



## NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, 20 July, 2021 @ 0930

<https://ca01web.zoom.us/j/68949974930>

✓ Indicates Attachment

<b>1</b>	<b>ADOPTION</b>	
	1.1 Introduction of New Police Board Member	<i>Mayor Cote</i>
✓	1.2 Adoption of Open Agenda: 20 July, 2021	
	1.3 Delegations	
✓	1.4 Presentation: Transit Police	<i>Chief Officer Jones</i>
<b>2</b>	<b>CONSENT AGENDA</b>	<i>Police Board</i>
✓	2.1 Approval of Open Minutes: 15 June, 2021	
	2.2 Police Board Member Reports	
✓	2.3 Statistics: June 2021	
✓	2.4 Correspondence	
	<ul style="list-style-type: none"> <li>• LMD Integrated Teams Annual Report 2020</li> <li>• CAPG Call for Nominations and Notice of Meeting</li> <li>• CAPG Call for Nominations: 2021 Award for Excellence in Police Governance</li> <li>• Special Committee on Reforming the Police Act Consultation – Survey</li> <li>• Police Board Interviews</li> </ul>	
<b>3</b>	<b>ONGOING BUSINESS</b>	
✓	3.1 Heat Wave Impact and Plan	
	3.2 Sanctuary City (Verbal)	
<b>4</b>	<b>NEW BUSINESS</b>	
	4.1 Zoom/ In-Person Meeting Discussion (verbal)	<i>Police Board</i>
✓	4.2 Loud Vehicle Exhausts	<i>Chief Constable Jansen</i>
✓	4.3 E-Comm Board of Directors Nomination – 2021-2022 Term	<i>Chief Constable Jansen</i>
	<b>NEXT MEETING</b>	
	<b>Date:</b> Tuesday, 21 September, 2021 at 0930	
	<b>Location:</b> To be Confirmed	
	<b>ADJOURNMENT OF OPEN MEETING</b>	



# Chief Officer Dave Jones

## July 20, 2021



METRO VANCOUVER  
**TRANSIT  
POLICE**





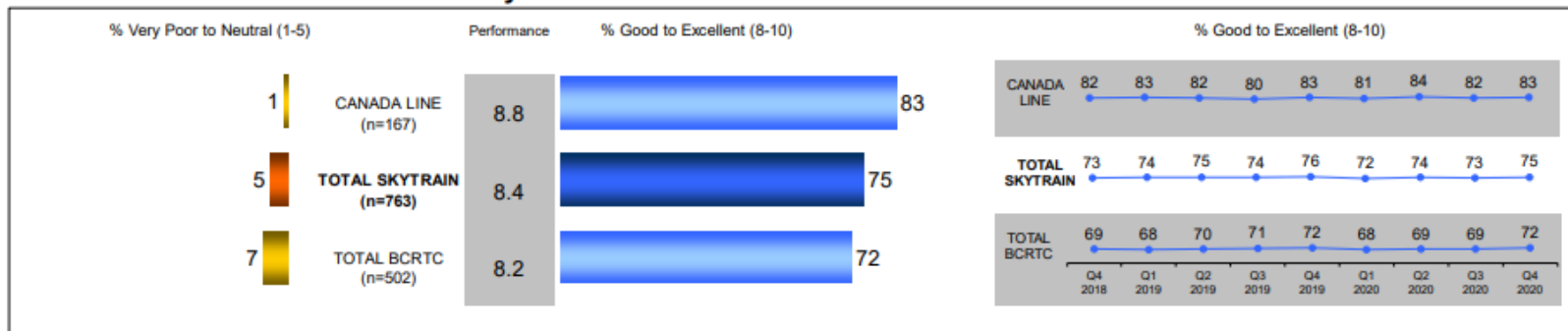


# Safety on Transit



**Personal safety remains one of the top three important issues conveyed by transit users.**

**Q13.3 Thinking about your last/2nd last trip on SkyTrain, how would you rate that station in terms of feeling safe from crime inside the SkyTrain station?**



## Feeling Safe from Crime Inside the SkyTrain Station

Three-quarters (75%) of SkyTrain riders award good-to-excellent ratings for Feeling Safe from Crime Inside the SkyTrain Station, which has increased marginally by 2 ppt compared to last quarter and is slightly below the same quarter last year (76%). The average score increased slightly to 8.4 out of 10, from 8.3 last period.

## Our Customer Promise

*To always put you first –  
Your safety,  
Your time,  
And your connection  
to the people and places  
that matter most.*

**T** Together all the way





# MVTP – New Westminster Files



**Total New Westminster Files**    **2019: 2029**  
**2020: 1841**



**Crimes Against Persons:**  
**2019: 178**  
**2020: 189**

**Crimes Against Property:**  
**2019: 151**  
**2020: 144**





**Sex Offences**



**Employee Assaults**



**Vulnerable People**



**System Resiliency**



# Targeted Mobile Enforcement Team

- Illegal use of bus lanes
- Fare gate violations
- Distracted driving around transit hubs
- Sept 2020 – June 2021  
No masks on transit



Transit Police Enforcement Team  
@TP\_Enforcement

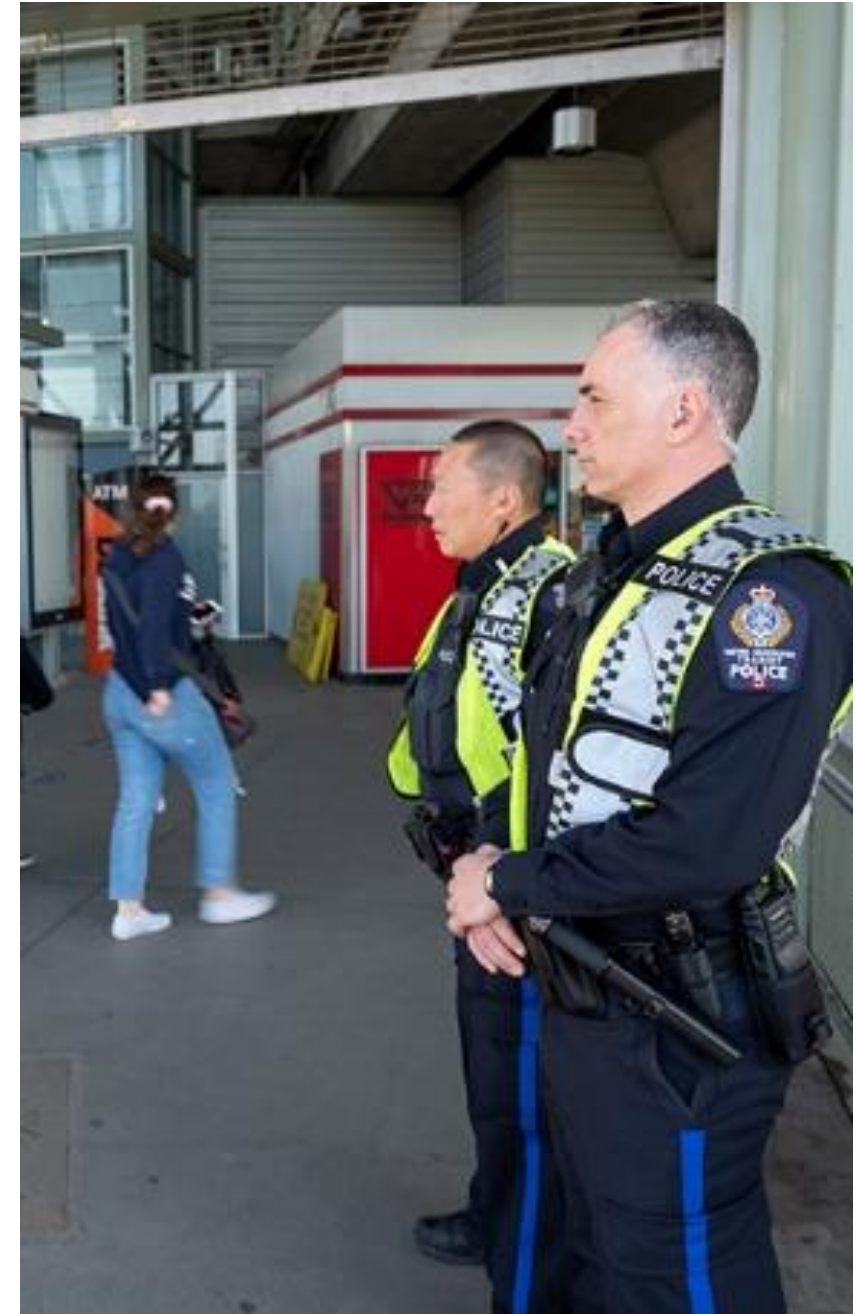
...

Within five minutes of leaving @TransitPolice Headquarters, members of @TP\_Enforcement spotted a prohibited driver operating at a high rate of speed in @New\_Westminster. Vehicle stop initiated and driver arrested. @icbc





# Events

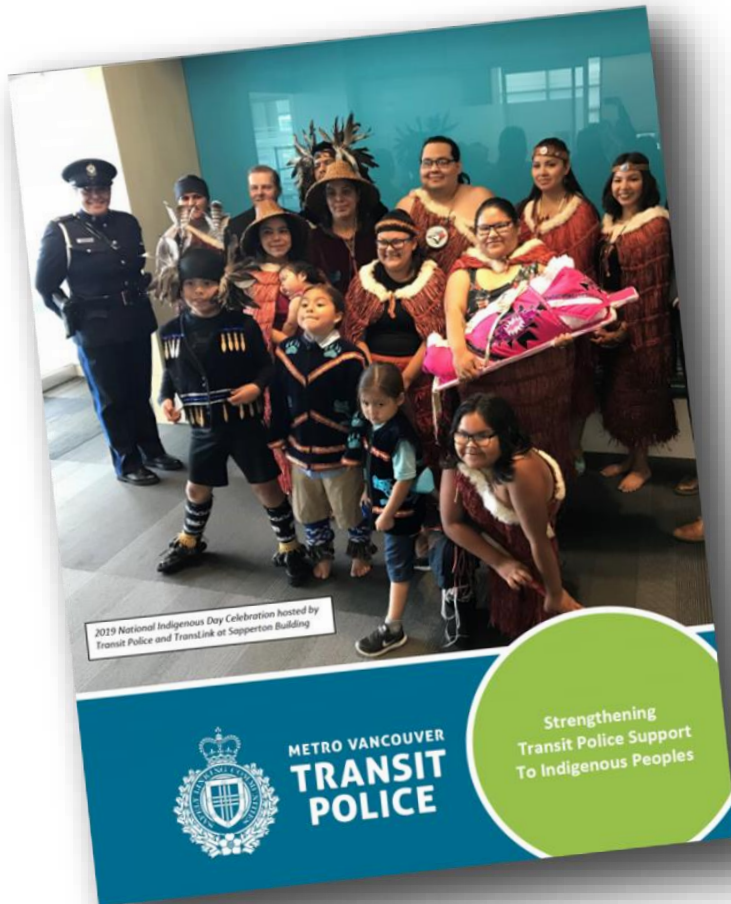




# Community Engagement Team



# Indigenous Relations Report



- Report to Transit Police Board in Jan 2020
- **Included review of:**
  - Truth and Reconciliation Commission Report
  - Missing and Murdered Indigenous Women and Girls Report
  - Report re. Thunder Bay Police Service
- Resulted in 15 recommended actions for Transit Police including creation of Indigenous Liaison position



# Indigenous Liaison Officer



## **'A safe place': Metro transit police reach out to Indigenous youth with cadet program**

*Metro Vancouver Transit Police, through the Blue Eagle Community Cadet program, hopes to change the perception of cops and build bridges with First Nations youth*

Denise Ryan  
Feb 26, 2021 • 17 hours ago • 3 minute read



*Credit: Vancouver Sun*





# Blue Eagle Community Cadets





# Blue Eagle Community Cadets







Together all the way





# Looking Ahead – CSO Program

Discussions underway with Ministry of Public Safety and Solicitor General Office / Security & Policing Branch to create a Community Safety Officer Program.

**PATROL SUPPORT  
FOR LOWER  
PRIORITY TASKS**

**TRANSIT CONDUCT  
AND SAFETY  
ENFORCEMENT**

**ATTENDANCE AT  
COMMUNITY  
EVENTS**

# Communities Close to Transit

## 22nd Street Station Area Bold Vision



*Sapperton Green Concept*



# Strategic Planning: 2022-2026

- 2020 planning process impacted between Mar-Oct
- Existing strategic plan has been extended by one year to allow greater time for completion; account for changes due to pandemic







METRO VANCOUVER  
**TRANSIT  
POLICE**





## NEW WESTMINSTER MUNICIPAL POLICE BOARD

June 15, 2021 @ 0930

Via ZOOM

### MINUTES of Regular Meeting

<b>PRESENT:</b>	Mayor Jonathan Côté Mr. Sasha Ramnarine Mr. Karim Hachlaf Ms. Shirley Heafey	Chair
<b>STAFF:</b>	Chief Constable D. Jansen Deputy Chief P. Hyland Inspector A. Perry Inspector T. Dudar Inspector D. McDaniel Inspector C. Mullin Ms. J. Darion Ms. D. Dyer	Finance Supervisor Board Secretary

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#### 1. ADOPTION OF AGENDA

##### MOVED AND SECONDED (Ramnarine/Hachlaf)

**THAT:** The New Westminster Police Board approve the June 15, 2021, Regular Agenda

**CARRIED**

#### 1.2 Delegations

None.

#### 2. CONSENT AGENDA (Heafey/ Ramnarine)

##### 2.1 Approval of Minutes: 18 May, 2021

##### 2.2 Police Board Member Reports

##### 2.3 Statistics: April 2021

##### 2.4 Updated Police Board Governance Calendar

##### 2.5 Correspondence



- Letter from City of New Westminster RE Police Reform Submission
- Letter of Thanks
- Next Generation 9-1-1
- E-Comm Police Dispatch Services Update Including 2020 Preliminary Levy Forecasts
- Extension of Posting for New Westminster Police Board Position

**MOVED AND SECONDED (Ramnarine/Hachlaf)**

**THAT:** Item 2.2 and 2.5 be removed from the Consent Agenda; and

**THAT:** The remaining Consent Agenda items be approved.

**CARRIED**

**ITEMS REMOVED FROM THE CONSENT AGENDA**

**2.3 Police Board Member Reports (Heafey)**

Ms. Heafey reported that on May 9, she attended a presentation of an executive summary released last year entitled 'Broken Dreams and Broken Lives' by retired Supreme Court Justice Michel Bastarache. This presentation was organized by Mayor Doug McCallum of Surrey, who invited several Police Boards and Chiefs of Police to attend. Ms. Heafey reported that Mayor McCallum's objective was to bring awareness to Police Boards and Departments of the serious problems that can develop if harassment and sexual harassment in the workplace is not addressed.

Ms. Heafey shared a high-level summary of the presentation.

Ms. Heafey stated that police leadership must have a mechanism in place whereby members can feel safe and trust that making a sexual harassment complaint will be heard and will be treated with the seriousness that it deserves. Ignoring these problems only diminishes the effectiveness of the police as the impact is far reaching. Ms. Heafey specified that the Board would support Chief Constable Jansen and the leadership team in any mechanism that they may decide to develop to prevent this problem occurring at the New Westminster Police Department. Furthermore, Ms. Heafey stated that by having a safe and trusted mechanism in place, the New Westminster Police Department may be looked upon as a leader in this endeavour.

Ms. Heafey noted that it is clear that the City wants its police service to be human rights based and to treat its citizens in that manner. Human Rights principals should also be applied to all members of the police department.

Mayor Cote thanked Ms. Heafey for attending this important presentation and also for bringing it forward to the Board.



Mayor Cote directed that the Board be provided with a report in the fall on the work that is currently underway at the department in this regard, and some of the things that the department can do to become a leading police force in this conversation. Furthermore, Mayor Cote asked that management put some thought into the culture that they wish to build at the department. Mayor Cote suggested that management go through the 'Broken Dreams and Broken Lives' report to review the recommendations.

Discussion ensued.

Chief Constable Jansen assured Mayor Cote and the Board that a fulsome report will be provided to the Board in the fall, and noted that the following is currently in place in this aspect:

- The NWPB Respectful Workplace policy has been updated this year.
- All staff, sworn and civilian, have taken Respectful Workplace mandatory training.
- NPWD is partnering with the City on the DEIAR Framework. The department is actively involved in this work and anticipates that there will be new training and policy as a result of this work.
- For municipal departments, most complaints of this nature fall under the purview of the Office of the Police Complaint Commissioner, which has oversight of complaints and is an independent body.

Received for information.

## **2.5 Correspondence (Ramnarine)**

Mr. Ramnarine removed the letter of thanks from Correspondence and wished to thank Constable Reid on behalf of the Board. Chief Constable Jansen will pass on the Board's message of thanks to Constable Reid.

Received for information.

## **3. ONGOING BUSINESS/ DISCUSSION**

None.

## **4. NEW BUSINESS**

### **4.1 E-Comm Notice of Extraordinary General Meeting 2021 and Proxy**

Chief Constable Jansen presented the E-Comm Notice of Extraordinary General Meeting 2021 and Proxy materials to the Board.



**MOVED AND SECONDED (Ramnarine/Hachlaf)**

**THAT:** The New Westminster Police Board assign Mike Welte of the Abbotsford Police Board as Proxy for the New Westminster Police Board at the Special Meeting of E-Comm Members to be held on 24 June, 2021.

**CARRIED**

**4.2 JIBC Funding**

Chief Constable Jansen drew the Board's attention to the financial review of the Police Academy that is enclosed in the Open Board package. Chief Constable Jansen noted that from April 2024, all training costs for recruits to the JIBC will be borne by the corresponding municipality. This is approximately \$19,000 per recruit, or approximately \$120,000 for six recruits each year. Chief Constable Jansen wished to flag this to the Board for their attention.

Received for information.

**4.3 School Liaison Officer Report**

Inspector McDaniel presented the School Liaison Officer Report, which is enclosed in the Open Board package, to the Board.

Received for information.

**ADJOURNMENT of Regular Meeting**

Chair Jonathan Côté adjourned the meeting at 1020 hrs.

**Next meeting:** July 20, 2021 @ 1000  
Via Zoom

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MAYOR JONATHAN COTE  
CHAIR

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D. DYER  
RECORDING SECRETARY

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# New Westminster Police Department

## Statistical Overview – June 2021

### Calls for Service

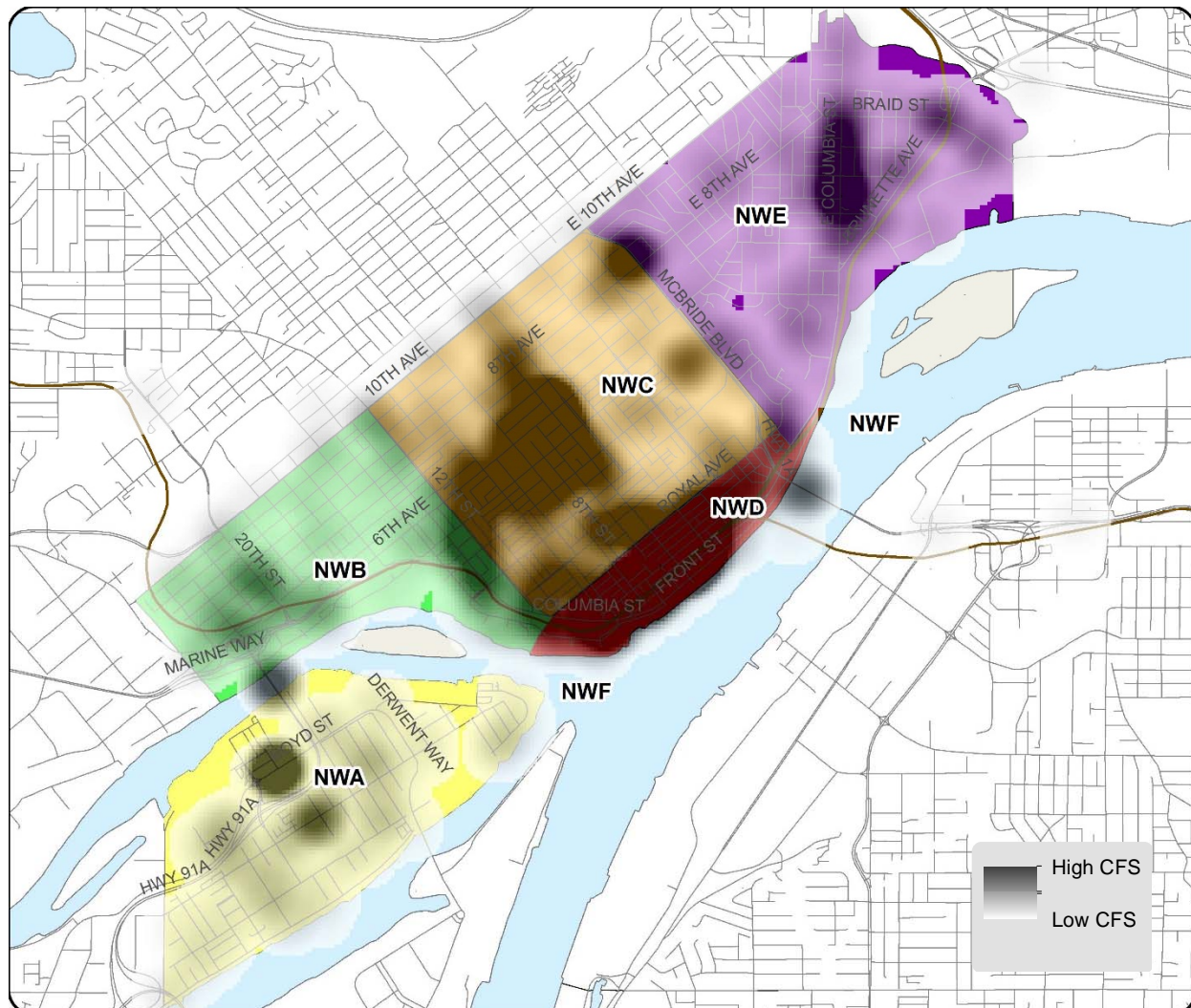
	May	June	June avg range	YTD 2020	YTD 2021	YTD +/-	YTD % chg
Queensborough (NWA)	164	117	123-231	786	844	58	7%
West End (NWB)	154	180	172-196	990	889	-101	-10%
Mid-Uptown (NWC)	668	611	578-663	3257	3306	49	2%
Downtown (NWD)	410	368	352-431	2190	2442	252	12%
East End (NWE)	206	266	257-265	1396	1219	-177	-13%
Water (NWF)	0	1	0-1	2	2	0	-
Skytrain Stns (NWG)	25	16	16-34	149	168	19	13%
Spec. Locations (NWH)	119	110	109-145	705	676	-29	-4%
Other	18	27	19-29	134	143	9	7%
<b>Total Calls For Service</b>	<b>1764</b>	<b>1696</b>	<b>1657-1965</b>	<b>9609</b>	<b>9689</b>	<b>80</b>	<b>1%</b>

Above normal range

Within normal range

Below normal range

**Note:** Zone H includes certain high-volume or special interest locations in the city, with the bulk of incidents linked to NWPD headquarters, the Law Courts, Royal Columbian Hospital, or the Queensborough & Pattullo bridges.



# Monitored Occurrence Types

Above normal range    Within normal range    Below normal range

Persons Crimes	June 2021	June 2020	June avg range	2021 YTD	2020 YTD	+/-	% change
All Persons Offences	86	88	40-84	510	472	38	8%
Assault	47	50	18-47	249	227	22	10%
Domestic Violence	55	54	51-63	300	302	-2	-1%
Family Violence	15	24	25-33	120	153	-33	-22%
Robbery	1	4	2-6	26	20	6	30%
Sex Assaults	5	2	1-4	32	16	16	100%
Indecent Acts	1	2	1-2	11	14	-3	-21%
Other Sex Offences	5	4	0-8	20	17	3	18%

Property Crimes	June 2021	June 2020	June avg range	2021 YTD	2020 YTD	+/-	% change
All Property Offences	238	240	224-285	1610	1434	176	12%
Break and Enter – Total	20	23	17-36	181	172	9	5%
Break and Enter – Business	6	11	9-20	117	86	31	36%
Break and Enter – Residence	4	6	4-10	24	37	-13	-35%
Break and Enter – Other	10	6	3-7	39	47	-8	-17%
Theft of Vehicle	11	9	12-22	60	75	-15	-20%
Recovered Stolen Vehicle	4	0	1-10	17	20	-3	-15%
Theft From Vehicle	65	76	46-84	438	438	0	0%

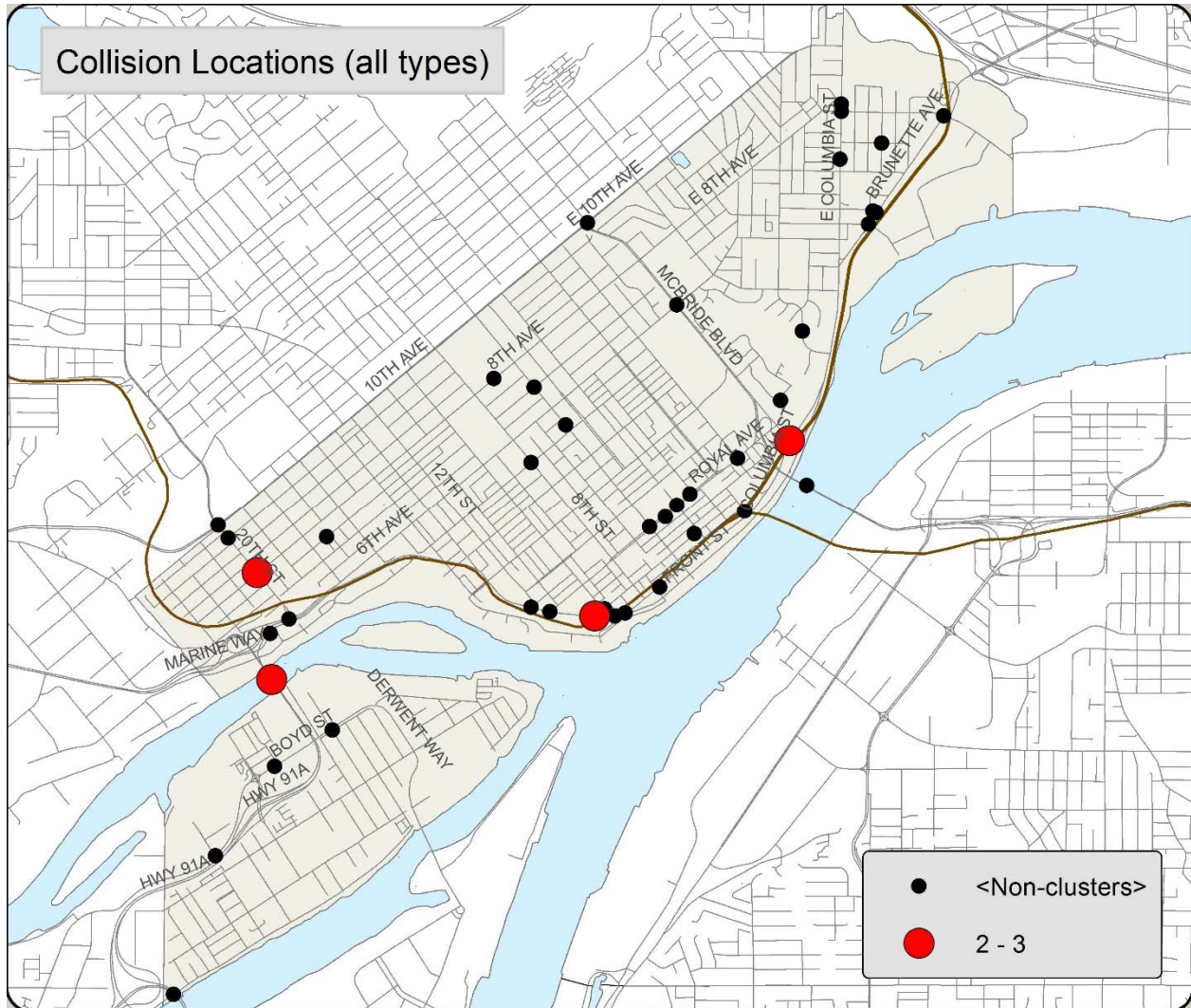
Drug Offences	June 2021	June 2020	June avg range	2021 YTD	2020 YTD	+/-	% change
Drug Possession (all)	4	4	1-16	21	29	-8	-28%
Trafficking (all)	1	1	0-3	13	16	-3	-19%

Other Crimes	June 2021	June 2020	June avg range	2021 YTD	2020 YTD	+/-	% change
Possession of Firearms	1	1	0-1	4	5	-1	-20%
Possession of Weapons	7	8	1-8	38	31	7	23%
Hate Motivated Crime	0	0	0-1	0	0	0	-

Other Non-Criminal	June 2021	June 2020	June avg range	2021 YTD	2020 YTD	+/-	% change
Missing Persons	18	10	10-13	83	61	22	36%
Missing Persons – High Risk	5	8	8-16	37	38	-1	-3%
Mental Health related (study flag B)	76	63	57-72	456	316	140	44%
Mental Health related (s. 28 arrests)	35	35	22-39	225	195	30	15%
Disturbed Person/Att. Suicide	53	62	56-81	330	392	-62	-16%
Sudden Deaths	35	8	5-9	86	62	24	39%
Domestic Dispute – No Assault	40	43	42-58	228	261	-33	-13%



Traffic/Driving	June 2021	June 2020	June avg range	2021 YTD	2020 YTD	+/-	% change
Collision - Non-fatal Injury	4	13	8-16	40	59	-19	-32%
Collision - Damage under \$10,000	36	28	n/a	165	157	8	5%
Collision - Damage over \$10,000	10	4	n/a	36	22	14	64%
Impaired Driving	8	6	11-34	54	32	22	69%
IRP	15	9	7-21	90	54	36	67%



## **Addendum – COVID-19 Related Files & Enforcement**

<b>2021</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>June</b>	<b>TOTAL</b>
<b>Quarantine Act - GO's (all)</b>	3	1	0	1	0	0	<b>5</b>
<b>Quarantine Act - Charges Laid</b>	0	0	0	0	0	0	<b>0</b>
<b>Quarantine Act - VT's Issued</b>	0	0	0	0	0	0	<b>0</b>
<b>COVID-19 Related Measures Act - GO's (all)</b>	2	0	0	0	0	0	<b>2</b>
<b>COVID-19 Related Measures Act - VT's Issued</b>	1	0	0	0	0	0	<b>1</b>
<b>GO's with Study Flag "CV"</b>	10	6	1	4	0	1	<b>22</b>

\*Due to scoring and flagging conventions, a single incident may be counted multiple times in this data (e.g. a Quarantine Act file which was also flagged as COVID-19 related).

Statistics in this report are compiled from the Police Records Information Management Environment (PRIME) and reflect the most current information available at the time of writing regarding incidents reported to or discovered by the New Westminster Police Department. The data is subject to change if continuing investigation, Quality Assurance review, or Statistics Canada policies require an incident(s) to be reclassified.



## LMD Integrated Teams Annual Report 2020

# ANNUAL REPORT

2020

Lower Mainland District Integrated Teams (LMD I-Teams)

# Message from the Lower Mainland District Commander

Welcome to the 2020 Lower Mainland District Integrated Teams (LMD I-Teams) Annual Report. This report summarizes our newly developed strategic plan, notable achievements, calls for service, financial contributions of each partner, and the five-year financial forecast.

The LMD I-Teams are a specialized support service to 33 municipal and provincial jurisdictions as well as 40 Indigenous communities throughout the Lower Mainland. The LMD I-Teams leverage partnerships, collaboration and economies of scale in order to improve public safety for the over two million citizens served by these teams. The LMD I-Teams exemplify enhanced coordination and cooperation among RCMP and municipal police services around the Lower Mainland.

I am humbled to be taking over the reins from retired Assistant Commissioner Stephen Thatcher as the new Lower Mainland District Commander. My goal at the Lower Mainland District Office is to continue to support and build upon the strategies implemented by these specialized teams and the services they provide which ultimately supports local policing initiatives and enhances public safety in our respective communities.

As the complexities, costs and multi-jurisdictional nature of policing continues to evolve, the integration of specialized police service delivery consistently demonstrates that it is an effective and efficient model to investigate homicides, deploy police service dogs, respond to high-risk critical incidents, as well as analyze and gather evidence from vehicle fatalities and a multitude of other crimes.

In 2021, it is my commitment to continue to build upon and enhance the LMD I-Teams to better meet the needs of both the participating agencies and the communities they serve. This includes continuing the dialogue in order to expand integration with our current participating municipal police departments within the LMD I-Teams.

The foundation of integration is based upon unified cooperation, trust and dedication to duty. As such, I would like to personally thank the participating municipalities and the Province of BC for their ongoing support for the LMD I-Teams. I would also like to recognize the members that form the Integrated Teams Advisory Committee (ITAC) for their ongoing contributions, support and advice.

Additionally, I wish to extend my thanks to all of our employees that form the LMD I-Teams. Their dedication, tenacity and pursuit of excellence is truly impressive. The ongoing commitment of time, training and subject matter expertise which is required for these teams to continuously succeed cannot be underscored or underestimated. Their service and leadership within their respective disciplines is greatly appreciated.

Respectfully,



Assistant Commissioner Maureen Levy

Lower Mainland District Commander

“E” Division



**Assistant Commissioner Maureen Levy**  
**Lower Mainland District Commander**  
**“E” Division**



# CONTENTS

MESSAGE FROM THE LOWER MAINLAND DISTRICT COMMANDER	1
LOWER MAINLAND DISTRICT INTEGRATED TEAMS	4
I-TEAMS	4
JURISDICTIONS	4
AUTHORIZED STRENGTH (2019/20)	5
I-TEAMS STRATEGIC PRIORITIES	6
INTRODUCTION	6
MISSION	6
PRIORITY 1 - EMPLOYEE WELLNESS AND MENTAL HEALTH (OUR PEOPLE)	6
PRIORITY 2 - SERVICE DELIVERY EXCELLENCE (WHAT WE DO)	7
PRIORITY 3 - ORGANIZATIONAL EFFECTIVENESS (HOW WE DO IT)	7
PRIORITY 4 - ENGAGEMENT WITH INTERNAL AND EXTERNAL STAKEHOLDERS (OUR PARTNERS)	8
REPORT BACK – 2020 PRIORITIES	9
2020 I-TEAMS HIGHLIGHTS	10
INTEGRATIONS – NEW PARTNERS AND ADDITIONAL RESOURCES	10
SURREY POLICE SERVICE	10
STRATEGIC PLANNING	10
FACILITIES	11
COMMUNICATIONS	11
LMD IPDS – SERVICE LEVEL REVIEW	11
LMD IPDS – MANAGEMENT REVIEW	12
LMD I-TEAMS FINANCE	12
I-TEAMS FINANCES	13
FUNDING MODEL	13
COST ALLOCATION FOR PROVINCIAL AND FEDERAL GOVERNMENTS	13
COST ALLOCATION FOR MUNICIPAL GOVERNMENTS	13
I-TEAMS ESTIMATES 22/23 - 26/27	14
IHIT ESTIMATE	14
2019/20 COSTS AT APPLICABLE COST SHARE (000)	15
IHIT DETAILED COST ALLOCATION AT APPLICABLE COST SHARE (000)	16
2019/20 TOTAL PERCENTAGE COSTS BY JURISDICTION	17
SERVICE AREA	18

CALL TABULATION	18
CALLS FOR SERVICE	19
SUMMARY CALLS FOR SERVICE BY BUSINESS LINE (2019 AND 2020)	19
MUNICIPAL CALLS FOR SERVICE	20
PROVINCIAL CALLS FOR SERVICE	21
FEDERAL CALLS FOR SERVICE	22
CALL TYPE BY I-TEAM	23
ICARS	23
IFIS	24
IERT	25
IHT	26
IPDS	29
I-TEAMS LEADERSHIP	31
PARTNERS	32
ABBOTSFORD POLICE DEPARTMENT	32
DELTA POLICE DEPARTMENT	32
NEW WESTMINSTER POLICE DEPARTMENT	32
PORT MOODY POLICE DEPARTMENT	32
PROVINCE OF BRITISH COLUMBIA	32
RCMP LOWER MAINLAND DISTRICT INTEGRATED TEAMS	32
WEST VANCOUVER POLICE DEPARTMENT	32



# Lower Mainland District Integrated Teams

The Integrated Teams are a partnership between the Lower Mainland municipalities, the Province of British Columbia and the Government of Canada. These teams provide policing services where the required expertise, training and equipment make it financially and operationally effective to deliver such services in an integrated manner.

## I-TEAMS

- Integrated Collision Analysis and Reconstruction Service (**ICARS**)
- Integrated Emergency Response Team (**IERT**)
- Integrated Forensic Identification Service (**IFIS**)
- Integrated Homicide Investigation Team (**IHIT**)
- Integrated Police Dog Service (**IPDS**)

## JURISDICTIONS

Five municipal police agencies, that are accountable to a police board, participate in one or more of the I-Teams. They are the Abbotsford, Delta, New Westminster, Port Moody and West Vancouver police departments.

Twenty-eight RCMP-policed provincial and municipal jurisdictions are served by the I-Teams. They are: Agassiz, Anmore, Belcarra, Boston Bar, Bowen Island, Burnaby, Chilliwack, Coquitlam, Gibsons, Harrison Hot Springs, Hope, Kent, Langley City, Langley Township, Lions Bay, Maple Ridge, Mission, North Vancouver City, North Vancouver District, Pemberton, Pitt Meadows, Port Coquitlam, Richmond, Sechelt, Squamish, Surrey, Whistler, and White Rock.

### I-Team membership by municipality and team at December 31, 2020

<b>MUNICIPALITY</b>	<b>ICARS</b>	<b>IERT</b>	<b>IFIS</b>	<b>IHIT</b>	<b>IPDS</b>
<b>Abbotsford</b>	✓	✗	✗	✓	✓
<b>Delta</b>	✗	✓	✓	✗	✓
<b>New Westminster</b>	✗	✓	✗	✓	✓
<b>Port Moody</b>	✗	✓	✓	✓	✓
<b>RCMP – 28 Lower Mainland municipalities</b>	✓	✓	✓	✓	✓
<b>West Vancouver</b>	✓	✗	✓	✓	✗

## Authorized Strength (2019/20)

	RM	CM	PB	PSE	ME	Total <sup>i</sup>
ICARS Municipal	15		1			16
ICARS Provincial	4					4
<b>ICARS Total</b>	<b>19</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>20</b>
LMD ERT Municipal	28		5	2		35
LMD ERT Provincial	20					20
LMD ERT Federal	13					13
<b>LMD ERT Total</b>	<b>61</b>	<b>0</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>68</b>
IFIS Municipal	47	14	3		9	72
IFIS Provincial	5	1		1		7
<b>IFIS Total</b>	<b>51</b>	<b>15</b>	<b>3</b>	<b>1</b>	<b>9</b>	<b>80</b>
IHIT Municipal	57	11	8	15		91
IHIT Provincial	15	3		1		19
<b>IHIT Total</b>	<b>72</b>	<b>14</b>	<b>8</b>	<b>16</b>	<b>0</b>	<b>110</b>
IPDS Municipal	33		11			44
IPDS Provincial	4					4
<b>IPDS Total</b>	<b>37</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>48</b>
I-Teams Executive	2			1		3
Communications		1				1
III <sup>ii</sup>	1					1
Admin Support				6		6
<b>Admin Total<sup>iii</sup></b>	<b>3</b>	<b>1</b>		<b>7</b>		<b>11</b>
<b>Municipal Total</b>	<b>182</b>	<b>26</b>	<b>28</b>	<b>24</b>	<b>9</b>	<b>269</b>
<b>Provincial Total</b>	<b>48</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>54</b>
<b>Federal Total</b>	<b>13</b>	<b>0</b>				<b>13</b>
						<b>336</b>

## I-TEAMS

### ICARS

Responsible for investigating the forensic aspect of vehicle collisions that result in serious injury or death.

### IERT

Responsible for resolving high-risk police operations, or those with that potential.

### IFIS

Responsible for collecting, processing, analyzing, and interpreting evidence found at the scene of a crime.

### IHIT

Responsible for investigating homicides, high-risk missing persons and suspicious deaths.

### IPDS

Responsible for supporting front line policing with police dog teams trained to search for suspects, evidence, drugs, explosives, and human remains.

<sup>i</sup> RM: Regular Member, CM: Civilian Member, PSE: Public Service Employee, ME: Municipal Employee, PB: Municipal police force employees reporting to a Police Board.

<sup>ii</sup> The Integrated Internal Investigator (III) is responsible for public complaints and code of conduct investigations involving RCMP RM and CM.

<sup>iii</sup> Management and administration for the I-Teams are counted as part of the 'municipal' business line on the organizational chart. The costs for this function are allocated proportionally to each team and business line at year end.



# I-Teams Strategic Priorities

## INTRODUCTION

As the Officer in Charge of the Lower Mainland District Integrated Teams, I am pleased to present a summary of our Strategic Plan for the period of 2021 to 2024.

This plan is the outcome of consultation with our employees, our government stakeholders, and our operational partners. It sets out our mission, goals, objectives and key performance indicators for the next three years.

## MISSION

To enhance public safety by providing innovative, timely and responsive service within an ongoing culture of learning and engagement that exceeds the expectations of our partners.



**Chief Superintendent Ed Boettcher**

**Officer-in-Charge – LMD I-Teams**

## PRIORITY 1 - EMPLOYEE WELLNESS AND MENTAL HEALTH (OUR PEOPLE)

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### I-TEAMS

Support and foster a healthy and respectful work environment.

Recognize and work towards minimizing or removing systemic barriers that affect those within our organization.

Maximize opportunities to promote and optimize employee wellness as well as support employees who experience stress, trauma or serious injury as a result of the nature of policing work and the environments in which they operate.

Formalize and strengthen human resources planning within the teams in order to achieve optimal staffing levels and limit the impact of internal and external factors that could be reasonably foreseen.

Establish baseline for vacancy rates, expected position turnover and employee capacity development.

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## PRIORITY 2 - SERVICE DELIVERY EXCELLENCE (WHAT WE DO)

I-TEAMS	Ensure our programs and services are responsive to the needs of our communities by recognizing and working towards minimizing or removing systemic barriers that affect those we serve.
ICARS	Continue to monitor key performance indicators related to resource availability, file review, and timeliness of the delivery of the completed report to the investigator.
	Maintain and improve employee knowledge, skills and abilities in collision analysis through peer review, collaboration, training and independent research into areas of focus set on an annual basis.
IERT	Prioritize and monitor member mandatory specialty training to maintain competency and excellence.
	Educate other police units and agencies about opportunities to participate in IERT with specialized support resources such as crisis negotiators.
IFIS	Address workload overages and employee shortages with a recruitment and vacancy management plan.
	Maintain capacity to attend files by monitoring completion rate of Advanced Forensic Identification Training by employees.
	OIC or delegate to conduct quality assurance on 100% of opinion evidence submitted by apprentices and a representative sample of all files submitted by specialists.
IHIT	Maintain excellence in homicide investigations through internal review and application of best practices.
	Share knowledge and develop and test new methods and processes through attendance and presentation at conferences and workshops.
IPDS	Monitor and manage training, validation and competency requirements as per policy and BC Provincial Policing standards.
	Implement the recommendations of the 2020 service delivery and management reviews.

## PRIORITY 3 - ORGANIZATIONAL EFFECTIVENESS (HOW WE DO IT)

I-TEAMS	Update annual work plans for all teams to support goals set out in the strategic plan by July 1, 2021.
	Design and implement system to monitor and report on strategic plan outcomes on an annual basis.
	Clarify mandate, mission, vision and performance goals for each team within three-year team strategic plans by April 1, 2022.
	Individual teams to set and report on at least one key performance indicator that supports their organizational effectiveness.



## PRIORITY 4 - ENGAGEMENT WITH INTERNAL AND EXTERNAL STAKEHOLDERS (OUR PARTNERS)

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### I-TEAMS

Implement the I-Teams Strategic Communication Plan.

Consult with government stakeholders through quarterly Integrated Teams Advisory Committee meetings.

Consult with operational stakeholders through semi-annual Integrated Team Operational Committee meetings.

Be visible and accountable to local communities through presentations at council meetings or committees when requested.

Individual teams to set and report on at least one key performance indicator in support of stakeholder engagement.

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## REPORT BACK – 2020 PRIORITIES

OBJECTIVE	COMPLETE	INCOMPLETE
Develop a multi-year strategic plan for the I-Teams focused on service delivery excellence, organizational performance and continuous improvement, engagement with internal and external stakeholders, and employee wellness.	✓	
Manage expenditures within budget levels set in the multi-year financial plan.	✓	
Continue outreach of I-Teams to the 33 council participants of I-Teams with the goal to present to each council.		🕒 – COVID
Continue outreach to public and I-Teams' stakeholders by attending community and detachment events.		🕒 – COVID
Explore opportunities for collaboration with police departments in the Lower Mainland.	✓	
Proactively communicate the I-Teams activities to public and Detachments.	✓	
Create and staff an employee health and wellness position.		🕒 - Proactive Employee Health Unit created by E Division with same function. Health and wellness position put on hold.



# 2020 I-Teams Highlights

## INTEGRATIONS – NEW PARTNERS AND ADDITIONAL RESOURCES

- IFIS and the Delta Police Department (DPD) began financial and operational integration on April 1, 2020. Two members of the DPD joined IFIS at their Richmond location and the Richmond office took over service provision to the City of Delta.
- New Westminster Police Department seconded an additional member to IHIT in a tech crime position.
- The Abbotsford Police Department (AbbyPD) and ICARS began financial and operational integration on April 1, 2020. One collision analyst from AbbyPD joined ICARS at RCMP E Division headquarters in Surrey.
- Port Moody Police Department (PMPD) considered several options to provide police forensic services to their Detachment. This evaluation led to a decision to join IFIS starting on April 1, 2021. PMPD will contribute one officer to IFIS.
- West Vancouver PD committed to integrating into IPDS with an initial contribution of two police officers. These officers are slated for new Police Dog Service (PDS) dog handler training in 2022. Full integration will commence in April 2022 with no increase to IPDS establishment. This will result in cost savings for the municipalities participating in IPDS.

## SURREY POLICE SERVICE

- An analysis of the potential impacts on the integrated teams of the Surrey Police Service (SPS) transition was completed and provided to the RCMP Transition Team. The I-Teams will continue to work with the RCMP Transition Team in order to ensure ongoing police service delivery to citizens in the Lower Mainland.
- SPS plans to participate in the integrated teams.

## STRATEGIC PLANNING

- The I-Teams undertook a strategic planning process, which involved an environmental scan of comparable plans at other police agencies followed by a determination of overall themes. This initial assessment of the operating environment was further developed by surveys of employees, operational partners and governmental stakeholders.
- Environmental factors identified by government partners include the cost of policing services, accountability to the public, concerns about systemic racism and harassment in policing, the COVID-19 pandemic, and the provincial initiative to modernize the Police Act.
- Operational clients identified speed of response, resource availability and visibility at the detachment and in the community as their key factors.
- Through the survey process, employees identified the I-Teams strengths as employee knowledge and experience, quality training and clear mandate(s). The challenges identified were the number of vacant positions, the amount of resources available to the teams and heavy workload. Operational fatigue was caused by not having enough employees to do the work, heavy workload and pay and other compensation related issues.
- These results were shared with the teams to assist them in developing goals and key performance indicators.
- In response to the survey results around workload, vacancies and employee operational fatigue the I-Teams took the following actions:
  - Management of human resources and vacancies set as priority in the strategic plan.

- The I-Teams Senior Management Team (SMT) approached non-participant police agencies as to their interest in joining the teams and also approached existing participants as to their interest in increasing the number of members from their agencies.
- IHIT secured six seconded resources from the “E” Division Major Crime Section in order to assist the IHIT investigative teams.
- IHIT advertised secondment opportunities for members from LMD Detachments. One member has recently joined IHIT from the Langley RCMP Detachment on a six month secondment.
- Specialized Investigations and Operations (SIOPS) provided one member to IHIT for a six month period.
- Metro Vancouver Transit Police recently provided two members to IHIT for a two month secondment opportunity.
- IFIS has begun the process of hiring three civilian forensic identification assistants. One civilian identification assistant has recently been hired and the remaining two hires are imminent as of the date of this report.
- IPDS enhanced their ongoing relationship with “E” Division Career Development and Resourcing Section (Staffing) in order to be more strategic with resource allocation and succession planning relative to transfers “in” and “out” of IPDS.
- IERT changed their enabling MOU so as to allow the recruitment of additional qualified members from municipal departments above the minimum contributions historically agreed upon. This change also included a commitment to non-RCMP Police Agencies to have non-RCMP members of the team occupy supervisory and management positions.
- IERT recruited two qualified civilian employees to take ownership of some of the training functions on behalf of IERT. The two repurposed IERT members are now able to focus their efforts on operational duties.

## FACILITIES

- A strategic accommodation analysis of the seven IFIS facilities located within the Lower Mainland area was completed and this analysis resulted in the recommendation that a new North Fraser IFIS facility would be the highest priority for the unit at this time. A business case analyzing the North Fraser facility proposal for service delivery to the municipalities of Burnaby, Port Moody, Coquitlam and Port Coquitlam was presented to ITAC in June, 2020 for consideration and support. The recommended option was to construct an IFIS office and laboratory within the vacant lease space at the Port Moody Police Department building. This option was supported by ITAC subject to the RCMP and City of Port Moody reaching an agreement for the lease and the fit-up of the space within the approved budget.

## COMMUNICATIONS

- A strategic communication plan was developed and initiated by I-Teams Communications Strategist.

## LMD IPDS – SERVICE LEVEL REVIEW

- IPDS completed a service level review in 2020. This review examined the IPDS Deployment Model and evaluated IPDS calls for service, response times, standard operating procedures and best practices. Opportunities were identified to better support local initiatives and work on enhanced crime reduction strategies.
- This review identified 42 recommendations within the categories of leadership and strategic direction, human resources management, training, business intelligence, as well as other miscellaneous categories.



- Summary results were presented to ITAC in December 2020, with the final report being provided to ITAC in January, 2021.
- IPDS has begun to implement the identified recommendations.

#### LMD IPDS – MANAGEMENT REVIEW

- IPDS undertook a Management Review (MR) between May 2020 and February 2021.
- Management Reviews are a quality control tool utilized in order to evaluate the adequacy and effectiveness of a unit's management practices, as well as investigative and service delivery performance. The goal is to provide managers with risk-based assessments of unit level administrative and operational practices and controls. The assessment is then used to improve the operational and administrative functions of the unit, promote sound governance practices and ensure safe and healthy work environments.
- The assigned review topics for IPDS were External Client Satisfaction, Internal Client Satisfaction, Finance, Administrative Supervision and Information Management. The performance of these activities was evaluated for compliance with RCMP policies and legal requirements.
- Once the controls over these activities were assessed, a report was completed regarding the adequacy and effectiveness of the management and investigative practices with recommendations for improvement. The IPDS NCO i/c has submitted an action plan to respond to the identified recommendations outlined in the report with ongoing quarterly reporting. The implementation of these recommendations will mitigate identified risks and allow the NCO i/c IPDS to have effective, and enhanced, controls in place in order to improve the efficiency of the integrated unit.

#### LMD I-TEAMS FINANCE

- Ms. Vivienne Wilke, LMD I-Teams Financial Strategist, recently retired from her position. Her roles and responsibilities are now being overseen by Mr. Satnam Herr from RCMP "E" Division Finance.
- The annual update to the multi-year financial plan is underway and submissions for future equipment, vehicles, human resources and accommodation needs have been received from the LMD I-Teams commanders for review and prioritization.

# I-Teams Finances

## FUNDING MODEL

The I-teams are funded by municipal, provincial and federal governments. For the communities policed by the RCMP, the terms of the 2012 Provincial and Municipal Policing Services agreements provide for cost-sharing of actual expenses based on community population. This cost-share results in provincial and federal payment of expenditures that are outside of their proportionate responsibility for funding. This shared funding model recognizes the cross-jurisdictional nature of crime and the benefits of integrated specialized police service delivery.

## COST ALLOCATION FOR PROVINCIAL AND FEDERAL GOVERNMENTS

The Province of British Columbia and Government of Canada contribute funding and positions to the I-Teams. Their contribution amounts are due to both negotiated funding levels and historical positions assigned to the mandates when each of the I-Teams were created. As of April 1, 2019, IHIT is now included as part of the Provincial Police Services Agreement. The outcome is a 30% cost share attributed to all participating municipalities. The RCMP bills the full cost of IHIT to the Province and then the Province of BC bills the costs for the municipal portion of the team back to the individual municipalities.

## COST ALLOCATION FOR MUNICIPAL GOVERNMENTS

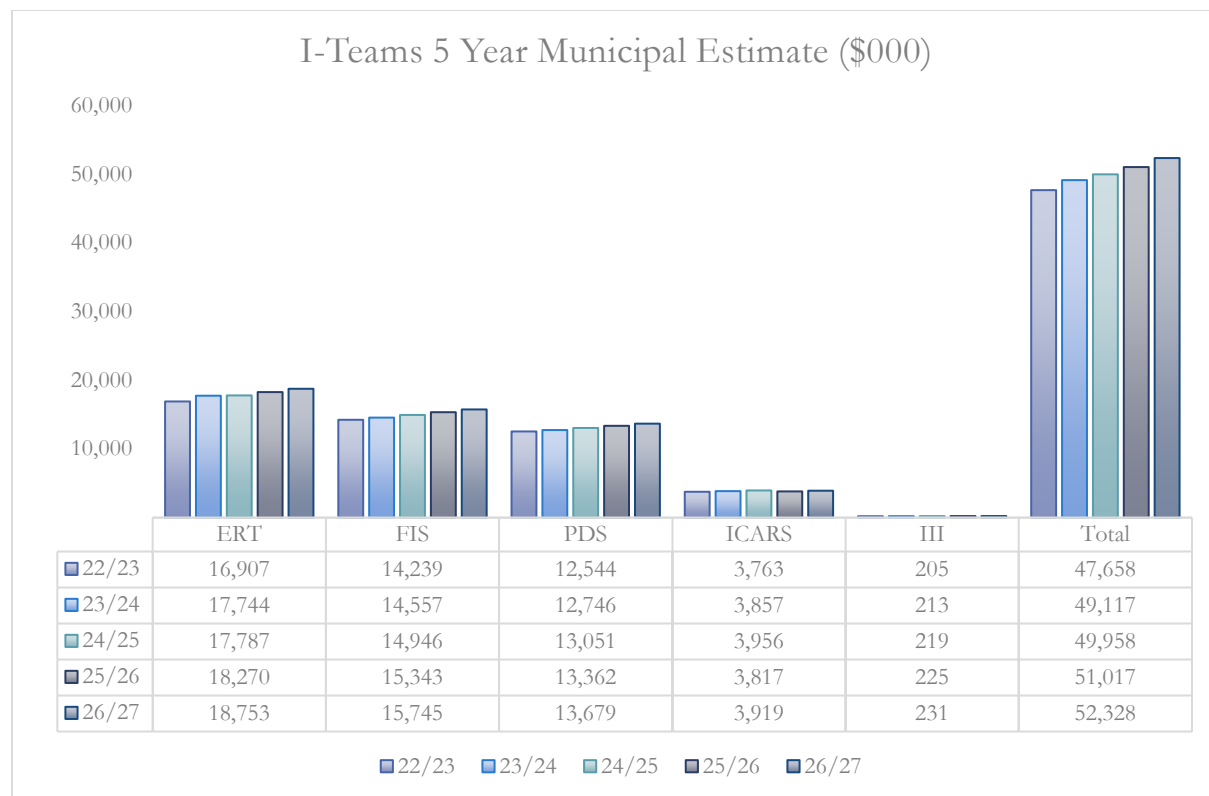
All the I-Teams use the same weighted formula to allocate costs to municipalities. This formula is based on population (25%) and a rolling five-year average of Criminal Code offences (75%). This formula was approved through the Mayors Consultative Forum (now referred to as the Mayors Forum) in 2002. In early 2021, the City of Richmond completed a thorough analysis of this funding formula vs. alternative approaches and shared the results of this analysis with the Integrated Teams Advisory Committee. This assessment found that the existing formula was more accurate than the potential alternatives and no change to the formula was recommended.

## I-TEAMS ESTIMATES 22/23 - 26/27

The I-Teams provide a five-year forecast to assist partners in planning their multi-year resource allocation. This estimate is reviewed and updated annually in consultation with the Integrated Teams Advisory Committee (ITAC).

The amounts shown below forecast the costs to the municipal business line.

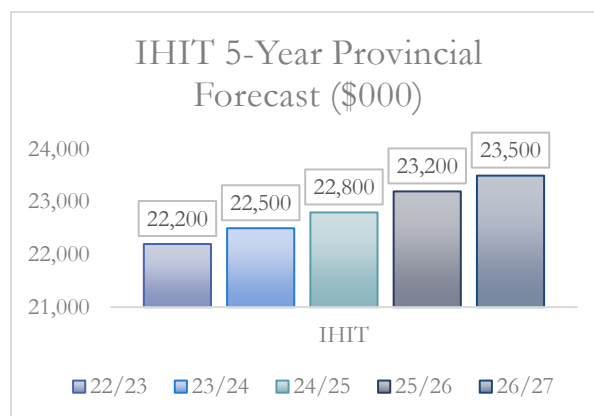
Throughout the forecast period, the I-Teams have committed to their partners to operate within the planned estimates.



### IHIT ESTIMATE

Effective April 1, 2019, LMD IHIT is included as part of the RCMP Provincial Service with the 70/30 provincial/federal cost-share applied to all LMD IHIT costs. This means that all municipalities participating in LMD IHIT will benefit from the 70/30 cost share.

The Province is responsible for billing these services to municipalities.





## 2019/20 costs at applicable cost share (000)

JURISDICTION	ERT	ICARS	IFIS	III	IPDS	IHIT	TOTAL
<b>FEDERAL</b>	<b>4,751</b>	<b>460</b>	<b>1,272</b>	<b>42</b>	<b>1,128</b>	<b>7,405</b>	<b>15,058</b>
Federal Contribution	4,751	460	1,272	42	1,128	7,405	15,058
<b>MUNICIPAL</b>	<b>6,139</b>	<b>2,540</b>	<b>9,932</b>	<b>163</b>	<b>9,539</b>		<b>28,312</b>
Abbotsford					620		620
Burnaby	624	279	1,092	18	907		2,921
Chilliwack	381	170	666	11	554		1,782
Coquitlam	374	168	655	11	544		1,752
Delta	258				374		632
Hope	28	12	49	1	40		129
Kent	14	6	25		20		65
Langley City	159	71	277	5	231		742
Langley Township	367	164	642	11	533		1,718
Maple Ridge	284	127	497	8	413		1,330
Mission	152	68	265	4	220		709
New Westminster	248				360		608
North Vancouver City	161	72	282	5	234		754
North Vancouver District	177	79	309	5	256		826
Pitt Meadows	57	26	100	2	83		268
Port Coquitlam	177	79	310	5	257		829
Port Moody	67				97		164
Richmond	539	241	943	16	782		2,520
Sechelt	20	9	35	1	29		93
Squamish	65	29	114	2	95		306
Surrey	1,893	846	3,308	55	2,751		8,852
West Vancouver		50	196				246
Whistler	39	17	69	1	57		184
White Rock	56	25	98	2	82		262
<b>PROVINCIAL</b>	<b>3,112</b>	<b>418</b>	<b>575</b>	<b>19</b>	<b>525</b>	<b>3,343</b>	<b>7,993</b>
Provincial Contribution	3,112	418	575	19	525	3,343	7,993
<b>PROVINCIAL BILL BACK<sup>iv</sup></b>						<b>13,935</b>	<b>13,935</b>
<b>Grand Total</b>	<b>14,002</b>	<b>3,418</b>	<b>11,779</b>	<b>223</b>	<b>11,192</b>	<b>24,684</b>	<b>65,298</b>

<sup>iv</sup> As the Province of BC is now responsible for billing IHIT services to municipalities, a detailed breakdown of IHIT costs by jurisdiction has been provided under a separate table on the following page titled “IHIT Detailed Cost Allocation at Applicable Cost Share”

## IHIT Detailed Cost Allocation at applicable cost share (000)

<b>FEDERAL</b>	<b>\$ (000)</b>
Federal contribution	7,405
<b>PROVINCIAL</b>	
Provincial contribution	3,343
<b>PROVINCIAL BILL BACK</b>	
Abbotsford	844
Burnaby	1,367
Chilliwack	835
Coquitlam	819
Delta	0
Hope	76
Kent	39
Langley City	347
Langley Township	804
Maple Ridge	623
Mission	332
New Westminster	491
North Vancouver City	353
North Vancouver District	386
Pitt Meadows	126
Port Coquitlam	388
Port Moody	132
Richmond	1,179
Sechelt	55
Squamish	143
Surrey	4,144
West Vancouver	222
Whistler	109
White Rock	123

## 2019/20 Total Percentage Costs by Jurisdiction

The table below shows the percentage of costs paid by each partner for I-Teams operations in 2019/20 after the applicable cost share has been applied. This percentage includes the amounts billed back by the Province of BC to the municipalities for IHIT.

<b>JURISDICTION</b>	<b>\$</b>	<b>%</b>
Abbotsford	1,464	2.24%
Burnaby	4,287	6.57%
Chilliwack	2,617	4.01%
Coquitlam	2,571	3.94%
Delta	632	0.97%
Hope	206	0.31%
Kent	104	0.16%
Langley City	1,089	1.67%
Langley Township	2,521	3.86%
Maple Ridge	1,953	2.99%
Mission	1,041	1.59%
New Westminster	1,099	1.68%
North Vancouver City	1,106	1.69%
North Vancouver District	1,212	1.86%
Pitt Meadows	394	0.60%
Port Coquitlam	1,217	1.86%
Port Moody	296	0.45%
Richmond	3,699	5.67%
Sechelt	148	0.23%
Squamish	449	0.69%
Surrey	12,996	19.90%
West Vancouver	468	0.72%
Whistler	292	0.45%
White Rock	385	0.59%
Federal Contribution	15,058	23.06%
Provincial Contribution	7,993	12.24%
<b>Grand Total</b>	<b>65,298</b>	<b>100.00%</b>



## Service Area

### CALL TABULATION

- The call is recorded based on where the member physically attended the event.
- Where possible, calls for service have been categorized by the entity responsible for generating the call. This can be the municipalities, Province of BC, or the Government of Canada.
- IERT call classification can be influenced by the entity responsible for generating the call. For example: IERT may conduct a planned arrest on a municipal homicide file in an unincorporated area or there are some large files that are 'Provincial' investigations where arrests may take place within the boundaries of a municipality.
- The level of effort related to a 'call' varies between teams and by call type (i.e. break and enter vs. an assault)
- The number of resources assigned to a 'call' varies from team to team. For example, an IPDS call is usually managed by one police officer and one police dog. An LMD IERT call is usually a team of 12 officers as well as a critical incident commander, a crisis negotiator and one or more technical support operators.
- The geographical location of the call may not reflect the jurisdiction of the unit that requested it. For example: an IPDS member pulls over a suspected stolen vehicle in Abbotsford based on information provided by Langley RCMP.
- The number of calls do not correspond to the number of files created or investigations undertaken.
- For example: 1 IHIT 'call' may result in 3 calls for IFIS (homicide location, location where vehicle found burned, suspect residence) and two calls for IERT (surveillance and high risk arrest) and three calls for IPDS (evidence search at homicide location, evidence search around vehicle discovered burned and residence search for subject of complaint). All of these calls would be associated with a single 'file' for the investigation.
- Occasionally, an I-Team call will occur outside the Lower Mainland. These calls are usually related to a federal or provincial mandate or due to the discovery that a Lower Mainland file has a crime scene or suspect outside the Lower Mainland.
- In the rare cases where, due to operational resource shortages, I-Teams are requested to assist on a file outside the Lower Mainland, travel, overtime and per diems are billed back to the police of jurisdiction.

# Calls for Service

## SUMMARY CALLS FOR SERVICE BY BUSINESS LINE (2019 AND 2020)

### I-Teams Calls for Service by Business Line (2019 and 2020)

UNIT	2019	%	2020	%
	Calls		Calls	
<b>ICARS</b>	<b>144</b>	<b>100.00%</b>	<b>184</b>	<b>100.00%</b>
Municipal	126	87.50%	151	82.07%
Provincial	18	12.50%	33	17.93%
<b>IERT</b>	<b>220</b>	<b>100.00%</b>	<b>123</b>	<b>100.00%</b>
Federal	29	13.18%	10	8.13%
Municipal	158	71.82%	83	67.48%
Provincial	33	15.00%	30	24.39%
<b>IFIS</b>	<b>5,704</b>	<b>100.00%</b>	<b>4,536</b>	<b>100.00%</b>
Municipal	5,667	99.35%	4,474	98.63%
Provincial	37	0.65%	62	1.37%
<b>IHIT</b>	<b>38</b>	<b>100.00%</b>	<b>39</b>	<b>100.00%</b>
Municipal	38	100.00%	37	94.87%
Provincial	0	0.00%	2	5.13%
<b>IPDS</b>	<b>12,509</b>	<b>100.00%</b>	<b>10,414</b>	<b>100.00%</b>
Federal	10	0.08%	7	0.07%
Municipal	12,086	96.62%	10,011	96.13%
Provincial	413	3.30%	396	3.80%

## Municipal Calls for Service

UNIT	ICARS	IERT	IFIS	IHIT	IPDS
Abbotsford	16	1	1	2	1,230
Agassiz	0	2	22	0	24
Burnaby	11	12	779	5	799
Chilliwack	12	7	301	3	969
Coquitlam	6	3	219	0	431
Delta	0	1	218	0	249
Hope	2	1	30	1	28
Kelowna <sup>v</sup>	0	1	0	0	0
Kent	3	0	0	0	0
Langley City	4	1	116	2	412
Langley Township	14	0	175	1	576
Maple Ridge	6	9	247	3	492
Merritt	0	1	0	0	0
Mission	5	1	80	1	157
Nanaimo <sup>vi</sup>	0	1	0	0	0
New Westminster	0	3	1	0	255
North Vancouver City	1	1	159	2	173
North Vancouver District	2	1	119	0	146
Other	0	0	0	0	23
Pitt Meadows	3	0	6	0	72
Port Coquitlam	4	0	54	1	206
Port Moody	1	1	7	0	68
Richmond	11	12	550	1	566
Sechelt	0	0	0	0	4
Squamish	2	3	50	1	84
Surrey	39	20	1,195	12	2,973
Transit Police	0	0	0	0	7
Unknown	2	0	0	0	0
Vancouver	0	0	3	0	13 <sup>vii</sup>
West Vancouver	3	1	102	0	5
Whistler	3	0	17	0	3
White Rock	1	0	23	2	46
<b>Grand Total</b>	<b>151</b>	<b>83</b>	<b>4,474</b>	<b>37</b>	<b>10,011</b>

<sup>v</sup> IERT assistance to IHIT.

<sup>vi</sup> IERT Search warrant.

<sup>vii</sup> IPDS files were one 'assist general public', one 'assist other agency', three 'other criminal code', five 'theft of motor vehicle', one 'traffic', two 'training'.



## Provincial Calls for Service

UNIT	ICARS	IERT	IFIS	IHIT	IPDS
Agassiz	0	1	0	0	60
Alvin	0	1	0	0	0
Boston Bar	0	0	4	1	6
Bowen Island	0	0	2	0	4
Burnaby	0	2	0	0	0
CFSEU	0	0	0	0	26
Chilliwack	0	3	0	0	142
Coquitlam	0	2	0	0	0
Fraser Valley Regional District	2	0	0	0	0
Gibsons	0	1	0	1	5
Hope	0	0	0	0	24
Kelowna	0	1 <sup>viii</sup>	0	0	0
Langley Township	0	3	0	0	0
Lytton	0	1	0	0	0
Maple Ridge	0	2	0	0	0
Metro Vancouver Regional District	1	0	0	0	0
Mission	0	1	0	0	37
New Westminster	0	1	0	0	0
North Vancouver District	0	1	0	0	0
Pemberton	2	0	12	0	11
Pitt Meadows	0	1	0	0	0
Provincial Jurisdiction	28	0	0	0	0
Richmond	0	1	0	0	0
Salmon Valley	0	1	0	0	0
Sechelt	0	0	0	0	10
Squamish	0	0	0	0	46
Sunshine Coast Regional District	0	1	35	0	0
Surrey	0	5	0	0	0
University (UBC)	0	0	9	0	21
Whistler	0	0	0	0	4
White Rock	0	1	0	0	0
<b>Grand Total</b>	<b>33</b>	<b>30</b>	<b>62</b>	<b>2</b>	<b>396</b>

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<sup>viii</sup> High risk arrest requested by Upper Fraser Valley Regional Detachment.

## Federal Calls for Service

UNIT	IERT	IPDS
Agassiz	1	0
Burnaby	1	0
Chilliwack	1	0
Federal RCMP	0	4
Harrison Hot Springs	1	0
Integrated Border Enforcement Team	0	3
Langley Township	2	0
North Vancouver City	2	0
Richmond	1	0
Surrey	1	0
<b>Grand Total</b>	<b>10</b>	<b>7</b>

## Call type by I-Team

### ICARS

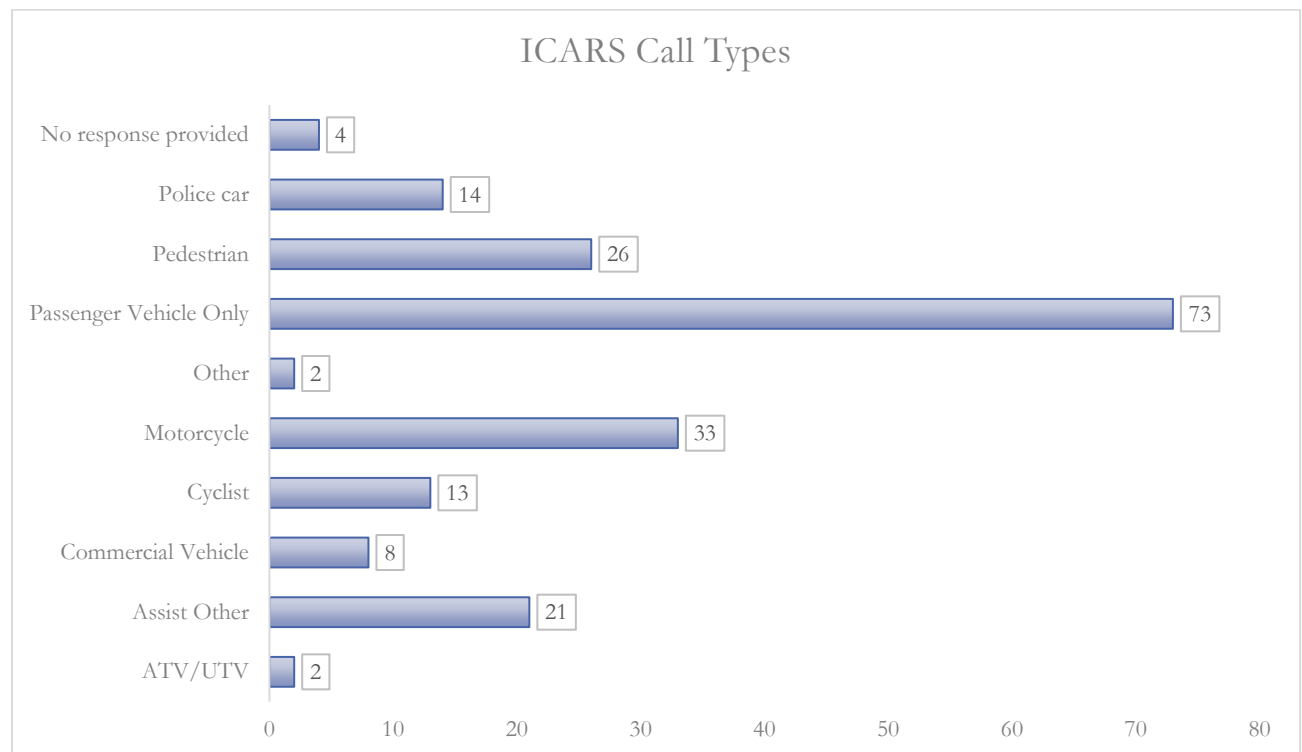
ICARS had 233 requests for service in 2020 and attended 184 of these calls. This is a 27% increase from the 144 calls attended in 2019.

The chart below displays the calls ICARS attended in 2020 and classifies them based on the complexity of the file. Most crashes that ICARS attend are not a single vehicle going off the road. They generally involve a vehicle in a collision with one or more items. Some crashes involve multiple items such as a person, a building, another car and a large truck. The classification standard reflects this approach.

For example: if a motorcycle hits a car, it is recorded as a motorcycle crash because motorcycle involvement means an increased complexity of the formulas involved. If a motorcycle hits a commercial vehicle, it is recorded as a commercial vehicle crash because the commercial vehicle involvement increases the time required to reconstruct the scene. If a vehicle hits a pedestrian; it is listed as pedestrian.

ICARS members also assist investigators by downloading data from vehicle electronic systems. These calls are recorded under 'Assist Other' and often appear in the statistics without a 'location'. The original location of the vehicle may not be disclosed to the ICARS member so not to influence the evidence provided. The ICARS member would attend to a secure garage location as specified on the warrant, download the information, and provide it to the investigator along with interpretation, as required.

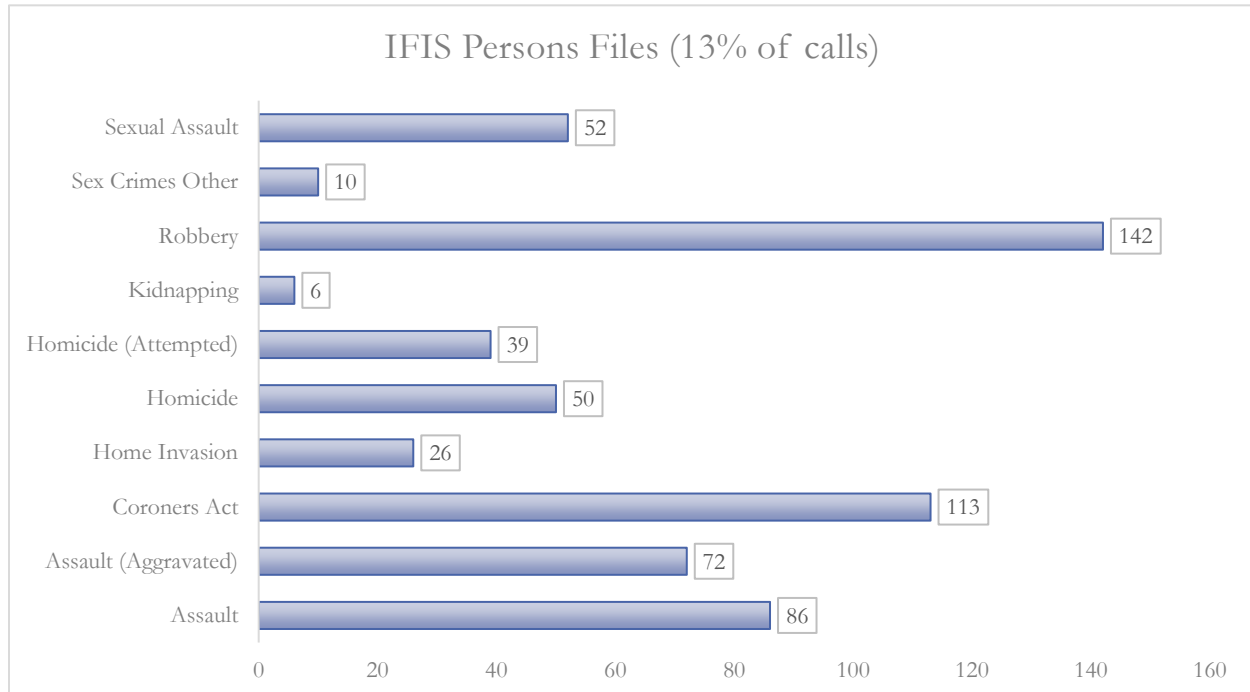
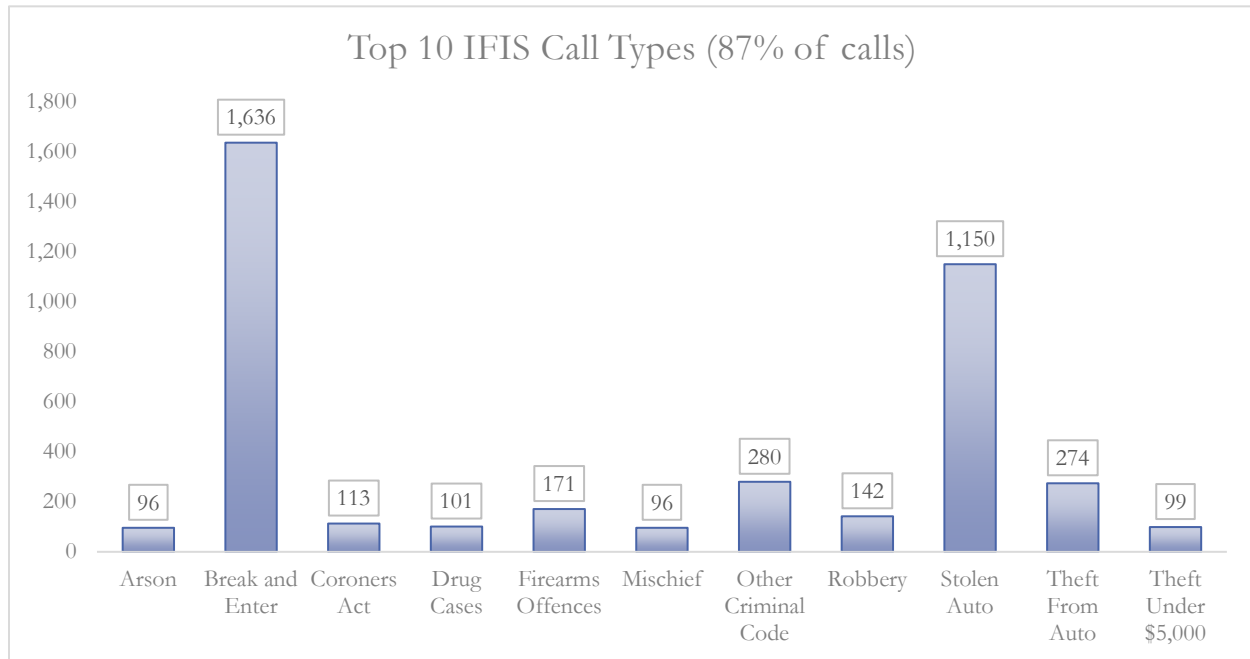
For calls categorized under 'No Response', it was because the available evidence and the investigation did not merit the involvement of ICARS experts. In almost all of those, ICARS members still provided investigative expertise, either at the time, or to the investigation at a later date.





## IFIS

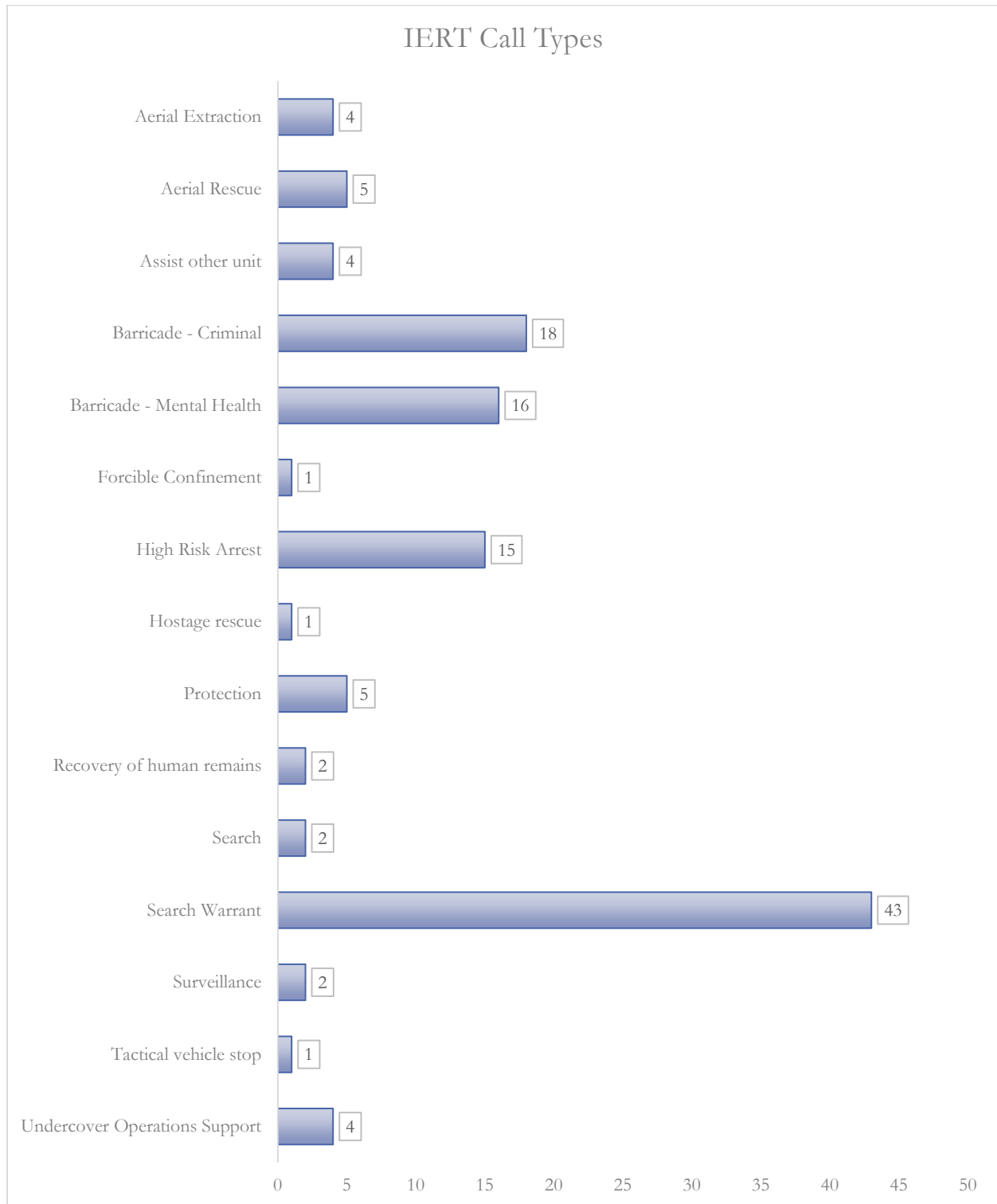
IFIS attended 4,598 calls in 2020. The first chart shows the top ten call types which represent 87% of the recorded calls (4,002/4,598). The IFIS Persons Files chart<sup>ix</sup> shows calls with lower volume (596/4,598) but greater complexity and workload with likely a direct impact on people.



<sup>ix</sup> Coroners Act files are often an evaluation of items of unknown origin that may or may not be human (i.e. bones found in a forested area adjacent a park) or fingerprinting a deceased where they are unidentified.

## IERT

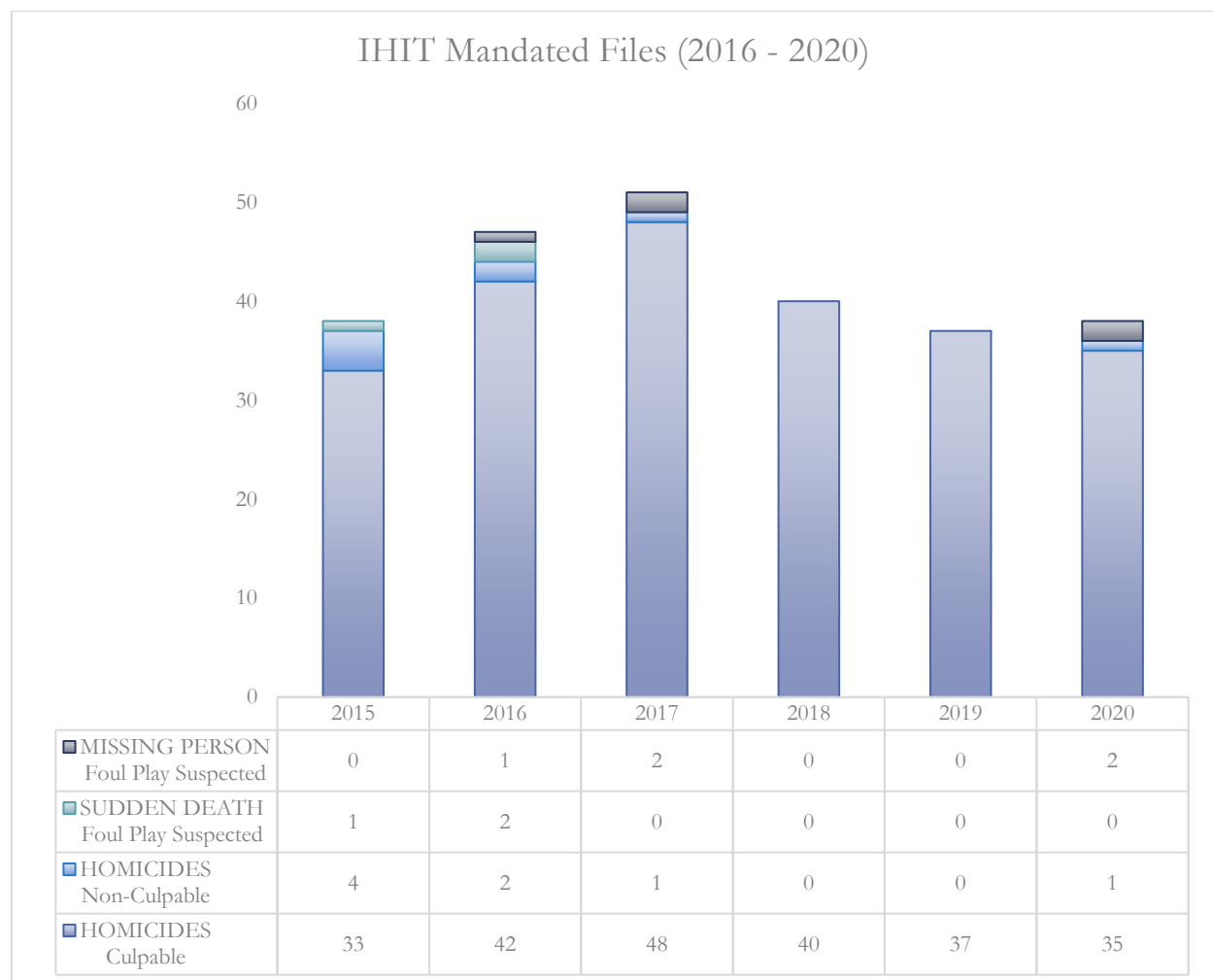
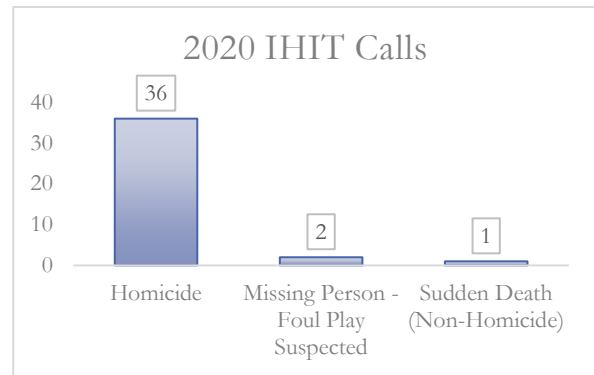
IERT attended 123 calls in 2020. Due to COVID, 2020 call volume was less than prior years. The chart below represents 100% of the calls. An IERT 'call' usually requires the deployment of 10 to 15 regular members in a variety of roles dedicated to the peaceful and negotiated resolution of the file.



## IHIT

IHIT attended 39 calls in 2020. Their ‘mandated files’ include all homicides and sudden death/missing person – foul play suspected, and select historical high profile attempt-homicide files currently maintained at IHIT.

This data excludes all assist, transferred, police involved shootings, and attempt homicides for which IHIT deployed resources. Of note, mandated IHIT investigations that have been transferred to other units and are not represented below.<sup>x</sup> The data in the mandated files chart is as of December, 2020.



<sup>x</sup> IHIT deployed to 39 calls in 2020. After investigation, one call was determined not to be a homicide or a suspicious death and the file was returned to the police of jurisdiction. This results in a one call variance between IHIT ‘calls’ and IHIT mandated files for 2020.

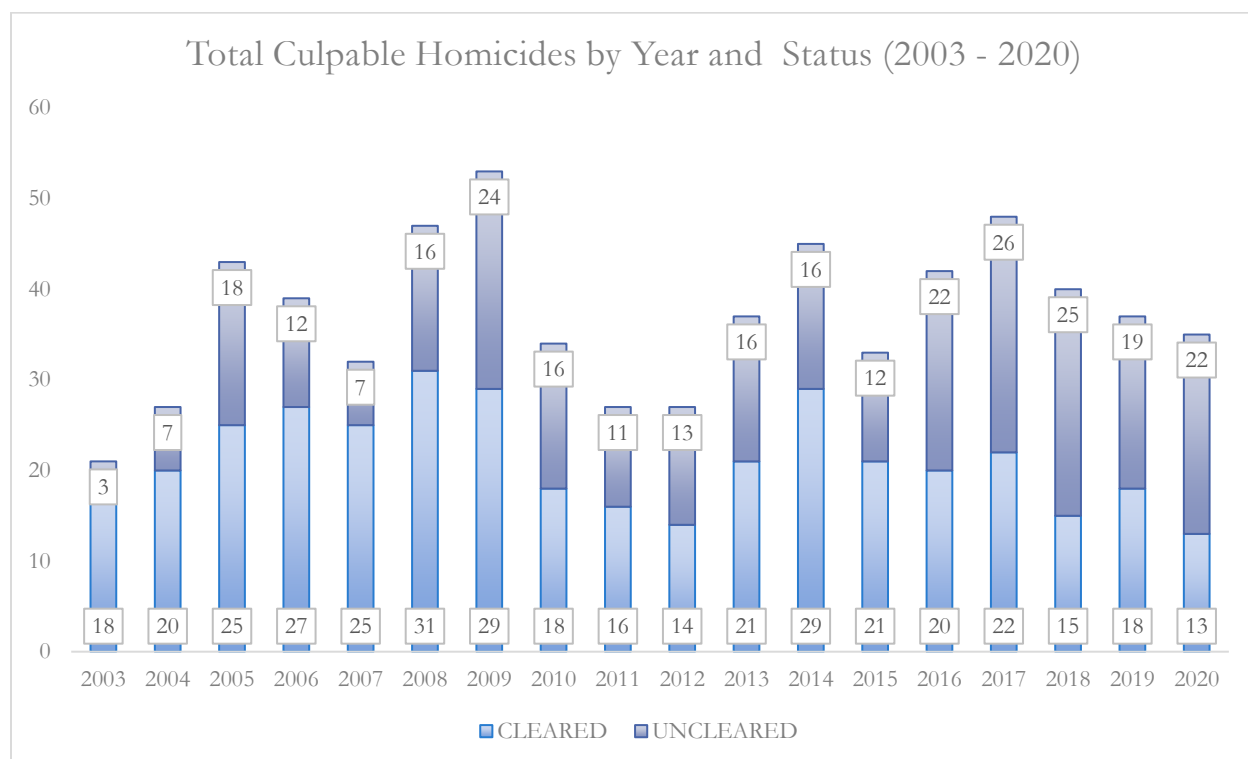
## Status of IHIT Investigations

IHIT's current homicide clearance rate is 57%. This translates to 382 of 667 culpable homicide investigations that have been cleared by charge, recommended charge, or by other means since the inception of IHIT in June 2003. Conversely, 285 investigations are currently "founded, not cleared." A suspect has been identified in 67% of these investigations, however, there is insufficient evidence to warrant a submission to Crown Counsel at this time.

The following data is comprised of confirmed culpable homicides only and is based on the total number of culpable homicide investigations. The data is subject to change due to ongoing investigations.

Clearance rate is an indicator of the number of IHIT investigations in which a suspect has been identified and charges have been laid or recommended. Cleared files also include those investigations in which the suspect has died prior to laying a charge. In these cases, the accused must have been considered chargeable. Those investigations in which there are multiple accused and one has been charged while others have been identified but yet to be charged are considered cleared as of the date of the first clearance. However, if there are multiple accused and one dies prior to charges being laid, this file is not considered cleared until the other accused parties are charged or cleared by other means.

Clearance rate is correlated to many factors, including but not limited to, the type of homicide (i.e. organized crime vs domestic) and the length of investigative time associated to a file. This is illustrated in the chart below which displays the number of cleared and uncleared files ("founded, not cleared"). Files that occurred in the most recent years are more likely to have the lowest clearance rate, which is directly correlated and attributed to the type of file and the length of time that is required and associated to investigating homicides and completing submissions to Crown Counsel for charge approval. This is particularly significant in those investigations in which there is an association to organized crime.



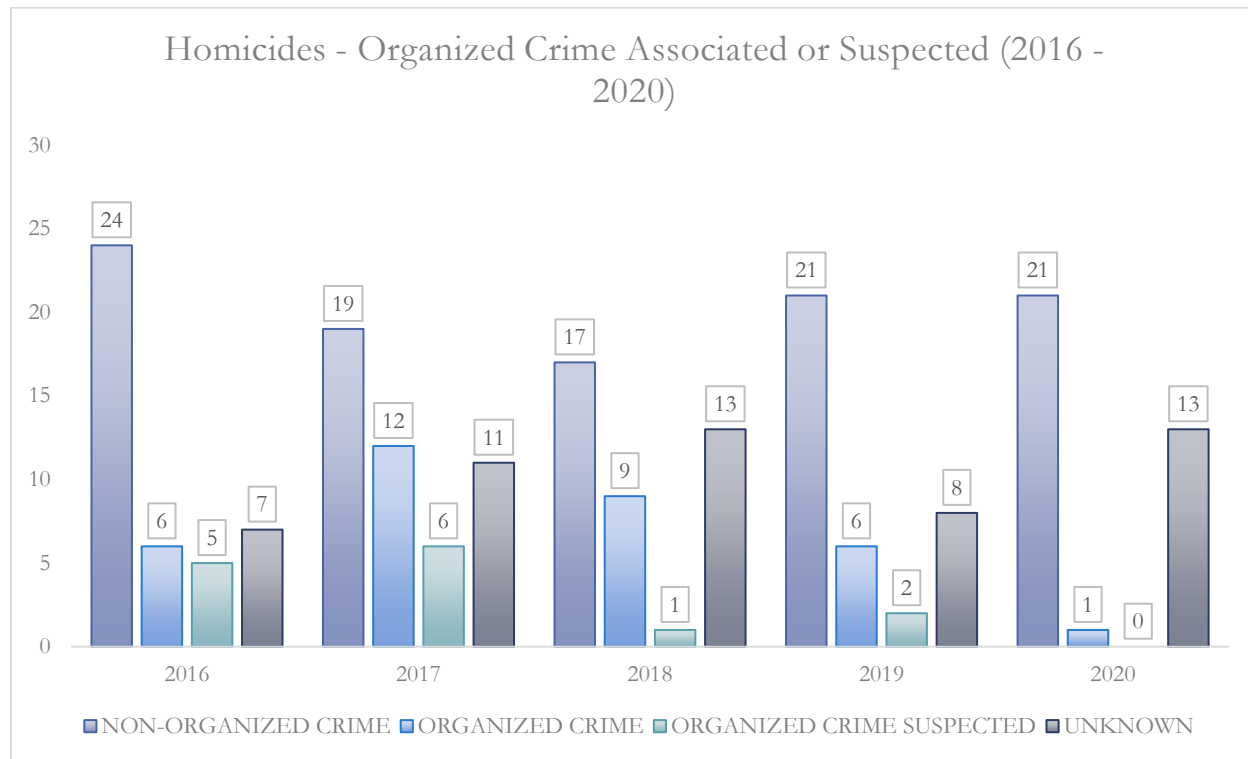
## Organized Crime Related Homicides

IHIT homicide investigations are classified as organized crime related, suspected organized crime related, non-organized crime related or undetermined. In order for an IHIT file to be deemed related or suspected to be related to organized crime, a suspect must first be identified and the homicide must have been committed to further the goals and objectives



of an organized criminal organization (i.e. control over a drug import operation). This determination must be made on information from a credible source not just the circumstances surrounding the homicide.

Organized crime and suspected organized crime related homicide investigations comprise 35% of all IHIT culpable homicide files. A number of IHIT investigations are currently coded as “Undetermined”. These investigations do not meet the coding parameters to be categorized as organized crime related/suspected or non-organized crime related. Although some may appear to be organized crime related due to the circumstances and/or victim background, these files remain coded as “Undetermined” until such time that the investigation details meet the coding criteria to warrant a category change. Investigations currently coded as “Undetermined” comprise 9% of all IHIT culpable homicide files. This coding categorization has been in use since 2013.



## IPDS

IPDS had 10,558 calls in 2020. The following tables and charts present the calls by outcome, business line and call type. Calls have been grouped by the role played by the dog team and provide summary information about outcomes for

### Call outcome definitions

**Achieved Objective** means the dog team achieved their objective for the profile in use. For example: the dog indicated on the potential location of drugs in a vehicle and drugs were found.

**Support** - Dog team provided backup to other members in anticipation of potential deployment or the dog was used but found nothing to report. For example, the dog team supported IERT on a high risk arrest call on the possibility the location may need to be searched for the subject of the complaint. However, the subject of complaint was able to be arrested without incident and the dog team was only used to contain the scene.

**Cancelled** - The call was cancelled by dispatch or a handler after the team began deployment to the call. For example: a dog team may have been requested to search a forested area of a park for the subject of a complaint while the general duty officers held containment on the site. The subject of complaint is located prior to arrival of the dog team and the call is cancelled.

### 2020 Total IPDS Calls<sup>xi</sup>

CALL	ACHIEVED OBJECTIVE	SUPPORT	CANCELLED	TOTAL
Grand Total	1,465	7,159	1,934	10,558

### Total IPDS Calls by Business Line<sup>xii</sup>

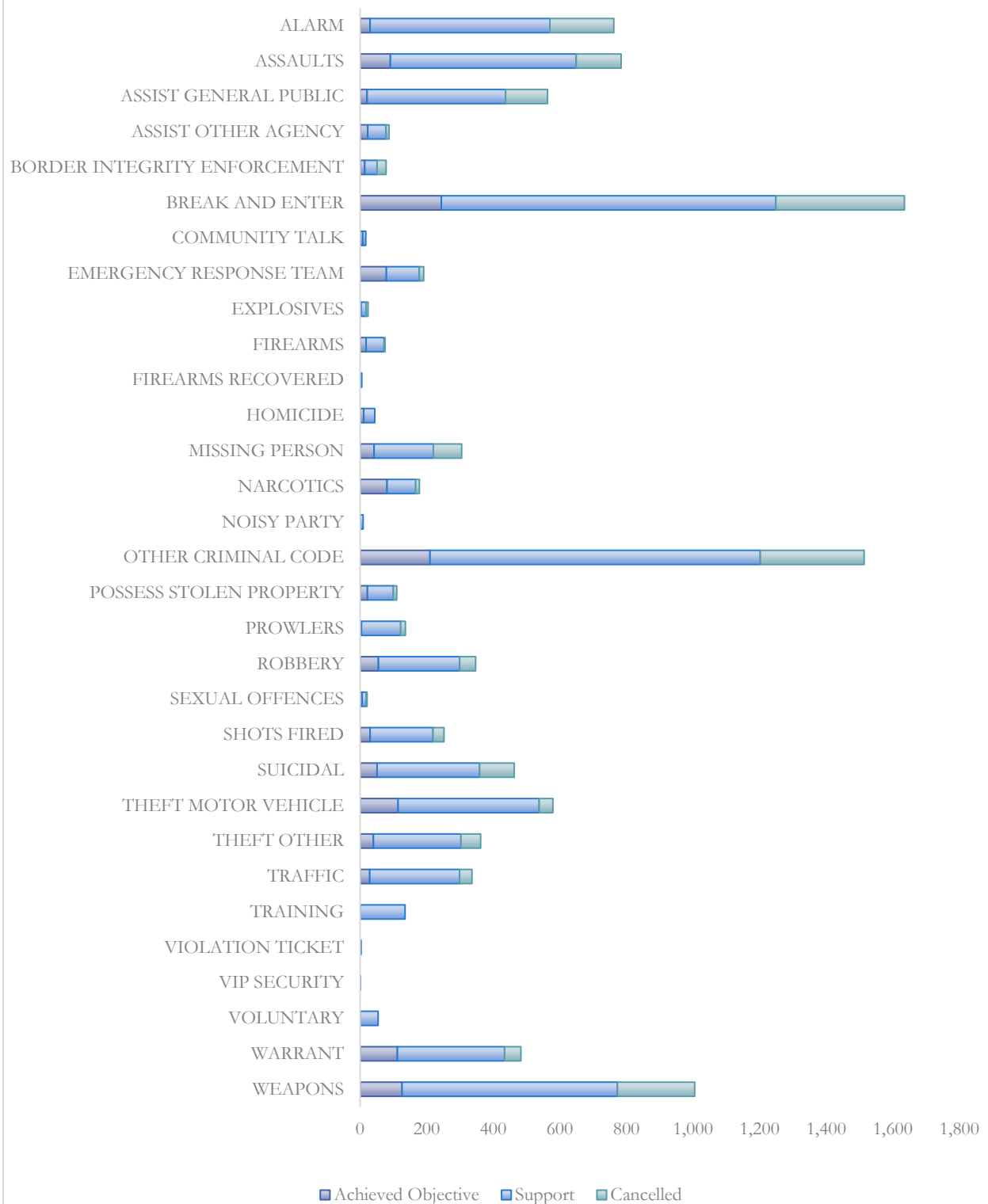
CALL	ACHIEVED OBJECTIVE	SUPPORT	CANCELLED	GRAND TOTAL
FEDERAL	2	3	2	7
MUNICIPAL	1,375	6,796	1,871	10,042
PROVINCIAL	85	226	54	365
Grand Total	1,462	7,025	1,927	10,414

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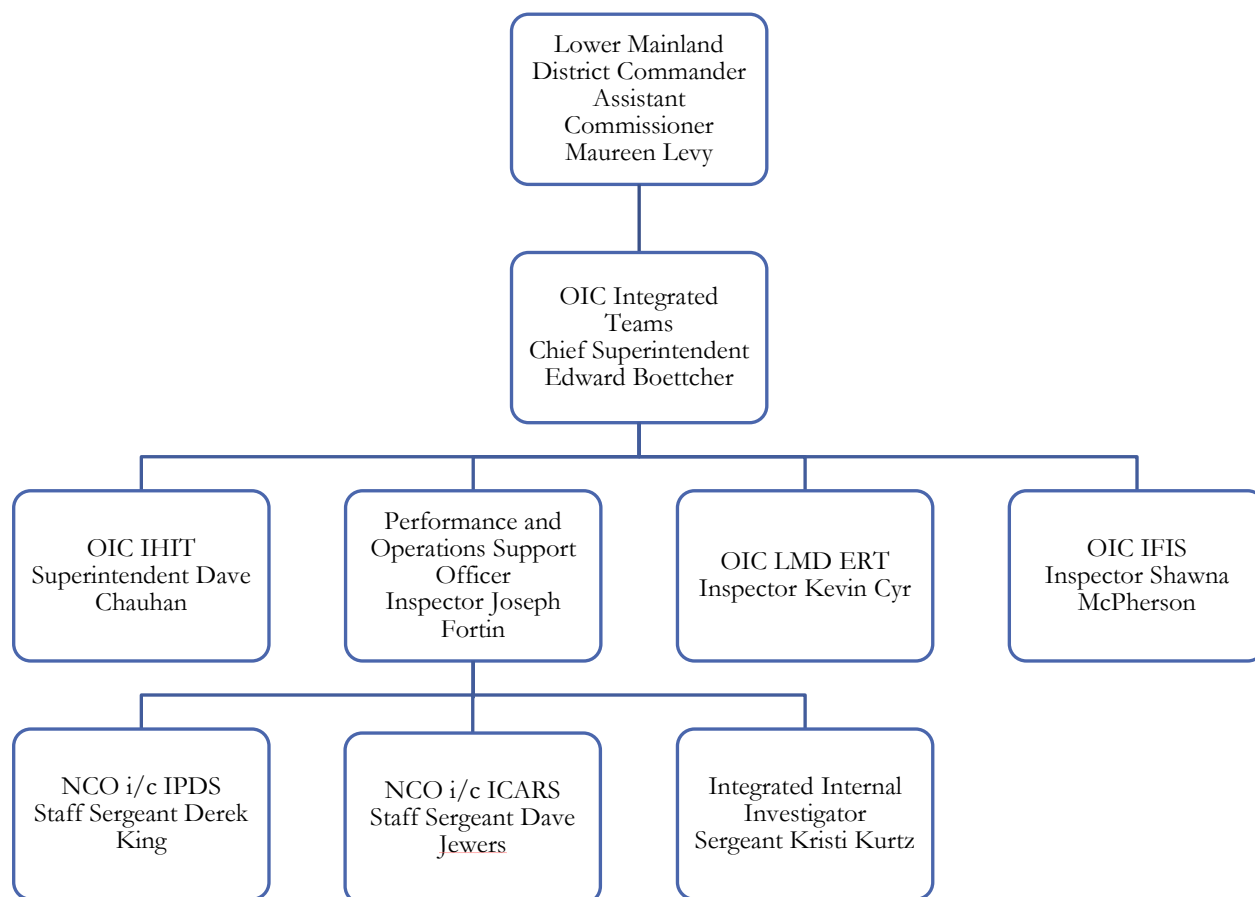
<sup>xi</sup> Total includes training days and community events.

<sup>xii</sup> Total excludes training days and community events.

## 2020 IPDS Calls by Call Type and Outcome



## I-Teams Leadership<sup>xiii</sup>



<sup>xiii</sup> OIC – Officer in Charge; NCO i/c – Non-commissioned Officer in Charge; Organizational chart as of June 1, 2021.



# Partners

## ABBOTSFORD POLICE DEPARTMENT

Chief Constable Mike Serr

604-859-5225 | <http://abbypd.ca> | @AbbyPoliceDept

## DELTA POLICE DEPARTMENT

Chief Constable Neil Dubord

604-946-4411 | <http://deltapolice.ca> | @deltapolice

## NEW WESTMINSTER POLICE DEPARTMENT

Chief Constable Dave Jansen

604-525-5411 | <http://nwpolice.org> | @NewWestPD

## PORT MOODY POLICE DEPARTMENT

Chief Constable David Fleugel

604-461-3456 | <http://portmoodypolice.ca> | @PortMoodyPD

## PROVINCE OF BRITISH COLUMBIA

Policing and Security Branch

250-387-1751 | <https://www2.gov.bc.ca/gov/content/justice/criminal-justice/policing-in-bc/>

## RCMP LOWER MAINLAND DISTRICT INTEGRATED TEAMS

Officer in Charge - Chief Superintendent Edward Boettcher

778-290-4844 | <http://bc.rcmp.ca> | @BCRCMP

## WEST VANCOUVER POLICE DEPARTMENT

Chief Constable John Lo

604-925-7300 | <http://wvvpd.ca> | @WestVanPolice

# CAPG Call for Nominations and Notice of Meeting

**Daisy DYER**

---

**From:** Canadian Association of Police Governance (CAPG) <communications@capg.ca>  
**Sent:** June-25-21 7:00 AM  
**To:** Daisy DYER  
**Subject:** Call for Nominations and Notice of Meeting  
**Categories:** Police Board

[View this email in your browser](#)

**The following message is an exclusive CAPG member communication sent solely to the designated CAPG liaison. Kindly distribute this email to all members of your organization.**



## CALL FOR NOMINATIONS and NOTICE OF MEETING

**CAPG's 32nd Annual Meeting - September 30th, 2021**

New Westminster Police Board,

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 2021-2022.

Please submit your nomination forms electronically to the attention of, Chair, Nominations Committee at [nominations@capg.ca](mailto:nominations@capg.ca) before **August 18, 2021**

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.

Please also see attached Notice of Meeting & Agenda for our **32nd ANNUAL GENERAL MEETING held virtually on Thursday, September 30, 2021.**

Sincerely,  
Jennifer Malloy

**Attachments:**

**CAPG Call for Nominations**  
**Notice of Meeting & Agenda**



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You are receiving this email because you are a Member of CAPG.

**Our mailing address is:**

Canadian Association of Police Governance  
78 George Street  
Suite 204  
Ottawa, ON K1N 5W1  
Canada

[Add us to your address book](#)

Want to change how you receive these emails?

You can [update your preferences](#) or [unsubscribe from this list](#).





**32nd ANNUAL GENERAL MEETING**

**A G E N D A**

**Thursday, September 30, 2021**

**VIA ZOOM – Details for log in to follow**

1. Call to Order and Introduction
2. Establishment of Quorum
3. Approval of Agenda for the 32nd Annual Meeting
4. Announcement of CAPG Award for Excellence in Police Governance
5. Confirmation of Minutes of the 31st Annual Meeting held virtually on Saturday, October 31, 2020
6. Nomination's Committee Report and Election of a slate for the Board of Directors
  - a. *Nominations from the Floor if required*
7. Treasurer's Report
8. Receive the Financial Statements and Auditor's Report for 2021 Fiscal Year
9. Appointment of Auditor/Public Accountant for the 2022 Fiscal Year
10. Members' Resolutions
11. President's Report
12. Committee Reports:
  - a. Research & Policy Committee
  - b. First Nations Police Governance Council
  - c. Governance Committee
  - d. Conference Committee
  - e. Advocacy Committee
13. Additional Business
14. Closing Remarks and Adjournment



CAPG Call for Nominations: 2021 Award for  
Excellence in Police Governance



**CALL FOR NOMINATIONS**  
**32nd ANNUAL GENERAL MEETING**  
**Thursday, September 30, 2021**

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 2021-2023.

The following chart lists the positions that are currently vacant on the CAPG Board of Directors and those terms that will expire at the Annual General Meeting to be held on Thursday, September 30, 2021.

All directors whose terms expire in 2021 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. The chart below lists the eight vacancies by province or designation.

Province	Vacancies
British Columbia	1 Director (1 eligible director Am Naqvi, Nelson)
Alberta	1 Director
Saskatchewan	1 Director
Manitoba	1 Director
Ontario	2 Directors
Nova Scotia	1 Director (1 eligible director Wayne Talbot, Truro)
First Nations	1 Director

Nominations are an important responsibility of our members. The effectiveness and success of our Association depends on the strength and quality of our volunteer Board. It

is up to you to propose nominees who will bring the necessary competencies and commitment.

**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,

- (a) 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
- (b) 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.

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, the Nominations Committee will present a slate for election at the Annual General Meeting on September 30, 2021.

Attached to this document are the following:

- Schedule A is the form to be used by all nominees along with the form to indicate

areas of interest or expertise.

Please submit your nomination forms electronically to the attention of Chair, Nominations Committee at the following address: [nominations@capg.ca](mailto:nominations@capg.ca) or [jmalloy@capg.ca](mailto:jmalloy@capg.ca) before **Wednesday, August 18, 2021.**

The deadline for receipt of nomination papers is **Wednesday, August 18, 2021.** The members of the Nominations Committee are:

- Mary Collins, Victoria, British Columbia
- Micki Ruth, Edmonton, Alberta
- Darlene Brander, Saskatoon, Saskatchewan
- Sandy Smallwood, Ottawa, Ontario
- David Walker, Bridgewater, Nova Scotia

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', with a stylized, cursive script.

Jennifer Malloy  
Sent on behalf of the Nominations Committee

## Schedule A: Nomination Form

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

We \_\_\_\_\_, being members in good standing of CAPG, nominate \_\_\_\_\_ for the position above.

We also confirm that:

- We are members in good standing of the Association
- The nominee resides in the province where our Police Board/Commission is located
- The nominee is willing to commit to the Association for at least a one-year or two-year term
- The nominee will commit to attend the annual conference of CAPG
- The nominee has the financial support\* of our Police Board/Commission to cover the cost of his/her attendance at the CAPG annual conference
- The nominee is able to participate in a two-hour bi-monthly teleconference board meeting; and
- The nominee is willing to sit on at least one working committee and actively participate in the work of that committee.

Signature:

Name: (please print)

Chair of Board/Commission

### 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: \_\_\_\_\_

Fax: \_\_\_\_\_

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

Signature:

Name: (please print)

**Return this form by email to [nominations@capg.ca](mailto:nominations@capg.ca) or [jmalloy@capg.ca](mailto:jmalloy@capg.ca) by AUGUST 18, 2021**

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

I am interested in putting my name forward for the following position(s) for the 2021-2022 term:

POSITION	NAME
President	
Vice President	
Treasurer	
Secretary	

\*Due to the current pandemic and restrictions to in-person travel, the financial commitment needed by your board is limited to attendance at the next CAPG annual conference. Moving forward the financial commitment may increase.



## SCHEDULE B – Areas of Interest or Expertise

Experience	Interest	
		Governance – research on police governance
		Policy development for police governance authorities
		Advocacy on legislation effecting police governance authorities
		First Nations Police Governance
		Governance – emerging issues on board composition and appointments
		Conference and educational program development
		Innovations in crime prevention
		Victims services
		Team building and leadership development
		Risk management
		Labour Relations
		Human resources
		Strategic planning
		Knowledge of federal, provincial, municipal governments
		Contacts, networking, especially on a national level
		Community engagement
		Proposal and grant writing
		Information Technology
		Marketing & public relations
		Fundraising & special events
		Business administration, especially non-profit
		Accounting & Finance in non-profit
		Legal, especially non-profit & tax-law

# Special Committee on Reforming the Police Act Consultation - Survey

**Daisy DYER**

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**Subject:** FW: Special Committee on Reforming the Police Act Consultation - Survey

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**From:** Special Committee on Reforming the Police Act <[Policeactreform@leg.bc.ca](mailto:Policeactreform@leg.bc.ca)>

**Sent:** Tuesday, July 6, 2021 3:23 PM

**To:** Special Committee on Reforming the Police Act

**Subject:** Special Committee on Reforming the Police Act Consultation - Survey

Good afternoon,

The Special Committee on Reforming the Police Act has opened the next phase of their consultation and is accepting input from individuals about their experiences and perspectives with respect to policing and public safety in BC.

British Columbians can share their input by completing a [survey](#). The survey will remain open until **Friday, September 3 at 5:00 p.m.**

Your participation and assistance in sharing this information with anyone who may be interested in participating in the Committee's consultation would be greatly appreciated.

As a reminder, the Committee is also currently hearing presentations from a number of organizations and individuals who made submissions during the first phase of the Committee's consultation earlier this year. The meeting schedule is available via the following [link](#).

The Special Committee will consider all input and make recommendations to the Legislative Assembly in a report that will be released by April 28, 2022. Further information about the Special Committee is available on its [website](#).

If you have any questions about the consultation or require assistance, please contact the Parliamentary Committees Office by email at [policeactreform@leg.bc.ca](mailto:policeactreform@leg.bc.ca) or by calling 250-356-2933 or 1-877-428-8337 (toll-free in BC).

Thank you,

Karan Riarh, Clerk to the Special Committee on Reforming the Police Act  
Parliamentary Committees Office  
Parliament Buildings, Victoria, BC V8V 1X4

## Police Board Interviews

**Daisy DYER**

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**Subject:** FW: Police Board Interviews

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**From:** Couper, Julia PSSG:EX  
**Sent:** July-13-21 11:38 AM  
**To:** Daisy DYER <[DDYER@NWPolice.org](mailto:DDYER@NWPolice.org)>  
**Subject:** Police Board Interviews

Hi Daisy,

We are looking to set up 4 interviews for the week of Aug 16-20<sup>th</sup>. Can you canvass the board to see if anyone is available to sit on the panel then? Below are some tentative times that we will work with, thanks!

Monday August 16<sup>th</sup> – 12:00 pm 5:00 pm  
Tuesday August 17<sup>th</sup> – 11:00 am 5:00 pm  
Wednesday August 18<sup>th</sup> – 10:00 am – 2:30 pm  
Thursday August 19<sup>h</sup> – 10:00 am – 5:00 pm  
Friday August 20<sup>th</sup> – 10:00 am – 3:00 pm

Cheers,

***Julia Couper***

Program Coordinator  
Indigenous Policing & Police Governance  
Policing and Security Branch  
Ministry of Public Safety and Solicitor General



# MEMORANDUM

## *Legislative Services*

**To:** Mayor and Council **Date:** July 12, 2021  
**From:** Jacque Killawee **File:** 05.1035.10  
City Clerk  
**Subject:** Release of Recommendations from Closed meeting regarding the  
City's Heat Plan

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On Council's direction, the following Closed recommendations are released to the public:

*THAT Council direct staff to enhance existing heat plan actions for summer 2021;*

*THAT Council direct staff to review and update the City's heat plan for higher temperatures and report back no later than first quarter 2022;*

*THAT Council join regional advocacy relating to emergency medical response; and*

*THAT this resolution be released to the public.*

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Jacque Killawee  
City Clerk

---

Lisa Spitale  
Chief Administrative Officer



**Daisy DYER**

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**Subject:** FW: NW Police Board: loud vehicle exhausts epidemic

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**From:** Jonathan Cote [<mailto:jcote@newwestcity.ca>]  
**Sent:** June-09-21 3:44 PM  
**To:**  
**Cc:** Dave JANSEN <[DJansen@NWPolice.org](mailto:DJansen@NWPolice.org)>  
**Subject:** RE: NW Police Board: loud vehicle exhausts epidemic

Hi ,

Thank you for the note. I will request that this correspondence be added to an upcoming Police Board meeting for discussion.

Regards,

Jonathan

---

**From:**  
**Sent:** Tuesday, June 8, 2021 5:40 PM  
**To:** Jonathan Cote <[jcote@newwestcity.ca](mailto:jcote@newwestcity.ca)>  
**Subject:** NW Police Board: loud vehicle exhausts epidemic

Hello Mayor Cote and Chair of the NW Police Board.

Re: loud vehicle exhausts epidemic in NW

A NW strata owner and former resident of NW raised this issue at a recent NW Downtown Residents Association meeting at which Councillor Nakagawa was present. She offered to bring this forward to you, as it is also an issue noticed by her where she lives. I forwarded to her some recent correspondence I had with the current traffic Sergeant Greg Smith. I have attached that email.

I thought I would write to you also and ask that you raise this at NW police board meeting to see how the City can assist the NW police in their enforcement efforts. Appended below is a complaint (abridged) I sent into the [info@NWpolilce.org](mailto:info@NWpolilce.org). I will probably start sending this into the NW police every week.

Thanks for your attention to this.

Please consider this email to represent at least 200 to 1000 complaints so far in 2021 of extremely excessive vehicle exhaust noise, in violation of the motor vehicle act, in violation of community mindfulness and in violation of any common sense.

*There are many vehicles travelling through downtown New West which have had mufflers or engines modified or in disrepair so that they are very much louder than any other vehicle in its class - cars, trucks, and motorcycles. This is a quite obvious noise disturbance affecting thousands of people all day, startles everyone around, often sets off parked car alarms, raises everyone's blood pressure, increases anxiety and depression. And IS ILLEGAL !! These extraordinarily loud vehicles can also be heard on other streets from hundreds of meters away from my residence on Carnarvon and 4th street.*

*I could send in a complaint almost every 10-15 minutes from 5:30 am to 10 am and from 2 pm to 11 pm. It seems I do need to do this so that these complaints register on your complaints calls. This issue came up as a top issue in your strategic planning consultation sessions, so it is obvious that people have just given up complaining by phone or online, partly because it is so difficult to get through to your non emergency number, and of course the vehicle will have left within minutes, just to be replaced by another one in the next 10-15 minutes.*

*It would lesson the feelings of hopelessness and despair if the NW Police would put out regular public statements about the unacceptability of noisy mufflers and how police will be stopping such vehicles and issuing tickets and orders.*

*Perhaps the police time opened up by cancelling the school officer program can be put to enforcing the motor vehicle act and making our community a more liveable place where the youth see people modelling good social behaviour in their vehicles rather than using their vehicle engines and exhaust to disturb the peace and "shout profanities and hatred" at us.*

*Thank you for your service and for your attention to this pressing matter.*

**Daisy DYER**

---

**Subject:** FW: E-Comm Board of Directors Nomination | 2021-2022 Term  
**Attachments:** LTR - 2021-22 Board Nomination - New Westminster Police Board 9Jul-21.pdf;  
Attachment 1 - Section 4.2 Members' Agreement.pdf; Attachment 2 - FAQ (Updated 29Jun-21).pdf

---

**From:** Krystal Boros [mailto:Krystal.Boros@ecomm911.ca]  
**Sent:** July-09-21 11:28 AM  
**To:** Daisy DYER <DDYER@NWPolice.org>  
**Cc:**  
**Subject:** E-Comm Board of Directors Nomination | 2021-2022 Term

Good morning,

The E-Comm Annual General Meeting will take place virtually on September 23, 2021 and at that time the Board of Directors will be elected by the Shareholders.

The attached letter details our request for a nominee from your organization. We respectfully request that you review the attached letter and provide us with written confirmation by August 13, 2021.

Please call or email if you have any questions or require additional information.

Thank you,

**Krystal Boros**, *Assistant Corporate Secretary and Freedom of Information Officer*



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being provided to Members and other Special Users, and anticipated to be provided to the Members then holding Class B Shares; and

- 3.7.2.3 the Special User Agreement effectively provides that the Special User will fulfil its financial obligations with respect to the Company Services received by it as if it were a Class A Member.

Subject to Section 4.11.3, a Special User Agreement may be executed between a Special User and the Company at any time notwithstanding when the Government Agency established for the purposes of holding a Class A Share in place of that Special User becomes a Member.

#### **4. BOARD OF DIRECTORS**

##### **4.1 BOARD OF DIRECTORS**

The Company shall have a Board comprised of not less than three nor more than twenty-five directors, with the actual number of directors as determined by the Class A Members as provided below.

##### **4.2 DESIGNATION AND ELECTION OF DIRECTORS**

4.2.1 The Members shall be entitled to designate directors as hereinafter provided:

4.2.1.1 one individual designated by the BCEHS;

4.2.1.2 one individual designated by Vancouver;

4.2.1.3 one individual designated by the Vancouver Police Board;

4.2.1.4 one individual designated by the following group:

(a) each Police Board which directly holds a Class A Share or Class B Share, other than Vancouver Police Board and Delta Police Board; and

(b) each Police Board which has a Class A Share or Class B Share in respect of Police Services held by its respective municipality, other than Vancouver Police Board and Delta Police Board;

4.2.1.5 such number of individuals as are set forth below, to be designated by the following designated group of Class A Members or Class B Members (each group being called a "Designated Group of Members"), if one or more of the Municipalities within a Designated Group of Members is a Class A Member or a Class B Member, as hereinafter set forth:

No. of Individuals  
which may be  
Designated

Designated Group of Members

1

West Vancouver, North Vancouver City,  
North Vancouver District and Lions Bay

- |        |                                                                                                                                                                                                                                                                                                                                                                     |
|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 or 2 | 2 individuals if Burnaby, together with any one or more of New Westminster, Coquitlam, Port Moody, Port Coquitlam, Anmore and Belcarra are a Member; provided however that if Burnaby is not a Member, any one or more of New Westminster, Coquitlam, Port Moody, Port Coquitlam, Anmore and Belcarra which is a Member can designate 1 individual to be a director |
| 1      | Richmond                                                                                                                                                                                                                                                                                                                                                            |
| 2      | Surrey, White Rock, Langley City and Langley District                                                                                                                                                                                                                                                                                                               |
| 1      | Delta and the Delta Police Board                                                                                                                                                                                                                                                                                                                                    |
| 1      | Maple Ridge, Pitt Meadows and Mission                                                                                                                                                                                                                                                                                                                               |
| 1      | Abbotsford, Chilliwack and Fraser Valley Regional District                                                                                                                                                                                                                                                                                                          |
| 1      | Squamish, Lillooet and Sechelt;                                                                                                                                                                                                                                                                                                                                     |

and

- 4.2.1.6 One individual designated by all other Members holding Class A Shares and Metro Vancouver, other than as set forth in Sections 4.2.1.1 to 4.2.1.5, inclusive.
- 4.2.2 The RCMP, and in replacement therefor upon the Government Agency referred to in Section 3.7.1 becoming a Class A Member, that Government Agency, shall be entitled to designate one individual to act as director.
- 4.2.3 If provided in a Special User Agreement entered into pursuant to Section 3.7.2 or if otherwise authorized by the Board under Section 4.11.3, each Special User, and in replacement therefor upon the Government Agency for that Special User referred to in Section 3.7.2 becoming a Class A Member, that Government Agency, shall be entitled to designate one individual to act as director.
- 4.2.4 The group comprised of: the Capital Regional District and those Vancouver Island police agencies, including any RCMP detachment, to which the Company provides police dispatching services shall be entitled to designate one individual to act as director.
- 4.2.5 The Provincial government, acting through the Ministry of Public Safety and Solicitor General, whether it holds a Class A Share or not, shall be entitled to designate two individuals to act as directors.
- 4.2.6 Subject as hereinafter provided, the directors designated pursuant to Sections 4.2.1, 4.2.2, 4.2.3 and 4.2.4 shall designate four additional persons, independent from the Members, to be directors of the Company (the



"Independent Directors"), who have an interest or expertise in the Purpose or the Company Services to be provided by the Company.

- 4.2.7 The Members agree to vote their Class A Shares for the election as directors of the persons designated pursuant to Sections 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.2.5 and 4.2.6.
- 4.2.8 For the purposes of Section 4.2.1.5, upon anyone or more Municipalities within a Designated Group of Members becoming a Class A Member or a Class B Member, such Municipality or Municipalities will be entitled to designate the individual to be a director for the purposes of Section 4.2.1.5. As additional Municipalities within that Designated Group of Members become Class A Members or Class B Members, as the case may be, such additional Municipalities shall be deemed to have agreed to the individual as designated and elected a director for that Designated Group of Members and no changes will be required to be made with respect to any such individual, unless such individual shall cease to be a director in any other manner such as resignation, until the next following annual general meeting or annual consent resolution. Prior to any annual general meeting or annual consent resolution of the Class A Members, a Designated Group of Members shall agree on the individual to be designated by them for the purpose of Section 4.2.1.5 within a time period sufficient for that individual's name to be placed before the Class A Members, as determined by the Board.

#### **4.3 VACANCIES ON BOARD**

Any vacancies on the Board created by an individual designated under Section 4.2.1, 4.2.2, 4.2.3, 4.2.4 or 4.2.5 shall be filled by an individual designated by the Member or Members who designated the individual who is no longer a director, the Special User who designated the individual who is no longer a director, or the Provincial government, as the case may be, and any vacancies in any Independent Directors shall be filled by the remaining directors in accordance with Section 4.2.6.

#### **4.4 NO RESTRICTIONS ON AFFILIATION TO MEMBERS**

Directors designated pursuant to Section 4.2.1 may be appointed or elected officials from a Member or may be persons from the general public with no affiliation to a Member.

#### **4.5 REMUNERATION FOR DIRECTORS**

Directors shall be entitled to fees for acting as a director of the Company, as determined in an Authorized Operating Budget. All directors may be paid reasonable expenses incurred when acting as directors.

#### **4.6 QUORUM AT DIRECTORS MEETINGS**

The quorum for all meetings of the Board shall consist of a majority of the directors. Meetings of the Board shall be held in accordance with the Articles of the Company and this Agreement.

#### **4.7 EXECUTIVE MEMBER OF THE BOARD**

The President of the Company shall be an executive member of the Board and as such shall be entitled to be present at all meetings of the Board and to take part in all discussions at meetings

## **Board of Directors: Common Questions & Background**

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**Q. How should the nominating resolution of our council/board read?**

- A. Exact wording is at the discretion of your organization, however council/board motions should include the name of the nominee, specification of the E-Comm Board term (e.g. 2021-2022) and reference to election at the Annual General Meeting of E-Comm shareholders.

For example “THAT (enter municipality/board/organization) nominate (name) to serve as the nominee of municipality/board/organization) to the E-Comm Board of Directors for the 2021-2022 term, such Board to be elected by E-Comm shareholders at the September 23, 2021 Annual General Meeting.”

**Q. What is the role of the E-Comm Board of Directors?**

- A. The E-Comm Board of Directors is responsible for stewardship of the entire E-Comm organization – it provides strategic oversight of the business and affairs of the company. E-Comm Directors are also the most senior representatives of the organization to the public and our stakeholders. To conduct its work efficiently, the Board has three standing committees: Finance, Governance and Human Resources and Compensation.

**Q. Who elects the Board of Directors?**

- A. The Shareholders elect the Board of Directors at the Annual General Meeting (AGM) of the Company. A Members’ Agreement among the shareholders sets out who may select nominees to the Board of Directors. Nominating entities are expected to select their nominee and advise the E-Comm Assistant Corporate Secretary of the name of their nominee by August 13, 2021 – the candidate is then put forward for election by the shareholders-at-large at the AGM in September 2021.

**Q. What time commitment is required of Directors?**

- A: The Board holds five regular meetings each year, during business days, typically for four hours. The meeting schedule is published well in advance. The Board Committees also meet five times each year, during the business day, for approximately two hours each meeting.

Two additional full or half day sessions occur annually: a Board education and orientation session and a strategic planning session.

As a best governance practice, the Board does expect a high attendance rate from its Directors.

**Q. Why is the Board of Directors term only one year? Can we nominate someone for more than one term?**

- A. The E-Comm Corporate Articles specify a term of one year. Nominating Entities may advise the Corporate Secretary in writing if they wish their nominee’s name to stand for election for a specific number of terms (e.g. four). However, the Corporate Secretary must confirm in writing each year that the standing nomination remains intact, however there will be no further action for the Nominating Entity unless they wish to make a change from their previous direction.

In the case of Nominating Entities that are part of a grouping, the Assistant Corporate Secretary must receive written confirmation from each nominating entity of the standing nomination, including specification of number of terms. The direction must be consistent among all members of the grouping; otherwise all members of the grouping must be contacted each year asking for confirmation of the nomination.

**Q. If my organization/municipality is part of a grouping, do we have to agree on the nominee?**

A. The E-Comm Members' Agreement specifies that each designated group of members shall agree on their individual nominee. Consultation on a mutually-agreeable nominee should be undertaken prior to advising the E-Comm Assistant Corporate Secretary of the name of the nominee.

**Q. What is the difference between nominating a Board Director and sending someone to the AGM?**

A. The individual Board nominees, once elected at the AGM, will serve on E-Comm's Board throughout the coming year, attending various Board and committee meetings, and participating in the supervision of the organization's affairs. Your organization's representative at the AGM is simply the person who attends the AGM that day on behalf of your organization, and votes your share on any resolutions or votes which occur at the AGM that day (this could be your nominee, but it could be another individual). That person's role and duties cease after the AGM has adjourned.

**Q. Why do you contact us in July when the Board is not appointed by Shareholders until September?**

A. We provide sufficient notice of the process to allow for conferring with other members of member groupings, council and or other motions that may be required.

**Q. What do directors receive for remuneration?**

A. Meeting rates are \$397 per meeting (for Directors who are not full-time employees of a Member, the Provincial Government or Special User), twice that amount for meetings longer than four hours in duration. Board meetings are generally less than four hours.

**Q. Who do I contact with questions?**

A. Krystal Boros, Assistant Corporate Secretary, 604-218-6941

### About the annual general meeting

**Q. What is an AGM?**

- A. A general meeting of all shareholders of E-Comm is required to occur at least once annually under the Business Corporations Act (BC), which regulates E-Comm's corporate governance.

**Q. What happens at an AGM?**

- A. The compulsory items on the agenda are the election of Directors, the appointment (or reappointment) of the auditors, and the presentation of previous year's financial statements. Usually, a number of additional items are also placed on the agenda, such as a general report from the Directors, or presentations on new initiatives. Special business items could also be dealt with (such as changing the Corporate Articles), but shareholders would receive notice of any special business with the notice of meeting. As the Company just held a Special General Meeting in June 2021, no special business is expected at the 2021 September AGM.

**Q. Who should attend the AGM?**

- A. A representative of the shareholder should attend the AGM to vote on the matters listed above including electing the Board of Directors. The selection of an appropriate representative is entirely the choice of the shareholder.

**Q. What are Shareholders entitled to vote on?**

- A. Holders of Class A shares have one vote per share on all matters requiring a vote at the AGM, including any items of special business. Class B shares are generally non-voting, except for matters which involve certain fundamental changes – these are listed and specified in the E-Comm Corporate Articles.

**Q. What is the voting process at the AGM?**

- A. Votes are conducted by a simple show of hands (voting cards) unless a shareholder demands at the meeting that a formal ballot or "poll" vote occur on a particular resolution.

**Q. What if no one can attend, can we proxy our vote?**

- A. Yes. A shareholder can appoint a proxyholder (in writing) to attend and vote on the shareholder's behalf at the AGM. The proxyholder need not be a member themselves.

Proxies must be in writing, must specify the name of the shareholder, the identity of the proxyholder, and reference the AGM in question. A form of proxy will issue with the formal notice of the AGM. Proxies must be signed by an authorized signatory of the shareholder and pre-registered with E-Comm at least 2 business days prior to the AGM.

**Q. How will my shares be voted if I return a proxy?**

- A. Proxies usually grant the proxyholder the ability to vote on all matters at the meeting, in their discretion. If a shareholder wishes, it can restrict that discretionary power by stating in the proxy form that its shares must be voted in a certain manner on specified resolutions or votes which it anticipates will be before the meeting. Such language, if included, needs to be clear and unambiguous.

**Q. Can a proxy be revoked?**

- A. Once granted, proxies can also be revoked, but written revocation signed by the shareholder must be given to E-Comm at least one business day prior to the AGM.

**Q. Who chairs the AGM?**

- A. E-Comm's Corporate Articles specify that the chair of the Board of Directors will also chair the AGM.

**Q. How important is it that we send someone?**

- A. As a shareholder of E-Comm we strongly urge you to ensure that you shares are represented, but it is not necessary that you be represented in-person – proxy voting is equally acceptable and effective, particularly when the AGM is held virtually.

**Q. What if I have a question about the AGM?**

- A. Contact Krystal Boros, Assistant Corporate Secretary, at 604-218-6941.



VIA EMAIL – c/o [ddyer@nwpolice.org](mailto:ddyer@nwpolice.org)

July 9, 2021

Chair Mayor Jonathan Coté and Board Members  
New Westminster Police Board  
555 Columbia Street  
New Westminster, BC V3L 1B2

Dear Mayor Coté and Board Members,

**RE: E-Comm Board of Directors Designate — 2021-2022 Term**

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The Virtual Annual General Meeting (the “Meeting”) of the Shareholders (Members) of E-Comm *Emergency Communications for British Columbia Inc.* (“E-Comm”) will be held on Thursday, September 23, 2021 and, at that time, the Board of Directors will be elected by the Members for the 2021-2022 term.

Nominee for the coming term to be selected

The Members’ Agreement among E-Comm’s shareholders sets out how the Board of Directors is to be elected. For your reference, we attach a copy of section 4.2 of the Members’ Agreement, headed “Designation and Election of Directors” which contains the applicable provisions.

Your organization falls into the group of which described at subsection 4.2.1.4. Pursuant to Section 4.2.1.4 of the E-Comm Members’ Agreement, Police Boards or municipalities holding Class A or Class B shares for Police services, other than Vancouver and Delta, are entitled to designate one mutually agreed upon individual for election to the Board of Directors of E-Comm. At present, your grouping is comprised of these police boards:

	Class A	Class B
Abbotsford Police Board	1	-
<b>New Westminster Police Board</b>	<b>1</b>	-
Port Moody Police Board	1	-
Transit Police Board	1	-
West Vancouver Police Board	1	-

The current representative of your group on the E-Comm Board is Mike Welte. Since joining the Board in September 2020, Mike has been an engaged member of the E-Comm Board of Directors and has made significant and positive contributions to the Board’s decision-making over the course of this past year. The learning curve for new Directors of E-Comm can be very steep due to the complexity of our organization. Mike has very quickly oriented himself – he has attended orientation sessions, two strategic planning sessions, and a special governance redesign session in addition to regular Board and Committee meetings. Although it is not required, Mike also serves on one of the Board’s Committees. While we recognize that the decision to nominate a designate is at the discretion of the Designated Grouping, the Governance Committee of the Board of Directors would respectfully request that the reappointment of Mike be considered, given the significant contribution your representative has made in the past year. We know the coming year will present challenges, and we would look forward to having Mike at the Board table.

Because your organization is among a Designated Group of Members who must mutually agree upon your nominee, **we respectfully request that the New Westminster Police Board confer with the other members of your grouping to confirm your selection for the coming term and provide the name of such individual not later than August 13, 2021.** This will help to ensure a smooth nomination process.



Who is eligible?

The Board of E-Comm is committed to good governance and seeks Directors who possess the experience, skills, and attributes to effectively serve the interests of all shareholders and our other stakeholders. An effective Director will have competencies in many, or most, of the following areas: knowledge of the fields of emergency communications, police, fire, or ambulance first response or public-safety, knowledge of the role of a board, analytical skills including financial acumen, leadership skills, good communication skills, sound judgment, high integrity and the ability to influence others. Further, the Board of Directors believes that its composition should reflect the rich diversity of the communities that E-Comm serves and has adopted a Board Diversity policy in support of that objective.

Commitment

The E-Comm Board of Directors provides oversight of all of the business and affairs of the Company. The Board meets not less than five times per year – meetings are held during regular working hours, typically commencing in the morning and running until mid or early afternoon, at E-Comm's Vancouver centre. Two additional Board sessions are also held annually for strategic planning and Board education. There are three standing committees of the Board (Finance, Governance, and Human Resources and Compensation), each meeting five times per year. Participation on committees is voluntary, but encouraged.

Although Shareholders are required to elect Directors every year, we hope that nominees are willing to serve for not less than two years, in part because the Company is complex and there is a learning curve to be expected. We encourage Directors to serve additional terms. There are no term limits in place, although we strive to balance the value of experienced Directors with that of newcomers.

Next steps

**We kindly request that the New Westminster Police Board advise E-Comm (to the attention of the writer) with written confirmation by August 13, 2021, of the name and contact information of your nominee to the E-Comm Board for the 2021-2022 term.** The question and answer document enclosed in this package includes a sample motion confirming your nomination, if required. Virtual meeting details will be shared with your nominee in advance of the AGM.

Please note that nominating a director is a separate process from designating a representative to vote your share at the Virtual Annual General Meeting (AGM) in September. As such, I will be contacting you again in mid-August with the notice of AGM and requesting that you designate one individual to attend the Virtual Annual General Meeting of the Shareholders for the purposes of voting the New Westminster Police Board share. Virtual meeting details will be shared with your voting representative in advance of the AGM.

Yours truly,



Krystal Boros  
Assistant Corporate Secretary

c | 604.218.6941  
e | krystal.boros@ecomm911.ca

cc Mike Welte, E-Comm Board Director