coach employees to achieve their goals

### Planning and Management

- 35) use time effectively
- 36) focus more on the “big picture” and strategy than on details
- 37) keep focused on the City’s objectives and priorities
- 38) delegate appropriately
- 39) am an effective project manager

### Teamwork and Collaboration

- 40) am appropriately visible and accessible to others within the City
- 41) am a team player
- 42) collaborate well with others
- 43) often recognize others’ achievements
- 44) encourage open dialogue with different points of view

### Personal Effectiveness

- 45) provide a positive example
- 46) am even-tempered even under stress
- 47) manage their emotions appropriately
- 48) react constructively to setbacks

## Chief Administrative Officer & Police Chief Constable 360 Degree Feedback Questionnaire

### City of New Westminster 360 Degree Feedback Rater Questions

Verita HR Services has been appointed to conduct a 360 degree feedback process for the City of New Westminster. In keeping with the City of New Westminster's goal of continuous improvement, you have been asked to provide feedback for NAME. The survey presents a series of statements and asks for your level of agreement with each statement based on your personal experience and interactions with the individual. The survey also provides an opportunity for open-ended comments.

Please answer each question honestly – the more honest the feedback, the more valuable to the person receiving the feedback. Verita HR will aggregate all raters' responses and will report the data as a total number. Verbatim comments in the open-ended questions will be provided without editing.

A summary of all feedback received will be prepared for NAME to be used as a learning and development tool. Your individual feedback will be averaged into all the responses received in order to protect your anonymity and ensure that the results are completely confidential. No one at City of New Westminster will have access to an individual's responses.

Please find 7 to 10 minutes of uninterrupted time to complete this survey.

Thank you for your contribution to this very important process.

#### **Instructions:**

Using the following rating scale, please select the category that best reflects your rating of NAME's performance during the past year.

- Strongly agree
- Agree
- Slightly agree
- Slightly disagree
- Disagree
- Strongly disagree
- Unable to rate

**NAME of Ratee:** \_\_\_\_\_



### Organizational and Political Acumen

- 1) demonstrates a clear understanding of the City's operations and purpose
- 2) keeps current with the issues that affect the City and its operations
- 3) effectively guides the work of senior management in support of Council's vision, values, and strategic direction
- 4) makes decisions that reflect a good understanding of the City and its operations
- 5) anticipates the possible impacts of decisions on the political environment
- 6) possesses strategic skills to anticipate opportunities and overcome challenges

### Communication

- 7) provides clear direction for the future
- 8) clearly articulates the City's strategy and plan
- 9) clearly communicates reasons behind decisions, changes, and impact on the organization
- 10) is open to feedback/constructive criticism
- 11) is honest in communication
- 12) has good listening skills
- 13) seeks and values others' input and opinions
- 14) encourages and invites feedback

### Decision Making

- 15) makes business decisions in a timely fashion
- 16) involves others in decision making

### Integrity and Accountability

- 17) consistently demonstrates the City's values through their behaviours and actions
- 18) displays integrity and ethical conduct at all times
- 19) inspires trust
- 20) takes responsibility for their own actions
- 21) follows through on commitments
- 22) provides clear objectives for projects/work
- 23) "walks the talk"
- 24) is accountable for their actions

### People Leadership

- 25) always treats other team members with respect
- 26) treats all City employees as the City's most valued asset
- 27) treats mistakes as learning opportunities

- 28) empowers employees in their work
- 29) takes time to celebrate successes
- 30) holds people appropriately accountable for performance
- 31) creates an atmosphere that inspires others to achieve at a higher level
- 32) provides feedback to others in a positive and respectful manner
- 33) effectively deals with issues affecting the team's performance
- 34) coaches employees to achieve their goals

#### Planning and Management

- 35) uses time effectively
- 36) focuses more on the "big picture" and strategy than on details
- 37) keeps focused on the City's objectives and priorities
- 38) delegates appropriately
- 39) is an effective project manager

#### Teamwork and Collaboration

- 40) is appropriately visible and accessible to others within the City
- 41) is a team player
- 42) collaborates well with others
- 43) often recognizes others' achievements
- 44) encourages open dialogue with different points of view

#### Personal Effectiveness

- 45) provides a positive example
- 46) is even-tempered even under stress
- 47) manages their emotions appropriately
- 48) reacts constructively to setbacks

#### Open Ended Questions

- 49) Describe this individual's greatest leadership strengths.
- 50) Describe what this individual could do to become a more effective leader.

## City of New Westminster Chief Administrative Officer & Police Chief Constable Feedback Questionnaire

The City of New Westminster will work with a third party provider to implement a formalized 360 degree feedback process, which will alternate each year between the Chief Administrative Officer and the Police Chief Constable. The following questionnaire will be utilized in place of the formalized 360 degree process to provide performance feedback by Council or the Police Board.

The feedback you provide in the questionnaire below will be collected by Human Resources in confidence and provided to the Mayor to assist in completing the annual performance review form for the Chief Administrative Officer or the Police Chief Constable. Your feedback will also help support continuous improvement, growth and development for the Chief Administrative Officer or the Police Chief Constable.

The questionnaire includes a series of descriptions and competency statements that are a part of the performance review form. There is also an opportunity to provide additional feedback through open-ended comments.

**Reviewer Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

### **Instructions:**

Your contribution to this very important process is greatly appreciated. Please find approximately 10-15 minutes of uninterrupted time to complete the following questionnaire.

Please use the following rating scale to select the rating that best reflects your assessment of the ratee's performance during the past year.

- Exceeds
- Meets
- Does Not Meet

Details regarding specific examples or observations can be outlined in the "Comments" column.

Competency Description/Statement	Rating	Comments Provide specific examples as applicable
<b>Organizational and Political Acumen</b> <ul style="list-style-type: none"> <li>Possesses strategic skills to anticipate opportunities, assess the political environment and overcome challenges that reflect the City's operation and purpose while supporting Council's vision, values and strategic direction</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Inspires and influences others and uses opportunities to align work to the City's strategic priorities</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Establishes high standards of service and accountability, fosters a culture that is supportive of continuous service improvement, thinks strategically and makes sound decisions by taking into account external factors and internal resources</li> <li></li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<b>Communication</b> <ul style="list-style-type: none"> <li>Communicates openly and with respect by sending timely, clear messages, actively listening, showing empathy, inviting feedback, managing conflicts, and adapting personal style</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<b>Decision Making</b> <ul style="list-style-type: none"> <li>Makes appropriate decisions in a timely manner after adequately contemplating various available courses of action</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<b>Integrity and Accountability</b> <ul style="list-style-type: none"> <li>Demonstrates commitment to and alignment with organizational goals, as evidenced by taking pride in personal work, demonstrating versatility and initiative, and taking responsibility for personal growth and safety, holds oneself to a high standard of professional, honest, ethical, and objective behaviour</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	

<ul style="list-style-type: none"> <li>Establishes high standards of service and accountability, fosters a culture that is supportive of continuous service improvement, thinks strategically and makes sound decisions by taking into account external factors and internal resources</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<b>People Leadership</b> <ul style="list-style-type: none"> <li>Fosters an inclusive workplace where diversity and individual differences are valued</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Provides support and resources to the team in improving skills and effectiveness</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Recognizes individual strengths and supports employees through learning and development opportunities while fostering an understanding of group responsibility and personal accountability in team outcomes</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Encourages and supports employees to take calculated risks and respond to changes</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Models constructive approaches to deal with opposing views when personally challenging the status quo and when encouraging others to do so as well. Establishes direction and context for work of the team</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<b>Planning and Management</b> <ul style="list-style-type: none"> <li>Plans and organizes time to prioritize tasks and allocates time and resources accordingly to ensure multiple tasks are managed and goals are completed</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	

<ul style="list-style-type: none"> <li>Commits to the responsible use of organizational resources</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Inspires peers and team to achieve optimal productivity and efficiency</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Demonstrates sound, responsible, honest, and transparent resource management while committing to the responsible use of organizational resources</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<b>Teamwork and Collaboration</b> <ul style="list-style-type: none"> <li>Demonstrates inclusiveness, honours differences among people and actively participates in the success of the team by contributing personal strengths, supporting team goals, respecting and valuing the contribution of others</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Creates and maintains positive relationships with employees and stakeholders</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Accountable for perceptions and behaviours and is sensitive to their impact on others</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Creates an environment where conflict is resolved positively by anticipating and addressing areas where potential misunderstanding and disruptive conflict could emerge</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	

<b>Personal Effectiveness</b> <ul style="list-style-type: none"> <li>Values and cultivates input, expertise, and collaboration opportunities</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Anticipates, assesses, and responds effectively to the needs and delivers services with fairness, equity, and respect to diverse customers, both internal and external</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<b>Leadership Strength</b> <ul style="list-style-type: none"> <li>Accepts and introduces creative thinking to improve processes, methods, systems, and/or services and takes appropriate risks to deal with or bring forward issues or solutions</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	

## REVIEWER COMMENTS:

Please provide any further comments, examples or suggestions as related to the individual's annual performance, strengths, areas for development, and professional growth.

## APPENDIX 9: Board Contact Information

### **Police Board Members**

Mayor Jonathan Coté Exec Asst: Sophie Schreder	<a href="mailto:jcote@newwestcity.ca">jcote@newwestcity.ca</a>
Heather Boersma	<a href="mailto:nwpb@nwpolice.org">nwpb@nwpolice.org</a>
Ruby Campbell	<a href="mailto:nwpb@nwpolice.org">nwpb@nwpolice.org</a>
Drew Hart	<a href="mailto:nwpb@nwpolice.org">nwpb@nwpolice.org</a>
Karim Hachlaf	<a href="mailto:nwpb@nwpolice.org">nwpb@nwpolice.org</a>
Shirley Heafey	<a href="mailto:nwpb@nwpolice.org">nwpb@nwpolice.org</a>
Sasha Ramnarine	<a href="mailto:nwpb@nwpolice.org">nwpb@nwpolice.org</a>

### **New Westminster Police Department**

Chief Constable Dave Jansen Exec Asst: Daisy Dyer	<a href="mailto:djansen@nwpolice.org">djansen@nwpolice.org</a> <a href="mailto:ddyer@nwpolice.org">ddyer@nwpolice.org</a>	604-529-2501 604-529-2412
Deputy Chief Constable Paul Hyland	<a href="mailto:phyland@nwpolice.org">phyland@nwpolice.org</a>	604-529-2502
Inspector Trevor Dudar <i>Patrol Division</i>	<a href="mailto:tdudar@nwpolice.org">tdudar@nwpolice.org</a>	604-529-2504
Inspector Diana McDaniel <i>Prevention Services Division</i>	<a href="mailto:dmcdaniel@nwpolice.org">dmcdaniel@nwpolice.org</a>	604-529-2436
Inspector Chris Mullin <i>Support Services Division</i>	<a href="mailto:cmullin@nwpolice.org">cmullin@nwpolice.org</a>	604-529-2503
Inspector Andrew Perry <i>Administration Division</i>	<a href="mailto:aperry@nwpolice.org">aperry@nwpolice.org</a>	604-529-2505
Jacqueline Dairon <i>Finance Supervisor</i>	<a href="mailto:jdairon@nwpolice.org">jdairon@nwpolice.org</a>	604-529-2410



**APPENDIX 10: Police Speak for Civilians**

<b>ACRONYM</b>	<b>DEFINITION</b>
AA	Abuse of Authority
AG	Attorney General
BCACP	BC Association of Chiefs of Police
BCAPB	BC Association of Police Boards
CACP	Canadian Association of Chiefs of Police
CAD	Computer Aided Dispatch
CAPG	Canadian Association of Police Governance
CCC or CC	Criminal Code of Canada
CFSEU	Combined Forces Special Enforcement Unit
CHRA	Canadian Human Rights Act
CISBC	Criminal Intelligence Service of BC
CPC	Canadian Police College
CPIC	Canadian Police Information Centre
CPCR	Code of Professional Conduct
CPRC	Canadian Police Research Centre
CSC	Correctional Services Canada
DC	Discreditable Conduct
DM	Deputy Minister
DVRT	Domestic Violence Response Team
ECOMM	Electronic Communications
ERT	Emergency Response Team
FIS	Forensic Identification Section
FOIPPA	Freedom of Information & Protection of Privacy Act
IACP	International Association of Chiefs of Police
INSET	Integrated National Security Enforcement Team
ICS	Integrated Canine Section
INTERPOL	International Criminal Police Organization
IRSU	Integrated Road Safety Unit
JIBC	Justice Institute of BC
K-9	Canine Section
LOU	Letter of Understanding
MIERT	Municipal Integrated Emergency Response Team
MOU	Memorandum of Understanding
MRU	Marine Response Unit
NCO	Non commissioned officer
NOD	Neglect of Duty
OSU	Operational Support Unit
PRIME	Police Records Information Management System
SCU	Street Crime Unit
VAU	Victim Assistance Unit

## **APPENDIX 11: New Westminster Municipal Police Board Honorarium**

### **1. ELIGIBILITY**

Members of the Police Board, other than the Mayor as Chair, are eligible to receive an honorarium.

### **2. PURPOSE**

The honorarium is a token payment designed to express appreciation for voluntary hours and to cover out-of-pocket and incidental expenses (e.g. parking, transportation, printing costs, cell phone, telephone, and child care) incurred by the member in the course of carrying out their Board duties. The honorarium is not designed to compensate a Board member for actual hours worked.

### **3. HONORARIUM RATE REVIEW**

The honorarium will be reviewed by the Board annually. Provided the Board is satisfied that the honorarium rate remains appropriate and in line with similar boards, the rate may be adjusted at the time of review to ensure it is equivalent to the previous year's honorarium plus an increase in line with inflation.

### **4. BOARD MEETING HONORARIUM RATES**

Effective January 1, 2022, the following honorarium rates will apply for Board meetings:

- a) \$273 per meeting of four hours or less and \$548 per meeting of four to eight hours. If the Board meets for more than eight hours consecutively, a further honorarium will be paid.
- b) Meetings that occur next to each other, on the same date, will be considered as one continuous meeting.

### **5. ELIGIBLE MEETINGS FOR HONORARIUM**

The Board meeting honorarium will be paid for attendance at:

- a) Official regular and in-camera Board meetings.
- b) Official Board workshops organized by the Board (e.g. annual Strategic Planning workshop).
- c) Official meetings for Board members who are serving on the Board of Directors for the Canadian Association of Police Governance (CAPG) or BC Association of Police Boards (BCAPB).
- d) Other special official meetings determined by the Board; and,

- e) Attendance at an eligible meeting may be in-person, via tele-conference call or by virtual attendance.

## **6. MINIMUM MEETING LENGTH AND ATTENDANCE**

Eligible Board Meetings must be at least 30 minutes in length to qualify for the honorarium and Board members must attend eligible meetings for at least 30 minutes to qualify for the honorarium.

## **7. HONORARIUM RATES FOR OTHER MEETINGS AND ACTIVITIES**

The following other meetings and activities will be eligible for an honorarium:

- a) A honorarium of \$150 will be paid for:
  - i) Attendance at CAPG Conferences or Annual Governance Summits.
  - ii) Attendance at BCAPB Conferences or Annual General Meetings.
  - iii) This honorarium is for Board members who are not on the Board of Directors, nor acting in their official capacity during these meetings/activities (i.e. attendance is for education reasons).
- b) A further honorarium of \$100 will be paid, to any Board member, for any day necessarily spent travelling (outside the Lower Mainland or Vancouver Island) before or after these meetings. This is in addition to per diem payments for travel and meals made under the NWPD's travel policy.
- c) Other similar activities arranged and approved by the Board Office.

## **8. ATTENDANCE IN AN OFFICIAL CAPACITY AT SOCIAL EVENTS**

Honorariums are not paid for attendance at social events. In the course of a year, Board members may be invited to various social events in their official capacity. For some of these events there is a charge for attendance. Such events include, but are not limited to, the NWPD Mess Dinner, and the NWPD Fall Social. The cost of a Board member's tickets to social events will be borne from the Board budget where all the following apply:

- a) Board members have been invited in their official capacity.
- b) The event takes place in New Westminster.
- c) The event is directly related to the work of the Board or the NWPD.

Exclusions:

- d) Where events are primarily for the purposes of fundraising, tickets will not be paid from the Board budget.

- e) Tickets for partners or other accompanying persons will not be paid from the Board budget.

#### **9. OTHER MEETINGS AND ACTIVITIES NOT ELIGIBLE FOR HONORARIUM**

The following meetings and activities will not be eligible for an honorarium:

- a) Participation at social events or awards/recognition ceremonies other than those eligible social events referred to in paragraph 8.
- b) Informal meetings with Board and NWPD staff.
- c) Externally organized workshops and events, unless specifically authorized by the Board based on the level of work and responsibility involved and the benefit to the Board of having the member participate.
- d) Travel time to or from meetings except for those referred to in paragraph 7.
- e) Extraordinary childcare expenses will not be normally be eligible for an honorarium however these expenses will be reviewed on a case-by-case basis by the Board.

#### **10. HONORARIUM SUBMISSION FOR PAYMENT**

The Board member is responsible for requesting an honorarium payment by submitting a City of New Westminster Travel Expense Report (see [Appendix 2](#)) to the Finance Supervisor of the NWPD by the end of each month. Board members will receive a T4A tax form at Year End and are responsible for the payment of any taxes.

#### **11. RECORD KEEPING**

The NWPD will keep records of all payments made to Board members.



# New Westminster Police Department

## REPORT

**To:** Mayor Côté and Members of the New  
Westminster Police Board

**Date:** May 17, 2022

**From:** Inspector Trevor Dudar

**Item #:** 2.5

**Subject:** GOVERNANCE: 2022 Core Operations Report

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### RECOMMENDATION

*That the New Westminster Police Board accept this report for information.*

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### PURPOSE

The purpose of this report is to provide the New Westminster Police Board (NWPB) with an overview of the matrix that is used in deployment of resources in order to maintain the core operations of the New Westminster Police Department.

### DISCUSSION

The New Westminster Police Department (NWPB) has an authorized strength of 114 sworn members and 37 civilian staff. The NWPB delivers service through its 4 separate divisions; Patrol, Support Services, Administration and Prevention Services. The NWPB is committed to delivering an acceptable level of core operations when unplanned or unforeseen circumstances prevent the department from operating at full strength.

The NWPB has developed a matrix that can be utilized as a deployment guide in the event that the Department is faced with a sudden reduction in staff resources due to any critical incident, such as a natural disaster or health pandemic.

The matrix identifies the priorities for maintaining the core operations of the Department through three separate levels of deployment: when there is a 25%, 40% or 50% abstraction from the current base of 100% deployment. Each of the 3 levels of deployment will have a varying level of impact on the delivery of service.

A 50% abstraction is considered critical, at which point we have established the minimum level of staff resources necessary to deliver an acceptable level of service.

The matrix is reviewed and updated as required on an annual basis. The 2022 matrices for sworn and civilian staff are attached for reference.

**ATTACHMENTS**

1. Abstraction Plan Matrix: SWORN MEMBERS
2. Abstraction Plan Matrix: CIVILIAN STAFF

This report has been prepared by:



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Inspector Trevor Dudar  
Patrol Division



New Westminster Police Department Abstraction Plan Matrix: **SWORN**

May 2022

NWPD ACTIVITY	NWPD FUNCTION	CURRENT DEPLOYMENT	100%	25% ABSTRACTION		40% ABSTRACTION		50% ABSTRACTION (CRITICAL LIMIT)		Minimum Level of Staff Resources Necessary to Deliver Acceptable Level of Service		CRITICAL
				IMPACT ON DELIVERY	Acceptable level of delivery still viable?	IMPACT ON DELIVERY	Acceptable level of delivery still viable?	IMPACT ON DELIVERY	Acceptable level of delivery still viable?			
PATROL	A WATCH	1 S/Sgt; 1 Sgt; 1 Cpl 10 Constables	13	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files	YES	As for 40% + Only respond to most serious calls.	YES	1 St Sgt 1 Sgt 7 Constables	9	CRITICAL
	B WATCH	1 S/Sgt; 1 Sgt; 1 Cpl 10 Constables	13	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files	YES	As for 40% + Only respond to most serious calls.	YES	1 St Sgt 1 Sgt 7 Constables	9	CRITICAL
	C WATCH	1 S/Sgt; 1 Sgt; 1 Cpl 10 Constables	13	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files	YES	As for 40% + Only respond to most serious calls.	YES	1 St Sgt 1 Sgt 7 Constables	9	CRITICAL
	D WATCH	1 S/Sgt; 1 Sgt; 1 Cpl 10 Constables	13	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files	YES	As for 40% + Only respond to most serious calls.	YES	1 St Sgt 1 Sgt 7 Constables	9	CRITICAL
	TRAFFIC UNIT	1 Sgt; 3 Csts 2 S/Cst (CVEU)	6	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	TRAFFIC UNIT COLLAPSED. Members assigned to Patrol	NO			
	CRIME REDUCTION UNIT	1 Sgt, 6 Csts	7	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	CRIME REDUCTION UNIT COLLAPSED Members assigned to Patrol	NO			
	GANG UNIT	1 Sgt; 3 Csts	4	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	GANG UNIT COLLAPSED. Members assigned to Patrol	NO			
SUPPORT SERVICES	Criminal Investigations	1 S/Sgt; 1 Sgt; 1 Cpl 8 Detectives	11	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize calls	YES	As for 40% + Only respond to most serious calls.	YES	1 Det Sgt 5 Detectives	6	CRITICAL
	Street Crime Unit	1 Sgt; 1 Cpl 7 Detectives	9	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files	YES	As for 40% + Only respond to most serious calls.	YES	1 Det Sgt 4 Detectives	5	SPECIAL DEPLOYMENT TEAM
	Criminal Intelligence Unit	1 Detective	1	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	CIU UNIT COLLAPSED. Member assigned as req'd	NO			
	Forensic Identification	1 Sgt; 3 Constables	4	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	As for 40% + Only respond to most serious calls.	YES	1 Sergeant 1 Constable	2	CRITICAL
	Professional Standards	2 Sgts	2	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	PSU COLLAPSED. Members assigned to Patrol	NO			
ADMIN	Admin Service/ HR	1 S/Sgt; 1 Sgt	2	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files	YES	As for 40% + Prioritize files	YES	1 St Sgt Records NCO	1	CRITICAL



New Westminster Police Department Abstraction Plan Matrix: **SWORN**

PREVENTION SERVICES	Prevention Services	1 S/Sgt; 1 Sgt	2	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize Public Information Officer	YES	As for 40% + Prioritize. Public Information Officer	YES	1 Sergeant	1	CRITICAL PIO
	Special Investigations	2 Detectives	2	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files	YES	SIU UNIT COLLAPSED. Members assigned as req'd	NO			
	Child and Youth Resources Unit	3 Constables	3	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files	YES	CYRU COLLAPSED. Members assigned as req'd	NO			
	Mental health Unit	2 Constables	2	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	MHU UNIT COLLAPSED. Members assigned as req'd	NO			
	Crime Prevention Unit	1 Constable	1	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	CPU UNIT COLLAPSED Members assigned as req'd				
	Training	1 Sgt; 1 Constable	2	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize. Consider reassignment	YES	TRAINING UNIT COLLAPSED Members assigned as req'd	NO			
	Wellness Coordinator	1 Constable	1	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	Wellness Coord Member assigned as req'd	No			
SMT	Management	1 Chief; 1 D/Chief 4 Inspectors	6	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize.	YES	As for 40% + Prioritize.	YES	1 Chief Cst 1 Deputy 3 Inspectors	5	CRITICAL





New Westminster Police Department Abstraction Plan Matrix: **CIVILIAN STAFF**

NWPD ACTIVITY	NWPD FUNCTION	CURRENT DEPLOYMENT	100%	25% ABSTRACTION		40% ABSTRACTION		50% ABSTRACTION (CRITICAL LIMIT)		Minimum Level of Staff Resources Necessary to Deliver Acceptable Level of Service		CRITICAL
				IMPACT ON DELIVERY	Acceptable level of delivery still viable?	IMPACT ON DELIVERY	Acceptable level of delivery still viable?	IMPACT ON DELIVERY	Acceptable level of delivery still viable?			
CID	CRIME ANALYST	1 Staff Member	1	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	CRIME ANALYST COLLAPSED Staff member reassigned	NO			
	ELECTRONIC FILE ADMINISTRATOR	1 Staff Member	1	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	EFA Staff member reassigned	NO			
	FORENSIC VIDEO ANALYST	1 Staff Member	1	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	EFA Staff member reassigned	NO			
RECORDS	RECEPTION/ SWITCHBOARD	3 Staff Members	3	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize calls	YES	As for 40% + Prioritize calls	YES	1 Reception Staff	1	CRITICAL
	COURTSERVICES UNIT	1 Supervisor 2 Court Liaison	3	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files	YES	As for 40% + Prioritize files	YES	1 Supervisor	1	CRITICAL
	CPIC	2 Staff Members	2	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	CPIC UNIT + Prioritize files	YES	1 Staff Member	1	CRITICAL
	FILE QUALITY CONTROL	4 Staff Members	4	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	FILE QUALITY REVIEW PRIORITIZE FILES	YES	1 Staff Member	1	CRITICAL
	PRIME COORDINATOR	1 Staff Member	1	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	PRIME UNIT PRIORITZE TASKS.	YES	1 coordinator	1	CRITICAL
	QUALITY CONTROL UNIT	1 Supervisor	1	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	RECORDS CLERK COLLAPSED. Staff member reassigned	NO	1 Supervisor	1	CRITICAL
	TRANSCRIPTION CLERK	1 Staff Member	1	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	TRANSCRIPT CLERK COLLAPSED. Staff member reassigned	NO			
VAU	VICTIMS ASSISTANCE	3 Staff Members	3	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize calls	YES	As for 40% + Prioritize calls	YES	1 Staff Member	1	CRITICAL
FINANCE	FINANCE / PAYROLL	1 Supervisor 4 Staff Members	5	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files	YES	As for 40% + Prioritize files	YES	1 Finance Supervisor 1 Staff Member	2	CRITICAL
PSS	PROPERTY SERVICES	1 Staff Member	1	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files	YES	As for 40% + Prioritize files	YES	1 Staff Member	1	CRITICAL
FOI	FREEDOM OF INFORMATION	2 Staff Members	2	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	FOI UNIT COLLAPSED. Staff members reassigned	NO			
IT	INFORMATION TECHNOLOGY	1 Supervisor 3 Staff Members	4	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files	YES	As for 40% + Prioritize files	YES	2 Staff Members	2	CRITICAL
CRIME PREVENTION	CRIME PREVENTION	1 Staff Member	1	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files	YES	As for 40% + Prioritize files	YES	1 Staff Member	1	CRITICAL
HUMAN RESOURCES	HUMAN RESOURCES	2 Staff Member	2	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files	YES	HUMAN RESOURCES COLLAPSED. Staff member reassigned	NO			
EXECUTIVE ASSISTANT	EXECUTIVE ASSISTANT	1 Staff Member	1	Staff required to work rest days and/or longer shifts	YES	As for 25% + Prioritize files Consider reassignment	YES	EXECUTIVE ASSIST. COLLAPSED. Staff member reassigned	NO			



## New Westminster Police Department 2022-2024 Strategic Plan Tracking

*Updated for May 17<sup>th</sup>, 2022*

**We serve everyone** in our community with  
**integrity, excellence, and compassion.**

Prepared by: Deputy Chief Constable Paul Hyland



## Priority: Strengthen Community Engagement

Key Milestones By Dec 31, 2022	Owner	Status
1. Create an Indigenous Peoples engagement plan that identifies how we will engage and what we hope to learn	McDaniel	On Track
2. Establish an NWPD diversity and community engagement team	McDaniel	On Track
3. Create a community group engagement and communications plan	Jansen	On Track
4. Begin engaging with community groups	Jansen	Not Started

### Status Legend

**Not Started** - work on this milestone has not yet started

**On Track** - the owner expects to achieve the result this period

**Off Track** - the owner does not expect to achieve the result this period

**Complete** - the result has been achieved and accepted, no further updates will be provided

**Deferred** - the milestone has been deferred at this time

## 2022-2024 Strategic Plan Tracking



### Priority: Modernize Community Safety

Key Milestones By Dec 31, 2022	Owner	Status
1. Complete an operations review	Jansen	On Track
2. Support committees as needed to define NWPDP policy and role as it pertains to homelessness, mental health, and addiction	McDaniel	On Track
3. Support the City's work on the Peer Assisted Crisis Team on addressing mental health, homelessness, and addiction	McDaniel	On Track
4. Implement Police Act recommendations	Jansen	On Track
5. Begin implementing unbiased policing standards	Jansen	On Track
6. Establish Key Performance Indicators (KPIs) with Board Approval	McDaniel	On Track
7. Establish Board engagement plan	Jansen	Not Started

### Status Legend

**Not Started** - work on this milestone has not yet started

**On Track** - the owner expects to achieve the result this period

**Off Track** - the owner does not expect to achieve the result this period

**Complete** - the result has been achieved and accepted, no further updates will be provided

**Deferred** - the milestone has been deferred at this time

## 2022-2024 Strategic Plan Tracking



### Priority: Invest in our People

Key Milestones By Dec 31, 2022	Owner	Status
1. Design and implement an employee engagement survey	Hyland	Not Started
2. Implement DEIAR recommendations	McDaniel	On Track
3. Pilot City performance reviews with two selected units to support growth and career planning	Andrew	On Track
4. Establish a standard on-boarding and exit interview process for staff	Andrew	On Track
5. Complete a needs assessment and business case for an HR system	Andrew	On Track
6. Retain a consultant to define a wellness program including goals, components, gaps, and recommendations	Hyland	Not Started

### Status Legend

**Not Started** - work on this milestone has not yet started

**On Track** - the owner expects to achieve the result this period

**Off Track** - the owner does not expect to achieve the result this period

**Complete** - the result has been achieved and accepted, no further updates will be provided

**Deferred** - the milestone has been deferred at this time

**Heather CORBETT**

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**From:** Rebecca Boss <communications@capg.ca>  
**Sent:** April-27-22 12:00 PM  
**To:** Ms. Rebecca Leigh Boss  
**Subject:** CAPG Call for Nominations  
**Attachments:** Nominations Form.pdf; CAPG Call for Nominations 2022.pdf

**This Message Is From an External Sender**

This message came from outside your organization.

Good afternoon,

Please see the enclosed form and letter sent on behalf of Jennifer Malloy, Executive Director regarding nominations to the Canadian Association of Police Governance (CAPG)'s Board of Directors for the term 2022-2024.

Best regards,  
Rebecca Boss



[\[mysignature.io\]](https://mysignature.io)

**Rebecca Boss**

**Communications Manager**

Canadian Association of Police  
Governance

[capg.ca](https://capg.ca)

[\[mysig.io\]](https://mysig.io) | [communications@capg.ca](mailto:communications@capg.ca)

78 George Street, Suite 204 Ottawa, ON K1N  
5W1

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## CALL FOR NOMINATIONS 2022

April 27, 2022

On behalf of the CAPG Nominations Committee, we are pleased to invite nominations to the Canadian Association of Police Governance (CAPG)'s Board of Directors for the term 2022-2024.

The CAPG Annual General Meeting will be held at 2:00 pm Eastern on Thursday, September 1, 2022 via Zoom.

The following chart lists the upcoming vacancies on the CAPG Board of Directors. The terms of the current directors listed expires before the beginning of the AGM.

There are 12 vacancies listed below:

Province	Vacancies	Current Director	Term ends
British Columbia	2 Vacancies	<i>Firth Bateman (Delta Police Board)</i>	AGM 2022
		<i>Amed Naqvi (Nelson Police Board)</i>	AGM 2022
Alberta	1 Vacancy	<i>Amtul Siddiqui (Calgary Police Commission)</i>	AGM 2022
Saskatchewan	1 Vacancy	<i>Jyotsna (Jo) Custead (Saskatoon Board of Police Commissioners)</i>	AGM 2022
Manitoba	2 Vacancies	<i>Sherri Thomas (Manitoba First Nations Police Commission)</i>	AGM 2022
		<b>Vacant</b>	

Ontario	2 Vacancies	<i>Ann Morgan (Toronto Police Services Board)</i>	AGM 2022
		<i>Karl Kiefer (Waterloo Regional Police Services Board)</i>	AGM 2022
New Brunswick	1 Vacancy	<i>Charles Leger (Codiac Regional Policing Authority)</i>	AGM 2022
Nova Scotia	1 Vacancy	<i>Carole McDougall (Halifax Board of Police Commissioners)</i>	AGM 2022
First Nations	2 Vacancies	<i>Dan Bellegarde (File Hills First Nations Police Board of Police Commissioners)</i>	AGM 2022
		<b>Vacant</b>	
Non-Police Board	1 Vacancy	<i>Andrew Minor</i>	AGM 2022

All directors whose terms expire in 2022 are eligible to run for election for an additional one or two-year term, **BUT this provision does not preclude any other eligible and interested candidates from submitting their own nomination for the vacancy in their province.**

If more than one eligible nomination is received for **ANY** vacancy, the nominees will have an opportunity to speak to the members present at the AGM and a vote by the members present will be conducted by electronic voting.

Nominations are an important responsibility of our members. The effectiveness and success of our Association depends on the strength and quality of your volunteer Board. It is up to you to propose nominees who will bring the necessary competencies including diversity, education, experience and a commitment to the success of the Canadian Association of Police Governance.

**CAPG By-Laws state:**



### **5.1 Number of Directors**

The Board shall consist of the number of Directors specified in the Articles. If the Articles provide for a minimum and maximum number of Directors, the Board shall be comprised of the fixed number of Directors as determined from time to time by the Members by Ordinary Resolution or, if the Ordinary Resolution empowers the Directors to determine the number, by resolution of the Board. At least two (2) Directors shall not be Officers or employees of the Corporation or its affiliates.

### **5.2 Composition of the Board**

The Board shall be comprised of representatives of the geographic regions of Canada represented by its Members. The Nominations Committee shall be responsible for preparing a slate of nominees for election by the Members which complies with these By-laws and the operating policies of the Corporation. In addition, if permitted by the Articles, the directors may appoint one or more additional directors who shall hold office for a term expiring not later than the close of the next annual meeting of Members, but the total number of directors so appointed may not exceed one-third (1/3) of the number of directors elected at the previous annual meeting of Members.

### **5.3 Qualifications**

In addition to the qualifications for directors set out in the Act, Only those individuals who are appointees of a Police Board which is a Member of the Corporation or a representative of a Non-Police Board Organization which is a Member of the Corporation, are eligible to be elected as directors of the Corporation; and Candidates nominated for election to the Board must reside in the province or territory in which the Police Board or Non-Police Board Organization is located.

### **5.4 Election and Term of Directors**

The Directors shall be elected by the Members at each annual meeting of Members for which an election of Directors is required. Each Director shall be elected to hold office for a term expiring not later than the close of the second annual meeting of Members following the election, at which time each such Director shall retire as a Director, but, if qualified, shall be eligible for re-election.

### **Nominations Process**

When more than one qualified nomination is received for the same vacancy the Nominations Committee will advise that this will require an election to be held by ballot at the Annual General Meeting. Each candidate will be given time to address the members to support their election.

Following the receipt of nominations and identification of eligible candidates, including interviews conducted by the Nominations Committee, a slate will be presented for election at the virtual Annual General Meeting on September 1, 2022.

Attached to this document is the form to be used by all nominees, including those who

currently are directors on the CAPG seeking another term.

Please submit your nomination forms electronically to the attention of Micki Ruth, Chair, Nominations Committee at the following address: [nominations@capg.ca](mailto:nominations@capg.ca) or [jmalloy@capg.ca](mailto:jmalloy@capg.ca) before Friday, July 15, 2022.

In order to be eligible for nomination you must send:

1. The form must be signed by your board/commission chair or vice-chair and
2. A brief bio (maximum 1 page)
3. A short letter outlining why you would like to join the CAPG Board of Directors.

The members of the Nominations Committee are:

- Past President, Micki Ruth
- Mary Collins, BC
- Sandy Smallwood, ON
- David Walker, NS

If you have any questions, please feel free to send them to me via [jmalloy@capg.ca](mailto:jmalloy@capg.ca) or via [nominations@capg.ca](mailto:nominations@capg.ca) email.

Sincerely

A handwritten signature in blue ink, appearing to read "Jennifer Malloy".

Jennifer Malloy, Executive Director

## Nomination Form

TO BE SIGNED BY BOARD/COMMISSION CHAIR/VICE CHAIR AND NOMINEE:

We \_\_\_\_\_, being members of the  
Canadian Association of Police Governance (CAPG), nominate  
\_\_\_\_\_ for the position of director on the  
Canadian Association of Police Governance.

We also confirm that:

- We are members in good standing of the Association and have paid our annual membership dues;
- The nominee resides in the province where their Police Board or Commission is located;
- The nominee is willing to commit to the Association for a two-year term;
- The nominee and their Police Board or Commission commits the financial support of their nominee to attend the annual conference of CAPG;
- The nominee has the financial support of their Police Board or Commission to attend an annual strategy and advocacy meeting in Ottawa;
- The nominee is able to participate in a two-hour bi-monthly teleconference board meeting;
- The nominee is willing to sit on at least one CAPG committee;
- The nominee commits to participate in a one-hour bi-monthly teleconference committee meeting; and
- The nominee agrees to actively participate in the work of the committee.

### NOMINEE

I \_\_\_\_\_ being a member of, \_\_\_\_\_ consent to this  
nomination. I am currently a \_\_\_\_\_ (provincial, municipal, citizen  
appointment)

representative on my police board/commission and I have \_\_\_\_\_ years left to serve. I am  
eligible for another reappointment for \_\_\_\_\_ years.

Address: \_\_\_\_\_

\_\_\_\_\_ Telephone: \_\_\_\_\_

\_\_\_\_\_

Email: \_\_\_\_\_ Date \_\_\_\_\_

Signature: \_\_\_\_\_

Name: (please print)

Signature: \_\_\_\_\_

Name: (please print)  
Chair or Vice Chair of  
Board/Commission

**DECLARATION OF INTEREST TO SERVE ON THE EXECUTIVE COMMITTEE**

I am interested in putting my name forward for the following position(s) for the 2022-2023 term:

<b>POSITION</b>	<b>NAME</b>
President	
Vice President	
Treasurer	
Secretary	

**Heather CORBETT**

---

**From:** CAPG <communications@capg.ca>  
**Sent:** April-22-22 1:11 PM  
**To:** Heather CORBETT  
**Subject:** Participation in proposed research project  
**Attachments:** CAPG Recruitment Letter.pdf

**This Message Is From an External Sender**

This message came from outside your organization.

Hi Heather ,

Please see the enclosed letter from Jennifer Malloy, Executive Director regarding an opportunity for New Westminster Police Board to participate in stage one of a proposed research project with Dr. Tarah Hodgkinson and Dr. Tullio Caputo.

Have a great weekend!

Rebecca Boss

SENT ELECTRONICALLY

New Westminster Police Board  
555 Columbia Street  
British Columbia V3L 1B2

Date: April 22, 2022

Dear CAPG member,

A key role of any police board and commission is to set the strategy for its police service. Over the many years of its leadership in this area, CAPG has reinforced this role through its annual conferences and training webinars. One of the criticisms that is frequently directed at boards and commissions is the gap that exists between its objectives for the services and the way that they are carried out. Further criticisms have been levelled of the gap that exists for front-line delivery versus strategic aspirations. As policing is overwhelmingly about the front-line, translating principally strategic change into real difference is an important issue. There are now underlying social and cultural pressures that challenge all police services, both strategically and in practice.

Dr. Tarah Hodgkinson (Wilfrid Laurier University) and Dr. Tullio Caputo (Carleton University) have worked in the area of police strategic planning for many years. There has been frequent discussion at the national conference, work with individual boards and webinars. Throughout this, CAPG has supported better planning. The proposed project would move this into a new realm of determining the nature of the gap between plan and execution, how to use an appreciation analysis technology to determine the nature of that gap and what to do about it.

The proposed project is action research, in that it engages the participants in building tools arising from their findings to address the issues they identify. The project has been reviewed and approved by the Laurier Research Ethics Board (Reference # 7131).

It would have three stages:

1. The first stage involves semi-structured interviews with senior members of the CAPG and senior members from their respective police services (chiefs, deputies, etc.). The purpose of these interviews is to gather information from knowledgeable individuals about their perceptions of the alignment gap, its causes, and consequences as well as their insights into potential ways that it could be addressed. Ideas gleaned through these interviews will form the basis for conducting a focus group. The interviews would take place over zoom and would take approximately 1 hour to complete.
2. Stage two would consist of focus groups with up to 10 police services to provide an opportunity to further explore issues surrounding alignment gaps with a specific focus on developing tools to help

identify and respond to these gaps in an effective and timely manner. The focus group sessions would be conducted virtually using Zoom to reduce Covid-related concerns and would take approximately 1-2 hours.

3. On-site development in partnership with up to four boards or commissions to develop unit-level tools, test them, build local capacity, and make the tool available throughout the membership. Given the more intense and focused nature of this phase, there would be visits to each site (more detail will be provided at the end of focus groups in phase one).

We invite you to indicate if you are interested in receiving more information about participating in stage one of this research by contacting Dr. Tarah Hodgkinson ([thodgkinson@wlu.ca](mailto:thodgkinson@wlu.ca)) directly. Involvement in stage one does not require involvement in future stages and participants are welcome to determine their level of involvement.

Thank you for your interest,



Jennifer Malloy  
Executive Director



# Transforming Policing and Community Safety in British Columbia

SPECIAL COMMITTEE ON  
REFORMING THE POLICE ACT

REPORT, APRIL 2022  
THIRD SESSION, 42<sup>ND</sup> PARLIAMENT





April 28, 2022

To the Honourable  
Legislative Assembly of the  
Province of British Columbia

Honourable Members:

I have the honour to present herewith the Report of the Special Committee on Reforming the Police Act.

Respectfully submitted on behalf of the Committee,

Doug Routley, MLA  
Chair

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# Composition of the Committee

## Members

Doug Routley, MLA, [Chair](#)  
*Nanaimo-North Cowichan*

Dan Davies, MLA, [Deputy Chair](#)  
*Peace River North*

Garry Begg, MLA  
*Surrey-Guildford*

Rick Glumac, MLA  
*Port Moody-Coquitlam*

Trevor Halford, MLA  
*Surrey-White Rock*

Karin Kirkpatrick, MLA  
*West Vancouver-Capilano*

Grace Lore, MLA  
*Victoria-Beacon Hill*

Adam Olsen, MLA  
*Saanich North and the Islands*

Harwinder Sandhu, MLA  
*Vernon-Monashee*

Rachna Singh, MLA  
*Surrey-Green Timbers*

## Committee Staff

Karan Riarh, Committee Clerk

Katey Stickle, Committee Research Analyst

Natalie Beaton, Jenny Byford, and Jesse Gordon,  
Committee Researchers

Mary Newell, Administrative Coordinator

Emma Curtis, Committees Assistant

# Terms of Reference

On February 10, 2022, the Legislative Assembly agreed that a Special Committee on Reforming the Police Act be appointed to examine, inquire into, and make recommendations to the Legislative Assembly on the following:

1. Reforms related to independent oversight, transparency, governance, structure, service delivery, standards, funding, training and education, and any other considerations which may apply respecting the modernization and sustainability of policing under the *Police Act* (R.S.B.C. 1996, c. 367) and all related agreements.
2. The role of police with respect to complex social issues including mental health and wellness, addictions, and harm reduction; and in consideration of any appropriate changes to relevant sections of the *Mental Health Act* (R.S.B.C. 1996, c. 288).
3. The scope of systemic racism within British Columbia's police agencies, including the Royal Canadian Mounted Police, independent municipal police and designated policing units, and its impact on public safety and public trust in policing.
4. Whether there are measures necessary to ensure a modernized *Police Act* is consistent with the United Nations Declaration on the Rights of Indigenous Peoples (2007), as required by section 3 of the *Declaration on the Rights of Indigenous Peoples Act* (S.B.C. 2019, c. 44).

That the Special Committee undertake the above examinations as it deems appropriate with regard to relevant reports, studies, and examinations.

That any information or evidence previously under consideration by the Special Committees appointed by order of the House on July 8, 2020, December 9, 2020 and April 13, 2021 be referred to the Special Committee.

That the Special Committee have the powers of a Select Standing Committee and in addition be empowered to:

- a. appoint of its number one or more subcommittees and to refer to such subcommittees any of the matters referred to the Special Committee and to delegate to the subcommittees all or any of its powers except the power to report directly to the House;
- b. sit during a period in which the House is adjourned, during the recess after prorogation until the next following Session and during any sitting of the House;
- c. conduct consultations by any means the Special Committee considers appropriate;
- d. adjourn from place to place as may be convenient; and
- e. retain personnel as required to assist the Special Committee.

That the Special Committee report to the House by April 28, 2022; and that during a period of adjournment, the Special Committee deposit its reports with the Clerk of the Legislative Assembly, and upon resumption of the sittings of the House, or in the next following Session, as the case may be, the Chair present all reports to the House.

# Foreword

The Special Committee on Reforming the Police Act was appointed amidst increasingly widespread awareness of systemic racism in policing, demand for improved police accountability, and questions about the appropriateness of police responses to mental health, addictions, and other complex social issues. Over the last 15 months, it has become clear that transformative change is required to achieve a new vision of policing and community safety rooted in decolonization, anti-racism, community, and accountability.

We received a large volume of thoughtful, powerful, and emotional input that prompted difficult and meaningful conversations. We recognize the challenging work performed by police officers and the need to provide them with the tools, structure, and support to achieve the vision set out in our report. We extend our sincere gratitude to those who took the time to meet with us and to share their knowledge, experiences, and ideas.

Systemic racism, which consists of organizational culture, policies, procedures, and practices that create and maintain the power of certain racial groups over others or reinforce the disadvantage of certain racial groups, exists in policing in British Columbia. This was evident in the experiences shared with us and reflected in the recommendations we received. Throughout our consultation, we heard about a lack of trust between many individuals, communities, and the police, particularly Indigenous and racialized communities. To rebuild this trust, a significant shift in police culture is needed. Our recommendations aim to address systemic

racism and the colonial structure of policing in a progressive, forward-looking manner.

Further, all policing in BC should be responsive and accountable to our diverse communities. Police have been tasked with responding to issues for which they are not the appropriate service provider. This is due, in part, to a lack of alternatives and insufficient health, mental health, and social supports. Our report emphasizes the need for coordination and collaboration across police officers, health and mental health professionals, and community organizations to ensure the most appropriate first response for the individual concerned, followed by appropriate support.

This report outlines a vision for policing and community safety that includes major changes to provincial and regional policing, response to mental health and complex social issues, oversight and accountability, and police training and education. Significant investments will be needed in the short term to achieve these goals; over the long term, there will be savings in many sectors as well as social benefits as a result of increasing prevention services and ensuring appropriate first response.

Implementing our recommendations and achieving this vision for community safety and policing will take many years and successive parliaments. We encourage and call on all Members of the Legislative Assembly and government to work collaboratively to achieve this vision.

# Executive Summary

The Special Committee on Reforming the Police Act (the “Committee”) was appointed to undertake a broad inquiry on policing and public safety in BC, including reforms related to: oversight, transparency, governance, structure, service delivery, standards, funding, training and education; examining the role of police with respect to complex social issues; examining the scope of systemic racism within BC’s police agencies; and ensuring consistency of a modernized *Police Act* with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). In undertaking its inquiry, the Committee took an iterative approach, and met with ministries, police oversight agencies, statutory officers, and a wide range of organizations and experts, and collected input through a public consultation and a survey on personal and frontline experiences. In total, 411 individuals and organizations made submissions and presentations to the Committee and 1,432 individuals responded to the survey.

The Committee makes 11 key recommendations that call for transformational change in policing and community safety. This report begins with a list of the Committee’s recommendations; these recommendations are interconnected and organized to show how they build upon each other, without indicating priority. The next part of the report provides a comprehensive summary, organized by theme, of the ideas and experiences shared with the Committee during its consultation. The Calls for Justice from the National Inquiry on Missing and Murdered Indigenous Women, the Calls to Action from the Truth and Reconciliation Commission and recommendations from the Downtown Eastside

Women’s Centre report, *Red Women Rising*, are woven throughout this section of the report where they reflect and overlap with input received during the consultation. This is followed by a discussion section which captures Members’ deliberations and reflections on the input they received and makes connections across several themes and topics. The Committee’s recommendations are presented again at the end of the report; each recommendation is followed by a brief rationale and implementation considerations.

Committee Members recognized the importance and magnitude of the task before them and carefully considered all the input they received. A new vision for community safety and policing in BC requires transformational change. This vision begins with outlining key values, including decolonization, anti-racism, community, and accountability, in a new Community Safety and Policing Act to govern the provision of policing and public safety in BC. These guiding values inform all of the Committee’s recommendations and are reflected throughout this report. The Committee emphasizes that a new Act must be drafted in consultation with Indigenous communities and municipal governments.

The Committee heard about of a lack of consistency with respect to delivery of services, governance models, oversight and accountability, the complaints process, and police training. To address inconsistencies and improve local accountability, responsiveness, and decision-making, the Committee recommends transitioning to a new provincial police service, rather than contracting the RCMP. Members emphasize the need to adopt a

collaborative and open process that ensures engagement with municipalities, Indigenous communities, police and other partners. Committee Members agree that all communities should have police boards or committees that provide opportunities for local input on policing and community safety priorities. These boards or committees should be representative of the community and include municipal council representation, while not allowing the mayor to serve as board chair. To address fragmentation and ensure equitable access to police and public safety services, including highly technical or specialized services, the Committee recommends amalgamating police services on a regional basis.

In reflecting on the ideas and recommendations received during the consultation, as well as the experiences shared, Members confirm a need for equitable access to high quality police and public safety services across BC and recommend implementing standards, policies, and expectations for service to achieve this vision. In particular, standards are needed regarding response to mental health crises, conducting wellness checks, responding to and investigating sexual assault, and conducting trauma-informed interviews. Further, the Committee highlights that all policing must be responsive to and informed by the community. Committee Members were interested in tiered policing models in other jurisdictions which enable peace officers or community safety officers to perform certain functions that do not require the full training and capabilities of a police officer. The Committee recommends that such an approach be adopted in BC with clearly defined roles and responsibilities of different categories of policing and public safety personnel responding to non-violent incidents and other situations that may not require uniformed police. Members also support expanding the use of restorative justice programs through funding and education for police officers to increase referrals to these programs.

In meeting with Indigenous leaders, communities, and organizations, Committee Members heard that many Indigenous communities are both over-policed and under-served, and there are challenges in building community

relationships with police officers. Many communities expressed a desire for more police presence and to have police officers remain in the community longer, rather than having short postings, to build positive relationships. Recognizing the need for Indigenous self-determination the Committee recommends Indigenous communities have direct input into the structure and governance of police services, and supports the creation of more self-administered police services such as the Stl'atl'imx Tribal Police Service. Currently, the perspective exists that Indigenous communities are policed by external services. The Committee notes that a truly decolonized lens would see Indigenous police services as an option for neighbouring municipalities or regions.

Another priority for the Committee is ensuring a continuum of response, including an appropriate first response, to calls related to mental health, addictions and other complex social issues. Members propose the continuum include: community or civilian-led responses involving peer support workers, health, and social service professionals; co-response programs that pair police with these professionals; as well as increased prevention and follow up support. The Committee recommends that coordination and integration across police, health, mental health, and social services be increased to achieve this goal. A large percentage of police calls relate to these areas and Members agree that police should not be the primary or only first responders in these situations due in part to a lack of training, fear or mistrust of police, and stigma associated with a police response. Further, they noted that there are many systems that need to be made more robust to prevent the stigmatization of mental health and poverty. The Committee also recommends that mental health options be integrated within 911 to ensure the appropriate service is dispatched. Further, they recognize that a broad review of the *Mental Health Act* is urgently required and should be undertaken by an all-party parliamentary committee.

With respect to jurisdictional responsibility for funding police services, Members reflected on input from municipalities about difficulties associated with current population-based cost sharing agreements. They



recommend a fair and equitable funding model for municipalities that incorporates considerations such as local need, health and social support, and the geography of a service delivery area.

Police culture is at the core of the Committee's recommendations. To build public trust in police and public safety, education and training must be enhanced and standardized to shift police culture. Since police training is currently delivered by multiple agencies, the Committee recommends standardizing and increasing the level of training for police recruits to address inconsistencies and reflect key competencies including anti-racism, cultural competency, and trauma-informed practices through mandatory ongoing training. Further, Members agree that, in addition to core training and education that is consistent for all police officers, training should include the unique historical, cultural, and socioeconomic context of the area in which an officer is working. The Committee acknowledges that while there are many existing courses for police officers in these areas, completion of this training has not resulted in the desired shift in culture and conduct; therefore, Members recommend developing benchmarks to measure the efficacy of training and education. Another aspect of shifting police culture is recruiting and retaining individuals with a variety of backgrounds and skillsets to ensure that police services are representative of the community. The Committee recommends implementing screening and performance evaluations for promotion and advancement that reflect key values and principles such as humility, honesty, empathy, and lack of bias and prejudice. Members support regular psychological assessments for police officers throughout their careers rather than just at the recruitment stage.

Throughout the consultation, Members heard clear evidence of systemic racism in policing as well as the colonial structure of police services. To address these issues, Members recommend including anti-racism and decolonization as values in a new Community Safety and Policing Act, implementing mandatory and ongoing anti-racism and cultural competency training that is delivered in a meaningful way, and collecting and reporting

disaggregated race-based and other demographic data in consultation with the communities most affected. This type of data is necessary to understand existing challenges, measure change, and address systemic racism across police services. The Committee further recommends comprehensive reviews of police service policies and procedures to be conducted in partnership with the local community.

Police oversight in BC is a fragmented system. Different agencies with different mandates, authorities, and processes responsible for police oversight in BC has resulted in inefficiencies, gaps, and duplication. Further, there is a lack of trust of police due in part to a lack of transparency and accountability as well as a complaints process that is difficult to navigate. To address these issues, Members recommend establishing a single, independent, civilian-led oversight agency responsible for overseeing conduct, complaints, investigations, and disciplinary matters for all police and public safety personnel in BC. The agency should be reflective of the province's diverse population and provide a streamlined approach for complaints and services to assist complainants. To address immediate issues with the fragmented system, the Committee recommends prioritizing the creation of stand-alone legislation for police and public safety oversight.

Committee Members recognize the need for ongoing review and oversight with respect to policing and public safety and recommend the establishment of an all-party select standing committee to take on this task. This committee would oversee the implementation of the recommendations in this report; conduct regular reviews of the new Community Safety and Policing Act; examine standards, policies, and programs related to policing and public safety; receive and review regular updates from the Ministry of Public Safety and Solicitor General; and work with First Nations governments and key partners to address colonial structures and systemic racism in policing.



# List of Recommendations

The following is a list of the Committee's recommendations. A more fulsome explanation of the recommendations begins on page 77.

*The Committee recommends to the Legislative Assembly that the provincial government:*

- 1) Implement a new Community Safety and Policing Act to govern the provision of policing and public safety services based on values of decolonization, anti-racism, community, and accountability. This includes:
  - a) Ensuring Indigenous peoples and nations, and municipal governments, are engaged in the drafting of the legislation.
- 2) Transition to a new BC provincial police service that is governed by the new Community Safety and Policing Act. This includes:
  - a) Establishing a governance model, such as municipal or regional police boards or committees, that is representative of the community and provides opportunities for local input on policing and public safety priorities.
  - b) Ensuring municipal council representation on municipal police boards or committees, while not allowing the mayor to serve as board chair.
  - c) Amalgamating police services on a regional basis where there are opportunities to address fragmentation, ensure equitable access to policing and public safety, and improve efficiency and effectiveness.
  - d) Enabling two police of jurisdiction to facilitate the process of transitioning from one service to another.
- 3) Ensure all Indigenous communities have direct input into their police service structure and governance, including self-administered services which could provide policing to neighbouring non-Indigenous communities.
- 4) Create and appropriately fund a continuum of response to mental health, addictions and other complex social issues with a focus on prevention and community-led responses and ensuring appropriate first response. This includes:
  - a) Increasing coordination and integration across police, health, mental health, and social services.
  - b) Integrating mental health within 911 call options.
- 5) Ensure equitable access to high quality police and public safety services across BC. This includes:
  - a) Ensuring all policing is responsive to and informed by the community.

- b) Implementing and enforcing provincial standards, policies, and expectations for service with respect to responding to individuals experiencing a mental health crisis, conducting wellness checks, responding to sexual assault, and conducting trauma-informed interviews.
  - c) Adopting a dynamic and flexible approach to policing that provides for different categories of policing and public safety personnel who have clearly defined roles, responsibilities, and functions such as responding to non-violent incidents and other situations that may not require uniformed police.
  - d) Expanding the use of culturally appropriate restorative justice programs throughout BC, including increased funding for these programs and education for police officers.
- 6) Create a fair and equitable shared funding model for municipalities. This includes:
  - a) Consideration of local needs, health and social supports, and the geography of a service delivery area.
  - b) Exploring options to phase in or incrementally increase the municipal share of policing costs.
- 7) Enhance and standardize initial and ongoing police education and training to reflect key values and competencies in order to shift police culture. This includes:
  - a) Ensuring police and public safety services are representative of the diversity of the communities served (including diversity of race, ethnicity, gender, and sexuality) via recruitment.
  - b) Implementing screening and performance evaluation for existing officers and new recruits that reflects desired values and principles, including humility, honesty, empathy, and lack of bias and prejudice, to ensure that these individuals are best suited for their current position or for advancement and are a good fit for the community.
  - c) Conducting regular mandatory psychological assessments for all police officers in BC.
  - d) Enhancing and standardizing training required for police recruits and implementing mandatory and meaningful ongoing education with respect to anti-racism, cultural competency, and trauma-informed practices.
  - e) Requiring police officers to complete training and education that is based on the historical, cultural, and socio-economic context of the communities in which they will be serving and is developed and delivered in consultation with the communities.
  - f) Developing benchmarks to measure the efficacy of police training and education with respect to a shift in police culture and conduct.
- 8) Require police services to collect and publicly report disaggregated race-based and other demographic data and conduct comprehensive reviews of and amend policies and procedures to address systemic racism in policing.
- 9) Establish a single, independent, civilian-led oversight agency responsible for overseeing conduct, complaints, investigations, and disciplinary matters for all police and public safety personnel with powers or authority under the new Community Safety and Policing Act. This includes:
  - a) Prioritizing the creation of stand-alone legislation for police oversight.
  - b) Ensuring the oversight agency is reflective of the diverse population and cultures of BC.
  - c) Providing navigation and triaging services to assist complainants throughout the complaints process.

- d) Implementing a multi-stream approach to processing complaints, expediting minor performance and procedural matters, and offering multiple resolution pathways such as direct conversations, mediation, or restorative justice.
- e) Revising the definition of misconduct to include demeaning and discriminatory conduct, language, jokes, statements, gestures, and related behaviours.
- f) Establishing a duty to cooperate with investigations and a duty to report misconduct for all police and public safety personnel with protections for reporting.

*The Committee recommends that the Legislative Assembly:*

- 10) Immediately appoint an all-party parliamentary committee to undertake a broad review of the *Mental Health Act* with a view to modernizing the Act and ensuring it aligns with the recommendations in this report.
- 11) Establish an all-party select standing committee on policing and community safety to:
  - a) Oversee the implementation of changes recommended in this report.
  - b) Conduct regular reviews of the new Community Safety and Policing Act.
  - c) Examine standards, policies, and programs related to the provision of policing and public safety in BC and report annually on this work.
  - d) Work with key partners to address colonial structures and systemic racism in policing.
  - e) Receive and review annual updates from the Ministry of Public Safety and Solicitor General regarding emergent issues in policing and community safety and the effectiveness of police services in BC.

# The Work of the Committee

The Special Committee on Reforming the Police Act was first appointed on July 8, 2020, to undertake a broad inquiry on policing and public safety in BC (see Appendix C). Following the provincial general election in October 2020, a new Committee was appointed to continue this work and submit a report, including any recommendations respecting the results of its review, to the Legislative Assembly by April 28, 2022. The Committee's terms of reference are available on page 5 of this report.

## Briefings

To begin their work, Committee Members received briefings from ministries, oversight agencies, and statutory officers regarding the policing landscape in BC, including the intersection of policing with complex social and mental health issues, systemic racism, and the *Declaration on the Rights of Indigenous Peoples Act*. These briefings included presentations from Ministry of Public Safety and Solicitor General, Ministry of Health, Ministry of Mental Health and Addictions, Ministry of Indigenous Relations and Reconciliation, Office of the Human Rights Commissioner, Union of BC Municipalities, Office of the Police Complaint Commissioner, Independent Investigations Office of BC, BC Coroners Service, RCMP Civilian Review and Complaints Commission, and Ministry of Attorney General. Briefings took place between January 29, 2021 and March 22, 2021.

## Public Consultation

Following the briefings, the Committee invited Indigenous communities and organizations as well as stakeholders and subject matter experts, including community organizations and police service organizations to make presentations. These presentations took place between February 23, 2021 and April 23, 2021.

The Committee launched an open public consultation on March 1, 2021, inviting British Columbians to provide their input by April 30, 2021. The Committee used a number of approaches to encourage participation in the consultation, including: a media release; advertisements in local and multicultural newspapers; online advertisements; social media; and direct outreach to Members of the Legislative Assembly, constituency offices, and community-based organizations. Following a review of this input, the Committee invited participants to make presentations between June 29, 2021, and July 29, 2021. These presentations were held virtually using the Zoom videoconferencing platform.

In total, 411 organizations and individuals made presentations and/or written submissions. A list of organizations and individuals who made presentations and/or written submissions is available in Appendix A.

Additionally, between July 6, 2021 and September 3, 2021, the Committee accepted input from individuals about their experiences and perspectives regarding policing and related systemic issues via a survey. Survey questions are available in Appendix B. In total, the Committee received 1,432 survey responses.

From October 15, 2021 to January 26, 2022, the Committee held follow up meetings with several stakeholders who previously appeared before the Committee as well as additional organizations and subject matter experts and a number of survey respondents who expressed interest in meeting with the Committee.

The Committee also held confidential meetings with several individuals and families regarding their experiences with police and policing. In preparation for these meetings, the Committee received training and education on trauma-informed approaches and interacting with vulnerable individuals.

The Committee carefully considered all input received during their deliberations.

## Meetings Schedule

### First Session, 42nd Parliament

January 5, 2021	Organization
January 19, 2021	Planning
January 26, 2021	Presentations; Deliberations
January 29, 2021	Briefings
February 8, 2021	Briefings
February 10, 2021	Briefings
February 11, 2021	Briefings
February 17, 2021	Planning
February 22, 2021	Briefings
February 23, 2021	Presentations
February 24, 2021	Presentations
February 25, 2021	Presentations
February 26, 2021	Presentations
March 5, 2021	Presentations; Deliberations
March 12, 2021	Presentations
March 19, 2021	Presentations
March 22, 2021	Briefings; Presentations
March 26, 2021	Presentations

March 29, 2021	Presentations
April 6, 2021	Presentations; Deliberations
April 7, 2021	Presentations
April 9, 2021	Presentations; Deliberations

### Second Session, 42nd Parliament

April 16, 2021	Organization; Presentations; Deliberations
April 23, 2021	Presentations
May 12, 2021	Deliberations
May 27, 2021	Deliberations
May 28, 2021	Deliberations
June 29, 2021	Presentations; Deliberations
July 19, 2021	Confidential
July 20, 2021	Presentations; Deliberations
July 22, 2021	Presentations; Deliberations
July 26, 2021	Presentations; Deliberations
July 26, 2021	Presentations; Deliberations
July 27, 2021	Presentations
July 27, 2021	Presentations; Deliberations
July 28, 2021	Presentations; Deliberations
July 29, 2021	Presentations; Deliberations
October 12, 2021	Planning
October 14, 2021	Confidential
October 15, 2021	Presentations
October 27, 2021	Deliberations
November 3, 2021	Presentations; Deliberations
November 9, 2021	Presentations
November 10, 2021	Presentations
November 12, 2021	Presentations; Deliberations
November 29, 2021	Presentations
November 30, 2021	Presentations; Deliberations
December 14, 2021	Presentations; Deliberations
January 24, 2022	Confidential

January 25, 2022	Confidential
February 1, 2022	Deliberations

### Third Session, 42nd Parliament

February 11, 2022	Deliberations
February 18, 2022	Deliberations
February 22, 2022	Deliberations
February 24, 2022	Deliberations
March 1, 2022	Deliberations
March 3, 2022	Deliberations
March 8, 2022	Deliberations
March 9, 2022	Deliberations
March 10, 2022	Deliberations
March 14, 2022	Deliberations
March 18, 2022	Deliberations
March 28, 2022	Presentations; Deliberations
March 30, 2022	Deliberations
April 4, 2022	Deliberations
April 6, 2022	Deliberations
April 11, 2022	Deliberations
April 21, 2022	Deliberations; Adoption of Report

# Governance

## Governance Structure

Police governance is administered through several agreements. The Provincial Police Service Agreement establishes the RCMP as the provincial police service responsible for rural and unincorporated areas as well as municipalities under 5,000 persons. Once a municipality exceeds 5,000 persons, they become responsible to provide police services under the *Police Act*; the Municipal Police Service Agreement allows municipalities to continue to be policed by the RCMP, and Municipal Police Unit Agreements outline the responsibilities for the municipality for delivery of its policing services and the expectations of the RCMP in delivery of those services. If a municipality chooses not to use the RCMP for its policing, the *Police Act* allows them to use another municipal police service or create their own.

The Committee heard about several challenges related to governance structures, including that communities across the province can have unequal levels of involvement in police governance. Municipalities with independent police departments have local governance and accountability through municipal police boards; however, the same boards do not exist for municipalities served by the RCMP. The Ministry of Public Safety and Solicitor General reported that while the *Police Act* provides for these communities to have a local police committee, it is not utilized or mandated. The Hon. Wally Oppal further detailed that local committees do not have the same authority as police boards and described that while senior officers and detachment commanders engage communities, governance decisions are made in Ottawa.

The Committee also heard that the governance model can be unclear. The Ministry of Public Safety and Solicitor General identified that governance structures within the *Police Act* could be more effective, noting that a lack of clarity in the legislation can lead to inconsistency and uncertainty in identifying what services are provided by the police, who the appropriate service provider is, and who should pay for the service. The Union of BC Municipalities noted examples of inconsistency such as radio communication services being provided by the province through a provincial dispatch centre in some jurisdictions while in other areas the same service is deemed the responsibility of local governments. They also described instances where specialized teams that work across the same local government boundaries, such as the Integrated Gang Task Force and Integrated Homicide Investigation Team in the Lower Mainland, have significantly different governance and accountabilities when the provincial government is responsible for one team and local governments are responsible for the other. With respect to integrated teams, they stated that a lack of a governance structure hinders their ability to make key decisions around resourcing and membership. The Union of BC Municipalities expressed that clarity is needed to determine which order of government is responsible for each service, and that the governance structure must provide the ability for that government to make key operational decisions and provide oversight.

A lack of government access to policing data was also identified as an issue. The Union of BC Municipalities shared police often cannot provide data-driven responses to public and local government requests pertaining to the



allocation of resources. They noted that police agencies are often only able to provide anecdotal responses which do not meet the needs of governance bodies in making service and resource allocation decisions. The Ministry of Public Safety and Solicitor General stated that though the technology exists, business intelligence systems across police services are not aligned and that the RCMP and police boards require greater support to interpret and predict policing needs, manage budgets, and articulate service demand. The Ministry described that the lack of government access to province-wide police data has limited the ability to monitor service and public safety trends, and as a result, hindered timely policy adjustments. They recommended implementing an advisory committee to advise the Director of Police Services on accountability, business acumen, and intelligence, and providing strong forecasting and accountability through governance modelling.

The Committee heard about governance challenges with the RCMP contracted as the provincial police service and that this impacts their ability to respond to local needs and community priorities. The Ministry of Public Safety and Solicitor General reported that there are complex challenges in simultaneously meeting federal, provincial, and municipal policing priorities, despite the RCMP making every effort to meet and exceed evolving expectations. Maple Ridge City Councillor Gordy Robson explained that from a municipal perspective, the current practice of contracting city policing to a federal entity is unworkable and was of the view that a provincial police service responsible for all major crime and coordination of city police departments would allow for local service management. The Office of the Provincial Health Officer described that in their experience, the RCMP does not align with BC community culture and norms as effectively as municipal police services. They emphasized the importance of ensuring the *Police Act* focuses on public safety and allows for local norms and expectations to be reflected in service delivery. To address existing challenges, establishing a new provincial police service was a common suggestion. An individual opposed to creating a new provincial police service expressed

concerns about the cost to taxpayers and potential training quality.

## Designated Policing Units

Designated Policing Units (DPUs) such as Metro Vancouver Transit Police and Stl'atl'imx tribal police service, act in place of, or supplemental to, provincial and municipal police. Metro Vancouver Transit Police raised several issues for the Committee's attention relating to DPU governance and limitations compared to municipal police. Metro Vancouver Police identified that the chief officer of a DPU has supervision and command over designated constables, but not for department civilians, yet a chief constable of a municipal police department has this supervision authority under s.34(1) of the *Police Act*. They described how sections of the Act are highly prescriptive, rigid, and limit the ability of DPUs to introduce innovative changes and that the current governance structure has numerous limitations that undermine independence and accountability.

Specific to the Metro Vancouver Transit Police's governance, they noted that the Transit Police Board, TransLink Security Management Ltd. and TransLink all have some statutory responsibilities for Metro Vancouver Transit Police through the *Police Act* and the *South Coast British Columbia Transportation Authority Act*. As a further complexity, statutory responsibilities granted to both TransLink and the Mayors' Council under this Act place some control of budget and operations within the TransLink structure, rather than in the hands of the police board and the provincial government as per the municipal policing model. Metro Vancouver Transit Police proposed several recommendations to the Committee to align the accountabilities and board structure of DPUs to municipal structures, to amend specific processes to increase the authority of DPUs, and to provide equal provincial funding support and recruit cost sharing among all police agencies, including DPUs.



## Municipal Police Board Roles and Responsibilities

Several presentations and submissions discussed police board roles and alignment with provincial policy. Criminologist Yvon Dandurand highlighted that the *Police Act* should be clear about the roles of police boards in making operational policies and proposed that the provincial government develop policy frameworks to assist boards in reflecting local priorities, preferences, and circumstances in policies while meeting provincial standards. Dandurand added that uniform provincial metrics would better enable boards to measure police performance, as boards are currently limited to measures of workload, such as crime statistics and quantity of service calls. To establish consistency across regions and to prioritize harm reduction and health diversion, the Canadian Mental Health Association BC Division was of the view that provincial policing priorities should apply to all police services regardless of whether they are contracted or governed by a municipal police board. The BC Association of Municipal Chiefs of Police advised that there needs to be a mechanism for police boards to provide feedback on provincial policy changes noting the impacts to local department deployments, training, overtime loads, and local priorities. They emphasized that clarity and understanding of operational roles as well as efficient mechanisms for conflict resolution are necessities for police boards and local government to fulfil their respective mandates in a mutually supportive way.

Another theme was transparency and accountability. The Office of the Human Rights Commissioner noted that police boards have been criticized for a lack of transparency and recommended developing public reporting requirements. The Ending Violence Association of BC specifically discussed opportunities to expand the accountabilities of police boards and police committees to report out to the community they serve. Similarly, the Oak Bay Police Board suggested that legislation should clearly define the expectations for public access to police board information and board meetings.

Community Advisors of the Provincial Committee on Diversity and Policing and the City of Vancouver discussed a need for community involvement in policing governance. Noting the power imbalance between those with authority under the *Police Act* and those most affected by those powers, the City of Vancouver proposed that regular community feedback opportunities would better enable shared responsibility for community health and safety, while the Community Advisors of the Provincial Committee on Diversity and Policing encouraged prescriptive and measured community outreach requirements for boards. The City of North Vancouver stated that within existing governance mechanisms, there are limited opportunities for local governments to advance improvements that address systemic issues and added that local governments should be comprehensively involved in policy formation and response. Similarly, Union of BC Municipalities noted that local governments and the public have limited options to provide input. They explained that this underscores the importance of maintaining equal or greater local elected representation on existing governance structures (police boards or policing committees) to allow for public input and accountability.

## Municipal Police Board Composition, Training and Resourcing

Some pointed to board composition as a way to improve police board engagement with, and accountability to, communities. The City of Delta stated that the current system limits the diversity of community representation and that the governance structure of police boards needs to change to ensure key factors such as race and age are appropriately represented on police boards. To determine eligibility, Community Advisors of the Provincial Committee on Diversity and Policing, the City of Richmond, and several individuals proposed developing a set of standards and core competencies. Some were of the view that standards could address existing issues involving the integrity of individual board members and conflicting personal interests, while others stated that qualification standards could improve the

diversity of boards and representation of community interests on the board. The City of New Westminster recommended prioritizing people with lived and living experience, as well as equity and diversity mandates, and providing compensation to enable underrepresented people to serve as board members. They described how their police reform working group uses a community collaboration approach which centers racialized and vulnerable populations and enables the city to make more informed decisions about public safety issues. Noting the value of peer leadership in policing and public safety programs, the Vancouver Area Network of Drug Users proposed establishing a seat on the board elected by community members. Specific to the process of selecting board members, the Committee heard varying proposals, including allowing municipal council to elect a council board representative, allowing council to appoint community members, allowing elected officials from the school system to be board members, or holding a public election for board member positions.

The Committee received several proposals seeking board composition reform to ensure local accountability, as well as Indigenous jurisdiction, authority, and conceptions of justice. The First Nations Justice Council described that space needs to be created for Indigenous peoples on police boards and that existing civilian Indigenous advisory committees need to be empowered with tools and authority. They proposed working with Indigenous peoples to enhance the powers of advisory committees and mandating civilian Indigenous advisory committees for each police service or division.

*9.8 We call upon all police services to establish and engage with a civilian Indigenous advisory committee for each police service or police division, and to establish and engage with a local civilian Indigenous advisory committee to advise the detachment operating within the Indigenous community. (Call for Justice from The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls)*

With respect to rural communities, the Human Rights Commissioner quantified that three-quarters of the province have no police boards, as policing is provided by the RCMP, and emphasized the importance of having a mechanism for local input. To address the absence of police boards for rural communities, Gabriola Health and Wellness Collaborative proposed creating a single rural police board, not grounded in a specific location, to serve the interests of all rural communities in the province.

Unique to BC, the *Police Act* requires the mayor to act as the chair for the municipal police board which several local governments and police boards described as a source of tension and conflict. The City of Delta explained the board chair has no statutory authority over police operations, cannot table or amend board motions, and can only vote in the event of a tie, and suggested these limits be removed. The City, along with the Victoria and Esquimalt Police Board and the Vancouver Police Board, stated that this structure puts mayors in a difficult position, particularly concerning the police budget, as mayors have responsibilities to the police board and department and to their municipalities. The Committee received a range of recommendations in this regard, including removing mandatory requirements, delegating the spokesperson responsibilities to the vice-chair, providing clear guidance for the mayor to recuse themselves of discussions of budget or special conflict, enabling mayors to sit as voting members of the board or as chairs with voting ability, and enabling boards to elect their chair.

Regarding the term limits and capacity of board members, the BC Association of Police Boards, Oak Bay Police Board and Vancouver Police Board were of the view that longer membership terms or overlapping terms for board members may benefit board governance by providing continuity and balancing members' expertise and historical knowledge. The Committee also heard about the need for comprehensive training and guidance for board members on complex governance issues, financial skills, responsibilities of the board and the operational needs of modern policing. Though there are ongoing efforts to provide training, the Vancouver Police

Board stated neither the *Police Act* nor BC Police Board Handbook provide sufficient information on areas related to the core responsibilities of the police board. The BC Association of Police Boards supported comprehensive board training and clarity in the *Police Act* concerning the board's responsibilities for bargaining and performance reviews.

Resource constraints were cited as another limitation for police boards. The City of Vancouver explained that the Vancouver Police Board is composed of unsalaried volunteers and were of the view that the amount of work the board manages has grown to a size and complexity beyond what volunteers can reasonably be expected to undertake. The Vancouver Police Board described growing demands for community engagement, meaningful community consultation and systemic reviews for police boards across the province and country. Noting the importance of boards in providing a link between the police and community, they described how a lack of resources limits a board's ability to communicate with the public. They were of the view that some of the negative public perception of policing and police oversight stems from a lack of public awareness about both the role of boards in police oversight, and the distinctions from US police counterparts, and that there is a significant amount of work for boards to restore public confidence and community relationships.

## Municipal Police Board Budgets

The Committee heard about limitations on municipal authority and input on police department budgets as a source of conflict between police boards and city councils. The BC Association of Police Boards noted that as the taxation authority, the municipality needs to retain authorization on the budget and that mediation or arbitration processes for when conflicts occur would be valuable. They were of the view that police boards should maintain an arms-length relationship from the provincial government and municipal councils and proposed developing a liaison role to support the alignment of municipal council and police board goals by facilitating shared priorities, ensuring council understands

impacts of policy decisions on policing, and sharing financial constraints with the police board.

The City of New Westminster described the ability for police boards to approve the police department budget without discussion or input from municipal council as untenable and were of the view the police budget should be part of, and work within, the larger set of priorities for the city. This perspective was also expressed by a former city manager who described that there is little incentive for the police board to control department expenditures because the board is not held responsible for the financial implications of police budgets on the municipality. The Vancouver Area Network of Drug Users highlighted a potential accountability gap of the current budget authority framework in which the personal interests of board members, such as lawyers and real estate developers, could influence policing priorities through the budget; they noted these interests can go unchecked with the board having ultimate authority of the budget. The Network proposed creating a civilian board to review the police budget, stating that one community membership role on the board is not enough.

With respect to budget appeals, the First Nations Summit and First Nations Leadership Council noted that when local communities attempt to shift or cap resources of police services, the *Police Act* allows police boards to appeal to the provincial government, and if municipal council decisions are overturned, civilians are unable to make decisions on the police budget. The BC Civil Liberties Association, along with several individuals, described this ability to appeal as undemocratic. A joint submission to the Committee by 27 British Columbians recommended eliminating the budget appeal process, noting that elected city councils should be able to decide how much funding should go towards municipal services, including policing. Other recommendations presented to the Committee involved clarifying municipal authority, developing mechanisms for appeals, mediation, or arbitration processes, and increasing budget transparency.

# Service Delivery

## Police Resourcing

The Committee heard about several challenges related to determining and providing effective policing, including a lack of methodology in this area as well as the number of governments (at all levels) and police boards that are involved with the administration and deployment of police resources. Superintendent Kara Triance of the Kelowna RCMP and Staff Sergeant Chris Boucher of the West Shore RCMP stated that a lack of agreed-upon police resource methodology drives inequalities in how communities receive policing services and may leave some questioning the fairness of these arrangements. Nelson Police Department emphasized the need for legislation to set out defining features of adequate and effective policing, including minimum resource levels in all municipalities. They stated that there should be a formula that not only looks at the population of the community policed but also the crime severity index, calls for service and workload. They further explained that small resource fluctuations and shortages are significantly impactful on smaller departments, and that the time, effort and research required to make submissions for additional resources are substantial and it is not guaranteed that the police board or municipality will approve such requests.

The City of Vancouver stated that the *Police Act* employs a top-down approach to policing that leaves little room for municipalities and communities to tailor policing efforts to the unique needs of their populations. They emphasized that municipal governments and communities must be empowered to provide policing that

meets the specific needs of their populations. Similarly, the District of Vanderhoof advocated for consideration of the broad and unique needs of the communities served by the Vanderhoof RCMP detachment when determining staffing and services. Further, Victoria Police Department stated that all police agencies should be required to have the necessary resources to make evidence-based decisions and evaluate the effectiveness of local programs in the local context.

## Community Safety and Community Policing

Some organizations and individuals called for an approach that emphasizes community safety. S.U.C.C.E.S.S. stated that policing cannot be examined outside the context of community safety and well-being. They advocated for a holistic view that includes a vision of what community safety and wellness look like, particularly for those who are oppressed and marginalized. West Kootenay People for Racial Justice highlighted models for community safety such as Crisis Assistance Helping Out On The Streets (CAHOOTS) in Oregon, Bear Clan in Winnipeg, and SNUG in New York. They explained that the key to these programs is a strong relationship with the community. Several individuals shared views that the RCMP is not appropriate for community policing citing the history of colonization and discrimination towards Indigenous peoples, or questioning if the RCMP receive appropriate diversity, inclusion, and cultural training.

Community policing initiatives were noted for their value and benefits of addressing the root of crime and



building trust between police and the community. The Hon. Wally Oppal explained that community-based policing is a philosophy of policing in which police officers are proactive rather than reactive. Downtown Vancouver Business Improvement Association highlighted Community Policing Centres which are operated, staffed and governed by members of the community, and work in partnership with the police to create crime prevention programs and initiatives to address local concerns. They explained that this approach allows the police to be more accurately informed, enabling them to deal with public safety concerns more effectively. Further, one individual noted that many people have concerns about police wearing guns and full uniforms while providing services in communities. To address this, they suggested having police officers join community policing patrols once or twice a week to meet community members, learn from foot patrol volunteers about and be visible in the community. BC First Nations Justice Council suggested creating a legislated role for community peacekeepers to reduce contact between police and the public and increase the use of de-escalation techniques. They highlighted Kwanlin Dun in Yukon, who in 2017 trained a small group of unsworn, unarmed safety officers in first aid, substance use and addictions, conflict resolution, investigation and case management, bylaws, critical incident stress management, patrol and traffic, and child, youth and family dynamics and tasked them with patrolling neighbourhoods.

Many submissions and presentations drew attention to tiered policing models in which peace officers or community safety officers perform duties that do not require the level of training provided to police officers. Many noted that such models reduce demand on the police and allow police officers to focus on serious matters that are more in keeping with their training and capabilities. Surrey Police Service and an individual also commented on the financial savings associated with police community support officers and community safety officers. Further, Licence Inspectors' and Bylaw Officers' Association of British Columbia noted that tiered models provide local governments with governance and oversight, address community needs and values,

and allow for local and specific law enforcement priorities to be set. Mike Morris, MLA proposed a public safety model with three distinctive components: criminal investigation officers, public safety officers with training in mental health and social issues, and community safety officers. Similarly, BC RCMP spoke about the possibility of a two-tiered policing system that includes one group of officers with special training who collaborate with social service providers to work within vulnerable populations and another group of officers who focus solely on criminal investigations. Union of BC Municipalities suggested examining the role of peace officers and sheriffs as a potential solution to assist with RCMP law enforcement in underserved rural areas.

A few municipalities, including the District of Vanderhoof and the District of Squamish, specifically referenced auxiliary policing as a way to maintain a link to the local community, encourage relationship building, and enable police to focus on criminal activity. The City of Richmond noted that until recently, auxiliary activities included a range of services including operational patrols, call-response, check stops, scene security, person searches and a series of crime prevention-based functions; however, the RCMP introduced several restrictions on the auxiliary program following a series of public safety incidents in 2014 and 2015. One individual referred to auxiliary programs in Ontario, the UK, and the US and stated that including auxiliary constables from different walks of life can strengthen diversity of police services, improve public trust in policing, and provide built-in civilian oversight of police.

## Community Engagement

Several organizations and individuals commented on the perception of the police within various communities. The National Police Federation shared that according to Angus Reid polling, residents in BC have a 74 percent net favourability of police. Some individuals noted that policing is among the world's most stressful and dangerous jobs. On the other hand, the BC Association of Police Boards stated that a negative connotation has been cast over all police agencies in the public eye due to

incidents of inappropriate use of force. In the Committee's survey, many respondents indicated that there is a lack of public trust in the police and that many people fear the police. Some highlighted challenges associated with the imbalance of power between the police and the public and noted strained relationships between police and communities that are marginalized. A few organizations noted consequences of a lack of public trust in the police; for example, the BC Police Association stated that when any police officer causes the public to lose confidence in policing, it makes the work of all police officers more difficult and dangerous. Further, Union Gospel Mission stated that distrust of police by marginalized groups leads to a decrease in calls to police when help is needed.

The Committee heard about the need for police services to increase community engagement in order to build trust and understanding. While many survey respondents with police experience stated that police are good at building community relationships, other respondents commonly expressed an opposing view. A few survey respondents noted that police do not have sufficient time or resources to build relationships with the community or that this ability differs between individual officers. The District of Vanderhoof stated that positive community outreach enables officers to better understand and relate to the different and diverse populations within communities. Sergeant Jon MacIntyre with Tsay Keh RCMP noted that participating in cultural events expedites building relationships and trust, but such initiatives are limited by a lack of dedicated funding and resourcing. In MacIntyre's experience, becoming involved in youth and adult sport, social events, and cultural events led to community members and leaders requesting an extension of MacIntyre's posting in the community. MacIntyre noted that further funding to programs like provincial support teams, Indigenous policing services programs and local detachment budgets are absolutely necessary to support and expand this approach to building relationships.

In response to the Committee's survey question about what is working well in relationships between police and the community, common themes included police

attending and participating in community events, community policing, and police programs and outreach. Examples of programs included police cadets, lunch with the chief, educational or self-defense programs, and coffee meet and greets. Some respondents added that police officers should not wear uniforms when attending community events or emphasized that they should be there to participate and not to enforce the law. Community engagement and attending community events were also common suggestions to improve relationships between police and communities across all respondent categories. A smaller number of respondents without policing experience indicated that police should not attend certain community events such as Pride.

Community advisory committees were discussed as an aspect of community engagement. Victoria Police Department shared that it is part of the Greater Victoria Police Diversity Advisory Committee which aims to improve relationships between the many diverse communities and local police organizations of southern Vancouver Island by engaging with Black, Indigenous and persons of colour communities on how the police can do better to build trust between diverse communities and the police organization. The National Police Federation stated that they encourage the creation of bodies that aid in building relationships between the community and the police as they can be quite impactful to the communities they serve; however, they emphasized that it is vital to ensure that proper governance, training, and diverse perspectives are included in the creation of and appointments to these committees. The Committee received several recommendations to create such committees and to ensure that they reflect the community.

## Integration

The Ministry of Public Safety and Solicitor General explained that integrated teams provide specialized police services to more than one jurisdiction. The teams can be comprised of police officers from more than one police agency or from at least two levels of policing, and may have multiple policing jurisdictions, or levels

of government, that contribute to funding or staffing. They noted that the goal of integrated teams is to create service delivery models that centralize highly technical, capital-intensive and specialized services, while at the same time decentralizing functions that provide service directly to the public. The City of Richmond explained that under the *Police Act*, the provincial government has the authority to require local governments within a specialized service area to use and pay for the services of a specialized police service or integrated team; however, participation in integrated teams is voluntary. They noted that recent gang and drug conflicts, as well as the money laundering that fuels them, must be addressed in a regional and cooperative manner and that making the integrated teams a regional and cohesive unit will lead to greater effectiveness and cost containment for all municipalities in the Lower Mainland.

Several police organizations and detachments highlighted benefits of integrated teams including efficiency, their specialized focus, and cost sharing. BC Association of Police Boards stated that by integrating and sharing resources among police agencies, all communities can benefit and optimize the effectiveness and efficiency of such services without compromising the core community policing services. In reference to participation in Lower Mainland integrated teams, Superintendent Davy Lee of the Upper Fraser Valley Regional District RCMP noted that the ability to easily deploy specialized resources provides peace of mind that some of the best subject-matter experts in their respective fields have been engaged. Saanich Police Board suggested that integrating teams or police units works well, especially when the unit is particularly focused on specialized functions, as an alternative to creating large regional police services.

The Committee heard about some limitations of integrated teams, as both BC Association of Municipal Chiefs of Police and Victoria Police Department stated that integrated units' governance can have inefficiencies due, in part, to the tendency for parties to act in the individual best interests of their respective agencies or municipalities. Further, Delta Police Board stated that sharing of resources can lead to delays and inefficiencies

in certain instances and that discretion should be afforded to the police agencies in deciding membership in integrated police units, as some departments may be able to manage the area of specialty with existing talent while being afforded the opportunity to professionally develop their membership.

Chief Constable Norm Lipinski explained that the newly established Surrey Police Service is in a transition process of integrating with the local RCMP. The RCMP have the jurisdictional authority as they have the majority of officers; when the Surrey Police Service has the majority, they will become the police of jurisdiction and have this authority. Constable Lipinski stated that the transition model they are working with is going well; however, in the future, consideration should be given to amending the *Police Act* to allow for two police of jurisdiction. Chief Constable Lipinski noted that allowing a municipality to stand up a municipal police service alongside the contracted police agency with a phased handover is the best model. This means that when a certain number of embedded officers have been built up, the municipal service can take charge of individual districts to start running programs and processes. Chief Constable Lipinski stated that this is a viable alternative to the present model of being embedded as an integrated team.

## Regionalization

Multiple organizations referenced the fact that crime does not respect borders, yet policing is structured based on geographic boundaries resulting in duplication, lack of coordination, overlaps, and gaps in service. Union of BC Municipalities noted that some police services have been integrated on a regional basis which helps to improve efficiency and effectiveness; however, they added that it is necessary to make sure that residents continue to receive adequate service under this model. Mayor Kennedy Stewart referred to a 2012 report by the Hon. Wally Oppal which found that the investigation into missing and murdered Indigenous women and girls was greatly hindered by the lack of coordination between police services and agencies in the greater

Vancouver area. In the report, the Hon. Wally Oppal recommended the establishment of a Greater Vancouver Police service, noting that the changing nature of criminal activity, including organized crime, gang violence, cybercrime, human trafficking, and terrorism, demands increased regional coordination as well as investments in technology and training which many individual police departments cannot afford to adequately fund.

The Committee heard about some limitations of regionalization regarding local response and oversight. The District of Vanderhoof stated that the regional approach to policing has proven to inhibit a swift localized response to calls by the RCMP. They added that the RCMP's response should more often focus on a locally informed case by case servicing approach. BC Association of Police Boards cautioned against any attempts to force regionalization of police agencies without the full support of impacted municipalities. They stated that to advance trust and support of policing, core community policing services are best carried out within the municipality involved and with the oversight and governance of local police boards who are in touch with local conditions and requirements.

In addition to comments about regionalization generally, some submissions drew attention to specific regions. Specific to the Capital Regional District, Victoria and Esquimalt Police Board explained that Victoria and Esquimalt are the only two local governments in the province that share a local police department. They noted that when the cities of Victoria and Esquimalt were brought together by the province in 2002 through an Order in Council, it was understood that this would be the first step towards regional integration of policing in the Capital Region, but this has not happened. The Victoria Police Department stated that Greater Victoria would benefit from a single, regional police service, noting that they navigate unique complexities as the only municipal police department in BC serving two municipalities while simultaneously working in a relatively small region with three municipal police departments and multiple RCMP detachments. Regarding Metro Vancouver, Mayor Kennedy Stewart recommended creating a single Metro

Vancouver police department in recognition of the unique pressures and responsibilities of providing police services in this region.

## Organized Crime and Cybercrime

The Ministry of Public Safety and Solicitor General explained that while multiple efforts are underway to combat organized crime in BC, there is no federal strategy. Currently the Combined Forces Special Enforcement Unit is the lead agency responsible for collective efforts to combat organized crime. The Organized Crime Agency is a provincially designated policing unit but is used as a subordinate contingent within the RCMP-led Combined Forces Special Enforcement Unit. The City of Richmond noted that a 2018 City Council report outlined a lack of a cohesive strategy to combat organized crime and money laundering. They stated that BC should not wait for federal action and should introduce its own strategy, in consultation with municipalities and the federal government, supported with long-term funding and provincial police units. Similarly, Yvon Dandurand shared that local police services in BC are not equipped to address organized crime and cybercrime. Dandurand explained that, at the local level, the main determining factor for priority-setting in policing is typically the budgetary process, during which the need for sustained and intensive law enforcement efforts is often sacrificed to the need to come up with a balanced budget.

## Public Safety Continuum

E-Comm, the primary emergency communication services agency for BC, described a need for consistency of 911 services across the province. They explained that authority for police call-taking, policies and standards technically sits with every municipality and agency individually; however, the RCMP manages this for many of the interior and northern municipalities. This makes the introduction of provincially consistent new services very difficult. E-Comm noted that establishing provincial authority to set 911 policy and service standards would:



align BC with most other provinces in Canada; allow BC to establish and evolve one set of rules and practices for 911 answer protocols; and ensure consistency as emerging technologies and new responder services provide additional options to assist the public. They explained that moving the authority for police call-taking and dispatch work to the province would allow BC to harmonize police emergency communications protocols consistently with respect to best practices for Indigenous, racialized and other vulnerable populations.

Another theme in this area was the need for improved public safety planning and coordination. Union of BC Municipalities stated that it is important to establish meaningful dialogue between primary stakeholders and service providers in developing public safety plans. They added that local governments must have proper channels in place so that the issues that they are seeing on the ground are taken into account as provincial public safety priorities are established. Similarly, City of North Vancouver Mayor Linda Buchanan noted that policing services must be more integrated with local government, other public safety agencies and people with lived experiences. As an example of public safety coordination, Interior Health explained that they hold situation tables that help frontline staff from the public safety, health, and social service sectors to identify vulnerable people and collaboratively and rapidly connect them to services before they experience a negative or traumatic event.

With respect to emergency management, the City of Richmond stated that under the *Police Act*, the Minister of Public Safety and Solicitor General has authority to redirect municipal police resources in the case of a declared emergency; however, in recent history, the provincial government has not drawn on non-RCMP municipalities to respond to policing emergencies. They stated that it is inequitable that only RCMP municipalities should continue to bear the burden of emergency response. Superintendent Shaun Wright of the Prince George RCMP also commented on this issue noting that municipal detachments are often pulled in to assist with emergencies which impacts their ability to meet municipal needs. First Nations Leadership Council

highlighted how the role of the RCMP intersects with the wellbeing and jurisdiction of First Nations communities with respect to emergency management. They referred to the 2017 Flood and Wildfire Review which called for greater RCMP training, cultural sensitivity, coordination with First Nations governments, and communication of up-to-date information when communicating evacuation orders.

## Rural and Remote Communities

Organizations, individuals, and local governments drew attention to staffing and other challenges in rural and remote communities. For example, City of Rossland Mayor Kathy Moore shared that the local detachment is struggling to meet the 24/7 demands of policing due to low resources and a high number of officers on sick leave or on restricted duties; unmet needs due to insufficient police presence was a shared experience of local governments. Gabriola Health and Wellness Collaborative noted that currently Gabriola Island relies on overtime RCMP members and reservists to fill gaps. To prevent burnout, there is a high degree of staffing turnover in the community with officers serving short rotations, typically for three years. They noted that this model does not serve the community or the individual officers well in terms of allowing officers uninterrupted time-off and the ability to establish relationships with community organizations to set priorities and collaborate on prevention activities. The Committee heard about opportunities to be creative in work with other agencies to provide with community safety services; for example, the BC Conservation Officer Service explained that in Alberta and Saskatchewan, conservation officers are mandated to respond to 911 calls in rural areas. In contrast, conservation officers in BC provide backup to the RCMP on a regular basis but are not directly mandated to do so.

In addition to police staffing, some organizations noted unique challenges related to geography, and limited access to social and health services in rural and remote communities. Sergeant Anthony Fletcher explained that the Northern Rockies Detachment provides services for 97,000 square kilometres of northeastern BC, so

responding to a call can be the equivalent of an officer in Surrey responding to a call in Kelowna. They noted that the community lacks a lot of other services, such as mental health or social work, that get downloaded onto the detachment, taking resources away from proactive policing duties. Gabriola Health and Wellness Collaborative explained that policing in small rural communities must take into consideration several factors including unique population characteristics, isolation, and limited access to specialized services. They suggested the creation of a clear rural policing mandate that establishes evaluative criteria to guide the deployment of resources including consideration of unique population characteristics.

## Use of Force and Militarization

Several organizations and individuals commented on the overrepresentation of racialized and marginalized individuals in incidents of police use of force. The BC Coroners Service completed a review of 127 police-involved deaths among persons during or within 24 hours following contact with police between January 1, 2013, and December 31, 2017. Of the 127 deaths, 21 were attributed to police use of force. They noted that 29 percent of those whose deaths were associated with police use of force were Indigenous, and two-thirds exhibited mental health symptoms at the time of the event. Several individuals noted instances of police officers using unnecessary and sometimes lethal force in addition to targeting minorities and marginalized people and described instances of policing using excessive force with protestors. A few individuals, including Dr. Jamein Cunningham and Dr. Rob Gillezeau, suggested policies and other tools to help reduce police use of force, including implementing body-worn cameras, screening, procedural justice training, filing use of force forms, improving diversity and inclusion in police departments, and using community feedback to inform police department policies and practices.

BC Association of Chiefs of Police noted that it is important to recognize that although use of force is necessary at times, the ability to de-escalate and defuse

situations are foundational elements of policing in British Columbia. They further explained that all police officers in BC are well-trained in crisis intervention and de-escalation techniques, and in addition to police recruit training and in-service training, there are provincial training standards and a national police use of force framework built on the de-escalation of situations and underpinned by a high degree of oversight. They noted that recent research has shown that their officers use force in less than one percent of calls for service. BC RCMP explained that in 2009, as a result of several high-profile police-involved use of force events, peace officers are required to complete a Subject Behaviour Officer Response (SB/OR) report whenever they have used, drawn or displayed intervention weapons or techniques resulting in, or capable of resulting in, injuries to others or themselves. SB/OR reporting is a standardized method to record and explain the intervention strategies that an officer chose to manage an incident. The explanation must take into account the totality of the situation, including the officer's perceptions, assessment of situational factors, tactical considerations, and subject behaviour, all of which form the risk assessment.

*Recruits learn that their presence and communications are low levels of force that could easily escalate a situation if they are not self-aware of the impact they are having on others, especially those in crisis. (Steve Schnitzer, Director of the Police Academy, Justice Institute of BC)*

Another common theme in this area was the use of various weapons by police. BC Civil Liberties Association stated that police are increasingly using weapons and tactics that are legally questionable including tear gas which was banned in warfare by the 1925 Geneva Protocol and the 1993 Chemical Weapons Convention but is used by domestic police as a riot control agent. One individual also commented on use of tear gas as well as rubber bullets and foam projectiles as a means of crowd control and stated that restrictions are needed in this area. First United Church Community Ministry Society stated that due to institutional racism and bias,

the police should not carry lethal force weapons in Indigenous, Black, and low-income neighbourhoods. As alternatives, individuals and organizations including Hogan's Alley Society highlighted models in the UK and New Zealand where some police officers do not carry guns and are trained to detain individuals with minimal force. Canadian Bar Association British Columbia Branch pointed to some recent innovations in less lethal de-escalation tactics which could be deployed, such as the Bola Wrap, which is a projectile that ties a person up.

*As in other jurisdictions, prohibit the police from carrying and using all lethal weapons. Even in the most escalated scenario, there is no justification for a police-involved lethal shooting.*

*Eliminate the use of VPD restraint devices such as the hobble restraint device, and end the use of police dogs as weapons. (Recommendations from Red Women Rising)*

The Committee heard about policies and standards related to police use of force. A couple of individuals commented on the ability of individual police departments to set their own policies with respect to use of force and advocated for standardization in this area. First Nations Leadership Council called for a fulsome review of use of force standards and the use of conducted energy weapons noting that standards must explicitly prioritize an evidence-informed, trauma-informed, non-punitive, destigmatizing, and harm-reduction focused approach.

A number of individuals stated that there has been an increase in the militarization of policing and police technologies over the last decade with some relating increased police spending as well as higher rates of police involved killings to this trend. BC Police Association stated that in many cases, their members share the view of many others that police tactics appear to be unnecessarily violent and militaristic. In the Committee's survey, in response to a question about what is not working well in relationships between police and the community, militarization and police

use of force or violence were common responses from individuals with experience in healthcare and social services as well as those without frontline experience. These responses highlighted uniforms and weapons that appear militaristic or intimidating and how they make relationship building difficult. Many respondents cited the police response to protests at Fairy Creek as a significant issue.

*The militarization of the appearance of police in our communities negatively affects relations between police and community. Aggressive-appearing uniforms (i.e. military-like fatigues, blacked out patches, etc) and intimidating vehicles (i.e. black Chargers) have become the norm. In jurisdictions (parts of Europe) where police uniforms are less militaristic and vehicles are painted to be visible, not intimidating, there seems to be a gentler approach to policing. (Survey respondent who identified as having healthcare experience)*

## Police-Based Victim Services

Police Victim Services of British Columbia explained that police-based victim services workers provide a wide range of services to victims in the immediate aftermath of a crime or other serious incident. The organization called for inclusion of "police-based victim services" in the *Police Act* to compel police to engage these services on a more proactive basis, as well as reduce any inconsistency on when police-based victim services should be activated by responding police. They noted that timely connection to victim services has a positive impact on the healing outcomes of victims. These recommendations were supported by Marianne Brueckert, who has worked in the police-based victim services field for 30 years. Celine Lee-Gee shared that victims and survivors experience frustration and anger in trying to navigate services and resources in the aftermath of crime. Lee-Gee added that police, as the first point of contact a survivor has with the judicial system, are in a unique position to shape the survivor's experience of the system and their recovery.

Lee-Ge suggested that embedding a victim centric lens and victims' rights into the spectrum of policing activities could ensure police agencies are equipped with the resources to assist victims respectfully and fairly. In turn, this could create an environment for victims and witnesses to feel safe coming forward to the police. In addition to police-based victim services, the Committee heard about the need for community-based victim services, particularly in relation to gender-based violence, sexual assault, and racialized survivors (see page 47).

Regarding supports for families, the Independent Investigations Office noted that currently, victim services support is only available to persons who have been subject to a crime; however, providing those types of services to victims' families would greatly benefit those individuals. One individual noted that victims and their families need clear information provided to them as to when their case has gone cold, when their case should be handed over to another agency, when police inactivity is misconduct, and what to do if the police stop contacting them.

## Restorative and Alternative Justice

Vancouver Island Region Restorative Justice Association and North Peace Justice Society explained that restorative justice is an alternative judicial measure with the goals of accountability, repair, and healing as the best responses to harmful acts. They added that restorative justice encourages offenders to take responsibility for their behaviour, reduces recidivism, reduces the growing backlog and financial burden on police and courts, and helps make communities safer. Both organizations highlighted the importance of police education and awareness of restorative justice as most of their referrals come from police. Regarding the police role in restorative justice, the Ministry of Attorney General, Criminal Justice Branch explained that police have discretion as to whether they will refer someone or engage some form of restorative justice or another informal process, rather than doing a full investigation and forwarding charges. First Nations Leadership Council noted opportunities for discretion at the policing level that

would support diversion from the criminal justice system should be considered; they referenced the First Nations Justice Strategy which emphasizes a "presumption of diversion" at every stage of the criminal process. Staff Sergeant Darren Durnin of the New Hazelton RCMP noted that for restorative justice programs to succeed, access to services, support, or rehabilitation upon returning to the community must be improved.

Vancouver Island Region Restorative Justice Association also spoke about restorative justice for children and youth. They explained that the *Youth Criminal Justice Act* requires officers to consider the use of extra-judicial measures such as restorative justice before deciding to recommend charges; however, no documentation is required to track whether this has been done and what the reasons for not using restorative justice may have been. They stated that by improving access to restorative justice, BC and Canada will meet their obligations under the UN Convention on the Rights of the Child which requires states to develop and use alternative mechanisms to formal criminal proceedings that respect human rights and procedural safeguards and are child and gender sensitive.

With respect to funding, the Committee heard that restorative justice programs have potential for significant cost savings to both the judicial and corrections systems. Vancouver Island Region Restorative Justice Association noted that these programs only receive a \$4,000 annual grant from the Ministry of Public Safety and Solicitor General and advocated for sufficient and stable funding to ensure that this work is done effectively.

*Commit to using non-incarceration and alternative measures especially for minor offenses committed by Indigenous women. Governments must also provide sufficient and stable funding to Indigenous communities and organizations to provide alternatives to incarceration including community-based rehabilitation, diversion, community courts, and restorative justice methods geared towards Indigenous women. (Recommendation from Red Women Rising)*



# Recruitment, Training and Education

## Recruitment

The Committee heard about the need for increased diversity within police services. Centre For Israel and Jewish Affairs referred to a June 2020 national poll by the Association of Canadian Studies, which found that 61 percent of Indigenous respondents and 79 percent of Black respondents indicated that prioritizing the hiring of racialized police officers would be a good measure. They noted that diversity should be accompanied by changes in organizational culture that fosters increased accountability, inclusion and belonging. Victoria and Esquimalt Police Board explained that police departments will soon be facing an upcoming surge of officer retirements so recruitment will be an urgent priority. They noted that this is an excellent opportunity for key stakeholders to come together and find new and effective ways to attract applicants from diverse and minority backgrounds. BC Association of Police Boards linked recruitment to police culture noting that if police boards are to recruit and retain a diverse, highly skilled, and ethically minded police service, it must be made clear from both the provincial government and boards that a positive culture is expected and supported, and that policing is valuable and valued work is done on behalf of, and as part of, the communities they serve. While some organizations suggested increasing the diversity of recruits as a way to combat racism, others noted that this is not enough to address issues within the larger structure and system. Elizabeth Fry Society of Greater Vancouver recognized that police have made significant efforts to recruit members with greater diversity, and to provide training on the recognition of unconscious bias

and stereotyping. They stated that those efforts need to continue but structural change is also needed. Similarly, Vancouver Women's Health Collective stated that having diversity within the institution will not change the oppressive system, as recruits have to apply laws that are created to benefit those with privilege.

*Systemic racism and oppression are not HR problems. More policing, even if it is police from racialized communities, is not the only answer because the system is what needs to be different. If there is not an organizational culture that offers true accountability, inclusion and belonging, and there is lack of culture that empowers people to generate transformative change, it will not matter how many racialized people there are in the police force. (Queenie Choo, Chief Executive Officer, S.U.C.C.E.S.S.)*

Some organizations drew attention to the need for diversity at all levels of policing including leadership roles. Vancouver Police Department stated that 51 percent of their staff are not white men and 26 percent are from ethnically diverse backgrounds; women comprise 26 percent of their staff, and 37 percent of the senior management team. Conversely, Vancouver Women's Health Collective explained that when Indigenous women or people of colour go into policing to make a change, opportunities for advancement are fewer, and the risk is much greater, so that by the time they get into leadership roles, they will have been 'formatted'

to comply with the mainstream model. First Nations Leadership Council stated that Indigenous peoples are underrepresented in senior level and leadership positions within the justice and policing system. They noted that this is both evidence of systemic discrimination, and a factor in its perpetuation.

Regarding Indigenous representation, Pacific Association of First Nations Women stated that the *Police Act* should have provisions to ensure that Indigenous peoples are employed within police services. They noted that to affect change and improve public trust of the police, there needs to be a specific percentage of Indigenous peoples employed within each unit and at each level. Vancouver Police Department explained that they have made it a priority to proactively recruit Indigenous officers including through the Indigenous cadet program, which recruits Indigenous youth ages 19 to 30 who have a strong interest in policing, with paid work throughout the summer. Hiring more Indigenous police officers was frequently cited by respondents to the survey as a way to reduce systemic racism, promote reconciliation, and build relationships with Indigenous communities.

*9.3 We call upon all governments to fund an increase in recruitment of Indigenous Peoples to all police services, and for all police services to include representation of Indigenous women, girls, and 2SLGBTQQIA people, inclusive of diverse Indigenous cultural backgrounds, within their ranks. This includes measures such as the following:*

- i Achieve representative First Nations, Inuit, and Métis diversity and gender diversity within all police services through intensive and specialized recruitment across Canada.*
- ii Ensure mandatory Indigenous language capacity within police services.*
- iv Include the Indigenous community in the recruitment and hiring committees/process.*

*vi Retain Indigenous officers through relevant employment supports, and offer incentives to Indigenous officers to meet their unique needs as Indigenous officers serving Indigenous communities, to ensure retention and overall health and wellness of the service. (Call for Justice from The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls)*

In addition to diversity, the Committee heard about the value of ensuring broader community representation within police services to build trust and understanding. The City of New Westminster stated that feedback from the community consistently points to the importance of representation as a key factor in building trust between community and policing services. Similarly, the Pacific Society for the Advancement of Employment Equity highlighted the need to create a diverse and functionally representative workforce which has the ability to understand, relate to, and address the unique needs of the broad citizenry. Further, Union Gospel Mission stated that knowledge from lived experience is difficult to match with training; therefore, they suggested recruiting individuals who have experienced addictions and homelessness to better engage with the community.

Some organizations advocated for recruitment of individuals with specific skillsets or expertise into police services. Community Advisors of the Provincial Committee on Diversity and Policing suggested that officers should be recruited at a higher rank (rather than an entry level) in specialized fields such as addictions, mental health, money laundering, and cybercrime. Chief Fady Dagher of the Service de police de l'agglomération de Longueuil explained that since 75 to 80 percent of police work in their area is related to social issues, they will give preference to police candidates from social issue backgrounds such as mental health care or community workers.

## Screening

The Committee received input related to screening of both recruits and existing officers, especially in consideration of promotion or advancement. With respect to screening for bias, Dr. Benjamin Goold stated that it is important that efforts are made to select and recruit police officers thoughtfully and to ensure they understand the problems of systemic racism and their position as frontline agents of the state in relation to Indigenous communities, vulnerable populations and racialized groups. As an example, Chief Dagher explained that in the Service de police de l'agglomération de Longueuil, leadership candidates are evaluated by a psychologist on areas such as innovation, open-mindedness, and racial profiling. Both Pacific Association of First Nations Women and First Nations Justice Council stated that there should be a zero-tolerance policy for racism and bias towards people of Indigenous ancestry. Regarding psychological screening, Andre Piver, a physician with a background in mental health, stated that it is possible that early childhood trauma and its associated powerlessness may cause some individuals seeking power, control, and domination of others to enter the field of law enforcement. Dr. Piver noted that mental health screening may help detect these negative traits and unconscious attitudes that impact many aspects of policing and contribute to distrust of police. Similarly, Pacific Northwest Institute for Racial Trauma called for improved psychological evaluations to address certain authoritarian behaviours in police officers.

*9.3, iii Ensure that screening of recruits includes testing for racial, gender, gender identity, and sexual orientation bias. (Call for Justice from The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls)*

## Police Culture

The Committee heard about the impact of police culture with several individuals and organizations, including S.U.C.C.E.S.S., noting that this culture is resistant to

transformative change. Dr. Angela Workman-Stark, who conducted studies on two large Canadian police services and interviews with police officers across Canada, described some common traits of police culture as: cynical, distrustful, suspicious, and resistant to change; a cult of masculinity; and a competitive environment where officers are expected to put their work before external commitments. Dr. Workman-Stark proposed three root causes of police culture: emphasizing that physical crime-fighting is what real policing is; reliance on traditional performance metrics such as crime statistics, crime clearance rates, and traffic tickets; and insufficient investment in leadership selection, development, and, in some cases, outdated leadership models. Dr. Workman-Stark noted, when interviewed, many officers highlighted that they love what they do and are proud of it, yet less than 50 percent of them would recommend it as a career which could be a problem with recruitment, as many officers come into policing through a family or friend connection. In addition, Dr. Workman-Stark noted that the conditioning effects of police culture are a larger cause of officers demonstrating negative police norms rather than inadequate screening and training.

Several individuals described how police leadership and hierarchy influences culture. Gordon Cole, a clinical psychologist and first responder critical incident stress debriefer, noted that the hierarchical chain of command structure of the police appears to be associated with greater risk for sexual and other abuses of power. John de Haas, a former police officer and police union president, reported that the police do not know a culture of well-developed leadership and that substantive change has to invariably come from government, courts, or public outcry. Dr. Workman-Stark stated that the *Police Act* currently focuses on standards for individual officers, but it is critical to have standards for leadership. Dr. Workman-Stark's research shows that with good leadership, there is less indication of negative police culture norms, which can make a difference in all levels of an organization.

With respect to police culture and gender, a former police officer noted that many women officers choose

to not have children and prioritize their career in order to have the ability to move through the ranks. They also noted that tactics are 80 percent of the training, and that other skills such as human relations and de-escalation are devalued which serves to keep men in authority positions. An individual stated that there have been many reports of harassment and bullying of members within police services, especially female officers and members of minority groups. Therefore, leadership, training, communication styles, and discipline procedures must be examined and reformed as necessary to foster an internal culture of diversity and acceptance.

## Police Mental Health and Wellness

Many submissions emphasized the need for mental health support for police officers due to the nature of their work. Jill Parker, a former police officer, shared the story of the loss of two co-workers to suicide, and noted that many fellow officers retired early due to posttraumatic stress disorder, and some died in their 40s from stress induced diseases. Parker stated that the average person experiences one to three critical incidents in their lifetime whereas a police officer over a 20-year career will face over 800 critical incidents. Another individual shared that at least 30 percent of Canadian police officers have experienced or are experiencing a mental health crisis, yet little is being done to ensure they are not exhibiting symptoms of posttraumatic stress disorder or any other form of mental illness when they step out on duty with lethal weapons. The Federation of Community Social Services of BC stated that the combination of frontline work, toll of attending court proceedings, and the often required overtime, can become overwhelming and the demands of the job may lead police to make unsafe decisions. They explained that adequate mental health support and psychological assessments after critical incidents will help to ensure officers can act in the best interests of their communities. The BC Psychological Association noted, however, that despite having wellness resources available, many RCMP officers do not make full use of them as cultural norms in policing, such as not wanting to be perceived

as vulnerable or weak, are a barrier to accessing mental health services.

## Recruit/Cadet Training and Education

Training for police recruits is delivered by different organizations, depending on whether the police service is a municipal police department or RCMP. The Justice Institute of BC provides recruit training for all municipal, St'atl'imx and transit police departments in BC. RCMP Depot Division provides basic training for RCMP cadets and RCMP E Division provides in-service training to BC RCMP employees at the Pacific Region Training Centre in Chilliwack. The Policing and Security Branch of the Ministry of Public Safety and Solicitor General sets and approves the training standards for the Justice Institute of BC Police Academy recruit training. Many provincial policing standards also have training requirements for the BC RCMP.

A few submissions offered suggestions to change training standards and delivery of training. Dr. Workman-Stark noted that the standards of training and expectations for a police officer in the *Police Act* are quite traditional and those standards could be expanded to build a healthy foundation for officers. Dr. Workman-Stark stated that as with other regulated professions, annual professional development could be considered on topics such as ethics, cultural sensitivity, or mental health. Victoria Police Department suggested creating a Centre for Policing Excellence within the Police Academy to ensure the highest standards of training, legal support, policing service standards, and other services to facilitate excellence and consistency across all agencies. For training delivery, S.U.C.C.E.S.S. stated that police training must use a comprehensive approach, rather than piecemeal workshops, as learning new practices and unlearning old practices requires constant attention and reinforcement. Chief Officer Dave Jones of the Metro Vancouver Transit Police further highlighted the difference between education, which is required to gain greater understanding and awareness of issues like systemic racism, and training, which is more skills-based.



The Committee's survey asked respondents who identified as having policing experience whether they were satisfied with the amount and type of training provided to them and the majority of respondents stated that their training was sufficient. Many noted that training is constantly evolving to meet demands and expectations, and continuous training throughout an individual's career is available. Conversely, some respondents stated that training was insufficient in certain areas, including de-escalation, driving, mental health issues, cultural diversity, and the *Criminal Code*, and that there is not enough time to attend training. Many respondents highlighted areas for additional training such as physical control including use of force, defensive tactics, conflict resolution and de-escalation, interpersonal skills, and police history.

Regarding training on de-escalation, the Justice Institute of BC explained that they use a combined model of crisis intervention and de-escalation and the National Use of Force Framework to emphasize the importance of de-escalation. These concepts are taught through an online course, scenario training with professional actors, and a seven-hour component in which recruits meet and hear from people with mental illness or their family members about their experiences with police. Similarly, RCMP Depot Division stated that their mental health emergencies training component requires cadets to apply crisis intervention and de-escalation training in scenarios with an actor. There is also province-specific mandatory training for new officers posted to BC as part of their field coach training. In contrast, an individual referenced findings from a Simon Fraser University criminology study that suggests pre-service training does not include substantial crisis intervention and de-escalation training, and that there are insufficient resources and training time, as well as minimal instructor qualifications and best practices standards.

In the Committee's survey, many respondents, especially those with experience in healthcare and social services commonly suggested improving education or training for police officers as a way to improve relationships between police and the community. Examples of training or

courses mentioned by respondents included community relations, sociology, anti-racism, de-escalation, history, mental health, trauma, sensitivity, and empathy. These areas are also reflected in recommendations from submissions that highlighted the need for training related to interpersonal skills and conflict resolution.

The Committee received a few suggestions to make university degrees a pre-requisite for entering the policing profession. One individual stated that six months of training for police officers is not enough and referenced that Finland and Norway require recruits to study at national colleges while interning with local police services. Jill Parker noted that in professions like nursing, teaching or social work, there is a college and a professionalization where a base set of skills are required. As an example, Parker referred to the Gove Inquiry which resulted in the creation of a college of social work and mandated social work degrees in order to respond appropriately to child protection needs.

A couple of submissions called for a review or evaluation of police training to ensure it is meeting local needs. Centre For Israel and Jewish Affairs stated that training must be evaluated and improved to ensure officers are accountable and appropriately trained for their role in the community. An individual highlighted that policing has changed in recent decades and many new skills are needed to adequately perform the tasks of being a police officer, so there should be a reassessment of the types of skills that are required in policing.

Some police organizations and departments noted that training is critical but not adequately funded. Oak Bay Police Board stated that the best way to ensure long-term public support of police and avoid potential risks is to ensure everyone involved is trained well. They noted that training should be informed by societal values as well as police best practices and that sufficient investment in the Justice Institute of BC is critical. Similarly, BC Association of Municipal Chiefs of Police stated that more work needs to be done to ensure high quality and sustainably funded police training for all police officers. They highlighted that being proactive in training builds and maintains public trust much better than having to regain trust following an incident through the complaints process.

# Mental Health and Addictions

## Coordination and Collaboration

Canadian Mental Health Association BC Division stated that one in five interactions with police in BC involves someone with a mental health or substance use problem. They highlighted that gender, being racialized, experiencing homelessness, and unemployment are factors associated with an increased rate of police contact among people living with mental illness. In their review of 127 police-involved deaths, the BC Coroners Service found a high proportion of encounters involved individuals experiencing a mental health crisis, and that a high proportion of individuals had chronic health conditions or substance use issues.

Both health related organizations and police organizations emphasized the need for collaboration between agencies and ministries with respect to mental health and addictions. The Ministry of Public Safety and Solicitor General noted that police responding to mental health crisis events impacts the ability to deliver frontline policing and is largely due to a lack of a collaborative and coordinated cross-government approach. BC Association of Police Boards stated that community trust in police has dropped over the last year and a comprehensive plan that acknowledges the role of policing in responding to mental health and addictions is important. Similarly, Island Health described how collaboration between police and staff promotes confidence and trust while also allowing for shared learning in areas such as trauma-informed approaches and services, crisis intervention and de-escalation skills, and knowledge and understanding of the *Mental*

*Health Act*. Further, Nurses and Nurse Practitioners of BC noted that nurses are ideally positioned to bring forward innovative ideas to ensure that system wide strategies are in the best interests of patients and the public in collaboration with police officers. On the other hand, Care Not Cops, representing healthcare workers from a variety of disciplines and care settings, shared that police presence often escalates conflict, as well as negates healthcare workers' ability to build trust and affirm patient autonomy and dignity. They also noted that there are no accountability mechanisms for police-healthcare partnerships and that the existing police and patient care oversight systems have failed to address fundamental program flaws.

In the Committee's survey which asked about experiences collaborating with other frontline service providers, those with self-identified policing experience reported a largely positive experience; however, responses from healthcare workers were slightly more negative. Examples of areas where collaboration worked well included good communication, mutual respect, and team training, whereas things that did not work well included perceptions of a lack of respect from police manifesting in ways such as bullishness or a dominance of the situation. Many respondents were of the view that bias and poor communication complicated the situation. Opportunities for improvement included increased funding to all areas of frontline work and better communication.

The Committee heard specifically about the need for information sharing to improve coordination between

police and other agencies and service providers. PRIMECorp, the designated service provider of information management services under the *Police Act*, explained that improved data collection and sharing among law enforcement and government bodies would allow police to be better informed when responding to calls, improve police interactions, ensure a more appropriate response, and help divert calls for service that may be better served by mental health support groups. They noted that quality data is currently being collected; however, there are inconsistencies as this is being done by multiple agencies following different policies. They stated that expanded data collection and sharing would ideally be incorporated into a more integrated, comprehensive, and multi-disciplinary provincial approach to managing the complex issues arising from mental health and substance use challenges. As an example of a positive practice, Vancouver Police Department stated that they have strong working relations with Vancouver Coastal Health that includes an information sharing agreement to advance the care that is provided to those experiencing mental health crises.

The Committee received a couple of recommendations to implement HealthIM which is an app-based database that provides officers immediate access to the mental health history of persons before their arrival on scene. Superintendent Shaun Wright of the Prince George RCMP noted that it also provides a medically based assessment tool and transmits information directly to the appropriate emergency department. Superintendent Wright stated that HealthIM has been shown to result in a reduction of mental health apprehensions by up to 61 percent. For the remaining incidents, it has been shown to decrease police wait times in emergency rooms from over four hours to less than two.

## Mental Health Crisis Response

There are several models in which police and mental health professionals work together to respond to mental health crises. One example is “Car programs” which exist in many areas including Surrey, North Cowichan/ Duncan, Vancouver, and Kamloops. These programs

pair an officer, sometimes in a muted or more casual uniform, with a mental health professional in a police vehicle to respond to a person who is experiencing a mental health crisis. The Committee heard about several benefits of this model. Fraser Health noted that the combination of medical records and RCMP Police Records Information Management Environment (PRIME) files allow the Car 67 program to have the bigger picture of the possible mental health or situational crisis which allows the nurse and the RCMP officer to make the most informed decision on how best to serve the individual in need. Both Island Health and Interior Health associated this approach to a reduction in emergency department use. Island Health also described how Car 60’s approach is less authoritative and more supportive than a police-only response and creates a sense of comfort and safety as opposed to authority and fear. At the same time, many organizations noted that “Car” programs are only available at certain times and wait times to access the service are long. Feminists Deliver and Vancouver Women’s Health Collective described mixed results with respect to the Car 87 model, particularly when working with marginalized communities. Further, Chief Dagher of the Service de police de l’agglomération de Longueuil noted that focusing on the efficiency of hybrid teams is good but shifting police culture is where attention is needed.

The Committee heard about other co-response models, including tactical emergency medical services in which specially trained paramedics are embedded with specially trained law enforcement teams to perform screening assessment and patient care in an environment that would not normally be appropriate for regular duty ambulance. Another model is Integrated Mobile Crisis Response Teams (IMCRTs) comprised of nurses, counsellors, child and mental health clinicians and police officers from Saanich and Victoria. Saanich Police Board noted that the IMCRT model has proved its effectiveness; however, with limited resources especially when there are multiple calls, they are unable to respond to every mental health crisis. Similarly, Staff Sergeant Boucher of the West Shore RCMP stated that despite the presence of IMCRT, mental health related complaints account for

a large portion of the frontline policing workload. Ella Hale and Emma Epp shared their personal experiences having to call 911 which resulted in a police officer taking them to the emergency room after they were told that IMCRT was too busy. They stated that IMCRT needs to be available 24/7 and to have more staff as it is currently only available for half of the day and through the Vancouver Island Crisis Line.

A common theme in relation to co-response programs generally was that these models free up police time so they can respond to other matters. Covenant House Vancouver stated that by integrating mental health and addictions practitioners into crisis response, police officers can be alleviated of the added burden of addressing matters of a non-law enforcement nature, while offering greater frontline support to those in need. Mayor Moore of the City of Rossland noted that the RCMP would like to work with an outreach psychiatric nurse to attend every mental health call if possible. The Mayor added that even two days a week would make an immense difference and help the RCMP reduce their workload for mental health issues.

A few individuals and organizations highlighted that police presence is necessary on these teams due to safety concerns in responding to mental health crises. Vancouver Police Department stated that 84 percent of mental health calls require police attendance because they involve danger and 12 percent involve weapons. Further, a registered psychiatric nurse emphasized that in their experience police presence is necessary to ensure the safety of the Car 67 nurses. Victoria Police Department noted that police are, and will remain, an important part of the response to mental health crises where there is a real or perceived immediate or potential threat to public safety, or as statute requires. They added that appropriate funding, staffing, training, and resources for police must continue to be part of the available mental health response resources in communities. In the Committee's survey, some respondents who identified as having policing experience suggested that responding to mental health and addictions events should not be within the scope of policing at all, while others suggested that police need to be involved should situations become violent. Reach Out Response Network stated that the ideal is to have a continuum of care where civilian-led teams respond to non-violent crisis calls,



## Definition of Crisis

### Safety Risks:

- Criminal activity
- Threat of violence to self or others

### Health Risks:

- Suicide attempt
- Psychosis
- Overdose
- Major physical injuries or co-morbid conditions

### Crisis Drivers:

- Shelter issue
- Income insecurity
- Isolation
- Family conflict
- Alcohol or Drugs
- Depression or Anxiety
- Self harm
- Minor physical injuries
- Etc.

Police

Health

Community

and in situations where safety may be at risk, a mental health worker attends with a police officer. Similarly, the Canadian Mental Health Association BC Division outlined a continuum of response with different crisis situations falling under the responsibility of the police, health professionals, or community organizations according to health and safety risks (see image above).

Some organizations commented on the appropriateness of police responding to mental health calls without mental health professionals. Elizabeth Fry Society of Greater Vancouver stated that because police officers are trained to respond with deadly force when faced with a threat, they should not address mental health complaints. They made the distinction between police accompanying mental health professionals, and police being *accompanied by* mental health professionals, noting a preference for the former.

With respect to individual experiences of police response to mental health emergencies, British Columbia Schizophrenia Society shared results of their informal survey of families who reached out to emergency services for a loved one in a police-involved mental health crisis. The majority of families indicated that their experiences with police and a mental health worker were positive; however, families who described negative encounters stated they continue to feel the traumatic effect, even after a long period of time. A significant number of respondents indicated that a mental health professional could not accompany police because they were either unavailable or team responses did not exist in their community.

Civilian-led teams are another alternative or complement to co-response teams. Reach Out Response Network is developing four civilian-led pilots in Toronto that send mental health crisis workers to respond to select categories of non-violent mental health crisis calls instead of police. Different from a co-responder model that dispatches police with mental health workers, the service will be a partnership between the City of Toronto and community agencies that will deliver the programming. The service will be accessible via 911, 211 and its own direct number. Another model is

the Peer Assisted Crisis Team launched in North and West Vancouver in November 2021 and expanding to Victoria and New Westminster. These teams partner a mental health professional with a peer support worker who has lived experience of mental illness or apprehension under the *Mental Health Act* who can speak to that experience and share a message of hope that recovery is possible. The Committee heard several references to CAHOOTS, which started in Eugene, Oregon and pairs a mental health crisis worker with a medic to respond to crisis calls through the 911 dispatch system. The team responds to traditional mental health calls, calls related to people experiencing homelessness, substance use, welfare checks, and other issues that require an immediate response but do not require police. Chief Chris Skinner of the Eugene Police Department emphasized that triaging and matching responses to the situation must be prioritized when considering implementing a CAHOOTS-type program.

While the Committee heard from some organizations about the need for police involvement in crisis response due to safety concerns, advocates for civilian-led teams noted that there are many circumstances where safety is not an issue. Crisis Centre of BC noted that the perception that people in mental health crisis are generally dangerous and unpredictable is rooted in stigma more than fact. Reach Out Response Network stated that they talked to existing community responder teams about rates of frontline staff injuries, and found that there have never been any serious injuries or deaths of any staff member on any of the teams. To ensure safety, they suggested: providing police radios to civilian-led crisis response teams; exploring staging protocols where police wait nearby to prevent their presence escalating a situation while allowing them to respond quickly if a situation becomes violent; and ensuring that calls that are likely to become violent are not sent to civilian-led teams through adequate dispatcher training. Similarly, Chief Skinner noted the importance of de-escalation and safety training for teams and explained that CAHOOTS responders receive training on de-escalation and physical self-protection skills.



Regarding the benefits of civilian-led teams, several organizations noted that they save money and allow for police resources to be reallocated. Some also stated that the teams divert people from unnecessary use of hospital emergency rooms and interactions with the criminal justice system. Canadian Mental Health Association BC Division noted that civilian-led teams decriminalize responses to mental illness, enable health responses to health emergencies, and help populations who are reluctant to call 911 or access mental health services.

A common argument for civilian-led teams was that police do not need to be first responders to mental health crises due to a variety of reasons including a lack of training in this area, fear or mistrust of police, and stigma associated with a police response. Superintendent Triance of the Kelowna RCMP noted that crisis response could be diverted to healthcare professionals and social workers who could assist people in navigating systems and barriers to health and wellness. Several individuals, including Jessica Hart, Alex Murphy and Alexandra Calbery, were of the view that police training on mental health crises is inadequate and stated that police response often heightens tensions or escalates situations involving people in crisis. Another individual described how police responding to mental health complaints arrive armed with bullet proof vests and a police car, which is quite intimidating for the person in crisis. Further, the BC First Nations Justice Council stated that police are ill-equipped to deal with complex situations of a social rather than criminal nature, as illustrated by the outcomes for Indigenous peoples. With respect to fear and mistrust, Health Justice noted that when a person needs mental health support, and especially when they are in crisis, they need access to services that they perceive as, and that actually are, safe and inclusive for them; however, for many, police cause fear which means they will not seek help. Further, Crisis Centre of BC explained that those who are more likely to have a reason to fear the police are less likely to reach out for help; this means marginalized and racialized folks have less access to crisis support. Julia Kaisla, Executive Director of the Canadian Mental Health Association,

North and West Vancouver Branch stated that a significant number of people are not calling 911, even during a serious mental health emergency due to a lack of trust, either in police systems here or in their home countries. Kaisla added that many people are afraid of impacting the custody of children or their immigration status. Some organizations noted that civilian-led teams reduce stigma of mental illness and substance use, particularly when peer supports are involved. BC Urban Mayors' Caucus stated that using frontline police services to address mental health and addictions can be stigmatizing and perpetuates the criminalization of vulnerable people. Vancouver Area Network of Drug Users stated that the stigmatization is embedded in the function of the police since people who experience homelessness or addiction are seen as 'problems'; they noted that training will not solve this issue.

*Police can be vital in dealing with these complex issues, but only when they have particular interests and experience. Otherwise, police training and mentality can escalate the situations rather than defuse. I have seen a street entrenched street based sex working women hug the officer who was bringing her in on warrant because of his compassion, understanding and commitment to serve all community. At the same time, I have experienced police action/inaction that has led to community members being assaulted, and witnessed incredible unacknowledged racism and classism from officers. (Survey respondent who identified as having healthcare experience)*

The Committee received several recommendations to integrate a mental health option within 911 services. Both BC Urban Mayors' Caucus and Victoria & Esquimalt Police Board explained that having the 911 Fire-Police-Ambulance options as the only choices if someone is in urgent mental distress is not meeting the needs of people in mental health distress, as it most often results in armed police attending mental health-based situations which can escalate tensions. They pointed to

alternatives including a Fire-Police-Ambulance-Mental Health option or an expanded 811 call system as 811 currently does not enable rapid response or dispatch of mental health professionals. Chief Constable Lipinski of the Surrey Police Service and Superintendent Wright of the Prince George RCMP both commented on addiction and mental health issues in their jurisdictions and discussed the idea of placing a mental health worker in the operational communications centre to conduct assessments and provide immediate support for mental health calls without a criminal component. Superintendent Wright suggested that such a model would be particularly effective in smaller remote communities, which lack any resources other than police to attend those incidents. Reach Out Response Network noted that integration with 911 is a key to the success of the CAHOOTS model as 911 is often the only number people know to call and that this number is accessible to anyone, including when a phone is out of minutes or from a payphone. E-Comm noted, however, that a new responder agency for mental health emergencies would likely find it very difficult to be called on consistently and have standard information passed to them to enact their services because police call-taking, policies and standards technically sits with every municipality and agency individually. The public, particularly vulnerable members of the public, would not find consistent treatment easily and therefore, would not build the trust that would be needed for a service of that specialty nature to become effective.

## Preventative and Proactive Approaches

Many organizations emphasized the need for preventative and proactive approaches to mental health and addictions. Vancouver Police Department and Vancouver Coastal Health highlighted their Assertive Outreach Team (AOT) which provides support for individuals with substance use and mental health issues to help prevent their involvement in the criminal justice system. Another program, Assertive Community Treatment (ACT), provides wraparound multidisciplinary treatment to individuals with serious and persistent

mental illness with high emergency room use. Both AOT and ACT are proactive and involve information sharing agreements, and an early warning system identifying people before they are in crisis. Vancouver Coastal Health emphasized the impact of ACT and AOT on the healthcare system; since implementing these programs, there have been marked decreases in the number of mental health bed days as well as a decrease in police contacts and reduced lengths of stays in acute care units. BC Urban Mayors' Caucus advocated for increased investment and capacity in models such as ACT, AOT, and IMCRT so they can be available 24/7.

BC Association of Social Workers commented on the appropriateness of including police in these teams. They stated that the choice to embed police in ACT highlights beliefs and assumptions about the role of police with regard to mental health treatment as well as stereotypes about people with mental illness. They also shared that those who had interactions with ACT described perceptions of being continually monitored by their treatment teams, a general lack of personal agency in their healthcare decisions, and the constant worry that they could be detained and forcibly taken to hospital by police if they did not comply with their treatment team's demands.

Business Improvement Areas of British Columbia stated that prevention, treatment and harm reduction services and resources have not been sufficient to address the symptoms, nor the systemic root causes of mental health and drug addiction issues, which has increasingly and unfairly left police as the default solution. The City of North Vancouver stated that investing in upstream and preventative interventions, through the appropriate mental health and addictions services, as well as social services, will save money downstream in the healthcare and criminal justice systems over time.

## Continuum of Care

A common theme heard by the Committee was that increasing funding for health and social services will allow police to concentrate on core policing activities.

When asked what role and responsibility, if any, police should have with respect to mental health and wellness, addictions, harm reduction, homelessness, and other complex social issues, survey respondents expressed overwhelmingly that police should either not be involved or only play a supporting role, recognizing that funding needs to be increased elsewhere to support this shift. Both the BC Urban Mayors' Caucus and Victoria and Esquimalt Police Board referenced the need for a continuum of care for mental health and addictions services to allow police to concentrate their resources on frontline responsibilities and serious crime rather than calls which other services are better equipped to address. To reduce the presence of police where not required, First Nations Summit suggested equipping and integrating a host of community-based service providers to provide frontline and wraparound services into the models of community safety. The City of New Westminster stated that to be able to reduce the reliance on police, alternatives to prison or jail alternatives need to be created to respond to behaviours, situations, and crimes caused by poverty and desperation. Noting that demands on police across BC have steadily increased, the National Police Federation expressed support for increasing social services funding which would allow for officers to concentrate on core policing services while still being available for community-based work; however, they qualified that any additional investment in social services funding or resources must not come from already insufficient police budgets. Similarly, Rob Creasser, a retired member of the RCMP, shared that if roles are to be reallocated from police to other agencies, it is necessary that these agencies be provided with the resources to be effective because half measures will not help address mental health, addiction, homelessness, criminal behaviour, and other societal issues.

*The public safety system — police, fire, EMS, CAHOOTS, any of those things — is like an emergency room. It's a great spot for intake. It's a great spot to be the first touch for something. But if you don't build the hospital around it so that these folks that get stabilized out on the street don't*

*have off-ramps to wellness, then you're responding to the same people over and over and over again.*  
(Chief Skinner, Eugene Police Department)

*A crisis service is only as effective as the services it can divert people towards. If the ER is the only service available in your community, you're not going to be able to divert people away from the ER, because that's the only place. Making sure that there's an additional funding push, when you're building these models, for crisis beds, peer respite centres, reducing wait times for mental health services, supportive housing....* (Rachel Bromberg, co-founder, Reach Out Response Network)

Organizations and individuals emphasized the need for services and supports related to addiction as well as alignment between harm reduction and policing practices. Common Beacon Media stated that the length of time people are addicted to substances increases violent mental illness incidents, stress on police, and incidents of excessive use of force. They noted that without addressing the root of the problem, government costs will continue to rise as will negative policing outcomes. Homalco First Nation explained that a by-product of addictions in the community is increased assaults, sexual violence, and child apprehensions. They noted that treatment centres for addiction have not been effective; once a member returns to the community, their sobriety only lasts a couple of days, so it is essential to address the trauma underpinning the addiction. Interior Health noted that it is important that police do not disrupt harm reduction activities as this can lead to higher risk substance use practices. They also discussed community action teams which use a collaborative approach to helping communities develop partnerships to provide focused, action orientated strategies tailored to local community needs to support the overdose crisis. An individual referenced Law Enforcement Assisted Diversion as an example of a community-based diversion approach with the goals of improving public safety and public order



while reducing unnecessary justice system involvement of people who participate in the program.

*Experts say that addiction is a health issue, not a criminal one. In most cases, people living with addictions are best served by a health system response rather than a justice system response. For example, the use of police cells for sobering an individual is not the best use of that resource and isn't really the best solution for that individual either. Ultimately, we won't be arresting our way out of this crisis. (Christine Massey, Deputy Minister, Ministry of Mental Health and Addictions)*

Indigenous peoples are overrepresented in overdose deaths. The Ministry of Mental Health and Addictions acknowledged that there is racism in both the health system and the police system and shared that Indigenous people accounted for 16 percent of overdose deaths between January and May 2020 but only represent 3.3 percent of BC's population. They also explained that experiences of stereotyping, profiling, and discrimination can result in people avoiding primary and preventative care for mental health and substance use challenges. Further, a lack of culturally appropriate and trauma-informed responses for Indigenous people who experience mental health crises can result in re-traumatization and the criminalization of behaviours that come from illness. Nurses and Nurse Practitioners of BC highlighted a 2019 research study published in the *Harm Reduction Journal* which employed the use of talking circles to learn more about healthcare needs of Indigenous peoples; the study identified primary themes including barriers to accessing effective detox and substance use treatment, long wait times, culturally inappropriate policies and structures (such as faith-based recovery plans), and the importance of providing Indigenous peoples with a peer-led treatment program.

The Ministry of Mental Health and Addictions noted there are unique challenges for mental health and substance use services in rural and remote communities, including fewer staff resources in both health and police services

which are often spread out over larger geographic areas, a lack of community-based mental health services to divert people from the criminal justice system, and lower capacity in smaller hospitals. Gabriola Health and Wellness Collaborative echoed these challenges and advocated for a rural mental health and domestic violence response model in which mental health services are resourced to work collaboratively with local police to ensure individuals suffering from mental illness are treated in a way that addresses the behaviour in the context of the illness.

## Training

BC RCMP explained that officers undergo mandatory training every three years in crisis intervention and de-escalation, as well as trauma-informed policing. Officers are also equipped with naloxone to treat overdose victims. They noted that an enhanced training program is in development for police officers who have an interest in this area or already have specialized education such as a psychology degree. The Committee heard several calls for increased police training in relation to mental health and addictions with several organizations pointing to limitations in current training. John Howard Society Pacific stated that without lived experience, police officers are not prepared to manage incidents involving active addictions and mental health, sharing that they have seen people under the influence assaulted because police do not understand mental health and addictions. Similarly, the BC Centre on Substance Use Family Member and Caregiver Representatives Committee stated that it appears police are not given the training necessary to handle some of the difficult situations they are put in, especially when dealing with people who are suffering from mental illness or intoxication. Native Courtworker and Counselling Association of British Columbia stated that there is a lack of comprehensive, ongoing training for police officers in the recognition of mental illness and in mental health crisis intervention. A mother of two sons who suffer from mental illness and substance use issues shared positive experiences of being treated with courtesy, respect, and kindness when calling the

police. This individual noted, however, that current police training seems to focus on suppressing and restraining an individual in distress as quickly as possible which can escalate the situation and dehumanize the person in distress. Mental health, including understanding addiction and the impact of police presence, was also a common response to the Committee's survey question asking in which areas officers would like to receive additional training. While the Committee received several recommendations related to mental health and addictions, de-escalation, and trauma-informed practices, First Nations Leadership Council highlighted that a lack of capacity among police services to respond to complex social issues can be partially addressed by training; however, while a culturally relevant, trauma-informed policing service is crucial, it cannot mitigate the need to engage the expertise and services of other social service professions and organizations.

## *Mental Health Act*

The Ministry of Mental Health and Addictions outlined different roles for police in mental health and substance use related incidents under the *Mental Health Act* including assisting with apprehension and transportation (section 22), apprehension by police and warrant for admission (section 28), and returning individuals to facility (sections 39 and 41). They explained that, under section 28, the police officer is responsible for determining if the criteria for apprehension under the Act (if the individual is endangering themselves or others and if they appear to have a mental health disorder) are met. If the criteria are met, then the individual remains in custody of police until a physician has determined whether criteria for involuntary admission to a facility have been met. They noted that the requirement that police can only hand off a patient to a physician is what often drives the issue of long wait times in emergency departments as police officers often need to wait for an extended period for a physician to examine an individual in their custody. Many police organizations commented on this requirement noting that it is both expensive and time consuming and that this time could

be used to respond to calls for service or engage in proactive policing. According to a 2008 report by the Vancouver Police Department, police were reluctant to take a person into custody under the *Mental Health Act* because after spending many hours waiting for the person to be admitted, police found that patients were quickly released, or admission was denied because they had committed a crime. To address this issue, several organizations advocated for giving special constable status to health authority security to take custody of individuals apprehended under the *Mental Health Act* on arrival at the hospital. Victoria and Esquimalt Police Board and BC Urban Mayors' Caucus qualified that this should be subject to security staff completing training equivalent to that provided to police department special constables, including trauma-informed care training. BC Schizophrenia Society explained that allowing, when safe, the use of a first certificate which allows mental health staff or sheriffs, relatives, or ambulance personnel to apprehend and transport a person experiencing a crisis, would reduce the need for police resources and create less anxiety and stigma for the person.

As for the number of *Mental Health Act* occurrences in BC, the National Police Federation stated that between January and August 2020, the BC RCMP responded to 46,705 occurrences which eclipses the 41,755 occurrences in the rest of Canada combined. Further, First Nations Leadership Council noted that, in one year, Vancouver police alone apprehended 17,000 people under the *Mental Health Act* and Indigenous people and young adults are disproportionately reflected in these numbers. They explained that these statistics are indicative of a system that is not adequately equipped or resourced to meet the unique vulnerabilities of those dealing with mental health and substance use issues, and instead relies on enforcement and constraint.

Regarding involuntary admission, Canadian Mental Health Association BC Division noted a significant discrepancy between the number of calls that the RCMP respond to for a *Mental Health Act* occurrence and the number of people that are involuntarily admitted into a hospital. They explained that the majority of people

transported by police to a hospital appear to not meet the criteria for involuntary hospitalization and are not likely to receive the care they need. Community Legal Assistance Society stated that involuntary admissions often involve police contact and noted that apprehension by police should be a last resort when there is an imminent risk of harm; instead, interventions should be carried out by mental health and community resources with the training to assist a person in crisis whenever possible. They added that warrants often have the unfortunate and counterproductive consequence of driving people into hiding, away from supports and services, for fear of being apprehended by police. Further, they stated that warrants are unfair because they are issued unilaterally by the director of the detaining facility, without independent review by a judge or justice of the peace.

The Committee heard about the experiences of individuals apprehended under the *Mental Health Act*. Health Justice explained that when apprehension by police takes place, it carries the risk of creating harm or trauma for the person apprehended and detained. The harms generated by these experiences can lead people with mental health needs to avoid health and social services. Further, Care Not Cops explained that embedding police in the *Mental Health Act* specifically impacts communities that continue to be disproportionately harmed and targeted by police violence, including Black and Indigenous people, people of colour, youth, people with disabilities as well as people who live in poverty and use substances. The Crisis Centre of BC reached out to supporters to ask them to share experiences with mental health crisis response and they frequently heard about the 'revolving door' where police would respond to a mental health crisis, take the person to hospital, and after a lengthy wait, emergency room staff would determine the crisis did not warrant hospitalization, and the individual would be released, sometimes without any way to get home, having been taken under duress with no time to get their wallet. They stated that in every mental health apprehension that ends without hospitalization, someone is stripped of their basic rights and did not get the help they needed.

One individual shared that their granddaughter had just passed her fourteenth birthday when she first ran away from home. Police did their best to help track her down but explained that they were prevented from delivering her for treatment without her consent. The individual stated that the *Mental Health Act* prevented police from properly helping their granddaughter.

With respect to individual rights, Community Legal Assistance Society stated that the *Mental Health Act* should require that police inform the individual why they are being apprehended and of their right to speak with a lawyer. In particular, it is critical that people understand they are being apprehended under the *Mental Health Act*, and not for criminal purposes. They added that for the right to counsel to be meaningful, an independent rights advice service must be established to provide timely advice to those apprehended or detained under the Act. Canadian Bar Association British Columbia Branch stated that BC is one of the only provinces that does not provide independent legal advice for people who are involuntarily detained for mental health treatment. Having someone readily available to provide legal advice ensures that patients will have access to an advocate who can explain what is happening and help them understand their legal rights and choices.

## Wellness Checks

Vancouver Police Department provided several examples in which police are required to undertake wellness checks or requests to physically confirm the wellbeing of an individual who is not responding. They noted that no other agency is equipped or available 24/7, 365 days a year to be able to attend these calls and that 46 percent of their 10,000 wellbeing checks each year occur in the evening. Additionally, they stated that there are statutory authorities that allow police to be able to breach doors or to apprehend someone if they are experiencing a mental health crisis. Many organizations and individuals, including BC Urban Mayors' Caucus, advocated for wellness checks to be performed by healthcare workers or other non-police professionals who have specialized knowledge and training. First United Church Community

Ministry Society stated that there are too many cases of wellness checks that result in Indigenous or Black people being killed by police or cases which have resulted in tenants being evicted for the disturbance that the police cause. Dr. David Fisher and social worker Gisele Benoit shared that the current system for wellness checks lends itself to escalation of mental health crises with a command and control approach that often creates fear. They stated that specially trained police should be called upon only as backup and instead the first person to meet with the recipient should be chosen from a continuum of peer support and mental health professionals. British Columbia Schizophrenia Society advocated for more police and mental health worker teams modelled after Car 87 in Vancouver for wellness checks, noting that there are often safety concerns in these calls. Another model highlighted by Nurses and Nurse Practitioners is a pilot project in Ontario in which Indigenous-led crisis response teams replace police officers on mental health calls and wellness checks.

*Imagine for yourselves: two in the morning, a bang on your door and the shout "Police." In 40 milliseconds, adrenaline is coursing through your body. You're on high alert. A quarter of a second later, your brain kicks in and explains your physiological reaction: "Something terrible has happened." ...Imagine a peer intervention. A knock. "Hey, sis. This is Bill. I'm worried about you. Are you hearing me?" Police backup would be out of sight. (Dr. David Fisher)*

investigations. Further, the Advocate stated that specific training for police officers is required to understand and identify the unique characteristics and nuances of the aging process that can lead to abuse, neglect and self-neglect. Additionally, the Advocate noted that uniformed police presence can exacerbate issues of potential abuse or neglect during wellness checks for seniors.

The Committee also heard about wellness checks for seniors. The Office of the Seniors Advocate stated that BC's growing senior population requires improved procedures, defined roles for police, consistency across related legislation, and improved data collection and reporting regarding wellness checks for seniors. The Seniors Advocate shared that there were 1,429 missing person reports for those over 65 years of age in BC in 2020, which represents 11 percent of all adult cases, and raised the importance of reliable data for missing person

# Complex Social Issues

## Gender-Based Violence and Sexual Assault

Several organizations commented on the prevalence of gender-based violence and sexual assault in BC. Ending Violence Association of BC shared that thousands of women and girls, two-spirit and gender non-binary people, racialized women, Indigenous women and others are sexually assaulted in BC every year. As explained by the Downtown Eastside Women's Centre and the Vancouver Rape Relief and Women's Shelter, intersecting factors, including identity, health issues, occupation, and poverty (which disproportionately impacts Indigenous, Black and racialized communities), put women at heightened risk of violence. With respect to domestic violence calls, BC RCMP shared that between 2013 and 2019, there was an increase in both call volume, which increased by 36 percent, and in service time, which increased by 48 percent. Further, Canadian Bar Association British Columbia Branch referred to reports that during the peak of the COVID-19 pandemic in 2020, calls to a Vancouver domestic violence crisis line spiked by 300 percent. Regarding police response, West Coast Legal Education and Action Fund Association stated that policing has failed survivors of gender-based violence, including sexual assault, because it is inadequately investigated by police officers. They added that survivors of sexual assault, particularly those who face intersecting forms of marginalization, frequently state they do not want to go to the police or would require additional support to do so. Further, Jill Parker, a former police officer, stated that it is inhumane to put survivors through the investigation process, the invasive collection of physical evidence, and the often humiliating and

traumatizing court process for a system that is most often futile and potentially harmful to survivors.

Several organizations and individuals, including Ending Violence Association of BC, noted that there are no standard policies, guidelines, best practices, mandatory training or oversight for sexual assault response and investigation; rather, each department has their own policies and regulations. Battered Women's Support Services discussed the need for a comprehensive review of the policing of domestic violence and sexualized violence. They explained that they hear of troubling responses by police when they arrive at domestic violence circumstances, where they tend to not follow policies that have been created and designed to guide them to perform proper investigations, particularly with respect to assigning the primary aggressor and interviewing neighbours and other potential witnesses. Regarding data, Canadian Bar Association British Columbia Branch stated that Vancouver Police Department statistics only record sex offences and assaults; they do not record domestic violence, and the statistics do not report the victim's or the assailant's gender. They noted the need for consistent and accessible data to identify patterns of gender-based violence that could aid in prevention.

The Committee heard about the need for police training with respect to gender-based violence and sexual assault. Ending Violence Association of BC explained that a survivor's interaction with the police will make the difference in how they respond to this trauma for the rest of their life. They shared that a police officer, due to unconscious bias, may imply blame or that they



do not believe a survivor, may express concern for the accused, and may not understand consent and the effects of trauma. They shared a young woman's story about her experience dealing with an untrained police officer following a sexual assault; the young woman said that the sexual assault was nothing compared to how she was spoken to and treated by police. One individual shared their experience going to the police following a sexual assault of a roommate. Following their deposition, one of the officers stated that they thought their roommate was lying for attention. The individual stated the experience left them feeling small and powerless and that they do not believe police are equipped to or trained to handle sexual assault cases.

Many organizations advocated for improved supports and services for survivors and pointed to the need for police to collaborate with service providers. Battered Women's Support Services shared that community-based services are a vital part of ensuring women's safety. They stated that these services are underfunded and under-resourced in relation to the amount of violence that is occurring, both in families and around sexualized violence. With respect to police response and investigation, Vancouver Rape Relief and Women's Shelter highlighted the importance of women being able to report assault in the language they are most comfortable speaking. Although police have written commitments to use interpreters, women are often pressured to use a language they have limited comfort and ability with, and so the Shelter is put in the position of arranging volunteer interpreters. Further, they noted that straightforward accommodations to make women more comfortable and more confident in reporting to police, such as having a female officer take their statement or for an advocate to be present, are treated as exorbitant requests.

## Children and Youth

The Committee heard differing perspectives about police in schools and about school liaison officer programs. The Human Rights Commissioner noted that concerns have been raised by marginalized and racialized students, their parents, and communities about having police in schools.

The Commissioner stated that the rationale for school liaison officer programs is unclear, and that research and the experience of racialized students show that these programs make them less safe at school and expose them to harmful impacts including disproportionately high rates of suspension and expulsions of Black students. She noted that this can damage prospects, criminalize common student indiscretions and signal to those whose cultural histories involve oppressive police action that school is not a welcoming, safe place for them. Similarly, one individual, who works in a public elementary school, stated that the presence of officers in school districts, contributes to an unnecessary climate of fear and hypervigilance that debilitates the learning process and socio-emotional outcomes for marginalized students and staff. Further, another individual noted that school liaison programs divert funding from educational institutions and that police presence in schools enforce the school to prison pipeline and create a dangerous environment for children both physically and psychologically. While some respondents to the Committee's survey similarly noted that school liaison officers make students uncomfortable and suggested removing police from schools, school liaison officers and school programs generally received positive reviews. Respondents who indicated they had experience in policing and healthcare referenced these programs as positive initiatives that help build relationships between police and the community. Implementing these programs was frequently suggested as a means to improve relationships between police and the community across several respondent categories and many respondents expressed disappointment that these programs have been removed from certain schools.

Another common theme related to children and youth was trauma. The Representative for Children and Youth provided examples of personal stories of youth who interacted with police in which police behaved inappropriately and stated that they need to be held accountable to ensure public confidence. The Representative noted that the use of police in these types of situations is a comment on the lack of support services for children and youth and demonstrates how policing cannot be looked at in isolation. Elizabeth Fry

Society of Greater Vancouver explained that the arrest of a parent can have a significant impact on a child whether or not the child is present at the time of the arrest. The Society has raised the matter of developing a policy to safeguard children of arrested parents with different police departments, but to their knowledge this has not occurred. Delegated Aboriginal Agencies also highlighted the trauma experienced when Indigenous children are taken from their parents. They discussed the need for the *Police Act* to clearly address the way police and the Ministry of Children and Family Development work together. Vancouver Aboriginal Child and Family Services Society also advocated for investment, support, and a trauma-informed response to shift the experience of Indigenous children in care. The Committee also heard about the Kelowna Child Advocacy Centre, where child abuse, sexual violence and serious crime involving youth are investigated and family support provided. Superintendent Triance of the Kelowna RCMP explained that the RCMP partners with service providers, social workers, the Westbank First Nation and others to respond to children impacted by trauma, providing them trauma-informed policing services and culturally appropriate services at the centre. Superintendent Triance stated that these centres are best practices to improve outcomes for victims of child abuse and trauma, so long it is done in purposeful collaboration.

## Decriminalization and De-stigmatization

The Committee received many submissions related to decriminalization, including recommendations related to all poverty-survival behaviours, sex work, immigration, and drugs. Pivot Legal Society explained that criminalization exerts control on people through formal systems, like the court system and legislation, as well as informal mechanisms, such as tools for managing private, hybrid, and public spaces and practices that control individual conduct. They stated that to address the broad harms of criminalization, law and policymakers must make recommendations that extend beyond the *Police Act* or risk a siloed and ineffective approach to eradicating stigma and bias. BC Civil

Liberties Society and First United Church Community Ministry Society stated that achieving community safety includes full decriminalization of sex work, drugs, public intoxication, poverty, and immigration status as well as the recognition of the unique nature of Indigenous protests to immediately lessen how Black, Indigenous and racialized communities are criminalized, surveilled, stigmatized and marginalized.

*End the criminalization of homelessness by eliminating bylaw infractions and criminal charges for sleeping or tenting in public spaces, and end the displacement of tent cities.*

*Develop guidelines to facilitate greater use of police discretion not to lay charges especially for minor poverty-related offences. (Recommendations from Red Women Rising)*

With respect to sex work, the Committee heard about the criminalization of the demand for sexual services. Living in Community Society explained that in 2013, the Supreme Court of Canada unanimously determined that Canada's sex work related laws were unconstitutional; however, they noted that when new legislation, the *Protection of Communities and Exploited Persons Act* received Royal Assent in 2014, it reinforced the same unconstitutional laws and practices. They added that this legislation focuses on trying to criminalize the demand for sexual services; while sex work is legal, many related aspects such as materially benefiting, recruiting, advertising, public communications, and purchasing of sex work are not. Both Living in Community Society and Centre for Gender and Sexual Health Equity noted that end-demand criminalization and associated policing undermine sex workers' occupational health and safety as workers are forced to work in more clandestine and isolated locations, they cannot work indoors, work together, and are unable to set clear and safe boundaries with clients.

*Repeal laws that criminalize or increase harm for Indigenous women in the sex trade. (Recommendation from Red Women Rising)*

Organizations highlighted that sex work is often conflated with trafficking which fails victims of trafficking as resources are spent trying to “save” sex workers. One individual stated that criminalization, repressive policies, and efforts to “rescue”, not only harm migrant sex workers, but also deny migrant sex workers’ agency. Further, SWAN Vancouver stated that training is not enough to shift the inherent culture of policing, in which police only see sex workers as victims in need of saving or criminals breaking the law and are unable to see sex work as legitimate work.

The Committee heard there is a need for consistent guidelines related to enforcement of sex work. Living in Community Society explained that in 2013 the Vancouver Police Department developed Sex Work Enforcement Guidelines which adopted a non-intervention approach for consenting adults in the sex trade and that in 2017, the British Columbia Association of Chiefs of Police also developed similar guidelines that superseded and effectively replaced the Vancouver Police Department guidelines. Living in Community Society noted, however, that little to no progress has been made on disseminating harm reduction-based sex work enforcement guidelines throughout BC and the overarching British Columbia Association of Chiefs of Police guidelines are not always enforced as sex workers continue to report being routinely surveilled and harassed by law enforcement.

*9.11 We call upon all police services to develop and implement guidelines for the policing of the sex industry in consultation with women engaged in the sex industry, and to create a specific complaints mechanism about police for those in the sex industry. (Call for Justice from The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls)*

*All police forces should implement Sex Work Enforcement Guidelines similar to those in Vancouver that support the safety of sex workers in police interactions. (Recommendation from Red Women Rising)*

Organizations described a general distrust towards police officers among women who engage in sex work, including im/migrant sex workers. Centre for Gender and Sexual Health Equity stated that because of the historic and continued violence perpetrated by law and immigration enforcement systems, for many sex workers calling the police may never be a preferred or safe option. They noted that scaling up support for sex worker- and community-led initiatives should be prioritized over policing and criminalization. For im/migrant sex workers, SWAN Vancouver explained that federal Immigration and Refugee Protection Regulations prohibit temporary residents from working “with an employer who, on a regular basis, offers strip tease, erotic dance, escort services or erotic massages”, and that there is surveillance of “at-risk” communities through preventative policing, especially police stings, workplace raids and rescue campaigns. These policing practices result in feelings of trauma and victimization as well as makes it dangerous for im/migrant sex workers to seek help from authorities if they experience violence or victimization, for fear of arrest, detention or deportation. Regarding immigration, BC Civil Liberties Association stated that data shows that police officers across Canada call the Warrant Response Centre of the Canada Border Services Agency more than 10,000 times every year. In most cases, these calls are to conduct a “status check” to actively seek out information about someone’s immigration situation in encounters unrelated to immigration warrants. They stated that municipal police departments across Canada have no statutory or common law legal duty to seek out or disclose immigration status to federal officials and that immigrant communities have been calling for sanctuary city policies across Canada for a long time. In addition, they noted that “don’t ask” regulations in the *Police Act* would prevent police officers from inquiring into anyone’s immigration status during encounters with police, and “don’t tell” provisions would mandate that the police treat personal information as confidential and be restricted from communicating this information to federal immigration and border services agencies.



Provincial Health Officer Dr. Bonnie Henry noted that addressing the overdose crisis through a predominately criminal justice-based approach does not address what is ultimately a health issue. Dr. Henry described how the criminal justice system cycles individuals through the system and discussed a need for an effective decriminalization program and holistic supports to help people rebuild, connect and move away from that cycle. While the *Criminal Code* is federal, Dr. Henry explained how adjustments to the *Police Act* could move BC towards decriminalization. The 2018 report, *Stopping the Harm: Decriminalization of People Who Use Drugs in B.C.* presents two options: one is to use the powers under the Act to allow the minister to set broad provincial priorities to not pursue charges against people who had possession of small amounts of drugs; and another is to develop a new regulation under the Act to include a provision that would prevent members of a police service in BC from expending resources on enforcement of simple possession offences under section 4(1) of the *Controlled Drugs and Substances Act*.

The Committee heard that decriminalization is needed to divert Indigenous people from the criminal justice system. First Nations Summit stated that the decriminalization of drugs can play a key role in the presumption of diversion and, ultimately, the successful implementation of the first path of reform in the BC First Nations Justice Strategy. They noted that recent changes to federal mandatory minimum sentences related to non-violent drug offences are a step in the right direction and that it is imperative that both the provincial and federal governments champion initiatives and policies that provide support and programs intended to divert Indigenous peoples from the criminal justice system towards programs focused on their health. Similarly, First Nations Leadership Council stated that decriminalizing people who use drugs, working towards regulating illicit substances, increasing harm reduction programming and education, and vastly increasing supports for culturally appropriate addiction treatment must be part of a national strategy to reduce the number of Indigenous people drawn into the criminal justice system through drug offences, especially simple possession offences.

*End the criminalization of people who use or possess small amounts of illicit substances.*  
(Recommendation from *Red Women Rising*)

## Homelessness

The Ministry of Attorney General explained that research shows that people experiencing homelessness are more likely to be victims of violent crime than perpetrators and that police play an important role supporting the safety and security of people experiencing homelessness and those in housing programs. They noted that overrepresented groups in homeless populations include people in mental health crisis, Indigenous peoples, racialized groups, gender diverse people, and women who have experienced violence. As such, they stated that a trauma-informed approach is needed in police response. When asked what role and responsibility, if any, police should have with respect to mental health and wellness, addictions, harm reduction, homelessness, and other complex social issues, respondents to the Committee's survey with policing experience were largely of the view that the role of police in complex social issues is unfortunate. Many of them expressed that funding in other areas has been reduced and the responsibility of addictions and homelessness has fallen on police. Many identified that while homelessness is not a crime, it can be associated with property crime and police should only be involved when violence or crimes occur.

The Committee received a few recommendations that addressed property seizure and confiscation of personal belongings from people who rely on public space. Canadian Bar Association British Columbia Branch explained that section 489(1) of the *Criminal Code* and section 23 of BC's *Offence Act* provide police with the power to seize items based on the officer's discretion. The powers are broad and limited only by the term "reasonable grounds." They noted that people who rely on public space, who are often in possession of all or most of their belongings, experience a risk that their personal property will be seized and potentially disposed of by police.

Another common theme was the need for increased housing supply and supports for individuals experiencing homelessness. Vancouver Police Department Diversity and Indigenous Relations Unit explained that the Department's priority with homelessness is to prevent victimization. They stated that adequate supports need to be available, given the prevalence of mental health and addiction issues associated with many of the street entrenched, and that failing to provide these supports results in significant impact to the individual and community. They added that an integrated trauma-informed approach to health care, including mental health and addiction, is needed to address homelessness.

# Indigenous Peoples and Reconciliation

## Community Tripartite Agreements

As described by the Ministry of Public Safety and Solicitor General, Community Tripartite Agreements are between Public Safety Canada, a provincial government, and a First Nations community to provide policing services that are dedicated and responsive to the needs and cultures of the communities. Common concerns about these agreements included lack of resources leading to under-policing, poor communication between RCMP and communities in negotiating or signing new agreements, confusion, and concerns about funding as well as complaints of crimes going uninvestigated.

Several First Nations described their experience with Community Tripartite Agreements including Fort Nelson First Nation, Tsleil-Waututh Nation, Tk'emlúps te Secwépemc, the Tahltan Band, Xaxli'p Nation, St'át'imc Nation communities, and Nisga'a Village of Gitwinksihlkw. Fort Nelson First Nation shared that, for over a decade, they have been promised an RCMP officer to work directly with the community; however, the officer's time is split with another community, resulting in both communities being under-served. Tk'emlúps te Secwépemc noted that they have not had a Community Tripartite Agreement meeting in four years and that annual extensions are simply made to the agreement. Similarly, the Chief of the Tahltan Band shared that their Community Tripartite Agreement seems to be signed every year but not really negotiated or examined. Additionally, the Penelakut Tribe described their experience trying to establish a Community Tripartite Agreement, noting that the process has been delayed due

to a lack of communication by the provincial government. A positive example was shared by the Nisga'a Village of Gitwinksihlkw who noted that they have a letter of expectations with the Lisims detachment which is updated annually and that they work closely with the sergeant on establishing requirements concerning public safety, alcohol and drugs, cultural awareness, and going into schools. They have found this to be effective and would like to see this practice occur in all areas. The Committee heard from the BC Assembly of First Nations that the short-term nature of Community Tripartite Agreements makes long-term strategic planning challenging; therefore, community leadership is not able to effectively build vision and capacity around community safety needs.

## First Nations Policing Program

The Ministry of Public Safety and Solicitor General shared that the First Nations Policing Program (FNPP) provides policing services that are in addition to those provided under the provincial policing services agreement in order to enhance the effectiveness of policing services in communities in terms of cultural relevance and responsiveness to the public safety need of communities. To participate in the program, a First Nations community must enter into a Community Tripartite Agreement with Government of Canada and the provincial government. The BC RCMP stated that in most communities, FNPP members can focus on enhancing police service which typically involves proactive initiatives in communities but also involves direct support to frontline policing by

leveraging cultural knowledge, community resources and relationships to build trust and cooperation of victims and witnesses and ensuring trauma-informed approaches. Conversely, the First Nations Leadership Council, BC Assembly of First Nations and BC First Nations Justice Council stated that rather than augmenting existing police services, as was the intention, FNPP funding is often used to provide basic services. First Nations Leadership Council further explained that the FNPP is classified as a discretionary program which permits its underfunding in comparison to municipal and provincial police services.

*5.4 We call upon all governments to immediately and dramatically transform Indigenous policing from its current state as a mere delegation to an exercise in self-governance and self-determination over policing. To do this, the federal government's First Nations Policing Program must be replaced with a new legislative and funding framework, consistent with international and domestic policing best practices and standards, that must be developed by the federal, provincial, and territorial governments in partnership with Indigenous Peoples. (Call for Justice from The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls)*

## Indigenous Administered Policing

The Committee heard from the BC First Nations Justice Council that jurisdictional ambiguity between federal, provincial or territorial, and Indigenous governments has resulted in the development of a "programming and funding" approach to policing that neglects to treat policing as an essential service on reserves as it is in non-Indigenous communities. They suggested that a new funding model should include resources for Indigenous peoples to begin establishing self-determined models of policing and public safety for their communities.

The Ministry of Public Safety and Solicitor General noted that the Stl'atl'imx Tribal Police Service is the only

example of a self-administered agreement in BC in which the police service is a designated policing unit under the *Police Act* and the agreement is between the federal government, the provincial government and the St'at'imc band council. The Chief Officer of the service described how the Indigenous-led police services functions with ten communities participating in the governance of the service; the communities have a say as to who will be their chief officer and can influence the initial hiring of other police officers, many of whom come from within the nation or neighbouring nations.

The Committee heard that community-based security patrols can often offer a timelier response, particularly in northern, rural, or remote communities, and may be more effective at de-escalating situations due to their own local knowledge. Additionally, the Nuuchahnulth Tribal Council stated that community-based security models, such as local peacekeeper officers, or the Bear Clan Patrol program based in Winnipeg, need to be expanded and legitimized.

## Over-policing and Under-policing

With respect to policing services in Indigenous communities, the BC Assembly of First Nations stated that First Nations people find themselves simultaneously over-policed and under-protected, which results in different but serious safety gaps which are rooted in racism, sexism, and colonialism. Several organizations and individuals emphasized the effects of over-policing on Indigenous peoples and the overrepresentation of Indigenous peoples in the criminal justice system as victims and offenders. The Ministry of Public Safety and Solicitor General stated that Indigenous peoples continue to be overrepresented in the criminal justice system as both victims and offenders, and crime rates in Indigenous communities are typically higher than in other communities.

The Committee heard from numerous Indigenous communities and leaders that they require better policing service and more involvement in police services. Chief Cliff Arnouse of the Adams Lake Band described a

limited relationship with the RCMP and a lack of police presence that contributes to an overall lack of trust in policing. Tk'emlúps Te Secwépemc stated the RCMP needs to be accountable for the services they provide as the community continues to experience a lack of investigation and follow up on files or incidents. Further, Homalco First Nation shared that they have discussed hiring a private security firm to do work that police are not doing in their community such as dealing with minor issues such as noise complaints and minor infractions. In regard to this, the First Nations Leadership Council stated that while addressing the root causes of this violence is key to transformational change, it is important that, when First Nations people do seek help from police and first responders, they receive it. They further shared that decades of inadequate responses impact the modern-day relationship and may cause First Nations peoples to be less willing to seek help from the police.

Additionally, many individuals expressed concern about the RCMP's interactions with Indigenous peoples, especially Indigenous activists and land defenders. BC Assembly of First Nations raised the ongoing issue of criminalization of Indigenous activists and land defenders and discussed the RCMP infringing upon the title and rights of the Wet'suwet'en citizens. They noted that language such as "rule of law," "national security" and "radicalized protestors" serve to delegitimize the laws, authority and legitimate interests of Indigenous communities involved.

## Police-Community Relations

Relationships between Indigenous communities and police were frequently highlighted as an area of concern by individuals and organizations. Mistrust, poor communication, and the short-term nature of officer postings were frequently highlighted as impediments to relationship building.

In relation to mistrust, Delegated Aboriginal Agencies shared findings from their own studies and survey which noted that Indigenous peoples did not trust the RCMP and would not use the RCMP service. Additionally,

Vancouver Aboriginal Community Policing Centre explained that no one is more policed than Indigenous peoples; however, when police arrive, the reaction from Indigenous people is fear, suspicion, mistrust, and hatred. The Committee often heard that one solution to address the mistrust of police is to provide data on the complaint and oversight process.

*Unfortunately, when the uniforms show up, the reaction from Indigenous People is this fear, suspicion, mistrust and hatred, because they don't expect them to come and help — hardly ever. (Norm Leech, Executive Director, Vancouver Aboriginal Community Policing Centre Society)*

Several First Nations expressed concerns about the lack of communication and consultation between police and the Indigenous communities they serve. For example, Chief Carmen McPhee of Tahltan Band stated that during a situation where a person with a warrant was on the Tahltan Band Reserve, the RCMP would not provide updates and did not communicate with leadership despite attempts to contact. Chief McPhee stated that more communications and leadership involvement would improve the relationship between RCMP and the community. Tk'emlúps Te Secwépemc also described a similar concern about lack of communication between their nation and police stating that their members feel they are not heard by police.

Regarding retention, Adams Lake Indian Band shared that often police officers are hired for two years, and then leave before any kind of relationship has been established. The Committee heard many similar concerns about the lack of retention and issues with the short durations of officer postings in communities which impede community relationships and trust. Sergeant Jon MacIntyre of the Tsay Keh Dene RCMP explained that the two-year, limited-duration postings makes it difficult to build community trust and foster police-community relationships. This can also limit the ability to build understanding of the cultures and practices of each community. Sergeant MacIntyre further noted



that this high turnover often leaves these communities underserved and under-resourced. Staff Sergeant Boucher of the West Shore RCMP stated that the West Shore detachment has a strong and positive relationship with both the Esquimalt and Songhees First Nations, largely due to the full-time First Nations policing officer who is dedicated to fostering a trusted relationship between the police and the community. Sergeant Boucher noted that postings at West Shore detachment are not limited in their duration and this stability in their First Nations policing officer position has allowed for the time necessary to build trust and respect.

*9.2 We call upon all actors in the justice system, including police services, to build respectful working relationships with Indigenous Peoples by knowing, understanding, and respecting the people they are serving.*

*9.3, vii End the practice of limited-duration posts in all police services, and instead implement a policy regarding remote and rural communities focused on building and sustaining a relationship with the local community and cultures. This relationship must be led by, and in partnership with, the Indigenous Peoples living in those remote and rural communities. (Calls for Justice from The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls)*

## Culturally Appropriate Training

Numerous individuals noted that improving understanding and awareness of Indigenous peoples and cultures, including localizing the training to each community, could improve relations and help decrease racism and stereotyping. Dr. Judith Sayers, President of the Nuu-Chan-nulth Tribal Council, stated that there needs to be an understanding of the history of First Nations, and what is important to First Nations. Dr. Sayers stated that this should be done by mandating cultural training for police officers provided by Indigenous peoples in the *Police Act*. Similarly, First

Nations Summit stated that the need for clear standards for cultural competency and a consistent and systematic training program regarding Indigenous people in the justice system has been identified by all actors as a critical aspect of moving away from the discrimination of Indigenous peoples. Superintendent Wright of the Prince George RCMP stated that in personal experience, general Indigenous history and cultural awareness training on a national or provincial scale is insufficient to address the needs of local communities. In relation to this, Sergeant Fletcher of Northern Rockies RCMP detachment in Fort Nelson described how the Indigenous Policing Service members are working with Elders to develop a new orientation tour where members will meet with the local community, participate in cultural teachings and hear about the impact of residential schools in the communities they serve.

Additionally, Delegated Aboriginal Agencies discussed the need to reflect on the youth component within policing. They noted that many Indigenous children are in care, were formerly in care, or have been living in poverty; therefore, training on trauma-informed practice needs to incorporate an Indigenous lens.

*9.2, iv Undertake training and education of all staff and officers so that they understand and implement culturally appropriate and trauma-informed practices, especially when dealing with families of missing and murdered Indigenous women, girls, and 2SLGBTQIA people.*

*9.3, v In training recruits, include: history of police in the oppression and genocide of Indigenous Peoples; anti-racism and anti-bias training; and culture and language training. All training must be distinctions-based and relevant to the land and people being served; training must not be pan-Indigenous. (Calls for Justice from The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls)*

## Justice System Reform

The BC Assembly of First Nations explained that there is a critical gap in the existing legislative framework affecting the ability for First Nations to effectively enforce and prosecute their own bylaws. Due to gaps in the jurisdictional coordination for prosecution of these bylaws, often neither the provincial nor the federal government will choose to prosecute, and First Nations governments typically do not have the financial resources required for prosecution. The BC Assembly of First Nations further explained that this often results in many police services ignoring First Nations bylaws which contributes to the lack of public safety and the under-protection experienced by First Nations communities. Moreover, they noted this demonstrates a fundamental gap in the recognition of First Nations jurisdiction. Similarly, the Musqueam Band shared that the Vancouver Police Department will not enforce Musqueam bylaws which has led to frustration in the community.

Further, Chief Councillor Marilyn Slett of Heiltsuk Nation noted that the Public Prosecution Service of Canada created a new initiative with the RCMP called Indigenous Communities Bylaw Prosecution Protocols in which the RCMP and the Prosecution Service agree to assist an Indigenous community by enforcing and prosecuting the community's COVID-19 related *Indian Act* bylaws; however, the RCMP and the Prosecution Service must agree that a bylaw is enforceable before they will agree to help enforce it. They stated that further changes must be implemented to strengthen the support Indigenous communities receive from the RCMP for *Indian Act* bylaw enforcement. To address these challenges, the Committee heard that the legislative framework should set a strong basis for enhancing partnerships, coordination, integration, and communication in First Nations jurisdictions within all sectors and reflect the critical need for First Nation governments to be able to enforce their laws.

Many organizations called attention to the BC First Nations Justice Strategy which was jointly developed by the BC First Nations Justice Council, BC First Nations communities, and the provincial government. A parallel

approach is being undertaken in collaboration with the Métis Justice Council. The strategy aims to make transformative changes to the justice system and address the lack of culturally appropriate justice services and over-incarceration of Indigenous peoples. The strategy mandates the justice system and its partners undertake work to reform the existing justice system to make it safer, culturally relevant, and more responsive to Indigenous peoples as well as undertake consistent and coordinated action to support the development of First Nations justice systems and institutions consistent with UNDRIP. The Union of British Columbia Indian Chiefs explained that the BC First Nations Justice Strategy's major challenge relates to systemic support and implementation of proactive and preventative measures within the existing justice system. Additionally, the Committee heard calls to implement Strategy 20 of the BC First Nations Justice Strategy which outlines actions to develop standards of cultural competency, and a training program regarding First Nations and the justice system, to be used by all who interact with the First Nations in the justice system, including police.

## United Nations Declaration on the Rights of Indigenous Peoples

The Committee heard from many organizations and individuals on the need to align the *Police Act* with UNDRIP and the *Declaration on the Rights of Indigenous Peoples Act* (DRIPA). The Ministry of Indigenous Relations and Reconciliation highlighted the following articles of UNDRIP as relevant to the Committee's work:

- Article 2 - the right of Indigenous peoples and individuals to be free from discrimination;
- Article 7 - the right of Indigenous peoples and individuals to life, physical and mental integrity, liberty and security of person; and
- Article 46(3) - the provisions set out in UNDRIP shall be interpreted in accordance with the principles of justice, democracy, respect for human rights, equality, non-discrimination, good governance and good faith.

The First Nations Leadership Council stated that a key component of implementing UNDRIP involves ensuring the full participation and free, prior, and informed consent of Indigenous peoples in decisions that impact them; as such, measures must be taken to ensure that First Nations are able to partner in amending and developing the *Police Act* in a meaningful way. Similarly, the Nuu-chah-nulth Tribal Council explained that the legislative process must be changed so that First Nations can be part of drafting changes to the *Police Act* and that any proposed changes must also come back to First Nations for their consent before it goes to the legislature. Additionally, the Union of BC Indian Chiefs, First Nations Summit, and BC Assembly of First Nations emphasized that in order for reform to align with DRIPA and UNDRIP, it must recognize First Nations jurisdiction and ensure that First Nations have the requisite authorities and capacities to choose and develop for themselves policing, justice and community safety initiatives that operate in their territories and how those activities should be governed. Some individuals called for a new provincial police service that could either be designed with Indigenous peoples in the spirit of DRIPA or replicate the model of the Stl'atl'imx Tribal Police Service.

*There is no group of people in BC who have been more profoundly or adversely affected by policing than Indigenous people, and yet no group of people who have had less say in how policing has been established. (BC First Nations Justice Council)*

*We call upon the federal, provincial, and territorial governments to commit to the recognition and implementation of Aboriginal justice systems in a manner consistent with the Treaty and Aboriginal rights of Aboriginal peoples, the Constitution Act, 1982, and the United Nations Declaration on the Rights of Indigenous Peoples, endorsed by Canada in November 2012. (Call to Action from the Truth and Reconciliation Commission of Canada)*



# Systemic Racism and Discrimination

## Systemic Racism

Many submissions and presentations drew attention to the need to recognize systemic racism within policing and the justice system in order to move forward with reconciliation and improve public safety. The Human Rights Commissioner shared that systemic racism, which consists of patterns of behaviour, policies or practices that create and maintain the power of certain racial groups over others or reinforce the disadvantage of certain racial groups, is well documented in policing in Canada. Further, the Ministry of Public Safety and Solicitor General stated that systemic racism continues to negatively impact public safety while preventing effective implementation of harm reduction strategies and initiatives.

Additionally, the Committee heard about the need to ensure consultation with experts and the community within any recommendations that require police departments to conduct a review of policies with regard to systemic racism. Many individuals and organizations highlighted that there needs to be more consultation with those most impacted by policing in relation to policing practices and the reform of the *Police Act*.

*9.2 We call upon all actors in the justice system, including police services, to build respectful working relationships with Indigenous Peoples by knowing, understanding, and respecting the people they are serving. Initiatives and actions should include, but are not limited to, the following measures:*

*i. Review and revise all policies, practices, and procedures to ensure service delivery that is culturally appropriate and reflects no bias or racism toward Indigenous Peoples, including victims and survivors of violence. (Call for Justice from The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls)*

## Over-Policing

Several organizations and individuals highlighted that racialized people are overrepresented in the justice system including interactions with police and chargeable incident statistics. Elizabeth Fry Society of Greater Vancouver stated that Indigenous, Black, and racialized women report that, despite no indication of illegal activity, they will be asked for identification and checked for breaches or warrants. Regarding this issue, the Human Rights Commissioner shared that she was heartened to see Provincial Policing Standard 6.1 which seeks “to provide consistent pathways for advancing equitable and unbiased policing throughout the province by requiring policies and procedures, training, audit activity and community engagement.” At the same time, the Commissioner expressed concern that aspects of the standard, such as the embedded discretion and the frequency of review, are inadequate to understand the nature of systemic discrimination and the impact of future interventions on achieving equitable policing in British Columbia.

Numerous individuals and organizations emphasized how street checks are discriminatory and target Black, Indigenous, persons of colour, and other marginalized groups which increases incarceration rates of these groups. As described by the Human Rights Commissioner, a street check occurs when “identifying information [is] obtained by a police officer concerning an individual, outside of a police station, that is not part of an investigation.” The Law Union of British Columbia stated that datasets that have been collected point to the overrepresentation of Black and Indigenous persons when it comes to illegal street checks. Additionally, the First Nations Summit explained that the level of hyper-vigilance and surveillance involved in the street check practice is not conducive to healthy relationships between police and community members. Deputy Chief Howard Chow of the Vancouver Police Department shared that police in BC do not practice carding, random or arbitrary checks, and further explained that street checks are an important, proactive tool for policing that impacts public safety. The Deputy Chief also noted that street check data does not align with population demographics as, for example, Indigenous people represent only two percent of the population, but 16 percent of the street checks conducted by the Vancouver Police Department.

## Race-Based Data

Some organizations and individuals noted that there is a lack of race-based data being collected and shared particularly regarding racial inequalities. The Canadian Bar Association British Columbia Branch stated that this data could be used to support calls for change and make it possible to measure the impact of reforms to policing. The Human Rights Commissioner explained that disaggregated demographic data, which provides sub-categories of information to show whether certain groups are disproportionately over-policed, can be essential to addressing systemic racism. The Canadian Bar Association British Columbia Branch stated that early collection of disaggregated data would provide a more complete picture on the degree to which marginalized

or targeted groups may experience disproportionate police intervention at each step of the justice system. Additionally, the First Nations Leadership Council shared that data must be reported in a number of areas, including use of force, police procurement of paramilitary unit and military equipment, and many others, to better understand the current reality of policing and to measure progress towards change.

## Training

When asked how to address systemic racism within policing, increased education and training were the most common themes among survey responses from individuals with experience in healthcare, social services and public safety, and individuals without frontline experience. Common areas of training cited by individuals and organizations included anti-racism, cultural competency, trauma-informed practices, and bias training, as well as local training and education based on the community police are serving. Chief Dagher of the Service de police de l’agglomération de Longueuil highlighted the localized training of their immersion program for professional development which aims to develop an officer’s knowledge and experience with vulnerable populations they will be interacting with on the job. In this program, officers spend five weeks without weapons or uniforms completely immersed in different kinds of environments, such as schools and families with special needs or culturally diverse backgrounds.

The BC Police Association stated that that there is no reason to believe that toxic, discriminatory, attitudes are more firmly embraced by police officers than by society at large. They also recognized that because of the special and direct impact that the police can have on the general public, toxic attitudes among police may have a greater deleterious effect than similar attitudes held by other social or occupational groups. They stated necessary measures to combat racism include measures to educate police officers on how to recognize and eradicate discriminatory attitudes and practices, and measures to sanction officers who act in a discriminatory manner

towards any member of the public, or who tolerate discrimination displayed by officers.

Several policing organizations provided insight on current training practices in this area. Regarding cultural competency, the RCMP shared that all employees at Depot are required to complete a cultural, humility and anti-racism course and cadets learn about systemic racism in module one of their applied police science components. They also collaborate with local Indigenous communities to include the KAIROS blanket exercise, a workshop that explores the nation-to-nation relationship between Indigenous and non-Indigenous peoples, to further explore cultural awareness and sensitivity. Justice Institute of BC shared that they dedicate two weeks of training which includes participating in a "Circle of Understanding" with the Vancouver Aboriginal Community Policing Centre Society. Additionally, the recruits work in small groups on a diversity project in their home police departments to research underrepresented groups or populations.

## Discrimination

Organizations highlighted the unfair treatment of women and girls and members of the LGBTQ2SAI+ community during police interactions including when they are victims of crimes. The Vancouver Rape Relief and Women's Shelter stated that women's unequal position in society, exacerbated by factors of colonization, racism, and capitalism, are responsible for the imprisonment of women and the steady increase in overall numbers. Additionally, Justice For Girls shared that girls have reported being incarcerated in holding cells in response to foster care issues, mental health crises, addictions and where they have been the victim of physical or sexual violence. They highlighted that Indigenous girls and young women in remote and northern communities are routinely placed in police holding cells due to a lack of safe and appropriate places for them to go. They stated it is therefore necessary to focus resources on creating gender-specific and community-based safe housing for all girls, LGBTQ2SAI+ and other youth in those communities.

The Committee also heard from Inclusion BC that police do not currently have the training to interact with or support people who have an intellectual disability. This has left many parents of children with disabilities fearful of calling the police.

In relation to hate crimes, the Centre for Israel and Jewish Affairs shared that as the province becomes more diverse, it is essential that police have more knowledge of and information about BC's diverse populations especially on the nature and extent of hate-motivated crimes. They also noted that greater emphasis should be dedicated to online hate, which often sparks and provides an enabling environment for individuals to carry out physical hate crimes. SWAN Vancouver discussed the need to integrate anti-Asian racism into anti-racism efforts, noting that there has been a significant increase in anti-Asian racism throughout the pandemic.

# Funding

## Funding Model

Several municipalities shared concerns about the funding model for policing. The Ministry of Public Safety and Solicitor General explained that municipalities with a population under 5,000 are not responsible for their policing costs, municipalities with a population of 5,000 or more are responsible for 70 percent of policing costs, and municipalities with populations over 15,000 are responsible for 90 percent. The Committee heard concerns about the additional costs municipalities face when a community reaches the 5,000 population threshold and the need to adjust the funding model to allow for a more incremental increase in the municipal share of policing costs. The Town of Creston explained that when a community's population exceeds this threshold, there is a very large and quick shift in costs to the municipality from the province and this can cause communities to abandon development. This concern was also expressed by the Town of Rossland and the Town of Gibsons. The Union of BC Municipalities stressed that due to the significant portion of policing costs paid by local government, municipalities should be consulted on changes to the funding model and policing in general.

## General Police Funding

A common theme in many submissions was defunding or reallocating funding from the police. Pivot Legal Society explained that defunding the police is not about dismantling safety, but rather about prioritizing the safety of marginalized communities in BC. The Committee heard that police have been tasked with responding to

a wide range of social issues resulting in many duties that they are not equipped to perform. Many individuals and organizations highlighted that police funding should be reallocated to social supports and evidence-based solutions to address these areas. Hogan's Alley Society stated that police are not trained in areas such as mental health and de-escalation, and that social workers and mental health workers would be better suited to respond to these issues. Similarly, the Downtown Eastside Women's Centre explained that money that is currently spent on police delivering services they are not trained to deliver would be better spent on critical community needs that are severely underfunded and which, in their absence, increase the likelihood of engagement with police. Some organizations, including West Coast Legal Education and Action Fund Association and the Office of the Human Rights Commissioner, called for police to be de-tasked from responsibilities and areas in which they are not appropriately trained where possible, and stated that funding that would otherwise go to policing should be put towards infrastructure and services that strengthen and support communities. The Committee also heard from the City of Vancouver that to achieve meaningful and long-lasting change, municipalities and communities will require the support of the provincial government to address funding and capacity gaps in areas of social development, such as affordable housing, livable income, and health and addictions supports.

Conversely, the District of Squamish noted that if they were to reduce their local government's police budget that money would not go to mental health and addictions services as that is provincial jurisdiction but rather to

roads, sewers, and other programs within their local jurisdiction. As well, they currently have no other resource in the community that can provide a 24/7 response to those in crisis. Additionally, Victoria Police Department stated they provide service within an expanded mandate due to the erosion of other public service options. They supported reallocating some of the tasks currently provided by police only where funding and coordination is first invested to ensure there are established systems to take on these tasks.

Some organizations noted that police services are underfunded, and decreased funding would hinder services especially if there is no alternative to fill the services provided by police. The National Police Federation noted that over the past few years, the RCMP in BC has experienced significant cutbacks, including wage freezes, which have impacted staffing, training, work-life balance, recruitment, and other challenges. They also noted that funding has remained flat in previous years despite increasing populations, rising costs of equipment and infrastructure, as well as more complex threats. Similarly, the Committee heard from policing organizations as well as individuals currently or formerly involved in policing that they are underfunded and overworked as the police mandate has expanded but funding has not increased with this additional work.

Issues related to police funding were prevalent among responses to the Committee's survey. In response to a question regarding possible changes to policing, numerous respondents across all sectors identified interest in defunding or reallocating resources from police to other bodies. Conversely, respondents with experience in policing shared that they are overworked and under resourced and numerous respondents called for more support and resources for policing.

## Police Foundations and Charities

Concerns about the accountability and oversight of police foundations and charities were raised to the Committee. The BC Civil Liberties Association was of the view that police charities do not feature any democratic oversight, and with that, individuals and corporations can donate to the charities which raises the possibility of conflicts of interest. Several individuals also remarked that large donations could impact police discretion in instances where the donors are involved.



# Oversight and Accountability

## Oversight Framework

Multiple layers of police oversight are provided through separate entities. The Office of the Police Complaints Commissioner (OPCC) is an independent office of the Legislature responsible for oversight and monitoring of complaints concerning municipal and provincially appointed officers. RCMP officers in British Columbia are subject to a separate system of oversight by the Civilian Review and Complaints Commission (CRCC), established under the federal *Royal Canadian Mounted Police Act*. The CRCC is a federal entity independent from the RCMP that receives complaints from the public concerning on-duty RCMP officers, and conducts reviews when complainants are not satisfied with the RCMP's handling of their complaints. For incidents of police-involved serious harm or death involving on and off-duty RCMP and municipal police, the Independent Investigations Office (IIO) is responsible for investigating. Additionally, police boards may study, investigate, and prepare reports on matters concerning policing, law enforcement and crime prevention in their municipalities, and are required to submit reports that suggest a breach of discipline or criminal liability of any of its municipal constables, special municipal constables, or bylaw enforcement officers. With the exception of the CRCC, the *Police Act* establishes the legislative framework for these oversight bodies, providing authority, procedures, and responsibilities for the OPCC, IIO, and police boards. Some law enforcement personnel, such as provincial jail guards and special provincial constables, are not included in this oversight system. Special provincial constables, including conservation officers and SPCA constables,

operate within a hybrid legislative structure in which constables are appointed by the *Police Act*, but receive their primary mandates from specific legislation, such as the *Environmental Management Act* or *Prevention of Cruelty to Animals Act*.

## Limitations of the Oversight Framework

The BC Police Association, BC Association of Municipal Chiefs of Police, municipal police departments and survey respondents with policing backgrounds described a number of challenges related to inefficiency and duplication within the existing oversight system. The BC Association of Municipal Chiefs of Police described the multiple layers of oversight and investigation by the IIO, OPCC and police boards, as well as WorkSafeBC and coroner investigations, as causing unnecessary delay, cost, duplication, and frustration for all those involved. As an example of inefficiency, the Vancouver Police Department reported that the OPCC will suspend their review of a complaint during a criminal trial as to not prejudice the criminal investigation, and after the trial, assign new analysts effectively starting a new investigation of the same event. They described that this practice can delay results for years, re-victimize participants, negatively impact the mental and financial wellbeing of participants and department morale and budgets, and were of the view that negative impacts could be avoided by a single oversight agency simultaneously overseeing a criminal and a *Police Act* review. Survey respondents with policing backgrounds described the existing oversight system as stressful

and excessive compared to other professions and supported a complete overhaul of the oversight system or amalgamating the IIO and OPCC as methods to reduce duplication. With respect to amalgamation, the BC Police Association was of the view that OPCC analysts often do not have the necessary training or experience with police work and proposed authorizing the IIO to conduct all investigations, criminal or disciplinary in nature that result in serious harm, as one method to reduce unnecessary layers of oversight.

Many Indigenous organizations and communities described a lack of accountability, trust and independence of the current oversight and complaints system. The First Nations Leadership Council stated that a lack of confidence in the complaints process results in Indigenous people living in urban areas rarely considering filing a police complaint because it is not perceived as an effective method for holding police accountable. They explained that a new independent oversight system designed to address challenges and concerns regarding Indigenous peoples and the justice system is needed. They noted that while past commissions and inquiries have called for greater Indigenous participation within inherently colonial processes, such as reviewing critical incident planning, there needs to be a more powerful and meaningful Indigenous voice on the basic principles under which colonial justice structures interact with Indigenous peoples. The Human Rights Commissioner supported Indigenous oversight bodies as a human rights-based and decolonizing approach to police oversight. West Coast Legal Education and Action Fund Association similarly shared that police accountability only works if marginalized members of society can both access justice and see value in the process, and stated that Indigenous, Black, people of colour, and gender-diverse civilian monitors could act as safeguard against bias and discrimination within the police accountability process.

*5.7 We call upon federal and provincial governments to establish robust and well-funded Indigenous civilian police oversight bodies (or branches within established reputable civilian oversight bodies within a jurisdiction) in all jurisdictions, which must include representation of Indigenous women, girls, and 2SLGBTQQIA people, inclusive of diverse Indigenous cultural backgrounds, with the power to:*

- i. Observe and oversee investigations in relation to police negligence or misconduct, including but not limited to rape and other sexual offences.*
- ii. Observe and oversee investigations of cases involving Indigenous Peoples.*
- iii. Publicly report on police progress in addressing findings and recommendations at least annually.*

*9.2 iii Ensure appropriate Indigenous representation, including Indigenous women, girls, and 2SLGBTQQIA people, on police services boards and oversight authorities.*

*9.6 We call upon all police services to establish an independent, special investigation unit for the investigation of incidents of failures to investigate, police misconduct, and all forms of discriminatory practices and mistreatment of Indigenous Peoples within their police service. This special investigation unit must be transparent in practice and report at least annually to Indigenous communities, leadership, and people in their jurisdiction. (Calls for Justice from The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls)*

A number of organizations and individuals raised concerns that all persons with law enforcement authority or powers under the *Police Act* do not follow the same

oversight processes. The Office of the Ombudsperson pointed to a gap in independent oversight for special provincial constables, civilian employees, contractors, and jail guards. The IIO reported that most jail guards in BC are classified as civilian employees and therefore do not fall under the IIO's jurisdiction and noted that if a person dies or is seriously injured in custody, the IIO can only investigate the actions of police personnel and not the actions of jail guards.

Oversight of RCMP officers was another theme. The Committee heard from the Ministry of Public Safety and Solicitor General that CRCC oversight mechanisms are not as robust as those of the OPCC as the CRCC is dependent on the RCMP detachments to conduct its investigations and lacks the authority to step into the investigative process. The Ministry stated that long-standing concerns with respect to oversight of RCMP officers contributes to a perceived lack of trust and accountability in police oversight at large. The Hon. Wally Oppal further noted that the CRCC does not have the strict time limits for dealing with complaints that are present in the BC *Police Act* and does not have the authority to make binding decisions and was of the view that the RCMP has been an unwilling participant in BC's complaints process.

The Committee heard about issues related to how each oversight agency has different responsibilities for operational reporting and systems for when the public or officers have a complaint about how oversight agencies conduct their duties. As a statutory office, the OPCC must regularly report to the Legislative Assembly and respond to questions about their operations, as well as maintain complaint records, monitor trends, and recommend improvements to the complaints process. While operationally independent, the IIO is a branch of the Ministry of the Attorney General and does not share the same direct reporting as the OPCC. As a federal entity, the CRCC does not have direct reporting to the provincial government. The IIO, along with community groups such as the Resilience BC Anti-Racism Network Hub and Elizabeth Fry Society, supported oversight agencies directly reporting to the Legislative Assembly.

Several organizations proposed creating legislation specific to oversight separate from the *Police Act* or community policing legislation. The IIO was of the view that separate oversight legislation could increase the perception of independence and rationalize the interplay between oversight agencies. Should new oversight statutes be developed, Delegated Aboriginal Agencies and the BC Civil Liberties Association emphasized that new oversight legislation must be developed with an Indigenous voice.

## Oversight Agency Staffing

The Committee heard contrasting perspectives regarding civilianization with many organizations and individuals opposed to the practice of police overseeing police while others highlighted the benefits of having police investigators or investigators with policing experience. Some individuals shared that police investigations of police impede perceptions of trust, accountability, transparency and independence, and can be a deterrent to individuals reporting complaints. The Canadian Bar Association British Columbia Branch questioned if police or former police could adequately implement discipline of their peers. In contrast, survey respondents with policing experience explained that most investigators are unqualified to be assessing police actions and events and do not understand the judgements officers have to make in real world scenarios. They also emphasized that oversight staff should have experience in policing and law. Policing associations made similar recommendations, proposing that oversight agencies should include both civilian staff and staff with former police experience. The National Police Federation stated that a blend of civilian investigators and those from a policing background would improve the integrity and efficiency of investigations.

Specific to oversight agency leadership, the BC Police Association called for more transparency in the selection of the civilian director of the IIO and the Commissioner of the OPCC. They detailed that the Police Complaint Commissioner, or a civilian director of a replacement agency, should have training and experience with the



overlapping areas of law relevant to police discipline: labour law, the law of professional discipline, and administrative law. To increase transparency, former police officer and Vancouver Police Union President John de Haas recommended establishing selection criteria that reflect the requisite knowledge, experience, integrity, reputation, and selflessness required by the Police Complaint Commissioner, as well as the proper understanding of the background, complexities, and intentions of the *Police Act*. Others proposed that oversight agency leadership be elected or truly civilian with no professional experience in law enforcement.

Another theme was the need to improve training for oversight agency staff. Survey respondents with social services backgrounds identified compassion and sensitivity, Indigenous and cultural sensitivity, de-escalation and intimidation awareness, bias and racism, and trauma-informed approaches as desired training areas. Respondents with policing backgrounds proposed training on the road with officers in various districts or formal mentoring by retired members. Pivot Legal Society suggested a training academy could be created for civilian investigators to provide non-police officers the investigatory skills necessary to work in police oversight.

Recommendations were made to ensure oversight bodies have sufficient resources. The Federation of Community Social Services of BC was of the view that oversight agencies need more funding, capacity, and authority to address issues of structural militarization, such as body armor, shields, and heavy weaponry, and increasingly aggressive responses to non-violent crimes such as homelessness, drug use, sex work, and mental health struggles. Other individuals were of the view that legislated funding would ensure oversight agencies have the staff, legal and practical resources to conduct investigations within reasonable time limits.

## Authority and Discipline

Oversight agencies have varying levels of authority and processes regarding police discipline. For municipal and provincially appointed officers, the OPCC is responsible for administering discipline and proceedings defined in the *Police Act* and is empowered to make recommendations to police boards regarding services and policies. The OPCC is authorized to determine complaint admissibility, order further investigation, and review discipline decisions by the 'discipline authority' (chief constable or designated senior officer at the police agency); if the OPCC determines discipline measures are not appropriate or adequate, they can reject the discipline and direct that the matter proceed to a disciplinary proceeding. Following a discipline proceeding, the OPCC can order further adjudication through a public hearing permissible to new evidence and witnesses, or an independent review by a retired judge. RCMP officers are exempt from this process as they receive oversight through the federal CRCC.

For municipal police departments, complaints specific to service and policy issues are addressed by police boards under limited oversight of the OPCC. The Vancouver Police Board noted that service and policy complaints help the police board identify policy gaps and ensure department accountability; however, there are challenges with vague wording and an unclear definition of a service or policy complaint in the *Police Act*.

For special provincial constables who are outside of the scope of the OPCC, complaint review and discipline is administered by supervisors. There is no formal hearing process or ability to present evidence counting a complaint, discipline threshold, or process for appealing supervisory decisions, other than a judicial review, which the BC Government Employees Union Correctional and Sheriff Services Section noted typically defers to the supervisor. Dr. Bryce Casavant detailed that constabulary duties require the individual officer to enforce certain statutes, make on-the-spot decisions, and respond to complex and fast changing scenarios and cannot be assessed in the same structure as general labour matters as labour boards do not have the necessary training

or exclusive expertise to properly assess constabulary conduct. A 2021 regulation amendment addresses this issue by empowering the Director of Police Services to determine if a public complaint is related to a special provincial constable's constabulary duty, a function that was previously fulfilled by the special provincial constable's supervisor.

Timelines and proceedings for discipline processes were noted as challenges by multiple organizations. The Vancouver Police Department shared that the discipline process is supposed to occur within 60 to 80 business days; however, the majority of discipline processes take more than a year to conclude, largely due to adjournments. They indicated that the extended discipline process negatively impacts the wellbeing of the complainant and the police officer and causes financial and resource burdens. The BC Police Association noted that discipline proceedings are not open to the public or the complainant and were of the view that private proceedings do not foster public confidence in police discipline.

Several police departments, municipal police boards, and survey respondents with policing experience, as well as the BC Police Association, suggested that minor infractions, such as failing to meet professional standards of conduct, should be addressed differently than serious charges, noting that full investigations with lengthy investigative reports are not always necessary or a good use of resources. Potential alternatives included: delegating serious offences to an oversight body and minor infractions to the police department or municipal police board; enabling informal resolution; expediting processes for police officers who admit misconduct; setting uniform professional standards with performance metrics and transparent consequences; or creating a professional college to oversee professional performance, licensing and conduct review for all persons with enforcement authority.

Some organizations and individuals described limitations for oversight agencies to self-initiate investigations and conduct systemic reviews. The Hon. Wally Oppal identified that the *Police Act* does not provide for

independent investigations in the absence of a complaint as a potential gap for the OPCC. Regarding a previous proposal from the OPCC to authorize the OPCC to conduct systemic reviews, the BC Association of Municipal Chiefs of Police and Vancouver Police Board were of the view that enhancing the mandate of the OPCC would further complicate and duplicate existing accountability mechanisms. The IIO described how there are times when police actions raise significant public interest issues; however, if there is no serious harm or death, the IIO can only investigate on the order of the Director of Police Services. They recommended providing authority to the IIO to self-initiate public interest investigations.

Concerning police compliance with oversight agency processes, the Canadian Bar Association British Columbia Branch noted that the *Police Act* does not have explicit, sanction-backed duties for police to cooperate with IIO investigations and civil negligence suits, or for police and the IIO to safeguard evidence. The Association was of the view that explicit sanction-backed duties would lead to greater police accountability and enhance the ability of families to successfully bring negligence claims for police-involved deaths. In a doctoral dissertation shared with the Committee, Celia Pinette described that because cooperation between the IIO and police agencies is not established by regulation, there is less legal authority to compel officers to cooperate with IIO investigations and as a result, officers have refused to participate. Pinette noted a BC Supreme Court ruling requires officers who witnessed incidents of police-involved serious harm and death to cooperate with the IIO; however, the officers directly involved in the incident are not compelled to provide evidence, including their notes of the incident.

Some organizations and individuals described a need to revise the definitions of misconduct and serious harm. The BC First Nations Leadership Council highlighted that sexual assault and gender-based violence are not included in the definition of serious harm despite repeated calls for a change. The Leadership Council, along with the Office of the Human Rights Commissioner, BC Civil Liberties Association and several others, made

proposals to amend the definition, cease any informal resolution of gender-based harm, or expand the IIO's mandate to investigate matters critical to public confidence, such as domestic violence and sexual offences by police officers, sheriffs, and jail guards. Ending Violence Association of BC and West Coast Legal Education and Action Fund Association recommended classifying psychological injuries as police misconduct to address police not acting in trauma-informed ways and victim-blaming.

Regarding the perception of accountability and repercussions for police alleged of misconduct, the Committee heard a range of perspectives. Peer mentors with the John Howard Society Pacific shared that in their lived experience with addictions, police have absolute power to do what they want because no one will believe an "addict." They were of the view that there are few repercussions for police, pointing to disciplinary measures that have allowed officers to transfer departments rather than be removed from service. Some social services survey respondents were of the view that existing disciplinary measures lack punitive action and do not always result in behavioural change by police. Several survey respondents with public safety and policing backgrounds were of the view that adequate accountability exists and suggested stronger discipline for serious offences and prohibiting officers from quitting or retiring to avoid discipline. They also recommended establishing a registry for corruption and serious offences to prevent officers from continuing to work in the profession. The Victoria Police Department emphasized that the oversight system should be based on corrective measures over punitive actions.

A small number of survey respondents with healthcare experience cited that the current system does not encourage officers to take action against the abuses of their peers and suggested there needs to be a better process for whistleblowing. An individual explained that police officers must be trained to understand that their first duty is to the public and to the law, and as such, officers must be free to question fellow officers, including

superiors, and to come forward if they are aware of improper behaviour.

## Complaints Process

The OPCC noted that courts have described the complaints process as dense and complicated. This sentiment was repeated in multiple submissions and the survey with respondents noting that the complaints process is excessively long. Timelines were cited as a problem for the CRCC, OPCC and IIO, though some survey respondents noted that IIO timelines have improved in recent years. The lengthy process for complaints was described as negatively impacting officers and complainants. Survey respondents with policing experience additionally stated that the number of unsubstantiated complaints is a significant burden and that there is no mechanism to hold false or vexatious complainants accountable. Some respondents were of the view that the OPCC's time is wasted on smaller issues and should be focused on serious and corrupt acts; they suggested imposing fines or charges for repeated false complaints, or a process to vet out such complaints. Including defined timelines in legislation, establishing time limits for filing complaints, and creating processes for early resolution were suggested as ways to address challenges with complaint timelines.

A number of organizations identified accessibility barriers for complainants. The complaints process was described as intimidating as a result of being embedded in the police system and several groups expressed concerns of retaliation for making a complaint. For those in rural areas and small towns, individuals noted that making a complaint can be an intensely personal action and anonymity is needed. The Native Courtworker and Counselling Association of British Columbia, Battered Women's Support Services and West Coast Legal Education and Action Fund Association named access to the internet, phones, computers, and navigating the multiple steps of the complaints process and understanding legal jargon as accessibility barriers. Barriers were noted as being amplified for individuals whose primary language is not English as well as

for those experiencing homelessness or addiction, or those involved in street survival work. Pivot Legal Society emphasized that following through with a complaint requires active support; however, there is no dedicated funding for legal representation to support complainants. To ensure accountability, the Human Rights Commissioner noted that individuals who want to make a complaint about the police, regardless of the forum, must have dedicated support and representation. The Canadian Bar Association British Columbia Branch proposed creating an advocate for police complaints to support complainants throughout the process, including assisting with collecting information and providing representation or funding for legal assistance. They stated that an advocate could also help identify and advocate for changes to the complaints process.

## Data, Reporting, and Transparency

The Committee heard about a need to improve data collection and reporting on police misconduct and complaints. Celia Pinette noted that a standardized method to collect and record police-involved death data is necessary to understand if police-involved deaths are decreasing, if new policies or training are making an impact, and if the state of police accountability in general is improving. The Ministry of Public Safety and Solicitor General, Canadian Bar Association British Columbia Branch and other organizations supported collecting data on the number of substantiated and unsubstantiated complaints demographics, and creating a single source, searchable database for police misconduct. The UBC Innocence Project emphasized that a lack of access and transparency of police misconduct files can perpetuate wrongful convictions and encourage future police misconduct, because misconduct is hidden from discovery and public scrutiny. The Ministry of Public Safety and Solicitor General also noted the need to increase transparency, access and reporting of race-based data along the public safety continuum in order to identify and respond to departments with acute issues regarding systemic racism.

The Native Courtworker and Counselling Association of BC stated that there is a lack of transparency about how instances of police misconduct are handled, and that police continue to serve in the community they have allegedly victimized because the outcomes of criminal investigations of police are not made public. Several survey respondents with policing experience shared that police are not permitted to be fully transparent about investigations which impacts public trust and officer reputation as they cannot defend themselves, while a small number of respondents with policing experience were of the view that police intentionally do a poor job with communication. Many respondents advocated for oversight agencies to publicly report on how and why they make decisions and expressed that oversight agencies need to play an active role in publicly exonerating officers who are cleared of misconduct allegations or whose actions were lawful.

Several individuals were of the view that body cameras could help alleviate problems with police credibility, transparency, and public trust with some referencing Myles Gray, who died due to injuries sustained during an encounter with Vancouver police officers, to demonstrate the need for cameras. Others suggested that body cameras could help protect innocent officers, deter violence and misconduct, or help speed up investigations. The Vancouver Police Department identified several challenges with implementing body cameras, including cost, information management and privacy. The Department suggested establishing a provincial standard and reasonable timeline for municipalities and departments to prepare for potential implementation. BC Civil Liberties Association was of the view that body cameras should not be used unless police agencies have undertaken specific privacy measures, such as a privacy impact assessment, public consultation, and approval from a police board or Director of Police Services.



# Committee Discussion

During their deliberations, Committee Members carefully considered all the input they received. In reflecting on what they heard, Members identified several key themes and connections across subject areas. This section summarizes Members' discussion according to these themes.

## Building Trust in Public Safety

The Committee highlighted the need to build trust in public safety by shifting the culture and structure of police services to make it more open, inclusive, and respectful. Committee Members discussed the importance of police culture in relation to many of their recommendations. An important aspect of shifting police culture and building public trust is addressing systemic racism and discrimination in policing. Committee Members acknowledged that systemic racism exists in policing in BC, including the over-policing of racialized people, especially racialized youth, and other minority groups. They also recognized the impact of socio-economic factors on relationships with police. While part of addressing systemic racism and discrimination includes training and education for new and existing police officers, Members discussed ways to increase accountability for inappropriate conduct. Further, they noted the need for race-based data that is standardized and consistently collected to better understand the issues and make improvements. In addition, the Committee recognized the need for a clear definition of hate crimes as well as a concrete plan to address them. Members emphasized the importance of working with communities

and external consultants to address systemic racism and discrimination, especially with respect to reviewing police service policies.

Members noted that shifting police culture will help with recruitment by making policing a safe and welcoming place for police officers from all backgrounds. They emphasized policing as a "service", rather than a "force", and discussed how this could affect recruitment, referencing the model in New Zealand that has moved away from hyper-aggressive masculinity. To make policing an attractive job for people with other skills and experience, Members discussed changing remuneration and recruiting at community or social service organizations. The Committee contemplated the possibility of recognizing post-secondary degrees and utilizing those degrees within policing as a way to help attract people with different backgrounds and qualifications to the profession. Committee Members additionally noted the benefit of recruiting people with diverse lived experiences who can bring different understandings to the profession.

Committee Members were intrigued by the Periscope evaluation program used in Longueuil, Quebec which evaluates officers throughout their careers according to social and soft skills as well as competencies and abilities related to working with the community. Members identified a number of key considerations, including honesty, humility, empathy, sympathy, awareness of bias and diversity of background, life experience and education, that could be included in performance evaluation and assessment, as well as in screening during

the recruitment process. They noted that performance indicators must move beyond traditional crime statistics in order to shift police culture.

Members discussed the difference between training, which is skills-based, and education, which is about gaining deeper knowledge and understanding. They noted that currently police are provided with a lot of tactical training and that both training and education are needed to shift the culture of police services and build public trust. Further, Members heard that training is not adequate in several areas and discussed the need for training and education to be delivered and developed in consultation with experts and the local community. Key areas for training identified by the Committee include: trauma-informed practices; history of policing and colonialism; de-escalation; cultural competency; systemic racism; gender presentation; LGBTQ2SAI+; and mental health and addictions. The Committee emphasized that core competencies, including awareness of racism and bias, need to be required for all police officers, and delivered in a meaningful and impactful way. Committee Members discussed the possibility of immersion programs or internships to address this issue and the need for additional education and training on the local community's historical, cultural, and socio-economic context. Members noted that there is not much ongoing police training, except for tactical training, and suggested that there should be training when new laws are introduced or updated to ensure officers are aware of the changes and understand the reason why they are being made. They noted that ongoing professional development and training would help to increase trust in policing.

The Committee discussed whether postsecondary education should be required for police officers. They noted that a university degree is required in other professions like nursing, teaching and social work and linked this requirement to professionalization of policing, which may in turn draw more people to policing as a career. They recognized that such a requirement may create a barrier to recruitment which is already an issue. Rather than requiring a degree, Members discussed incentives for police to pursue additional education that

is specific to their particular job or role within policing and noted that this education may differ depending on the community in which they work.

With respect to measuring the efficacy of training and education, Committee Members emphasized the importance of measuring outcomes. As an example, they noted that there is already training on trauma-informed practices; however, this has not had the desired effect, as indicated by many participants in the consultation. Members agreed that education should not be delivered and created by police for police and discussed whether an external body or authority could develop appropriate courses to meet the desired expectations, as well as an oversight mechanism to ensure benchmarks are achieved. The Committee acknowledged that investment needs to be made in police training and education to ensure they have the best tools, information and supports to fulfill their responsibilities.

## Consistency of Policing and Public Safety Services

The Committee recognized the need for consistent policing and public safety services, governance, oversight, and training throughout the province, while ensuring that these services are responsive to the needs of each community served, including rural, remote, and Indigenous communities. The Committee linked ensuring consistency of services to the adoption of minimum staffing levels and quality of service, including having officers who have specialized training in certain subjects, and discussed a standard formula for determining appropriate resource levels. Members emphasized that there should be consistency of 911 services across BC as currently individual experiences calling 911 differ according to location. In addition, Committee Members highlighted the important work of restorative justice programs and supported expanding these programs throughout the province. They further noted that police play an important role in the justice system and other parts of that system may require examination.

With respect to governance, Committee Members noted that there are opportunities for local input, responsiveness and accountability with municipal police boards that are lacking with the current provincial police service, contracted with the RCMP, which does not have this board structure. Members identified limitations of the current governance model of the provincial police service including the impact on the province and local communities when officers are seconded for federal priorities; the disconnected process of officer resourcing decisions or service approvals being made at the federal level; and the lack of nimbleness and ability of police departments to be adaptable and responsive to react to real time situations.

Regarding municipal police boards, Members heard many challenges associated with having mayors acting as chairs. They discussed the inevitable conflict in financing the police through the municipal budget and noted that budgeting and resourcing can be impacted by an election cycle. The Committee acknowledged the need for an arms-length relationship between the board and local government, and suggested that removing the responsibility of board chair from the mayor could alleviate existing challenges. With respect to board composition, Members discussed how police boards should include community representation and diversity of experience. They also noted the importance of having mechanisms for community input. Further, they agreed that training for board members should be reflective of emerging needs and responsibilities of the board. Members discussed ways of ensuring accountability of police boards, such as vetting members or an oath of service.

Regarding jurisdictional responsibility for funding police services, Committee Members highlighted the need to examine cost sharing agreements for municipalities. They noted that there is inequity for some municipalities in covering policing costs related to visitors who may come into a city for recreation or entertainment and considered regionalization as a potential solution to this issue. Further, the population of municipalities, especially tourist destinations, may fluctuate throughout the year, which

is problematic when responsibility for policing costs is tied to population. Rather than the current population threshold, Members considered incremental steps to phase in the municipal share of costs. They also discussed the importance of having a funding model that reflects local policing needs and existing social supports and considers the impact of climate and geography.

Committee Members emphasized the need for consistency with respect to oversight and accountability as having different agencies and processes complicates an already difficult experience for the public. They identified challenges and limitations of the existing oversight framework, noting that the RCMP, special provincial constables, and others with constabulary powers such as prison guards do not have the same oversight processes or policies as other police officers in the province. Further, Members heard about duplication and investigative delays related to having the IIO and OPCC as separate oversight agencies as well as public distrust of the existing oversight system in part due to the different mandates and processes of these agencies. Members discussed either expanding the role of the IIO or establishing a new oversight agency to address these issues. They recognized that investigation of minor matters could be managed with alternative processes to reduce the amount of time and resources spent on investigations and improve outcomes for those involved. Members contemplated a professional college for police, similar to colleges for other professions, that could oversee requirements for hiring, credentials, and higher training; however, they noted that establishing a professional regulatory college may duplicate existing disciplinary measures, unintentionally adding an obstacle to entering the profession, and does not align with a streamlined system for managing complaints. Further, as a self-regulating entity, a professional college would not address public concerns related to police investigating or disciplining police. As an alternative, Members discussed a law enforcement standards branch to ensure police recruits and transfers from other provinces have the appropriate training and requirements.

With respect to the complaints process, the Committee noted that current processes do not best serve complainants or police officers. Many complainants find the process cumbersome and difficult to navigate and face unrealistic expectations and multiple barriers to making a complaint, including feeling intimidated by police, fear of retaliation, and distrust they will be believed. For officers, an overly long investigation process or investigation of false complaints impacts officer credibility and job opportunities, and can put them under scrutiny of being perceived as guilty until proven innocent. Members reflected on police culture and the ability to not comply with investigations by refusing to provide a statement on a call they attended, which is a serious threat to trust in the process. The Committee noted that the judgement threshold for determining if egregious misconduct occurred is too rigid, and even if an investigation rules in the complainant's favour, the outcome may not have provided reconciliation for the complainant as the process can be traumatizing. Members discussed alternative ways to process complaints and provide resolution, such as direct conversations, that may be more meaningful and efficient than the existing process. A robust system could include guideposts such as time limits for the investigation and for when the complainant needs to be informed.

The Committee recognized that while there is public mistrust of police investigating police, police are capable and do a good job investigating; the issue is not necessarily who is investigating a complaint, but rather the lack of trust in the oversight system at large, in part due to the colonial structure and systemic issues. Members discussed using body cameras to improve accountability and noted that while in certain scenarios body cameras can help determine misconduct or build trust, they do not solve the root issues in the oversight and accountability framework. They concluded that body cameras should be an available tool, especially if there is an advantage for an investigation or service, but do not need to be mandated across the province.

Training and education were identified as areas that need to be made consistent across the province. Committee

Members agreed that a provincial standard and benchmarks for training and education should apply to all officers in BC. They considered whether there should be a requirement for all officers to attend training at the Justice Institute of BC, which teaches to a provincial standard, rather than just municipal police.

## Police Roles and Responsibilities

Another major theme identified by the Committee relates to the roles and responsibilities of police officers and ensuring a continuum of response. Members discussed the idea of a tiered approach to policing, with clearly defined roles and responsibilities, to reduce demand on police officers and enable more proactive policing. The Committee considered enabling other groups such as the Conservation Officer Service, sheriffs or Commercial Vehicle Safety and Enforcement officers to assist with certain police functions, particularly in rural areas. They emphasized that many police functions do not require an armed response and discussed how a more specialized approach would address concerns related to militarization and intimidation. The Committee agreed that further training and education should be provided for officers to specialize in certain areas depending on their specific roles and responsibilities and to create sustainable expertise in key and specialized areas. While specific training on investigation and response to sexual assault could be seen as a specialist area, Members noted that in many communities, patrol officers are the first to respond to sexual assault calls, so it is important that they receive training in this area as well. They reflected on how in some areas of the province, regionalization and integrated teams could help to address the need for specialization in responding to mental health, homicide or sexual assault in the absence of specially trained officers.

Committee Members discussed how ensuring mental health professionals respond to mental health calls, instead of or in partnership with police officers, would provide more understanding of the individual's needs and if or when hospitalization may be required under the *Mental Health Act*. As an example of a good practice,



they referenced Peer Assisted Crisis Teams that partner a mental health professional with a peer support worker who has lived experience of mental illness or apprehension who can speak to that experience. With respect to the criteria for involuntary admission, Members noted difficulties associated with revising the criteria while balancing individual rights and freedoms. Members noted the need to ensure that police are not spending an inordinate amount of time waiting in the emergency room after apprehending an individual under the Act and discussed allowing other persons, such as health authority security, to take custody of individuals apprehended under the Act. The Committee noted that the *Mental Health Act* has not been substantially updated in many years and discussed the need for a broad review that goes beyond the scope of this Committee's terms of reference.

The Committee remarked that criminalization of mental health, homelessness and poverty is a theme that runs throughout the input they received, particularly as it relates to police as the default responder. Members noted that police response to complex social issues is not the best use of police and not necessarily the best response and outcome for the individual concerned. They acknowledged that a large percentage of police calls for service have a base in mental health and addictions, and as such, mental health and addictions are often criminalized due to a lack of alternative supports. This points to a need for investments in a variety of areas and services rather than relying on police intervention. Related to this need for investment, the Committee discussed opportunities to re-task and reallocate funding from police to mental health and social services. Members noted that police services are already overwhelmed and that more funding will be needed to improve police training and capacity. They recognized that shifting responsibility for mental health calls may lead to cost savings for police. They referenced the Vancouver Police Department who noted that 16 percent of the 13,592 mental health calls they receive, which is the equivalent of \$1.051 million annually, may or may not have required police attendance. Members linked re-tasking to decriminalization as many areas

such as homelessness, sex work, mental health, and addictions are not criminal acts and do not require policing services in most cases. They noted that to ensure sufficient supports, more mental health and social service professionals will need to be educated and hired.

Committee Members reflected on the role and responsibilities of police in wellness checks and recognized concerns from racialized communities in this area. Members noted that the presence of uniformed police may escalate wellness checks; however, in some cases, it may be a safety issue for mental health or social services professionals to perform wellness checks without police. The Committee discussed co-response models that team mental health and social services professionals with police as a possible solution. They recognized that there are many different situations in which wellness checks are required or requested, including wellness checks for seniors and in situations that are not related to mental health. Committee Members noted that many wellness checks are requested by concerned individuals who have important and relevant information that should be considered by the police, which requires trust between police and the community. Further, they emphasized that there should not be an assumption that a wellness check will be violent. While there is existing training for police in relation to wellness checks, Members noted that this training is not working.

The Committee supported a continuum of responses to mental health, addictions and other complex social issues with a focus on prevention and community-led responses. Committee Members were impressed by a number of models that could be replicated or expanded across the province, including "Car" programs, Assertive Community Treatment teams, Peer Assisted Crisis Teams, and CAHOOTS. They also noted opportunities to integrate alternative responses through dispatch services, such as New Zealand's mental health option when calling their emergency line, or Saskatchewan's pilot program where psychiatric nurses are embedded in the RCMP's operational command centre. At the same time, the Committee emphasized the need to be proactive and to focus on prevention to reduce the need for these services,

as well as ensure services are available whenever and wherever British Columbians need them. This means that services will need to be adaptable, flexible and innovative to meet local contexts in a province as large and diverse as BC.

The Committee emphasized the need for coordination and integration across police, mental health, health, and social services. Regarding mental health and addictions, Members identified the importance of information sharing to help make good decisions and improve responses; however, they recognized that there may be privacy issues in sharing mental health information with police.

Another area in which coordination is needed is police investigation and response to sexual assault. Members discussed the violence against women in relationships (VAWIR) policy which includes coordination across multiple ministries and services, and supported a similar approach for sexual assault as there are currently no standards in this area. Committee Members reflected on the input they received with respect to police response to sexual assault and noted that many cases of sexual assault do not get reported due to stigma, out of date policies, and difficulties navigating the system and the complaints process. The process is also traumatic for the survivor, so they need to be supported throughout the process. Committee Members highlighted the need to balance creating a caring, compassionate response with administering a justice system and protecting the integrity of the investigation where the evidentiary standard that must be met is very high. The Committee noted a lack of coordination between healthcare, community organizations and police in this regard and discussed best practices that could be expanded such as those used by the Victoria Sexual Assault Centre and the Philadelphia Model in which frontline workers coordinate with police to review sexual assault cases to improve the investigation process. With respect to the type of supports that should be offered, Members discussed how there are some circumstances in which embedding victim services in police departments works well and

others where community-based services may be more appropriate.

Regarding sex work, Members discussed the relationship between poverty and sex work, structural traps, and the need for de-stigmatization. They noted that sex work is not illegal but many related aspects are such as materially benefiting, recruiting, advertising, public communications and purchasing sex work which creates dangerous situations for sex workers and difficulties for those who want to rent indoor space or hire a driver. Further, Members discussed the need for an intersectional perspective as not all sex workers are treated equally by police; they heard about discriminatory behaviour towards Indigenous and racialized sex workers, as well as discrepancies between the treatment of indoor and outdoor sex workers and those who engage in survival sex work. Committee Members agreed that sex workers need to feel safe and not afraid to call the police and considered recommendations related to expanding or harmonizing sex work guidelines as well as training for officers. The Committee additionally reflected on how sex workers also experience gender-based violence and face unique challenges in engaging with the police and the need to explore ways to address intersecting policy issues in this area.

## Relationship Building

Committee Members highlighted the need for police services to build relationships with the communities they serve. They discussed ways to increase community consultation and accountability to the community, including using community advisory or engagement committees. The Committee reflected on the importance of police outreach and events that provide opportunities for relationship building. As an example of a positive relationship, Committee Members referred to the presentation by Sergeant Jon MacIntyre of the Tsay Keh RCMP who stated that becoming involved in youth and adult sport as well as social and cultural events have led to community members and leaders requesting an extension of Sergeant MacIntyre's posting in the community. Members noted that funding is required to

support officers' efforts to integrate into communities and build relationships, including through participation in community events. With respect to police officers in schools, the Committee noted that school programs are an opportunity to build relationships and trust with students; however, this depends on having the right officer involved in the program. Members recognized concerns brought forward by racialized communities that many children and youth feel anxious or less safe due to police presence in school and tied these concerns to police culture.

Another important element in relationship building is officer recruitment and retention. Committee Members agreed that police officers should be part of the community, but they do not necessarily have to be from the local area to do this. With respect to retention, short or rotating postings were identified as an impediment to relationship building as time is needed for both officers and members of the community to build trust. The Committee recognized that the current practice of moving officers to different communities, with seemingly no explanation, undermines relationship building. Members agreed that officers who are invested in communities and want to stay should be able to continue to work in those communities. They noted that regionalizing police services would allow officers to have more career advancement opportunities while remaining in the community longer. The Committee discussed ways to retain officers in rural, remote, and northern communities, including through resources, training, and compensation or tax credits. Further, Members recognized that there are challenges for officers working in areas with high housing costs who are unable to afford to live in those areas.

## Partnering and Collaborating with Indigenous Peoples

Another theme that the Committee highlighted was the need to partner and collaborate with Indigenous leaders and First Nations to improve public safety in Indigenous communities and to challenge the colonial

structure of policing. Members stressed the importance of self-determination and of Indigenous communities developing public safety solutions that work for them. Committee Members reflected on the input they received from Indigenous communities who frequently request more police presence and a desire to have healthy, productive relationships with the people who are policing their communities. Members noted that building such relationships requires resources, ensuring officers are appropriately matched to the community, and allowing those officers to stay in the community rather than being transferred elsewhere. Increasing representation of Indigenous peoples within police services as well as the number of Indigenous Liaison Officers were also discussed as ways to help build trust between Indigenous communities and police. While the Committee agreed that police services should be standardized and consistent throughout the province, they recognized the need for flexibility, especially in responding to the unique needs of different Indigenous communities. Members supported the creation of more Indigenous-administered police services, and noted that these services could police neighbouring jurisdictions as well. The Committee acknowledged that there are several recommendations and action items from the Calls for Justice from the National Inquiry on Missing and Murdered Indigenous Women and Girls, Calls to Action from the Truth and Reconciliation Commission, and UNDRIP that should be implemented and that would improve policing in Indigenous communities. They agreed that as a next step in the process, the Ministry of Public Safety and Solicitor General should meet with Indigenous nations to have a more in-depth and detailed discussion about Indigenous policing in BC.

# Conclusions and Recommendations

The Committee's vision for policing and public safety includes: ensuring equitable access to police and public safety services with consistent oversight, governance, training, and policies; ensuring all policing is responsive to and informed by the community; improving coordination to ensure a continuum of response; building trust by shifting the culture and structure of police services; and partnering and collaborating with Indigenous leaders and nations. The following recommendations intersect and build upon each other to transform policing and public safety according to this vision. The ordering of recommendations does not indicate priority.

*The Committee recommends to the Legislative Assembly that the provincial government:*

- 1) **Implement a new Community Safety and Policing Act to govern the provision of policing and public safety services based on values of decolonization, anti-racism, community, and accountability. This includes:**
  - a) Ensuring Indigenous peoples and nations, and municipal governments, are engaged in the drafting of the legislation.

Over the course of their consultation, it became clear to Committee Members that the *Police Act* is not meeting the needs of British Columbians, and that transformative change is required to modernize policing in BC. A new Act that incorporates the principles, goals and expectations outlined in the Committee's recommendations will serve as the framework for policing and embed values that should be at the core of how policing is delivered. The legislation will ensure that all policing services are subject to the same standards, requirements and policies. By including "Community Safety" in the name, the Committee emphasizes the goal of ensuring that all British Columbians feel safe in their communities and how positive and collaborative relationships between the community and the police increase public safety.

- 2) **Transition to a new BC provincial police service that is governed by the new Community Safety and Policing Act. This includes:**
  - a) Establishing a governance model, such as municipal or regional police boards or committees, that is representative of the community and provides opportunities for local input on policing and public safety priorities.

- b) Ensuring municipal council representation on municipal police boards or committees, while not allowing the mayor to serve as board chair.
- c) Amalgamating police services on a regional basis where there are opportunities to address fragmentation, ensure equitable access to policing and public safety, and improve efficiency and effectiveness.
- d) Enabling two police of jurisdiction to facilitate the process of transitioning from one service to another.

The Committee recommends that a new provincial police service take over services formerly contracted to the RCMP. As with the current model, municipalities would still have the opportunity to establish a municipal police service, contract with the provincial police service, or enter into an agreement with another municipality or Indigenous community that has a local police service to meet their policing needs. Members emphasized that addressing fragmentation of police services should be considered alongside these options. Committee Members were of the view that transitioning to a new provincial police service will improve local accountability and decision-making, and responsiveness and connection to the community. The Committee emphasized that transitioning to a provincial police service is not a reflection on the work of individual RCMP officers; rather, it is a reflection of the challenges with governance and accountability with the current federal model.

A new provincial police service will also improve consistency of services, training, oversight, standards, and policies across all police services in BC. The transition provides the opportunity to establish a provincial police service that is more reflective of the modern-day policing needs of British Columbians. As this will be a major change in the delivery of police services, Members stress that government must ensure an open, transparent and collaborative approach to working with partners, including local governments and Indigenous communities, that will be impacted.

Members recognized that such a move will have fiscal considerations for provincial and local governments. They highlighted that there may be savings in other areas as a result of the Committee's other recommendations, especially as they relate to service delivery and ensuring the provision of appropriate responses, services, and supports to individuals experiencing mental health crises.

With respect to governance, Committee Members noted the importance of local input, responsiveness, and accountability and ensuring all communities have this opportunity through a board or committee structure. Regarding the membership of such structures, Members recognized that having the mayor as chair in the current municipal police board model is challenging and can lead to political or financial conflicts of interest. The Committee heard that there needs to be an arms-length distance between the board and local government to ensure public trust and recommends retaining municipal representation on boards while not allowing the mayor to serve as chair. With respect to broader board or committee composition, it should be reflective of the diversity of the community and include Indigenous peoples and persons of colour as well as a diversity of experiences, including policing experience, lived experience, and business and law experience.

The Committee additionally noted difficulties associated with having police services structured according to municipal boundaries given that crime does not respect these boundaries. This structure has led to gaps in communication and administration as well as fragmented service delivery. Amalgamating police services by region can provide consistency in service delivery and increase efficiency and effectiveness in the provision of services that are highly technical, capital-intensive, and specialized without sacrificing policing that is informed by and responsive to the community. Many smaller or remote departments do not have officers with specialized training in certain areas or access to joint



initiatives such as “Car” programs. Regionalization will enable resources to be shared throughout a geographic area and help fulfill the Committee’s other recommendations with respect to equitable access to police services and ensuring appropriate first response. In addition, regionalization can offer a career path for officers to remain in community which also enables ongoing, meaningful community connections. Members discussed several areas that might benefit from regionalization including southern Vancouver Island and parts of the Lower Mainland and Okanagan.

As well, Members recognized that having only one police of jurisdiction while transitioning from one service to another presents difficulties with respect to implementing new programs and processes. They recommend allowing two police services to have authority, with a phased handover, to facilitate the transition process.

**3) Ensure all Indigenous communities have direct input into their police service structure and governance, including self-administered services which could provide policing to neighbouring non-Indigenous communities.**

Committee Members emphasized the importance of partnering and collaborating with Indigenous leaders and First Nations to improve public safety in Indigenous communities. The Committee heard throughout the consultation about the lack of trust Indigenous peoples have in the police, particularly in relation to the colonial history of police in BC and Canada. They heard that Indigenous communities want to be actively involved in determining how policing is delivered in their communities. The *Declaration on the Rights of Indigenous Peoples Act* obliges government to consult and cooperate with Indigenous peoples and obtain their free, prior and informed consent before adopting and implementing legislative or administrative measures that may affect them. Members stressed the importance of self-determination and of Indigenous communities developing public safety solutions that work for them, including the creation of self-administered services.

**4) Create and appropriately fund a continuum of response to mental health, addictions and other complex social issues with a focus on prevention and community-led responses and ensuring appropriate first response. This includes:**

- a) Increasing coordination and integration across police, health, mental health, and social services.
- b) Integrating mental health within 911 call options.

Members emphasized that police should not be the primary or only first responders to calls related to mental health and addictions and other complex social issues. A large percentage of police calls have a base in mental health and addictions, and in many cases, police are responding to situations for which they are not trained because nobody else is available. This points to a need for investments in a variety of areas and services rather than relying on police intervention to ensure appropriate first response. This includes creating a continuum of response to mental health, addictions and other complex social issues with a focus on prevention and community-led responses. The Committee discussed the presentation by the Canadian Mental Health Association BC Division which outlined a spectrum where there is: a police response to criminal activity and safety risks including threats of violence to self and others;

a health response, with police on occasion, to health risks, including suicide attempts, very severe mental health crises, major injuries, and overdose; and a community response to crisis drivers, including shelter issues, isolation, grief, bereavement, loss, depression, anxiety, and minor physical injuries. Committee Members noted that increasing investments in health and social services, and in prevention and community-led responses, will benefit British Columbians by ensuring they are receiving appropriate supports and services. This also allows police to focus on performing policing and law enforcement functions rather than responding to calls related to complex social issues. Further, a continuum of response serves as a tool to de-stigmatize poverty, homelessness, mental health and sex work by ensuring police are not the only or primary first responders.

The Committee noted that such a continuum should also include integrating mental health within 911 call options to ensure that the appropriate services are dispatched to calls. They were also intrigued by a pilot project currently underway in Saskatchewan in which psychiatric nurses are embedded in the RCMP's operational command centre. The continuum should include co-response models, such as "Car" programs and Victoria Police Department's Assertive Community Treatment teams, that pair police and mental health or social services professionals, to respond to calls where safety is a concern. For those calls without safety concerns, Members support community-led responses and referenced models such as Peer Assisted Crisis Teams, CAHOOTS program in Eugene Oregon, and Reach Out Response Network's pilot programs, while emphasizing the need for a made-in-BC solution. Services and supports must be available 24/7 and in all communities to prevent crisis and to support individuals following crisis. Technological solutions may also assist in addressing the need for services in remote areas.

With respect to coordination and integration, Members agreed that there should be provincial standards that require coordination and collaboration across ministries and service providers where these services exist. In particular, Committee Members noted that there are many existing community-based supports and services for survivors of gender-based violence and sexual assault and emphasized the need for police services to work with these organizations and service providers. Responses to mental health crises and wellness checks were also highlighted as areas in need of coordination.

**5) Ensure equitable access to high quality police and public safety services across BC. This includes:**

- a) Ensuring all policing is responsive to and informed by the community.
- b) Implementing and enforcing provincial standards, policies, and expectations for service with respect to responding to individuals experiencing a mental health crisis, conducting wellness checks, responding to sexual assault, and conducting trauma-informed interviews.
- c) Adopting a dynamic and flexible approach to policing that provides for different categories of policing and public safety personnel who have clearly defined roles, responsibilities, and functions such as responding to non-violent incidents and other situations that may not require uniformed police.
- d) Expanding the use of culturally appropriate restorative justice programs throughout BC, including increased funding for these programs and education for police officers.

Throughout the consultation, the Committee heard about inconsistencies in the provision of police services in BC. The Committee's recommendations for a new provincial police service and amalgamating services by region are integral to achieving this goal. Members also discussed the need for standards that apply to all police services in BC as well as accountability in the application of these standards. While standards exist in some areas, they are lacking in others such as investigation of sexual assault, which has a significant impact on those who interact with police. Members agreed that all British Columbians should have access to consistent and equitable police services that are informed by and responsive to the community. Methods to ensure connection to the community include structures such as police boards or community engagement committees, as well as shifting police culture to emphasize the value of community relationships.

In some jurisdictions, a tiered approach to policing allows for different categories of police and public safety officers such as peace officers, community safety officers, bylaw enforcement officers, or auxiliary police officers who perform certain police functions. Examples of these functions include protecting crime scenes, responding to calls not in progress, traffic control, and other functions that may not require full police powers. This approach reduces demand on police officers and allows them to focus on matters that are more in keeping with their training and capabilities which results in cost savings. Having additional tiers of personnel that are not necessarily armed or uniformed addresses concerns with respect to militarization and intimidation. Members emphasized that triaging will be an important component of this approach to ensure the individual with the appropriate level of training and responsibility is dispatched to the right situations.

Members recognized the value of restorative justice in leading to positive outcomes for participants and reducing costs but noted that funding for these programs is insufficient. Increasing funding will allow for these services to be expanded throughout the province, while education for police officers will ensure for more referrals to these programs.

**6) Create a fair and equitable shared funding model for municipalities. This includes:**

- a) Consideration of local needs, health and social supports, and the geography of a service delivery area.
- b) Exploring options to phase in or incrementally increase the municipal share of policing costs.

Many municipalities nearing the various population thresholds that determine their share of policing costs expressed concerns about the significant jumps in share at the current intervals of 5,000 and 15,000 people. Linking responsibility for policing costs to population also creates inequity for some municipalities in covering expenses related to visitors from outside the community, such as in downtown cores, and for municipalities that have population fluctuations throughout the year. Members agreed that implementing incremental steps to phase in costs for municipalities as their populations increase may help to address this issue. They recommend a fair and equitable funding model that reflects policing needs, and also considers social supports, climate, and geography.



- 7) Enhance and standardize initial and ongoing police education and training to reflect key values and competencies in order to shift police culture. This includes:**
- a) Ensuring police and public safety services are representative of the diversity of the communities served (including diversity of race, ethnicity, gender, and sexuality) via recruitment.
  - b) Implementing screening and performance evaluation for existing officers and new recruits that reflects desired values and principles, including humility, honesty, empathy, and lack of bias and prejudice, to ensure that these individuals are best suited for their current position or for advancement and are a good fit for the community.
  - c) Conducting regular mandatory psychological assessments for all police officers in BC.
  - d) Enhancing and standardizing training required for police recruits and implementing mandatory and meaningful ongoing education with respect to anti-racism, cultural competency, and trauma-informed practices.
  - e) Requiring police officers to complete training and education that is based on the historical, cultural, and socio-economic context of the communities in which they will be serving and is developed and delivered in consultation with the communities.
  - f) Developing benchmarks to measure the efficacy of police training and education with respect to a shift in police culture and conduct.

Members discussed how both training and education are needed to shift the culture of police services and build public trust and recommend enhancing and standardizing these practices throughout the province. They further recommend that training and education be delivered and developed in consultation with experts and the local community, including anti-racism, cultural competency, and trauma-informed practices. While some courses related to these core competencies already exist, the Committee emphasized the need for training and education to be delivered in a meaningful and impactful way. Members particularly noted opportunities to improve and enhance training requirements, including ongoing training, education and professional development, to better reflect the evolving responsibilities and expectations of policing as a profession. This may require increasing the amount of time recruits spend in training and education. In addition to core training, Members recommend further education and training specific to the location in which an officer is serving based on that community's historical, cultural, and socio-economic context.

With respect to measuring the efficacy of training and education, Committee Members emphasized that the outcome measured should be a shift in culture and behaviour (for example, bias-free policing) rather than completion of a specific course.

The Committee agreed that shifting police culture will help with recruitment and retention by making policing a safe and welcoming place for police officers from all backgrounds. Committee Members identified a number of key qualities for police recruitment including: diversity of race, ethnicity, gender, sexuality, life experience and education; awareness of bias; humility and honesty; and empathy and sympathy. They recommend that these qualities also be considered

in performance evaluation and assessment, similar to the evaluation model in Longueuil, Quebec which emphasizes social skills as well as competencies and abilities regarding diversity and community. Members noted that there are psychological assessments of police recruits and recommend that these be conducted more regularly given the effect of trauma and stress on police mental health.

**8. Require police services to collect and publicly report disaggregated race-based and other demographic data and conduct comprehensive reviews of and amend policies and procedures to address systemic racism in policing.**

Committee Members heard clear evidence of systemic racism and discrimination in policing during their consultation and emphasized the urgent need to acknowledge and address these issues. In addition to highlighting anti-racism as a value in a new Community Safety and Policing Act and enhancing training in this area, the Committee recommends collecting and publicly reporting race-based data that is standardized and consistently collected. Members noted that this data is needed to better understand systemic racism and make improvements to policies and practices across policing. To ensure communities are not further harmed by the collection and use of this data, they must be consulted in the process. To identify and address systemic racism at the department level, the Committee recommends that all police services review their policies and procedures and emphasizes the need to partner with the community in this process. These reviews should be conducted on an ongoing basis and the results should be shared with the Ministry of Public Safety and Solicitor General to ensure accountability and monitor the progress of policy amendments.

**9. Establish a single, independent, civilian-led oversight agency responsible for overseeing conduct, complaints, investigations, and disciplinary matters for all police and public safety personnel with powers or authority under the new Community Safety and Policing Act. This includes:**

- a) Prioritizing the creation of stand-alone legislation for police oversight.
- b) Ensuring the oversight agency is reflective of the diverse population and cultures of BC.
- c) Providing navigation and triaging services to assist complainants throughout the complaints process.
- d) Implementing a multi-stream approach to processing complaints, expediting minor performance and procedural matters, and offering multiple resolution pathways such as direct conversations, mediation, or restorative justice.
- e) Revising the definition of misconduct to include demeaning and discriminatory conduct, language, jokes, statements, gestures, and related behaviours.
- f) Establishing a duty to cooperate with investigations and a duty to report misconduct for all police and public safety personnel with protections for reporting.

The Committee's vision is that all police and public safety services are accountable to the communities they serve and to each other and are held to high standards that are consistent across the entire profession. Committee Members reflected on how the current oversight framework is complex and confusing to navigate and can result in duplication. They noted that the Independent Investigations Office appears to be working well and that there were several challenges highlighted with respect to the Office of the Police Complaint Commissioner and the Civilian Review and Complaints Commission for the RCMP. To achieve their vision and address these issues, Members recommend a single, independent, civilian-led, oversight agency that provides oversight of all police and public safety personnel in BC with powers or authority under a new Community Safety and Policing Act. This agency should receive all complaints and determine the appropriate approach for resolution based on the nature of the complaint, such as conducting investigations of criminal and serious issues, facilitating direct conversations, or triaging performance or service issues to a police board or union. The agency must be appropriately funded and empowered to be dynamic and use a multi-level system to address complaints to ensure efficiency, timely resolution, and appropriate accountability. The agency's guiding approach to complaints should include accountability for actions, repairing of relationships, and trust in the system. This includes demonstrating transparency and embedding a trauma-informed approach in the complaints process, such as ensuring complainants have enough time to initiate a complaint, and having navigation supports to guide complainants through the process, communicate status updates, and support with language, transportation, or other accessibility barriers. Navigators could also help identify resolution options, whether it be restorative justice, mediation, or access to legal advice. Further, mechanisms must ensure officers have the duty to report misconduct, including misogyny and racism, are compelled to cooperate with investigations, and are protected from any retaliation. A single oversight agency will eliminate the existing duplication and complication of multiple oversight bodies, clarify the complaints process, and help to build public trust and attract new people to policing as a profession. The Committee emphasized the urgent need to address the fragmentation of the current oversight system and recommends prioritizing the creation of standalone oversight legislation.

***The Committee recommends that the Legislative Assembly:***

- 10) Immediately appoint an all-party parliamentary committee to undertake a broad review of the Mental Health Act with a view to modernizing the Act and ensuring it aligns with the recommendations in this report.**

Committee Members examined the role of police with respect to the *Mental Health Act* and observed that, at minimum, the issue of the authority to make apprehensions needs to be addressed as police currently spend a lot of time waiting in the emergency room after apprehending an individual. They discussed how ensuring mental health professionals respond to mental health calls, rather than – or with – a police officer, will provide more understanding of if or when an individual needs to go to a hospital. At the same time, the Committee noted that the *Mental Health Act* has not been substantially updated in many years and that there are broader issues with the Act and its administration which necessitates an immediate and comprehensive review.

**11) Establish an all-party select standing committee on policing and community safety to:**

- a) Oversee the implementation of changes recommended in this report.
- b) Conduct regular reviews of the new Community Safety and Policing Act.
- c) Examine standards, policies, and programs related to the provision of policing and public safety in BC and report annually on this work.
- d) Work with key partners to address colonial structures and systemic racism in policing.
- e) Receive and review annual updates from the Ministry of Public Safety and Solicitor General regarding emergent issues in policing and community safety and the effectiveness of police services in BC.

The Committee highlighted the value of all-party parliamentary committees, including this Special Committee, in providing a venue for collaborative and constructive discussions of policy issues and legislation. Committee Members acknowledged that their recommendations will take multiple years and parliaments to realize, and that an all-party committee would be helpful to oversee the implementation process. As well, such a Committee should undertake periodic reviews of the new Community Safety and Policing Act. Members also noted that a parliamentary committee could provide further and ongoing oversight of policing and public safety in BC as well as serve as a mechanism to work with the Ministry of Public Safety and Solicitor General, as well as other partners and stakeholders, to address existing and emerging issues.

# Appendix A: Participants

The following is a list of individuals and organizations who participated in the Committee's consultation. For those who presented to the Committee, the meeting date is noted.

Susan Abells	BC Psychological Association (29-Nov-21)	Canadian Bar Association BC Branch (28-Jul-21)
Adams Lake Indian Band (9-Apr-21)	BC RCMP (29-Jul-21)	Canadian Mental Health Association BC Division (23-Feb-21)
Ambulance Paramedics & Emergency Dispatchers of BC (26-Jan-22)	BC Society of Transition Houses (12-Mar-21)	Care Not Cops (29-Jul-21)
Claire Anderson	BC Urban Mayors' Caucus (27-Jul-21)	Conway Carruthers
David Antrobus	Geoff Berner	Kelly Carson
Paul Arsoff	Stephanie Blais	Bryce Casavant (26-Jul-21)
Danial Asadolahi	Larissa Blokhuis	Bet Cecill
Carol Auld	Bob Boase	Centre for Gender and Sexual Health Equity (22-Jul-21)
Gordon Bailey	Samantha Bohmert	Kim Charlesworth
John Balderson	Elizabeth Borek	Robin Chauhan
Shirley Ballin	David Bouvier	Jordan Christopher
Bill Bargeman	Barbara Bradbury	Michelle Chu
Nycki Basra	British Columbia Association of Social Workers (23-Feb-21)	City of Delta (27-Jul-21)
Francine Bassie	British Columbia Schizophrenia Society (23-Feb-21)	City of New Westminster (27-Jul-21)
Battered Women's Support Services (12-Mar-21)	Margaret Broderick	City of North Vancouver (27-Jul-21)
Kurtis Baute	Pauline Brooks	City of Richmond (27-Jul-21)
BC Assembly of First Nations (26-Mar-21)	Marianne Brueckert	City of Rossland (29-Jun-21)
BC Association of Chiefs of Police (7-Apr-21)	John Bruzas	City of Vancouver (27-Jul-21)
BC Association of Municipal Chiefs of Police (7-Apr-21)	Gosia Bryja	Andrea Clark
BC Association of Police Boards	Gölök Z Buday	Rob Clarke
BC Centre on Substance Use (26-Jul-21)	Business Improvement Areas of British Columbia (28-Jul-21)	Gordon Cole
BC Civil Liberties Association (19-Mar-21)	David Byrnesret	Margaret Coles
BC First Nations Justice Council (26-Mar-21)	Taitania Calarco	Cynthia Colligan
BC Government Employees Union - Correctional and Sheriff Services Section (26-Feb-21)	Alexandra Calbery	Joan Combes
BC Police Association (26-Jul-21)	Maery Callaghan	Common Beacon Media
	Derrick Campbell	
	Jade Campbell	

Community Advisors of the Provincial  
Committee on Diversity and Policing  
(27-Jul-21)

Community Legal Assistance Society (26-Jul-  
21)

Conservation Officer Service (26-Feb-21)

Glenn Countryman

Covenant House Vancouver (26-Jul-21)

Peter Cox

Rob Creasser

Crisis Centre of BC (29-Jun-21)

Morley Crosby

Jen Currin

Yvon Dandurand (24-Feb-21)

Ankit Dassor

Denise Davis

Susan Davis

Roseanne Day

John de Haas (26-Jul-21)

Delegated Aboriginal Agencies of BC (26-  
Mar-21)

Delta Police Board

Delta Police Department (27-Jul-21)

Raj Dheensaw

Adam Dickson

District of North Cowichan (29-Jun-21)

District of Squamish (29-Jun-21)

District of Vanderhoof

Downtown Eastside Women's Centre (12-  
Mar-21)

Downtown Vancouver Business Improvement  
Association

Kim Drescher

Craig East

E-Comm (26-Feb-21)

Carla Edge (26-Jul-21)

Elizabeth Fry Society of Greater Vancouver  
(26-Jul-21)

Laurie Embree

Ending Violence Association of BC (12-Mar-  
21)

Engaged Communities Canada Society (27-  
Jul-21)

Daisy Espinosa

Eugene Police Department (14-Dec-21)

Carolina Evans

Jon Farebrother

Jeffery Fast

Federation of Community Social Services of  
BC (23-Feb-21)

Suzanne Fehlaue (26-Jan-22)

Feminists Deliver (22-Jul-21)

Avalon Findlay

Sarah-Lynne Findlay

Artemis Fire

First Nations Leadership Council

First Nations Summit (26-Mar-21)

First United Church Community Ministry  
Society (26-Jul-21)

Ullrich Fischer

David Fisher and Gisele Benoit (20-Jul-21)

Blake Fisher

Jeff Fitton

Alison Fitzgerald

Barry Fleming

Fort Nelson First Nation (5-Mar-21)

Irina Fox

Cathy Frances

Fraser Health Authority (29-Mar-21)

Dion Freeman

Jennifer Freeman

Frances Frieze

Joanna G

Gabriola Health and Wellness Collaborative  
(29-Jun-21)

Thierry Garrel

Betty Geier

Gary George

Rob Gillezeau

Gitanyow Band (9-Apr-21)

River Glen

Mary Glynn

Karen Goodfellow

Dr. Benjamin Goold (16-Apr-21)

Louise Gordon (27-Jul-21)

Catherine Griffin

Nicholas Guerreiro

Adina Guest

Gary Guthrie

Ella Hale and Emma Epp (20-Jul-21)

Nichola Hall

Olivia Hall

Judith Hammill

Sally Hammond

Amy Hanser

Jessica Hart

Brendan Haws

Graham Hayes

Health Justice (29-Jun-21)

Neil Heard

Heiltsuk Nation (25-Feb-21)

Marjorie Herle

Karen Hertz

Heather Hiebert

Hives for Humanity

Hogan's Alley Society (23-Apr-21)

Homalco First Nation (5-Mar-21)

Doug Hopwood

Robert Horne

Ethan Hsu

Connie Hubbs

Katie Hyslop

Steven Ignas

Inclusion BC (20-Jul-21)

Interior Health (29-Mar-21)

Robert Ireland

Island Health (29-Mar-21)

Sara Jellicoe

Trisha Joel

John Howard Society Pacific (26-Jul-21)

Bill Johnstone

Barbara Jordan

Dominus Rex Joseph

Michelle Joyce

Justice for Girls (22-Jul-21)

Justice Institute of BC (23-Apr-21)

Kheft Kaligari

Joe Karthein

Kelowna RCMP (10-Nov-21)

Will Kershaw

Roberta King	Alan Moran	Pacific Society for the Advancement of Employment Equity
Greg Klein	Giuseppe Morelli	Pacific Wild Alliance
Allison Knox	Mike Morris	Simone Page
Aaron Korbacher	Vivien M. Muir	Jill Parker (29-Jul-21)
Erin Kowbel	Multicultural Advisory Council (27-Jul-21)	Craig Paterson
Kaylea Kray-Domingo	Alex Murphy	Kirsten Pedersen
Finn Kreischer	Barbara Murray	Peer Assisted Crisis Team (Canadian Mental Health Association BC Division) (29-Nov-21)
Peter Labanic	Shelina Musaji	Penelakut Tribe (25-Feb-21)
Peggy Lalor	Musqueam Indian Band (25-Feb-21)	Erin Peters
Julia Lane	Marney Mutch (26-Jan-22)	Daniel H. Phelps
Patricia Lane	Robert and Helen Nation	Celia Pinette
Law Union of British Columbia (28-Jul-21)	National Police Federation (26-Jul-21)	Andre Piver
Christopher Lawrence	Native Courtworker and Counselling Association of British Columbia (24-Feb-21)	Pivot Legal Society (19-Mar-21)
Brian Lee	Nelson Police Department (27-Jul-21)	Tony Plourde
Elizabeth Lee	Nadeane Nelson	Police Victim Services of British Columbia (12-Mar-21)
Celine Lee-Gee	New Hazelton RCMP (10-Nov-21)	Jon Povill
David Lemire	Robyn Newton	Sandra Prentice
Adam Leszczynski	Dave Nickle	PRIMECorp (7-Apr-21)
Rachel Levee	Dennis Nicoll	Prince George RCMP (10-Nov-21)
Licence Inspectors' and Bylaw Officers' Association of British Columbia (26-Jul-21)	Nisga'a Village of Gitwinksihlkw (9-Apr-21)	Sundar-Jovian Radheshwar
Lil'Wat First Nation (16-Apr-21)	North Peace Justice Society (12-Nov-21)	Amrit Randay
Joey Liu	North Shore Black Bear Society	Sara Ratner
Living in Community Society (22-Jul-21)	North Shore Restorative Justice Society (12-Nov-21)	Kelly, Ron and Audrey Rauch (22-Jul-21)
Patrick Longworth	Northern Rockies RCMP (10-Nov-21)	RCMP Depot Division (23-Apr-21)
Madelyn MacKay	Nurses and Nurse Practitioners of British Columbia (29-Jun-21)	Reach Out Response Network (30-Nov-21)
Jordan Magtoto	Nuu-chah-nulth Tribal Council (9-Apr-21)	Resilience BC Anti-Racism Network (27-Jul-21)
John Mainland	Oak Bay Police Board	Marianne Rev
Andrew Maksymchuk	Office of the Ombudsperson (22-Feb-21)	Roberts Creek Coast Care Consulting
Yvonne Marcus	Office of the Provincial Health Officer (22-Feb-21)	Gordy Robson
Hilary Marks (26-Jan-22)	Office of the Representative for Children and Youth (22-Feb-21)	Anneke Rosch
Monika Marlowe	Office of the Seniors Advocate (20-Jul-21)	Thomas A Ross
Wayne Masters	OpenMedia	Marcelle Roy
Zoya Matheos-Fairey	The Honourable Wallace T. Oppal (16-Apr-21)	S.U.C.C.E.S.S. (19-Mar-21)
John Maxwell	Graciela Orlando	Saanich Police Board
Karen McDonald	Pacific Association of First Nations Women (27-Jul-21)	Sigurd Sabathil
Krystal McKenzie	Pacific Northwest Institute for Racial Trauma	Aitor Sánchez
Leonard Meilleur	Pacific Region Training Centre (23-Apr-21)	Bill Schram
Metro Vancouver Transit Police (27-Jul-21)		Michelle Schreinders
Onni Milne		Erica Scott
Mindful Badge		
Steven Miros		



Alysha Seriani  
 Service de police de l'agglomération de  
 Longueuil (9-Nov-21)  
 Christopher Shepherd  
 Jennifer Shutek  
 Ana Simeon  
 Alena Simmons  
 Simon Fraser Student Society  
 Simon Fraser University Institute for the  
 Humanities (24-Feb-21)  
 Jan Slakov  
 Russell Slater  
 Annie Smith  
 Lee Smith  
 Solaye Snider  
 Snuneymuxw First Nation (5-Mar-21)  
 Deric Soohochoff  
 Ronald Spector  
 Kathy Sperling  
 Chris Stackaruk  
 Eric Stevenson  
 Kennedy Stewart  
 Stl'atl'imx Tribal Police Service (9-Nov-21)  
 Strategic Crime Management  
 Kristin Street  
 Catherine Strickland  
 Lynne Stuart (26-Jan-22)  
 Substance Users Teaching Advocacy Instead  
 of Neglect  
 Surrey Police Service (30-Nov-21)  
 SWAN Vancouver (22-Jul-21)  
 Neda (Nina) Taghaddosi  
 Tahltan Band Council (6-Apr-21)  
 Vivien Tarkirk-Smith  
 Alison Taylor  
 Kachina Teixeira  
 The Adam Project Peer Support Initiative  
 The BC Wrongful Death Law Reform Society  
 The Fur-Bearers  
 The Jewish Federation of Greater Vancouver  
 and the Centre for Israel and Jewish  
 Affairs  
 Alan Thurgood  
 Parker Tian

Tk'emlúps Te Secwépemc (6-Apr-21)  
 Together Victoria  
 Carole Tootill  
 Town of Creston (29-Jun-21)  
 Town of Gibsons (29-Jun-21)  
 Tsay Keh Dene RCMP (10-Nov-21)  
 Tsleil-Waututh First Nation (25-Feb-21)  
 William Tubbs  
 UBC Innocence Project (26-Jul-21)  
 Union Gospel Mission (26-Jul-21)  
 Union of BC Indian Chiefs (26-Mar-21)  
 University of Victoria Environmental Law  
 Centre  
 Upper Fraser Valley Regional District RCMP  
 (10-Nov-21)  
 Scott Van Denham  
 Jan van't Land  
 Vancouver Aboriginal Child and Family  
 Services Society (27-Jul-21)  
 Vancouver Aboriginal Community Policing  
 Centre Society (26-Feb-21)  
 Vancouver Aboriginal Transformative Justice  
 Services Society (27-Jul-21)  
 Vancouver Area Network of Drug Users (23-  
 Feb-21)  
 Vancouver Coastal Health Authority (19-Mar-  
 21)  
 Vancouver Island Region Restorative Justice  
 Association (12-Nov-21)  
 Vancouver Police Board  
 Vancouver Police Department, Diversity and  
 Indigenous Relations Unit (7-Apr-21)  
 Vancouver Police Department (27-Jul-21)  
 Vancouver Rape Relief and Women's Shelter  
 (22-Jul-21)  
 Vancouver Women's Health Collective (22-  
 Jul-21)  
 Suzanne Vetterli  
 Victoria & Esquimalt Police Board (26-Jul-21)  
 Victoria Council of Canadians  
 Victoria Police Department (27-Jul-21)  
 Village of Lumby  
 Kate Vincent  
 Sheri Walsh  
 Brenton Walters

Ian Ward  
 Larry Wartels  
 S. Watkins  
 Agnes Watts  
 Dorothy Watts  
 West Coast LEAF (26-Jul-21)  
 West Kootenay People for Racial Justice (27-  
 Jul-21)  
 West Shore RCMP (10-Nov-21)  
 Nikki White  
 Peter White  
 Marlowe Whyte  
 Bruce Wilkinson  
 Chris Wilkinson  
 Paul Willinsky  
 Jenifer Wilson  
 Peter Wing  
 Robert Winston  
 Women Transforming Cities  
 Jodene Wood  
 Robert Woodhead  
 Angela Workman-Stark (3-Nov-21)  
 Xaxli'p First Nation (6-Apr-21)  
 Joanna Young  
 Teri Young  
 Linda Ypenburg



# Appendix B: Survey

The Special Committee on Reforming the Police Act (“Committee”) is looking at policing in British Columbia and related systemic issues. The Committee is interested in hearing from individuals about their lived experiences and frontline perspectives, as well as challenges and opportunities for improving policing in the province. British Columbians are invited to complete this survey form to provide input to the Committee’s work. Please note that the Committee cannot comment on the merits of specific complaints or investigations.

Deadline for participation is Friday September 3, 2021 at 5:00 p.m.

The survey includes several open-ended questions provided below. You have the option of uploading a document (including written or audio files) with your responses, filling out an online survey or providing a written response using this form and emailing or mailing in a document with your responses to [PoliceActReform@leg.bc.ca](mailto:PoliceActReform@leg.bc.ca) or

Special Committee on Reforming the Police Act  
c/o Parliamentary Committees Office  
Room 224, Parliament Buildings  
Victoria, BC V8V 1X4

Please note all survey questions are optional.

As applicable, please include any relevant information explaining the context of your responses (e.g. is your response related to experiences with mental health, addictions, harm reduction, homelessness, gender-based violence, discrimination and/or systemic racism).

If you require assistance or alternative arrangements in completing the survey, or have questions about participating, please contact the Parliamentary Committees Office at [PoliceActReform@leg.bc.ca](mailto:PoliceActReform@leg.bc.ca) or 250-356-2933 (toll-free in BC at 1-877-428-8337).

For more information about the consultation, visit the Committee’s website: [www.leg.bc.ca/cmt/rpa](http://www.leg.bc.ca/cmt/rpa)  
Privacy Policy

The Parliamentary Committees Office of the Legislative Assembly of British Columbia, which supports the Committee, is committed to protecting personal contact information it collects from individuals during public consultation.  
Collection of personal contact information

Individuals providing input to a parliamentary committee must provide their full name and personal contact information (i.e., valid email address and phone number) for verification purposes. Anonymous submissions will not be accepted.

### Protection of personal contact information

Personal contact information will only be viewed by staff in the Parliamentary Committees Office and by technical support staff of the Legislative Assembly and used by staff in the Parliamentary Committees Office for the purpose for which it has been provided. It will not be disclosed to Committee Members or any third parties. The Parliamentary Committees Office protects personal information by taking appropriate safeguards against unauthorized use or disclosure.

### How input will be used

Participants' responses will be viewed by staff in the Parliamentary Committees Office and by Committee Members. The information provided will be used to inform the Committee's work and recommendations to the Legislative Assembly and may be included in the Committee's report. The information will not be linked to individual participants by name and will be incorporated into the report so as not to reveal an individual's identity. Individual responses will not be publicly posted, and names of participants to the survey will not be included in the Committee's report.

### Contact Form (Required)

1. Name (First and Last)
2. Email
3. Phone Number
4. Community

### Survey Questions

Please note that all survey questions are optional and you only need to answer the questions applicable or of interest to you. Answers are not limited to the space provide below.

### General (Optional)

1. What are your experiences with the police?
  - a. What has worked well during your experiences?
  - b. What has not worked well during your experiences?
  - c. Are there any changes you would like to see to policing in BC? Please explain.

### Role of police in relation to complex social issues (Optional)

2. In your opinion, what role and responsibility, if any, should police have with respect to mental health and wellness, addictions, harm reduction, homelessness, and other complex social issues?

### Police Oversight (Optional)

3. How do you view police oversight, transparency and accountability?
  - a. What is working well with regard to police oversight, transparency and accountability?
  - b. What is not working well with regard to police oversight, transparency and accountability?
  - c. Are there any opportunities to improve police oversight? Please explain.

### Policing and Systemic Racism (Optional)

4. How can systemic racism within policing be addressed? What changes and practices are needed?

### Police and Community Building (Optional)

5. How do you view the police's ability to build community relationships?
  - a. What is working well with regard to relationships between police and the community?
  - b. What is not working well with regard to relationships between police and the community?

- c. Are there any opportunities to improve relationships between police and the communities they serve? Please explain.

#### Policing and Indigenous Relations (Optional)

- 6. How do you view the police's ability to build relationships with the Indigenous communities they serve?
  - a. What is working well with regard to relationships between police and Indigenous communities?
  - b. What is not working well with regard to relationships between police and Indigenous communities?
  - c. How would you like to see policing change to reflect reconciliation?

Do you have experience, current or past, working in any of the following sectors?

- a. Policing – proceed to questions 7-11
- b. Public safety sector (e.g. corrections, victims services, emergency dispatch); healthcare including the mental health and addictions sector; and/or social services – proceed to question 12-16
- c. I do not have experience working in any of these sectors – proceed to question 17

If you have experience in policing, please refer to the following five questions (7-11).

#### Training (Optional)

- 7. Were you satisfied with amount and types of training provided to you? Please explain.
  - a. Are there any areas in which you would like, or would have liked, to receive training? Please explain.

#### Operations (Optional)

- 8. In the course of your day-to-day activities, do you feel safe and supported? What opportunities are there to improve day-to-day operations with respect to safety?

#### Collaboration (Optional)

- 9. What has been your experience working in collaboration with other frontline service providers such as healthcare workers, mental health professionals, or social workers?
  - a. What has worked well when collaborating with other frontline service providers?
  - b. What has not worked well when collaborating with other frontline service providers?
  - c. Are there any opportunities to improve collaboration between police and other frontline service providers? Please explain.

#### Oversight (Optional)

- 10. What has been your experience, if any, with internal police oversight and the complaint process? Please explain.
  - a. What has worked well with respect to internal police oversight and the complaint process?
  - b. What has not worked well with respect to internal police oversight and the complaint process?
  - c. Are there any opportunities to improve internal police oversight and the complaint process? Please explain.

#### Closing Question (Optional)

- 11. Do you have other information you would like to share?

If you have experience in public safety, health care including mental health and addictions, and/or social services, please refer to the following five questions (12-16).

#### Frontline Collaboration (Optional)

- 12. What has been your experience, if any, working in collaboration with police?
- 13. What worked well when collaborating with the police?

14. What has not worked well when collaborating with the police?
15. Are there any opportunities to improve collaboration between police and other frontline workers? Please explain.

Closing Question (Optional)

17. Do you have other information you would like to share?

If you do not have experience in policing, public safety, health care, and/or social services, please refer to the following question (17).

Closing Question (Optional)

18. Do you have other information you would like to share?

Demographic Questions

The Committee is collecting demographic information to help with the analysis of and reporting of survey responses. The information will not be linked to specific individuals and will be written so as not to reveal an individual's identity. All questions below are optional.

1. What is your age?
  - 17 years or under
  - 18-34 years old
  - 35-54 years old
  - 55 years or older
  - Prefer Not to Answer
2. Which best describes your current gender identity? Choose one of the following answers
  - Woman
  - Man
  - Non-binary
  - Other – please specify:
  - Prefer Not to Answer
3. Do you identify as transgender (meaning your gender identity does not align with your sex assigned at birth)?
  - Yes
  - No
  - Prefer Not to Answer
4. Do you consider yourself to be:
  - Heterosexual or straight
  - Gay
  - Lesbian
  - Bisexual
  - Not listed above
  - Prefer Not to Answer

5. Do you identify as an Indigenous person, that is, First Nations, Métis or Inuit?
- Yes, First Nations
  - Yes, Métis
  - Yes, Inuit
  - No
  - Prefer Not to Answer
6. Do you identify as:
- White
  - South Asian (e.g., East Indian, Pakistani, Sri Lankan)
  - Chinese
  - Black
  - Filipino
  - Arab
  - Latin American
  - Southeast Asian (e.g., Vietnamese, Cambodian, Laotian, Thai)
  - West Asian (e.g., Iranian, Afghan)
  - Korean
  - Japanese
  - Other group — specify:
  - Prefer Not to Answer
7. Were you born in Canada?
- Yes
  - No
  - Prefer Not to Answer
8. What is your household income?
- Under \$35,000
  - \$35,001 - \$75,000
  - \$75,001 or over
  - Prefer Not to Answer
9. Would you be interested in meeting with the Committee to discuss your input?
- Yes, I am interested in meeting with the Committee publicly.
  - Yes, I am interested in meeting with the Committee confidentially.
  - No, I am not interested in meeting with the Committee.

Thank you for providing your valuable input to the Special Committee on Reforming the Police Act.

# Appendix C: The Work of the Previous Committee

A Special Committee on Reforming the Police Act was first appointed on July 8, 2020, in the 5th Session of the 41st Parliament. This Committee met four times between July and September 2020, beginning with organizational and planning discussions. On August 10, 2020, and September 21, 2020, the Committee received briefings from the Ministry of Public Safety and Solicitor General providing an overview of the *Police Act* and opportunities for reforming and improving policing in BC.

On September 21, 2020, the Legislative Assembly was dissolved; at dissolution, all business before the Assembly is terminated and parliamentary committees cease to exist. Following the provincial general election in fall 2020, a new Special Committee was appointed at the beginning of the First Session of the 42nd Parliament with the same terms of reference.



**Heather CORBETT**

---

**From:** Police Board JAG:EX <PoliceBoard@gov.bc.ca>  
**Sent:** May-04-22 8:57 AM  
**To:** Jonathan Cote (Mayor); Shirley HEAFEY (Police Board); Karim Hachlaf; Heather BOERSMA (Police Board); Ruby Campbell; Drew Hart; Sasha Ramnarine (Police Board)  
**Cc:** Heather CORBETT  
**Subject:** New Westminster Police Board - Reappointments  
**Attachments:** 237-2022.pdf

**This Message Is From an External Sender**

This message came from outside your organization.

Dear New Westminster Police Board,

Attached is the Order in Council that renews the appointment of:

Heather Martina Boersma for a term ending June 30<sup>th</sup>, 2024

Shirley Claire Heafey for a term ending June 30<sup>th</sup>, 2024

Congratulations on your reappointments.

Sincerely,

**Tully Campeau**

Research and Policy Analyst

Policing and Security Branch

Ministry of Public Safety and Solicitor General

P: 236-478-0594

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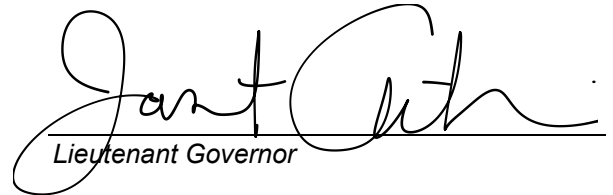


PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 237

, Approved and Ordered April 29, 2022



Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that the following appointments are made:

- (a) James William Cambridge and Dionte Deshawn Jelks are appointed as members of the Saanich Police Board for terms ending June 30, 2023;
- (b) effective June 30, 2022,
  - (i) Sue Kalb Adam is reappointed as a member of the Nelson Police Board for a term ending March 9, 2024,
  - (ii) Jane Deborah Byers and Angelina Lena Horswill are reappointed as members of the Nelson Police Board for terms ending July 8, 2025,
  - (iii) Heather Martina Boersma is reappointed as a member of the New Westminster Police Board for a term ending June 30, 2024,
  - (iv) Shirley Claire Heafey, reappointed as a member of the New Westminster Police Board by the municipal council of the City of New Westminster, holds office for a term ending June 30, 2024,
  - (v) Jacqueline Beatrix Gloria King and Shelly Lee Anna Niemi are reappointed as members of the Saanich Police Board for terms ending June 30, 2024.
  - (vi) Shaminder Singh Dhillon is reappointed as a member of the Victoria and Esquimalt Police Board for a term ending July 8, 2025, and
  - (vii) Wilson Mason Williams is reappointed as a member of the West Vancouver Police Board for a term ending June 30, 2024.



Minister of Public Safety and Solicitor General and  
Deputy Premier



Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: Police Act, R.S.B.C. 1996, c. 367, ss. 23 and 24

Other: OIC 106/2018; OIC 319/2019; OIC 392/2019; OIC 214/2020; OIC 232/2020; OIC 124/2021;  
OIC 239/2021; OIC 386/2021; OIC 388/2021

O20601333



# New Westminster Police Department

## REPORT *Financial Services*

**To:** Mayor Jonathan Coté, Chair, and Members  
New Westminster Municipal Police Board  
Open Meeting

**Date:** May 17, 2022

**From:** Jacqueline Dairon  
Financial Services

**Subject:** March 31, 2022 Q1 Financial Report

---

### **RECOMMENDATIONS**

*That the Police Board receive the March 31, 2022 Q1 financial report for information.*

---

### **PURPOSE**

The purpose of this report is to provide information to the Board on the financial position for the period ending March 31 2022 and discuss the financial forecast for 2022.

### **DISCUSSION**

As of March 31, 2022 the police department is under-budget year to date budget by \$780,000; however, we are currently forecasted to be slightly over budgeted by the end of 2022.

Salaries and benefits are currently under budget by 5.46% or \$366,000. The current saving are forecasted to be absorbed as positions are filled and the collective agreement is finalized. We are forecasting these accounts to be over budget by \$695,000 by year end. The majority of the overage will be recovered via secondments as additional positions were seconded after the

budget was finalized. We are in the process of costing proposed collective agreement changes and have incorporated current estimates into this forecast.

Contract services are under budget by \$80,000; however, most of these saving are due to timing with invoices received and the expectation is these account will be on budget or slightly over budget by year end.

Education and training is currently under budget by \$48,000 and is forecasted to be over budget by \$16,000 at year end. The high risk account within these accounts is recruitment, with current staffing challenges we could see high fluctuations in this account.

General office and administration costs are currently under budget by \$100,000. This is mostly a result of timing as invoices for many categories are pending. We are forecasting these accounts to be on budget for 2022 but legal expenses could pose a challenge if prior year trends continue.

Equipment and other costs are over budget by \$111,000. A large portion of this overage is due to timing as the Q2 invoice for radio communications has already been posted. We are forecasting this account to be \$75,000 over budget. The majority of the overages will be in clothing issue, equipment and firearms as we are facing pricing pressures within these accounts.

Sales of service and grant revenue is currently \$300,000 higher than year to date budget. This trend is expected to continue and we are forecasted to actualize revenue approximately \$778,000 higher than budget. The variance is due to additional secondments being added after 2022 budget finalization, file assist and call outs being higher than expected and other sales of service trending higher then budget.

**ATTACHMENT:**

March 31, 2022 Financial Report

This report has been prepared by: Jacqueline Dairon

Approved for Presentation

---

Dave Jansen  
Chief Constable



# NEW WESTMINSTER POLICE DEPARTMENT

March 31, 2022 Financial Report

	Annual Budget	YTD Budget	January to March Actual	YTD Budget to Actual Variance
<b>EXPENDITURES</b>				
Salaries and Benefits	28,003,100	6,719,244	6,352,282	366,962
Contracts Services	3,269,200	784,608	705,041	79,567
Education and Training	395,500	94,920	46,783	48,137
General Office	966,300	231,912	167,422	64,490
General Administration	250,000	64,997	29,283	35,714
Operational Equipment	470,600	112,944	221,394	(108,450)
Other Costs	353,800	81,647	84,619	(2,972)
<b>Total Operating Expenditures</b>	<b>33,708,500</b>	<b>8,090,272</b>	<b>7,606,824</b>	<b>483,448</b>
<b>REVENUE</b>				
Sale of Services	(5,700,800)	(1,368,192)	(1,564,379)	196,187
Grants from Other Governments	(1,836,100)	(142,749)	(244,539)	101,790
Other Revenue	(22,500)	(5,400)	(7,901)	2,501
<b>Total Revenues</b>	<b>(7,559,400)</b>	<b>(1,516,341)</b>	<b>(1,816,818)</b>	<b>300,477</b>
<b>POLICE BOARD NET EXPENDITURES</b>	<b>26,149,100</b>	<b>6,573,931</b>	<b>5,790,006</b>	<b>783,925</b>
<b>RECONCILIATION TO CITY REPORTS</b>				
Amortization	700,000	168,000	174,999	(6,999)
<b>ADJUSTED NET EXPENDITURES</b>	<b>26,849,100</b>	<b>6,741,931</b>	<b>5,965,005</b>	<b>776,926</b>