



NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, June 20, 2023 at 0930

In Person: Anvil Centre (777 Columbia Street) - Media Studio - Room 417

By Zoom: <https://us02web.zoom.us/j/84336311434?pwd=QlBkRXBjeDB4UVVlRkpKZCtXU2JZQT09>

Passcode: 824852

By Phone: +1 778 907 2071 / Webinar ID: 843 3631 1434

✓ Indicates Attachment

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

1	ADOPTION & PRESENTATIONS	
	1.1 Land Acknowledgement	<i>Police Board</i>
✓	1.2 Adoption of Open Agenda: June 20, 2023	<i>Police Board</i>
2	CONSENT AGENDA	
✓	2.1 Approval of Open Minutes: May 23, 2023	<i>Police Board</i>
	2.2 Police Board Member Reports	
✓	2.3 Statistics: May 2023	
✓	2.4 Policy: AB145 & OM25	
✓	2.5 Police Board Correspondence	
	2.5 (a) E-Comm Update from George Madden - May	
	2.5 (b) NWPB Correspondence to CAPG	
	2.5 (c) BCAPB: New President	
3	ONGOING BUSINESS	
✓	3.1 GOVERNANCE: Annual Budget Preparation	<i>Chief Constable Jansen</i>
✓	3.2 Report on NWPB Overtime	<i>Deputy Chief Hyland</i>
✓	3.3 GOVERNANCE: Governance Manual Review	<i>Chief Constable Jansen</i>
4	NEW BUSINESS	
✓	4.1 Notice of E-Comm AGM	<i>Chief Constable Jansen</i>
	NEXT MEETING	
	Date: July 18, 2023 @ 0930	
	Location: To be Advised	
	ADJOURNMENT OF OPEN MEETING	



NEW WESTMINSTER MUNICIPAL POLICE BOARD

May 23, 2023 at 0930

In-Person and via ZOOM

Century House, 620 Eighth Street, New Westminster, BC

MINUTES of Regular Meeting

PRESENT:	Mayor Patrick Johnstone	Chair
	Ms. Heather Boersma	
	Mr. Drew Hart	
	Mr. Patrick Lalonde	
	Ms. Mary Trentadue	
	Mr. Alejandro Diaz	
STAFF:	Chief Constable Dave Jansen	
	Deputy Chief Constable Paul Hyland	
	Inspector Andrew Perry	
	Inspector Eamonn Ward	
	Inspector Trevor Dudar	
	Inspector Aman Gosal	
	Ms. Jacqueline Dairon	Finance Supervisor
	Ms. Daisy Dyer	Police Board Secretary
	Ms. Hailey Finnigan	Communications

The meeting was called to order at 09:30 a.m.

1. ADOPTION

1.1 Land Acknowledgement

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

1.2 Adoption of Regular Agenda: May 23, 2023

MOVED AND SECONDED

THAT The New Westminster Police Board approve the May 23, 2023, Regular Agenda

CARRIED

CONSENT AGENDA

- 2.1 Approval of Open Minutes: April 18, 2023**
- 2.2 Police Board Member Reports**
- 2.3 Statistics: April 2023**
- 2.4 Policy: OE30 and OD30**
- 2.5 Police Board Correspondence**
 - 2.5 (a) E-Comm Update from George Madden - April**
 - 2.5 (b) Implementation of Two Factor Authentication**

MOVED AND SECONDED

THAT item 2.1 be removed from the Consent Agenda; and

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

CARRIED

ITEMS REMOVED FROM THE CONSENT AGENDA

- 2.1** Mr. Lalonde noted that he was not present at the April Board meeting. Ms. Dyer will remove Mr. Lalonde as an attendee.

MOVED AND SECONDED

THAT item the Open Board minutes of April 18, 2023, be moved as amended

CARRIED

3. ONGOING BUSINESS

3.1 GOVERNANCE: Q1 Financial Report

Ms. Dairon presented the 2023 Q1 financial report and forecast to the Board.

As of March 31, 2023, the police department has exceeded its year-to-date budget by \$563,000. However, a favourable budget variance of \$122,167 is expected.

The following was of note:

Salaries and benefits exceeded the Q1 budget by \$313,000. This is attributed to the front-loading nature of benefits, and to overtime. Some overtime is ascribed by vacancies, while some is recoverable via third parties.

There is a small variance to contracted services. Additional costs to support the department through high-risk files could cause these accounts to go over-budget.

Education and Training is over budget by \$100,000 and is forecasted to continue with a projected budget variance of \$134,000. Recruitment costs have increased as a result of increased pricing and volume. Of note, this will also increase should additional hiring be required.

General Office and Administration is currently 10% over budget. This is as a result of legal fees and IT costs. If the current trend continues to legal fees, the budget would be exceeded by \$110,000. Similarly, if IT continues with the planned projects for 2023, the budget will be exceeded.

Operational equipment continues on budget and is currently forecasted to remain as such. \$25,000 of overages in firearms and operational equipment has been recovered via grants.

Sales of Service is anticipated to result in a favourable budget variance of \$200,000.

It was noted that there are various standing government grants which will vary from previous years. Once they are received, an update will be provided.

Ms. Trentadue requested that a detailed review on overtime be provided to the Board, noting that there may be options to offset some of the overtime.

Mr. Lalonde enquired into why training and recruiting has increased. Ms. Dairon explained that nine recruits were budgeted for, of which eight have already been hired. Chief Constable Jansen shared that each recruit costs the department \$22,000, thus if the department has to recruit unexpectedly, there will be an impact to the budget.

Received for information.

3.2 Non-Emergency Call Taking Update

Deputy Chief Hyland provided a status update on non-emergency call taking at the New Westminster Police Department. There was a soft launch of in-house non-emergency call taking that began on May 15, 2023. Two full-time operators and two auxiliaries have been hired thus far. There is a go-live date anticipated for the week of June 19, 2023, in which the department will be responsible for 100% of non-emergency calls during the hours of 0800 – 1600, Monday to Friday.

During the week of May 15, the Communications Operations Centre took 38 calls of 92 offered during the hours of 0800 - 1600. This is the equivalent of 41%.

Mr. Hart noted that E-Comm had previously relayed that they would not take any non-emergency calls should we move to this model, and asked if this was still the case. Inspector Perry stated that he has engaged E-Comm and that they have been cooperative, with no additional concerns.

Ms. Boersma enquired into the statistics, specifically if we have seen an improvement or increased volume. Deputy Chief Hyland reported that Q1 2023 saw 15% less calls than Q1 2022. It was agreed that the statistics would be tracked.

Ms. Trentadue asked if there is education for the public with the move to in-house non-emergency call taking. Deputy Chief Constable Hyland responded that we will communicate the expanded service to the community once the service goes live in June.

Received for information.

4. NEW BUSINESS

None

ADJOURNMENT of Regular Meeting

Chair Johnstone adjourned the meeting at 0955

Next meeting

The next meeting will take place on Tuesday, 20 June, 2023, with the location to be determined. Details can be found at the New Westminster Police Department Website: <https://www.nwpolice.org/inside-new-westminster-police-department/police-board/>

PATRICK JOHNSTONE
CHAIR

DAISY DYER
RECORDING SECRETARY



New Westminster Police Department

PROTECTED A

June 08, 2023

Crime Type Category ¹	2023 April	2023 May	May 3YR Avg	YTD 2021	YTD 2022	YTD 2023	YTD 3YR Avg	% Change 2023-2022
Persons Offences								
HOMICIDE	0	0	0	2	0	0	1	N/A ²
ATTEMPTED HOMICIDE	0	0	0	1	2	0	1	-100%
SEXUAL ASSAULTS	5	6	4	27	25	31	28	24%
ASSAULT-COMMON	30	43	37	140	136	157	144	15%
ASSAULT-W/WEAPON OR CBH	9	9	12	64	61	54	60	-11%
ASSAULT-AGGRAVATED	1	0	0	3	3	5	4	67%
ROBBERY	5	6	5	24	18	29	24	61%
Total Monitored Persons Offences	50	64	59	261	245	276	261	13%
Domestic Violence								
DOMESTIC VIOLENCE	34	33	52	248	262	197	236	-25%
FAMILY VIOLENCE	6	16	18	109	99	75	94	-24%
Property Offences								
BREAK & ENTER-BUSINESS	8	10	15	118	70	39	76	-44%
BREAK & ENTER-RESIDENCE	3	5	3	18	31	27	25	-13%
BREAK & ENTER-OTHER	4	10	9	26	27	35	29	30%
THEFT OF VEHICLE	9	6	9	49	66	51	55	-23%
THEFT FROM VEHICLE	24	49	61	374	294	220	296	-25%
THEFT-OTHER OVER \$5000	0	0	1	4	6	9	6	50%
THEFT-OTHER UNDER \$5000	26	44	37	141	166	190	166	14%
MISCHIEF OVER \$5000	1	1	2	4	4	7	5	75%
MISCHIEF \$5000 OR UNDER	37	45	43	245	196	197	213	1%
Total Monitored Property Offences	112	170	180	979	860	775	871	-10%
Traffic Offences								
Collisions								
COLLISION-FATAL	0	0	0	0	2	2	1	0%
COLLISION-NON-FATAL INJURY	7	6	8	39	33	30	34	-9%
COLLISION-ALL OTHERS	48	41	40	154	261	206	207	-21%
Total Collision Offences	55	47	48	193	296	238	242	-20%
215 Impaired								
215 ALCOH-24HR & DRUG	5	4	2	18	13	14	15	8%
215 ALCOH IRP FAIL & REFUSE ASD-90 DAY	10	8	9	56	63	63	61	0%
215 ALCOH IRP WARN	3	5	4	20	22	27	23	23%
IMPAIRD OP MV (DRUGS & ALCOH)	11	9	11	39	76	40	52	-47%
Weapons Offences								
WEAPONS	6	8	6	34	27	27	29	0%
Other Non-Criminal Offences								
BYLAW	17	24	25	139	99	109	116	10%
FALSE ALARMS	61	57	67	259	379	310	316	-18%
MISSING PERSONS	17	27	22	96	105	99	100	-6%
MENTAL HEALTH RELATED	22	21	49	383	218	169	257	-22%
DISTURBED PERSON/ATT SUICIDE	27	20	39	286	205	146	212	-29%
SUDDEN DEATH	7	13	14	51	59	60	57	2%
DOMESTIC DISPUTE-NO ASSAULT	35	35	42	185	149	198	177	33%

¹ The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCIS Status: <A (all files except unfounded) or B:Z (founded). Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2023-05-06. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

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

REMOTE WORK

AB145

New: Effective June 2023

AB145

Risk Assessment: Low

POLICY

1. The New Westminster Police Department (“NWPD”) will provide policy and procedures to guide employees regarding working remotely and how operational requirements will need to be met in determining if, when, and how an employee works remotely.
2. Working remotely is not operationally feasible for all employees. It may also not be appropriate for all employees and is voluntary for eligible employees. No employee is entitled to or guaranteed the opportunity of remote work. Offering the opportunity to work at home or at a temporary satellite location rather than the NWPD building is the decision of management, based on the operational feasibility and discretion of the employee’s immediate supervisor and the section supervisor.

REASON FOR POLICY

3. To support the use of remote work as an alternative, flexible work arrangement for the purpose of:
 - a. Attracting and retaining a diverse and talented workforce;
 - b. Minimizing carbon emissions by reducing commuting;
 - c. Improving work/life balance for employees; and
 - d. Assisting with operational continuity in the event of a natural disaster, pandemic, or other widespread disruption.
4. To ensure equity for employees and to maintain operational integrity while employees work remotely.
5. To ensure accountability for employees and to maintain security of confidential information while working remotely.

DEFINITIONS

6. **Working remotely** is defined as engaging in recurring, scheduled and performed work from a remote location other than an employee's regular worksite.
7. **Designated worksite** is defined as working at the NRPD building or at a designated location.
8. **Remote worksite** is defined as the alternative location where the employee is permitted to carry out the work otherwise performed at or from their designated workplace.
9. **Remote work agreement** is defined as a written agreement containing specific details of the remote work arrangement that must be signed by an employee and their respective manager/supervisor.



New Westminster Police Department

REMOTE WORK AGREEMENT

Please review the NWPD Remote Work policy and the Remote Work Self-assessment Checklist prior to completely this agreement.

Section 1: Summary Information		
Employee: (name / PIN)		
Current Unit / Position:		
Supervisor:		
Section 2: The Employer and the Employee agree to the following		
1. Work Duties and Responsibilities	The employee's work duties and responsibilities while working remotely/ from home will include: (Fill out details)	<i>Initial</i>
2. Remote Location	Address: City, Postal Code: Personal Phone: Cell Phone: E-mail: <i>If the Remote Worksite address changes, the employee must notify the supervisor at the earliest opportunity.</i>	<i>Initial</i>
3. Remote Workspace set-up	The employee must set up a proper remote office work space making sure to include; <ul style="list-style-type: none"> — Desk Area — Proper lighting — Proper Seating — Must have working Internet Access <i>Photos of workspace must be attached to this agreement for approval.</i>	<i>Initial</i>



New Westminster Police Department

9. Employee Status, Benefits and Entitlements	Employee status, benefits and leave entitlements, eligibility for authorized overtime and employee salary are not altered by this agreement and will be arranged/dealt with through existing practices/directives.	<i>Initial</i>
10. Conditions of Employment, Legislation, Policy and Guidelines, and Collective Agreements	<p>The provisions of all relevant workplace policies and guidelines, legislation, Terms and Conditions of Employment and/or relevant Collective Agreement provisions will continue to apply.</p> <p>Specifically, in addition to this agreement, all the conditions of the Remote Work policy apply. If policy is amended or there is discrepancy, policy will supersede this agreement.</p>	<i>Initial</i>
11. Occupational Safety and Health	<p>The employee agrees to maintain a designated and dedicated workspace that meets occupational safety standards for the remote office and office ergonomics.</p> <p>The Employee has reviewed Appendix A of the Remote Work Agreement with respect to setting-up a remote workspace.</p> <p>Worksafe liability for work related accidents will continue to apply during the Remote Work Arrangement schedule as defined in this agreement.</p> <p>The employer will not be responsible for any non-work- related injuries that may occur when working remote. Compensation will be limited to the approved remote work times only and will be limited to the designated remote workspace.</p> <p>The employee agrees to follow safe work practices and to promptly report any work-related accident that occurs at the remote workplace to their supervisor and/or appropriate employer representative. The employee will also immediate report any unsafe situations when working remotely.</p> <p>The Employee agrees to allow the Employer’s Occupational Health and Safety (“OHS”) Committee representatives to access to the Remote Work Site in the event a safety inspection is required, following a serious incident, a near miss, or as directed.</p>	<i>Initial</i>



New Westminster Police Department

12. Insurance	<p>The Employee is responsible for ensuring they have appropriate coverage for the Remote Work Site, and is responsible for any payments of insurance premiums. Employer insurance does not cover personal liability of the Employee or equipment owned by the employee.</p> <p>The Employee is responsible for ensuring that the Remote Work Site complies with all relevant zoning regulations.</p>	<i>Initial</i>
13. Technology, Equipment, Materials and Supports	<p>The employer will provide a RSA token for remote access, and the employee will provide necessary equipment to perform their work tasks.</p> <p>If the employer provides any equipment, all the equipment provided for working remotely shall remain the property of the employer and must be returned should employment or the remote work agreement terminate.</p> <p>Equipment and supplies provided by the Employer are to be used only for the purpose of carrying out the employer's work - employer owned equipment shall not be used for personal purposes. The employee understands and agrees to the Equipment and Supplies section of the Remote Work Policy.</p>	<i>Initial</i>
14. Confidentiality & Security Standards	<p>The employee will be responsible to secure and protect the property, documents and information belonging to the employer.</p> <p>The employee will promptly report to their supervisor, any circumstances or incidents which may compromise the confidentiality of any property, documents or information in connection with their employment.</p> <p>The employee understands relevant policy regarding confidentiality and security, specifically AF130 – Security of Police Records Information Systems, and AF70 – Disclosure and Protection of Information policies.</p>	<i>Initial</i>
15. Dependent & Elder Care	<p>The employee will ensure Dependent and/or Elder care arrangements are in place during hours of work. The employee agrees that remote work arrangements are not a substitute for dependent, child, or elder care arrangements.</p>	<i>Initial</i>



New Westminster Police Department

16. Work Performance and Achieving Objectives	The employee and supervisor will determine the best way to ensure that objectives and expected results are achieved while working remote. The employee will ensure that work performance meets or exceeds expectations of their duties and responsibilities while working remotely.	<i>Initial</i>
17. Annual Review	The Supervisor/Manager will conduct an annual review of this agreement, and the employee agrees that this agreement may be altered to promote greater work-life balance while ensuring individual productivity.	<i>Initial</i>



New Westminster Police Department

Section 3: Comments

Employee's Comments

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Supervisor's Comments

--

Section 4: Signatures for Approval

Agreed to by Employee: _____
(print name)

I have read and agree with the above Remote Work Agreement. I understand the duties, responsibilities, obligations and conditions for working remotely and agree to NWPDP Policy.

Signature: _____ Date: _____

Agreed to by Supervisor: _____
(print name)

Signature: _____ Date: _____

Approved by Divisional Manager: _____
(print name)

Signature: _____ Date: _____



Setting up, organizing, and working comfortably in your home workspace

Working from home can be safe, positive, and productive with a well-planned workspace.

It's important to use equipment in a way that helps you work in a healthy and safe manner. You will reduce the risk of injury if you maintain your body in a neutral position while sitting at a work surface. Maintaining a neutral position means you should be relaxed with your joints aligned (i.e., no twisting or awkward angles) to minimize stress on the body. Some relatively simple modifications can be made if you don't have the same adjustable equipment at home as in your workplace.

Here are some tips to help you achieve correct posture and reduce the risk of injury while working from home.

Setting up your workspace

Choosing a chair

- The chair you use should be stable with a back rest. Try using a small cushion or rolled up towel behind your lower back for additional lumbar support.
- You should be able to put three fingers of space between the back of your knees and the front of the chair. If not, add a cushion to the back to shorten the seat depth.
- Sit with your buttocks all the way back against the backrest. Your back should be nearly upright.
- Make sure you sit with your knees and hips at the same height to avoid pressure on the back of your thighs. Consider using a raised footrest (for example, a stool, box, or book) to support your feet. Make sure your footrest does not raise your knees higher than your hips.



Using your keyboard and mouse

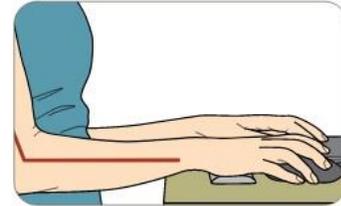
On a work surface:

- Make sure the work surface you choose allows for a neutral posture and is not too high.



New Westminster Police Department

- Use an external keyboard and mouse and place them at the same height.
- Your elbows should be at the same height as the keyboard surface with your elbows at your side and not reaching forward.
- To keep your upper extremities neutral, position the keyboard and mouse just above your thighs so you can keep your shoulders relaxed and wrists straight.



On your lap:

- If you are using the keyboard on your laptop, it should be placed on your lap. This means you will have to flex your neck, but your upper extremities will be neutral.
- If you use your laptop while sitting on a couch or a chair, put it on top of a pillow or lap tray. This will help keep your elbows at 90 degrees and reduce the amount of neck flexion when you look at the screen.

Adjusting your monitor and reducing glare

- Ideally, the monitor should be an arm's length away and the top line of text at eye level. This requires creativity with a laptop. Neck flexion for short periods of time is okay for most people, but make sure you take regular stretch breaks. Looking slightly downward helps with eye strain.
- If you wear bifocals or progressives, your screen may need to be lowered so that you don't tip your head back.
- Possible sources of glare include windows, overhead lights, or any shiny surfaces.
- Try switching off room lights and using task lights. Adjust blinds and curtains.
- Windows should be at your side and not in front of or behind your monitors.
- Adjust brightness and contrast on the monitor so that it is similar to your surroundings.
- Clean your screen and eyeglasses.
- Use the zoom feature to adjust font sizes to help reduce eye strain.



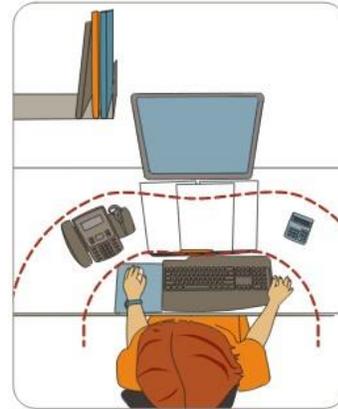
For more information, please see the *How to Make Your Computer Workstation Fit You* publication and other information at worksafebc.com/ergonomics



New Westminster Police Department

Organizing your work area

- Reduce the risk of injuries by identifying the tasks you work on and analyzing them to find out the safest way to do them.
- High-use items (e.g., keyboard and mouse) should be reachable with your elbows at your side and not reaching forward.
- Occasionally used items (e.g., phone, pens) should be reachable with your arm extended while keeping your back on the backrest.
- Reference material and other documents should be in line with the monitor to avoid excess neck rotation and placed on a slanted surface, if possible, to reduce neck movement.
- Use a phone headset or speaker phone for long or frequent phone use. Avoid holding the phone with your shoulder.
- Make sure your work area is free from tripping hazards, including electrical cords, loose carpeting, and other objects.



Working comfortably

- Examine your work habits and activities to ensure you are avoiding awkward postures and staying in one place for too long.
- Alternate tasks to change posture and use different muscle groups.
- Avoid working for too long on a task. Try to insert shorter tasks in the middle of longer ones.
- You may have less interruption at home, which can lead to fewer breaks from work. It's important to find ways to break work into smaller chunks.
- Follow the 20/20/20 guideline: Take a 20-second stretch break every 20 minutes, and look about 20 feet away.
- Leave the radio or TV on in the background if you miss the noise or energy of the office environment.
- Use a morning start-up routine (e.g., shower, get dressed, and eat breakfast) to help psychologically trigger your mind into work mode.
- Having an "end of the workday" routine (e.g., change your clothes, go for a walk, do some exercise) is also helpful to keep work and home life separated.



If you experience any discomfort when working at home, discuss this with your manager immediately.



New Westminster Police Department

REMOTE WORK SELF-ASSESSMENT CHECKLIST

To request a remote work arrangement, the employee must ensure they meet the following standards prior to requesting a remote work arrangement. If the employee meets the standards of the Remote Work Self-Assessment Checklist, they can request a Remote Work Arrangement by completing the Remote Work Agreement with their Unit/Section Supervisor for Divisional Manager approval.

Employee Name: _____

Employee Unit: _____

1. Policy and Eligibility

- I have reviewed and understand the Remote Work Policy.
- I have successfully completed six months of my probationary period (or 6 months as an Auxiliary employee in good standing).
- I have a satisfactory performance record.
- My daily tasks and responsibilities can be performed away from the regular worksite.
- My position does not require daily face-to-face interaction with other personnel or the public.
- I have the necessary equipment to connect with colleagues and supervisors during working hours via email, phone, text, and video conferencing.

2. Remote Working Hours and Scheduling

- I understand that remote work can only be up to 40% of my regular working schedule (50% if on a compressed or non-standard schedule), but could be less depending on operational needs, or at the direction of my supervisor or Divisional Manager.
- I understand that I cannot work a hybrid shift unless pre-approved.
- I understand that schedules may change, and/or I could be required to work at the regular worksite (office).
- I understand that a Remote Work Arrangement is not an employment right and is voluntary.
- My remote worksite is within one-hour commuting time from the regular worksite and will be able to report to the regular/designated worksite if required.

3. Workers Compensation Act and Occupational Health and Safety Regulations

- I understand that working remotely is an extension of the regular worksite/workplace.
- I have a proper ergonomic workspace, which includes a desk, chair, and proper lighting.
- I have reviewed and understand the Workers Compensation Act and Occupational Health and Safety Regulation section of the Remote Work policy, and am able to comply with those requirements.



New Westminster Police Department

4. Security and Confidentiality of Information

- I have a space that allows for my work to be performed in an environment that adheres to the NWPD's confidentiality and security requirements.
- I am able to secure all documents, records, electronics, and other confidential information before, during, and after completing my work.
- My computer terminal is situated in a secure location and protected with a password.
- I have reviewed the Security and Confidentiality of Information section of the Remote Work policy, and I understand and will adhere to other related policies, such as Security of Police Records Information Systems, Document Destruction, and Disclosure and Protection of Information policies.

5. Responsibilities of the Employee

- From reviewing the Remote Work policy, I am able to adhere to it and all other NWPD policies while working remote.
- My remote worksite is safe.
- My remote worksite is free of unreasonable disruptions and interference.
- I have working electricity, heat and internet access, and I understand these expenses are my responsibility.
- I have insurance at my remote worksite, and I understand this my expense.
- I have a working phone and am available to be contact via telephone during my remote working hours.
- I have child/elder care during my remote working hours and understand that remote work is not a replacement for this care (if applicable).
- I have my own equipment and will supply my own supplemental equipment, such as additional monitors, keyboards, mouse, and printers.
- I understand that in the event of a power outage or internet connectivity issue, I will report to the regular worksite.
- I can troubleshoot my own internet connectivity issues with my internet provider.
- I understand that damage to personal or organizational property is my responsibility and will be my expense/liability.
- I have all the necessary equipment to perform my duties and responsibilities while working remote.

Employee Signature: _____

Date Signed: _____

Supervisor Name: _____

Supervisor Signature: _____

Mental Health Intervention

OM25

Revised: ~~December, 2015~~
~~Reviewed: October, 2018~~
June 2023

OM25

RISK ASSESSMENT: High

POLICY

1. The New Westminster Police Department (NWPD) will provide a Mental Health Intervention function that will:
 - a) Monitor ~~subjects~~ persons in the community, who as a result of a mental health illness have excessive contact with police.
 - b) Work with community mental health outreach and care teams, probation, corrections, crown counsel and other community partners to develop strategies to reduce incidents of crisis by using de-escalation, integrated and collaborative approaches.
 - c) Consider evidence and best practices outlined in the BC Government *Interfaces between mental health and substance use services and police toolkit.*
 - d) Provide real-time support to patrol officers dealing with ~~emotionally disturbed~~ persons with apparent mental health issues when requested.

Daisy DYER

From: Barton, Taryn <Taryn.Barton@transitpolice.bc.ca>
Sent: Friday, May 26, 2023 8:53 AM
To: Rhonda Hnatiuk; Daisy DYER; Jaclyn Addison; Donna Macey
Cc: Madden, George
Subject: E-Comm May Update - Message from George Madden to Police Boards
Attachments: E-Comm May Update for Police and Local Government Partners.pdf

Categories: Police Board

This Message Is From an External Sender

This message came from outside your organization.

Good Morning all. Please forward the message below from George Madden with the attached update from E-Comm to your respective Police Boards.

Thank you.

Taryn

The following message is being sent on behalf of George Madden:

Dear Syndicate Police Board Colleagues,

First of all, thank you for approving my Nomination to represent our independent police boards at the E-Comm 911 Board. It has been a challenging past year since I was nominated given the issues you and I have discussed in our meetings about E-Comm. I will say, however, we have made progress in a variety of areas and your voices – both through the Syndicate and on an individual board basis – has ensured a constant focus on continued improvement by senior leadership at E-Comm 911. The ‘Transformation Plan’ is being implemented and the E-Comm 911 Board, including myself – continue to press management on key deliverables in a timely manner.

My commitment to you is to ensure the right questions are being asked at the Board table. Meantime, here is the May 2023 Update from E-Comm 911 (see attachment) and as always, if you have a question or a comment on the information being provided, please let me know.

George

George Madden
Board Member – Metro Vancouver Transit Police



transitpolice.ca [[transitpolice.bc.ca](mailto:Taryn.Barton@transitpolice.bc.ca)]

300 – 287 Nelson's Court
New Westminster, BC V3L 0E7

Text non-emergency reports to [87-77-77](tel:877777) [translink.ca]

Transit Police is committed to maintaining order, promoting safety and reducing crime on the transit system in Metro Vancouver.

E-COMM MAY UPDATE FOR POLICE AND LOCAL GOVERNMENT PARTNERS

We are writing to share with you our monthly update on key activities at E-Comm to strengthen and improve our services on behalf of our police and local government partners, and the public we serve.

Call volumes and service levels:

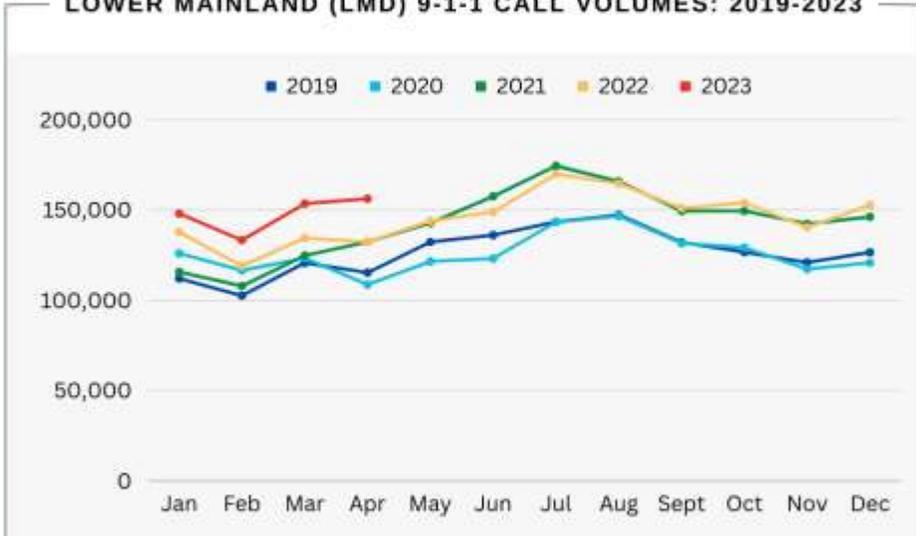
- *A significant increase in 9-1-1 call volumes* – Our total 9-1-1 call volumes in B.C. are up 16% in the first four months of 2023 to April 30, relative to the same period last year (see graph). These volumes are placing significant pressure on our call takers.
- *Factors driving call volumes* – Call volumes are typically higher in warmer weather, due to people being more active. An Android operating-system upgrade in April that has caused a spike in abandoned 9-1-1 calls may also be a factor. That said, every month of 2023 so far has been higher than the same month in 2022.
- *Continued focus on Lower Mainland police NER service levels* – Our police non-emergency (NER) service level results in April remained on target on Vancouver Island at 80% (target 80% of calls answered within 3 minutes), and while below target in the Lower Mainland at 65%, continue to show significant improvement from 2022 (34% in April 2022).
- *A caution on service level results* – Our historical service levels are typically higher early in the year, due to staff availability and seasonally lower call volumes, and decline as we approach the busy summer period. Lower Mainland NER service levels will fluctuate and remain under challenge, prior to our broader Transformation Plan improvements taking full effect.

Operations Transformation updates:

- *Dedicated NER call takers in place* – Our first cohort of 11 new dedicated NER call-takers has completed training, and the second cohort will onboard in June. The 24 call takers will improve staffing levels during busy daytime hours.
- *NER digital agent pilot on track* – Our “Amelia.ai” Non-Emergency digital agent pilot with VPD has completed testing and is ready to go live on May 24. The digital agent will help improve NER caller experience by answering calls right away, enabling better data on reasons for calls, and deflecting calls that do not require a call taker, reducing wait times to speak with an agent.
- *Ongoing progress on NER Standard Operating Procedure (SOP) harmonization* – Our first batch of six harmonized NER SOPs has now been rolled-out to Lower Mainland call takers, and a second batch of 22 SOPs will roll out by end of the month. These harmonized SOPs, developed with our working group of police agency partners, will help to reduce NER call taking complexity and call-handling times, thereby helping to reduce wait-times.
- *Contact centre technology platform development* – We have now issued the RFP for a new contact centre technology solution, to help improve NER wait times and service functionality for callers, including providing call backs and notification of wait times. The RFP deadline is May 31.
- *New dedicated 9-1-1 call taker role* – We are in the process of onboarding our 12 new dedicated 9-1-1 call takers, with training to begin in June.

E-Comm 9-1-1 MAY 2023 UPDATE

LOWER MAINLAND (LMD) 9-1-1 CALL VOLUMES: 2019-2023



16% INCREASE IN LMD 9-1-1 CALL VOLUME (JAN-APR 2023) COMPARED TO JAN-APR 2022

30% INCREASE IN LMD 9-1-1 CALL VOLUME (JAN-APR 2023) COMPARED TO JAN-APR 2019

EMERGENCY CALL-TAKING/DISPATCH

- 12** NEW LMD STUDENT CALL TAKERS (FOCUSED ON 9-1-1) HIRED IN **MAY**
- 9** NEW LMD POLICE CALL TAKERS HIRED IN **MAY**
- 2** NEW LMD FIRE CALL TAKERS HIRED IN **MAY**
- 2** FORMER EMPLOYEES REHIRED AS LMD POLICE DISPATCHERS IN **MAY**
- 2** NEW VANCOUVER ISLAND POLICE CALL TAKERS HIRED IN **APR**

POLICE NON-EMERGENCY (NER) IMPROVEMENTS

- NER DIGITAL AGENT PILOT "AMELIA.AI" LAUNCHING **MAY 24**
- 11** NER CALL TAKERS COMPLETED TRAINING
- 12** NEW DEDICATED NER CALL TAKERS ONBOARDING IN **JUN**



NEW WESTMINSTER MUNICIPAL POLICE BOARD

555 COLUMBIA STREET, NEW WESTMINSTER, BC V3L 1B2 (604) 529-2413 FAX (604) 529-2401
www.newwestpolice.org



78 George Street
Suite 204
Ottawa, ON
K1N 5W1

Via e-mail: conference@capg.ca

May 31, 2023

Dear Jennifer,

Thank you for your letter regarding support for the 34th Annual Conference of the Canadian Association of Police Governance, to be held in St. John's, Newfoundland, on August 16 – 18, 2023.

After careful consideration, the New Westminster Police Board is unable to provide sponsorship on this occasion.

We appreciate your understanding and extend our best wishes for a successful conference.

Sincerely,

A handwritten signature in black ink, appearing to read 'Daisy Dyer'.

Daisy Dyer
Board Secretary



June 6, 2023

Dear Colleagues,

Thank you to all the Police Board Members and friends of BCAPB who attended our annual AGM and conference on May 25 and 26, 2023 in Nelson, BC. I hope you enjoyed it and found it worthwhile.

Following the AGM, the Executive Board met and elected the Executive for the coming two years. I am pleased to announce that I have assumed the role of President and Lara Victoria of the Delta Police Board has assumed the role of Vice President. Micayla Hayes of the Victoria and Esquimalt Police Board has agreed to serve as Secretary and Peter Gibson of the West Vancouver Police Board will stay on as Treasurer.

For those who may not know, I have served on the Vancouver Police Board for five years and have sat on the Executive Board of BCAPB for the past two years. When I am not volunteering on the VPB I am the Executive Director of the Hastings North Business Improvement Area in Vancouver. I have found the last 5 years with the VPB to be both challenging and fascinating. Having a deeper understanding of the policing world allows us to more fully appreciate the work our members do on a daily basis.

We have had a busy time as our Association is increasingly involved in a wide range of issues affecting policing and police governance in BC. I appreciate the interest and support we have received from our members as well as the many stakeholders and government officials whom we have had the pleasure to work with.

Kind regards,

Patricia Barnes
President, BC Association of Police Boards



New Westminster Police Department

REPORT *Financial Services*

To: Mayor Johnstone, Chair, and Members
New Westminster Municipal Police Board
Open Meeting

Date: June 20, 2023

From: Jacqueline Dairon
Financial Services

Subject: **2024 Operational Budget Overview: Risk Factors, Cost Increases, and Proposed Timeline**

RECOMMENDATIONS

That the New Westminster Police Board receive the 2024 Operating Budget Drivers and Risk Assessment Report for information.

PURPOSE

The purpose of this report is to provide an early overview of potential risk factors and cost increases for the 2024 operational budget of the Police Department. The report aims to support proactive planning and informed decision-making by identifying key areas of concern and estimating budgetary needs. The primary objective of the budget is to achieve efficient resource allocation, service excellence, and community safety while ensuring transparency to the public regarding spending needs. The report highlights challenges such as staffing shortages, collective agreement negotiations, and increased competition for recruiting staff. It also outlines projected budget increases for various budget components. By providing an early overview of these factors, the report assists in aligning the budget with the department's goals and priorities, allowing for effective resource management and ensuring the provision of quality services to the community.

BACKGROUND

As stated in the *Police Act*, the Police Board must approve the budget by November 30, 2024. In the previous year, the budget saw an increase of 10.11% or \$2,643,244, reflecting ongoing challenges such as recruitment, cost escalations, and downloading of costs from other government entities. This report provides an early overview of potential risk factors and cost increases for the 2024 operational budget, aiming to support proactive planning and informed decision-making. The department is currently estimating a budget increase of 8.48% to 11.07%, which is broken down in the sections below.

SALARY AND BENEFITS

The salary and benefits component of the Police Board's budget holds significant importance, accounting for approximately 80% of the overall budget (excluding seconded members' salaries and recoveries).

In 2023, the Board initiated a three-year backfill strategy. This strategy aims to address staffing needs and ensure adequate resources within the department.

The Department has a current budget for 114 sworn police officer FTE's (Full Time Equivalent's) who are responsible for policing New Westminster. This number is exclusive of members seconded to various integrated teams.

While the number of positions required to ensure the effective and adequate policing of New Westminster is not specifically defined under the *Police Act*, the pace of staffing is discernably disproportionate with the population growth of the City. These 114 positions themselves do not accurately reflect the number of members who are deployable. Police Academy recruits, maternity/paternity leaves, short and long-term illness count as part of this strength, but are not considered operational.

These challenges are further intensified by the recruiting challenges that police agencies in British Columbia, and across the country, are facing. During the year 2021, 10 members departed due to reasons such as retirements or resignations to other agencies. In the subsequent year of 2022, an additional 13 members left, and as of the time of writing this report, a further 4 members have also departed. Replacing these members in a timely fashion with new recruits is difficult as it takes 10+ months for a new police recruit to complete their training and be operationally deployable. Additionally, there is also increased demand on Police Academy placements from all municipal agencies, which limits the number of recruits that can be onboarded in each class.

At the time of this report, there are currently 95 of 114 members who are operational, with the following vacancies:

1. Three hard vacancies
2. Twelve police recruits

3. Three maternity/paternity
4. One suspension

Based on the recent analysis of the department's five-year trends, it has been observed that the NWPD experienced a shortage of non-operational staff annually, as shown in the table below:

Table: Annual Average: Non-Operational Staff Shortage

Category	Number of FTEs
Maternity and paternity leaves	4
Police recruits at various stages of the JIBC Police Academy	9
Other extended leaves (LOA, WCB)	2.5

The department foresees an increase in maternity/paternity leaves due to our diverse hiring and improved benefits. Additionally, there is an expected rise in the annual average count of police recruits to meet our growing hiring needs, as outlined in this report. Addressing the shortage of non-operational staff is crucial for ensuring the effective functioning of the NWPD.

During the 2023 budget process, the Board approved a strategy to address the aforementioned by requesting one third of the full 15.5 FTE required, which resulted in a budget increase of \$655,000. Due to budget constraint, this proposal was reduced to \$450,000 at final budget adoption. This allowed the department time to increase capacity at a reasonable pace while evaluating leave trends with recent changes to collective agreements. This additional funding assisted the NWPD in fulfilling its current mandate without having to reduce services in order to ensure an adequate front line response.

Of the proposed salary increases there is \$655,000 allocated in 2024 to continue with the Boards three year plan.

Another factor adding uncertainty to the budget is the expiration of both the sworn member NWPOA (2022) and Civilian staff CUPE (2021) collective agreements, the anticipated increases in salary and benefits remain unknown. This lack of clarity introduces a risk to the budget, as the outcomes of these negotiations will heavily influence the department's financial commitments. The Police Departments of Surrey, Delta, and West Vancouver all have collective agreements which expire on December 31, 2024. These agreements have wage rate increases of 3.0% in 2023 and 2024; however, the agreements have a "Me Too" clause that is linked to the Vancouver Police Department's collective agreement, which expired December 31, 2022.

Recruitment challenges persist as a significant concern for the department. The recommendation by the Province of British Columbia to transition to the Surrey Police Service (SPS), along with the Vancouver Police Department's approved budget allocation for an additional 100 sworn members, intensifies competition for recruiting staff. These factors contribute to increased pressure on the

budget, as efforts to attract and retain qualified personnel become more demanding and potentially costly.

Enhance Human Resources Staff

We are currently assessing our needs for trained and dedicated human resource management staff within the organization. The NRPD currently has no trained and dedicated human resource management staff except the Recruiting Coordinator, whose focus is on recruiting only. Our human resource management staff primarily consists of the Staff Sergeant and Inspector of Administration, and when needed, assistance is sought from the City of New Westminster Human Resources staff or employment lawyers.

The Staff Sergeant and Inspector have limited training in this area and their experience has been limited to our organization. The Staff Sergeant position changes employees every 3 years, which makes it challenging to keep someone in the position who has sufficient experience to perform the role. The Staff Sergeant and Inspector positions also have other primary functions within the organization, which include a large and diverse span of control supervising/overseeing the following areas: Training, Recruiting, Finance, Information Technology, Quality Control, Court Services, Freedom of Information, Non-Emergency Call-taking, Facilities Management, PRIME and Property Services.

The NRPD has 186 full-time employees, plus 27 auxiliary staff. The standard rule is often 1.4 human resource staff for every 100 employees.

Other municipal police agencies in the lower mainland, have specific human resource staff ranging from 1-3 staff for smaller departments and 5-6 for moderate sized departments. These departments also have additional police officer positions, which provide support in the areas of training, recruiting, and wellness.

We are assessing the need for a human resource manager who can provide the expertise to lead our growing human resource management processes, develop our strategic human resource planning and enhance our equity, diversity and inclusion strategy. Current salary ranges for this position range from \$110,000-145,000 annually (does not include benefits).

We will provide an update on our needs assessment when it has been completed.

Taking into account the potential impacts to the Salaries and Benefits as noted above, the preliminary estimates indicate a budget increase of \$2.4 million to \$3.6 million for the upcoming year's Salary and Benefits budget. The next budget update in July 2023 will provide an opportunity to refine these projections and align the budget accordingly.

CONTRACTED SERVICES

Contracted Services, include integrated teams such as the Emergency Responses Team (ERT), Integrated Homicide Investigation Team (IHIT), and Police Dog Service (PDS), as well as third-party services such as E-COMM, transcription, and prisoner custodial. These accounts play a significant role in the department's budget and operational services. E-COMM fees have increased significantly in the past two year with annual increases of 20% and 28%. Specific details for budget increases with E-COMM are pending for 2024 and we will update the board once known, for this report we have applied a low and high range for estimates. Budget information for integrated teams is still pending, 2024 estimates are based on the previous five financial plans. Taking these factors into account, an approximate overall budget increase of \$290K to \$425K should be expected for Contracted Services.

EDUCATION AND TRAINING

One of the primary drivers of the budget for Education and Training accounts is recruitment and training costs. Given the current competitive landscape in hiring and time required to train police officers, a proactive approach is essential.

In 2023, the Justice Institute of British Columbia (JIBC) applied a fee of approximately \$22,000 per new recruit for training, significantly impacting the budget. Accurately estimating the number of recruits needed in the next 12-24 months is an important input for effective budget planning. Year to date, the department has hired all nine of the estimated recruit hiring for 2023, with additional recruit hiring expected for the September intake. As mentioned previously, hiring needs have increased significantly; the annual 3-year hiring average from 2020 to 2022 was 14.67 members while the previous two 3-year cycles were nine members. Staffing challenges are expected to persist into the next budget cycle, to maintain authorized strength 9-12 recruits should be budgeted for.

Recruitment costs represent another significant factor driving this budget account. Recruitment costs include background investigations, medical clearance and promotional materials to attract potential staff. To fund the pressures within recruitment costs it is expected an additional \$50,000 would be required.

Careful attention to hiring and recruitment costs is imperative for effective budget management. By proactively addressing these drivers, the department can optimize resource allocation, maintain authorized staffing levels, reduce overtime, support Police officer wellness and ensure a skilled and qualified workforce to serve the community.

GENERAL OFFICE AND ADMINISTRATION

The General Office and Administration costs are largely made up of office expenses, information technology, furniture, unscheduled maintenances, consulting and legal fees. During the 2023 budget process, nominal inflationary increases were applied to these accounts. However, it has

been observed that certain key accounts, specifically IT and legal expenses, are still facing budgetary shortfalls. We are estimating that an additional \$25,000 to support IT initiatives and \$25,000 to support legal fees may be required for 2024.

OPERATING EQUIPMENT AND OTHER

Operational Equipment consists of mostly equipment including firearms, firearms training and equipment levies from E-COMM. The department received a nominal inflation increase in the 2023 budget process but the price of inflation in categories such as firearms is outpacing the amount provided. Increases to E-COMM equipment levies will not be known until later in the budget cycle and cannot be forecasted at this time. It is currently estimated that these accounts will require a minimum increase of \$25,000 to keep our equipment up to date. At this time we are not proposing any increases within other costs. Increases will be funded within the current budget allotment.

SALES OF SERVICE

The Sales of Service category comprises mainly of recoveries from Secondment positions, filming recoveries, police information checks, and third-party checks. For this preliminary review of 2024 budget, we are holding firm the number of Secondment positions and only proposing increased recovery due to collective bargaining increases, which will be used to offset the additional salaries within the seconded group. The department is anticipating higher revenue from third-party checks due to pricing adjustments. Overall, we estimate that recoveries in the Sales of Service category will increase between \$430,000 and \$575,000 for the upcoming fiscal year.

GRANTS

The status of grant funding for the 2024 fiscal year is currently uncertain. Two major grants, the Traffic Fine Grant and the Gang Suppression Unit (GSU) grant, play a significant role in the department's funding. As of now, it is too early to predict the exact funding levels for these grants. The department expects to receive the Traffic Fine Grant by mid-summer of 2023, which will provide insight into the funding outlook for 2024. While the grant experienced a \$250,000 reduction in 2022, it is hoped the grant will stabilize at \$1 million for both 2023 and 2024. As for the GSU Grant, it expired in April 2023. The federal government has committed funds to the Province, but the department has not yet received information on the next 5-year funding cycle. For this report, the estimated grant funding for GSU in 2024 is set at \$568,000, pending further updates.

Proposed 2024 Budget Timeline

Month	Date	Activity
June	June 20th	Initial discussion with Board on timelines, pressures
July	July 18th	Initial 2024 Operating and Capital budget presentation for with opportunity for public input
September	Date to be determined	Board meets with Council to discuss the 2024 budget
	September 12th	2024 budget presented to Board with updates, and an opportunity for public input
October	October 17th	2024 budget presented to Board with updates, and an opportunity for public input
November	Date to be determined	Meeting with Council and Board to present the 2024 budget
	November 21st	Final Board approval of the 2024 budget

OPTIONS

Option #1 – That the New Westminster Police Board received this report for information

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

Staff recommends option 1.

ATTACHMENT:

A. 2024 Preliminary Operational Budget Scenarios

This report has been prepared by: Jacqueline Dairon

Approved for Presentation



Dave Jansen
Chief Constable



NEW WESTMINSTER POLICE DEPARTMENT PRELIMINARY 2024 OPERATIONAL BUDGET SCENARIOS

	2023 Annual Budget	2024 Annual Budget Scenario: High	2024 Annual Budget Scenario: Low	2024 Budget Scenario Increase: High	% Change	2024 Budget Scenario Increase: Low	% Change
Salaries and Benefits	30,154,201	33,314,201	32,588,201	3,160,000	10.48%	2,434,000	8.07%
Contracts Services	3,705,387	4,130,387	3,995,387	425,000	11.47%	290,000	7.83%
Education and Training	593,500	693,500	643,500	100,000	16.85%	50,000	8.42%
General Office	1,000,120	1,025,120	1,025,120	25,000	2.50%	25,000	2.50%
General Administration	277,700	302,700	302,700	25,000	9.00%	25,000	9.00%
Operational Equipment	486,980	511,980	536,980	25,000	5.13%	50,000	10.27%
Other Costs	361,056	361,056	361,056	-	0.00%	-	0.00%
Total Operating Expenditures	36,578,944	40,338,944	39,452,944	3,760,000	10.28%	2,874,000	7.86%
Sale of Services	(6,062,800)	(6,637,800)	(6,494,800)	(575,000)	9.48%	(432,000)	7.13%
Grants from Other Governments	(1,711,100)	(1,711,100)	(1,711,100)	-	0.00%	-	0.00%
Other Revenue	(22,500)	(22,500)	(22,500)	-	0.00%	-	0.00%
Total Revenues	(7,796,400)	(8,371,400)	(8,228,400)	(575,000)	7.38%	(432,000)	5.54%
Net Operating Expenditures	28,782,544	31,967,544	31,224,544	3,185,000	11.07%	2,442,000	8.48%



New Westminster Police Department

REPORT

To: Mayor Johnstone and Members of the New Westminster Police Board **Date:** June 20, 2023
From: Deputy Chief Constable Paul Hyland **Item #:** 3.2
Subject: Overtime Report

RECOMMENDATION

THAT the New Westminster Police Board accept this report for information.

PURPOSE

This report is being prepared to provide further detail to the Board regarding overtime pay for NWPD staff.

BACKGROUND

The current provisions for payment of overtime benefits for sworn members are contained in the NWPOA Collective Bargaining Agreement as follows:

5.15 Training Days

All members working a compressed work week will make available to the Police Department four (4) of their scheduled weekly leave days, at straight-time rates, for the purposes of training. Under normal circumstances not more than one such day will be scheduled in any one calendar month. Each such eight (8) hour day will be scheduled by the Police Department a minimum of two (2) months in advance.

6.6 Overtime

(a) *A member who is required immediately following completion of a shift to work overtime of one-half (½) hour or more in excess of eight (8) consecutive hours of*

regular police work (for purposes of this Clause 6.6 only to be deemed to be inclusive of the minimum fifteen (15) minutes preceding shift start time that a member is required to report for duty) will be paid at the rate of one and one-half (1½) times the hourly rate of such member for the first two (2) consecutive hours and at the rate of double the hourly rate for all hours worked by such member in excess of ten (10) consecutive hours of regular police work in any day.

6.7 Court Time and Denotification

- (a) *Time off for attendance at Court will be allowed in accordance with the following schedule:*
- (i) *Attendance while on night shift (1800 hr. or 1900 hr. start) - six (6) hours at straight-time for the first session and four (4) hours at straight-time for each subsequent session on the same day.*
 - (ii) *Attendance while on afternoon shift (1600 hr. start) - four (4) hours at straight-time for the first session and three (3) hours at straight-time for each subsequent session on the same day.*
 - (iii) *Attendance on day off - eight (8) hours at straight time for the first session and six (6) hours for each subsequent session on the same day.*
 - (iv) *In the event that a member is required to attend at a court session which commences on or after 1630 hours, in any circumstance contemplated pursuant to paragraphs (i), (ii) or (iii) above, then such appearance will be compensated in accordance with the appropriate premium designated for such afternoon court session.*
 - (v) *Subject to the provisions of Clause 6.10 attendance on annual leave or the thirteen (13) working days off with pay as defined in Clause 7.5(a) - twenty (20) hours at straight time per day.*

6.8 Callout

- (a) *If a member is required to return to work on their regular day off in order to work a regular eight (8) hour shift, the member will be compensated at two (2) times their regular hourly rate of pay for each such hour worked and in any event for a minimum of eight (8) hours at two (2) times their regular rate of pay.*

The current provisions for payment of overtime benefits for NWPD civilian staff are contained in the CUPE Collective Bargaining Agreement as follows:

5.8 Overtime – Standard

a) *Overtime will be defined for Regular and Temporary Full-Time employees as:*

- i) time worked immediately following an employee's regular shift;*

- ii) time worked immediately preceding an employee's regular shift, where it has been pre-scheduled by notice provided prior to the end of the previous regular shift;*
- iii) time worked at any other time, where it has been pre-scheduled by notice provided prior to the end of the previous regular shift except as otherwise provided in Article 5.13 herein.*

b) Regular and Temporary Full-Time employees will be paid for overtime worked at the following rates:

- i) One and one-half times (1.5x) the rate of pay for the first two (2) hours of overtime on any regular working day if worked immediately preceding or immediately following an employee's regular shift;*
- ii) Double times (2x) the rate of pay for all overtime worked at any other time. Employees will be paid a minimum of one and one-half (1.5) hours of pay at double the rate of pay (2x) for overtime not covered in Paragraph (b)(i) and (ii).*

8.1 Statutory Holidays – Standard

a) Basic Entitlement

All Regular and Temporary Full-Time (including probationary) employees will be entitled to a holiday with pay on the following Statutory Holidays: New Year's Day, Family Day, Good Friday, Easter Monday, Victoria Day, Canada Day, B.C. Day, Labour Day, Thanksgiving Day, Remembrance Day, Christmas Day, Boxing Day and any other day appointed by Council to be a civic holiday;

d) Employees Who Normally Work on Statutory Holidays

- i) Except as otherwise provided in Article 8.1 (b) with respect to Statutory Holidays falling on a Saturday or a Sunday, if an employee whose duties normally require them to work on Statutory Holidays, is required to work on any Statutory Holiday named in Article 8.1 (a) which falls on any day from Monday to Friday inclusive, then they will be paid their regular pay for the holiday and in addition thereto they will be given compensating time off equivalent to one and one-half times (1.5x) the number of hours worked on the holiday.*

Since 2019 the NWPd have been consistently under budget for overtime as can be seen from the chart below (note the large positive variance in 2020 was due to the service delivery re-deployments due to the Covid-19 Pandemic):

	2022 Budget	2022 Actual	Variance
Overtime Clerical	\$ 104,185.00	\$ 79,317.71	\$ 24,867.29
Overtime Sworn	\$ 721,893.00	\$ 642,573.99	\$ 79,319.01
Grand Total	\$ 826,078.00	\$ 721,891.70	\$ 104,186.30
	2021 Budget	2021 Actual	Variance
Overtime Clerical	\$ 104,185.00	\$ 50,801.63	\$ 53,383.37
Overtime Sworn	\$ 721,893.00	\$ 708,264.47	\$ 13,628.53
Grand Total	\$ 826,078.00	\$ 759,066.10	\$ 67,011.90
	2020 Budget	2020 Actual	Variance
Overtime Clerical	\$ 102,100.00	\$ 87,522.07	\$ 14,577.93
Overtime Sworn	\$ 705,819.00	\$ 414,897.82	\$ 290,921.18
Grand Total	\$ 807,919.00	\$ 502,419.89	\$ 305,499.11
	2019 Budget	2019 Actual	Variance
Overtime Clerical	\$ 100,600.00	\$ 88,249.10	\$ 12,350.90
Overtime Sworn	\$ 603,340.00	\$ 502,017.09	\$ 101,322.91
Grand Total	\$ 703,940.00	\$ 590,266.19	\$ 113,673.81

DISCUSSION

Broadly speaking, NWPD overtime can be broken down into the following categories:

1. Training pay – this collectively bargained benefit provides straight-time compensation to sworn members who are required to attend training on a regular day off. This method of payment was agreed upon as compensation for four mandatory training days that sworn members are required to attend over the course of a year. This pay applies only to members working shift work, whose attendance at the training cannot occur when they are on shift.
2. Court Pay – this collectively bargained benefit provides straight-time compensation for sworn members who are required to attend court while off duty.
3. Stand-by pay – this collectively bargained benefit provides additional pay for staff who are required to be on stand-by while off duty. Currently this only applies to members of the Major Crime Unit (one supervisor and two detective's afterhours) and the Forensic Identification Unit (one member after hours). This benefit pays staff one hour of straight time for every eight-hour period spent on stand-by.
4. Shift–Extension overtime – this collectively bargained benefit provides additional pay for staff who are required to work beyond their normally scheduled shift. Staff are compensated at the rate of 1.5x their regular pay for the first two hours of shift extension, and thereafter 2x their regular rate of pay. This overtime is used to compensate staff that

are unable to complete their shift in the regular time due to non-discretionary operational requirements (i.e. – investigation taking them past end of their shift).

5. Callout overtime – this collectively bargained benefit provides additional pay for staff who are called out or required to work on a regular day off. Staff are compensated at the rate 2x their regular rate of pay during this time. This benefit can be applied to a number of different non-discretionary overtime scenarios, including specialty unit callout for a serious crimes after hours (Major Crime, Forensic Ident etc.), callout to support a patrol shift that is running below its minimum strength. This overtime can also be applied to some discretionary overtime including attendance at community events (frequently this is a cost that is recovered depending on event size).

Currently NWPDP Finance provide a monthly update to the Senior Leadership Team on overtime costs (see attachment 1). This document provides an overview of overtime spending broken down by unit and between sworn and civilian staff. It also provides information on the previous two weeks spending along with a year to date comparison for the previous year. As will be noted by the Board, currently the NWPDP overtime budget is approximately \$40 000 over its year to date variance on the sworn member side and \$15 000 on the civilian side. Of the \$40 000 in negative variance in sworn overtime, approximately \$27 000 (67% of total) has been allocated to the patrol shifts, most often to provide backfill for shifts running below minimum staffing levels.

While the majority of this budget item falls under non-discretionary overtime for operational needs, the Senior Leadership Team is currently reviewing options with our Finance Department to determine if more granular information can be captured using current payroll and finance systems without adding additional workload to staff.

OPTIONS

1. *That the New Westminster Police Board accept this report for information.*
2. *That the New Westminster Police Board provide additional direction to staff.*

Staff are recommending Option # 1

ATTACHMENTS:

1. NWPDP overtime report to May 26, 2023

This report has been prepared by:



Deputy Chief Constable Paul Hyland



New Westminster Police Department

REPORT

To: Mayor Johnstone and Members of the New Westminster Police Board **Date:** June 20, 2023

From: Chief Constable David Jansen **Item #:** 3.3

Subject: Strengthening Police Oversight: A Comprehensive Review and Rewriting of the New Westminster Police Board Governance Manual

RECOMMENDATION

That the New Westminster Police Board engage a Governance Consultant to lead a review, analysis, and amendment of the Board's governance manual and that the Board establish a Governance Committee to oversee this work

PURPOSE

The purpose of this report is to highlight the need for a thorough review and rewriting of the governance manual for the New Westminster Police Board (the Board). It emphasizes the importance of having a comprehensive and detailed manual to support the role of an independent civilian oversight body in overseeing the police and their interactions within the community. The report recommends that the Board establish a committee, engage a governance consultant, and seek external expertise to ensure the development of a high-quality manual. The report aims to provide a clear understanding of the significance of the governance manual and to propose effective strategies for its improvement in order to strengthen the Board's important work.

BACKGROUND

The role of the police in Canadian society is of utmost importance. They hold positions of authority and regularly interact with individuals from all walks of life, often in diverse circumstances. These interactions can present significant challenges for police officers and have consequential effects on the citizens involved.

Finding the right balance becomes crucial in these encounters, as it involves navigating the fine line between the independence and discretion granted to police constables by statutes and common law, while also ensuring their accountability for the exercise of their powers.

To address this need for accountability, the Province of British Columbia has implemented a system that involves civilian oversight of policing. By incorporating civilian boards, an impartial body is established to oversee law enforcement activities. These boards aim to uphold a high standard of policing and promote fairness and responsiveness in the interactions between the police and the community.

The Province of British Columbia mandates the establishment of police boards to ensure civilian oversight according to the *BC Police Act*.

Police boards in British Columbia fulfill four primary governance functions. Firstly, they serve as the employer for all sworn and civilian members of the police department. Secondly, they provide financial oversight, ensuring responsible management of department resources. Additionally, police boards are responsible for establishing policies that set the direction and guidelines for the department's operations. Lastly, they act as the authority for policy and service complaints.

For new police board members, comprehending the functioning of the British Columbia policing system can be a daunting task.

The Province created a Police Board resource document that was intended to assist new and existing police board members to better understand their roles and responsibilities under the *Police Act* and to be used as a reference document for board members related to specific municipal police board issues that may arise.

From this resource document most Boards have created their own individualized Governance Manuals.

DISCUSSION

In early 2012, a member of the Board undertook the responsibility of developing a governance manual (the manual) for the Board. As per the mandates outlined in the manual, an annual review of its contents is conducted with necessary updates. However, since 2012, there have been no substantial reviews or amendments to the manual.

The annual review process was initiated by the staff of the New Westminster Police Department (NWPD), who sought input from the Board. This review involved a more comprehensive analysis of the manual compared to previous years. In addition, a comparative analysis was conducted, examining the governance manuals of several other boards to gather insights and perspectives.

FINDINGS

The annual review revealed significant shortcomings and identified the need for a comprehensive and meticulous re-evaluation of the Board's governance manual. While the manual covers many necessary areas, it has gaps and requires updates in several other crucial areas.

Throughout the review process, certain areas were identified as currently missing from the Board's manual, suggesting that they should be considered for inclusion. These areas include:

- Diversity and Equity statement
- Board Chair description
- Vice Chair description (or use of a vice chair)
- Board member position description
- Chief Constable position description
- Addition of committees
- Board Member orientation and professional development
- Board composition and succession planning
- Board and committee evaluation
- Defined key board stewardship processes
 - Strategic planning
 - Risk management
 - Chief Constable succession planning
 - Culture, values and human resource oversight
 - Employment and collective bargaining oversight
 - Financial and budgetary oversight
- Governance Authority matrix

This is not an exhaustive list, but is provided to assist the Board in their decision making process on next steps. Addressing these areas would enhance the comprehensiveness and effectiveness of the Board's governance manual, promoting better governance and oversight within the organization.

Next Steps

To facilitate the comprehensive review, analysis, and amendment of the manual, it is recommended that the Board establish a small committee comprising Board members, supported by staff, to oversee this process. This committee would be responsible for locating and engaging a consulting service with expertise in governance to guide the review and amendment efforts.

The committee should be led by the Board members themselves, with the identified consultant providing specialized knowledge and guidance throughout the process. This collaborative approach will ensure that the expertise and perspectives of both the Board members and the consultant are leveraged effectively.

Furthermore, it is advisable for the Board to utilize the expertise of the identified consultant to address any additional areas of governance that may require attention at this time. For instance, topics such as the establishment and utilization of committees, the provision of staff support to the Board, and other relevant governance considerations should be subjected to further analysis and review.

By engaging a consultant and leveraging their expertise, the Board can enhance the effectiveness and comprehensiveness of the governance manual while also addressing other pertinent areas of governance within the organization.

Conclusion

In a society that values the role of the police and seeks transparency in their interactions and functioning within communities, the presence of an independent civilian oversight body is crucial. A comprehensive, well-crafted governance manual plays a vital role in supporting the Board's important function and allows both the police and the community to understand the expected policies, financing, and oversight.

Having the staff of the department solely responsible for the review and alteration of the manual is not the most desirable solution. This approach may create a potential conflict of interest as employees would be writing rules for their employer, which should be avoided whenever possible.

To ensure a high-quality and detailed manual, it is advisable to engage experts in governance who can provide guidance and support to the Board. Working in collaboration with these experts, and with the assistance of staff when necessary, the Board can produce a comprehensive manual that strengthens their important work.

By seeking external expertise and maintaining a clear separation between the governance process and department staff, the Board can enhance the integrity and credibility of the manual, fostering transparency, accountability, and effective oversight.

OPTIONS

Option #1 – That the New Westminster Police Board Engage a Governance Consultant: The Board hire an external governance consultant with expertise in police oversight to lead the review, analysis, and amendment of the manual.

Option #2 - That the New Westminster Police Board establish a Governance Committee comprised of Board members with an NWPD representative. This committee would be responsible for overseeing the review and amendment process, utilizing the expertise of external experts to ensure a robust and well-rounded manual.

Option #3 – That the New Westminster Police Board provide staff with other direction

Staff recommends option 1 and 2.

ATTACHMENTS:

- A. New Westminster Municipal Police Board Governance Manual

This report has been prepared by:

A handwritten signature in black ink, appearing to read "David Jansen". The signature is written in a cursive style with a large initial "D" and a crossbar that loops back under the "J".

Chief Constable David Jansen

New Westminster Municipal
Police Board

Governance Manual

2022

INTRODUCTION 5

GOVERNANCE PHILOSOPHY..... 5

CHAPTER 1: BOARD TERMS OF REFERENCE..... 6

A. LEGISLATIVE MANDATE6

B. RELATIONSHIPS.....7

CHAPTER 2: “GOALS” 10

2.1 Vision: We Serve Everyone with Integrity, Excellence and Compassion10

2.2 Strategic Priorities10

2.3 Strategic Goals and Measures10

CHAPTER 3: “LIMITATION STATEMENTS” 11

3.1 General Executive Constraint/Complaint about or Appeal of the Executive.....11

3.2 Directors Policy, Practice and/or Conduct11

3.3 Treatment of Staff.....11

3.4 Communication and Support to the Board11

3.5 Compensation and Benefits.....11

3.6 Asset Protection11

3.7 Financial Stability12

3.8 Organizational Culture.....12

CHAPTER 4: ETHICAL STANDARDS 13

4.1 Code of Conduct.....13

4.2 Conflict of Interest.....14

CHAPTER 5: BOARD ADMINISTRATIVE STANDARDS AND PRACTICES..... 15

5.1 Independence15

5.2 Composition of Board.....15

5.3 Oath of Office.....15

5.4 Board Governance.....16

5.5 Board Meetings.....16

5.6 Confidentiality22

5.7 Board Travel and Training.....23

5.8 Oversight23

5.9 Governance Calendar24

5.10 Strategic Plans.....24

5.11 Risk and Control Systems.....24

5.12 Board Member Orientation25

CHAPTER 6: COMMUNICATIONS..... 26

6.1 External Communications26

6.2 Internal Communications.....27

6.3 Submissions to City Council27

6.4 City Council27

CHAPTER 7: HUMAN RESOURCES 28

7.1 Police Board as Employer.....28

7.2 Appointment of Chief Constable28

7.3 Relationship to City of New Westminster Human Resources.....28

7.4 Labour Relations and Collective Bargaining28

7.5 Exempt Employees29

7.6 Employment Equity29

7.7 Disciplinary Action, Suspension, and Discharge29

7.8 Evaluation of Chief Constable30

CHAPTER 8: FINANCIAL..... 31

8.1 Legislative Responsibility31

8.2 Budget Preparation31

8.3 Financial Oversight and Control31

CHAPTER 9: COMPLAINTS..... 32

9.1 Service and Policy Complaints32

9.2 Conduct Complaints against the Chief Constable and Deputy Chief Constables.....32

9.3 Conduct Complaints against other Members of the NWPD32

CHAPTER 10: ACCESS TO INFORMATION AND RECORDS MANAGEMENT..... 33

10.1 Freedom of Information and Protection of Privacy Act33

10.2 Public Information.....33

10.3 Records Management.....33

CHAPTER 11: LEGAL 35

11.1 Legal Counsel35

11.2 Indemnification.....35

APPENDICES 36

APPENDIX 1: BC Police Act36

APPENDIX 2: Expense Report Claim37

APPENDIX 3: New Westminster Police Board Annual Governance Calendar.....38

APPENDIX 4: New Westminster Police Board Meeting Schedule 202239

APPENDIX 5: Police Board Member Orientation Process40

APPENDIX 6: NWPD Organization Chart42

APPENDIX 7: Current Board Affiliations:43

APPENDIX 8: Evaluation of the Chief – Format.....44

APPENDIX 9: Board Contact Information66

APPENDIX 10: Police Speak for Civilians67

APPENDIX 11: New Westminster Municipal Police Board Honorarium.....68

INTRODUCTION

GOVERNANCE PHILOSOPHY

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

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

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

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

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

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

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

CHAPTER 1: BOARD TERMS OF REFERENCE

A. LEGISLATIVE MANDATE

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

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

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

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

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

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

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

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

B. RELATIONSHIPS

1. Board and Board Member

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

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

2. Board and Chief

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

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

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

- (1) The Chief recognizes the Board’s mandate to set the “ends” for the organization.
- (2) The Board recognizes the Chief Constable’s mandate to select the “means” to achieve the departments “ends”
- (3) Both Parties:
 - a) acknowledge the importance of goodwill between each other;

- b) respect each other's roles, interests and accountabilities;
- c) give each other the benefit of the doubt, accept honest mistakes and seek explanations before reacting;
- d) recognize and respect each other's decision-making processes and lines of authority;

Communications between the Board and Chief shall:

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

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

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

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

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

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

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

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

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

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

3. Board and City

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

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

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

4. Board and Public

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

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

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

5. Board and the Province of British Columbia

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

CHAPTER 2: “GOALS”

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

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

2.1 Vision: We Serve Everyone with Integrity, Excellence and Compassion

2.2 Strategic Priorities

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

2.3 Strategic Goals and Measures

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

CHAPTER 3: “LIMITATION STATEMENTS”

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

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

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

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

3.2 Directors Policy, Practice and/or Conduct

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

3.3 Treatment of Staff

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

3.4 Communication and Support to the Board

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

3.5 Compensation and Benefits

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

3.6 Asset Protection

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

3.7 Financial Stability

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

3.8 Organizational Culture

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

CHAPTER 4: ETHICAL STANDARDS

4.1 Code of Conduct

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

4.2 Conflict of Interest

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

CHAPTER 5: BOARD ADMINISTRATIVE STANDARDS AND PRACTICES

5.1 Independence

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

5.2 Composition of Board

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

5.3 Oath of Office

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

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

5.4 Board Governance

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

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

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

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

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

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

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

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

5.5 Board Meetings

a) Role of Chair at Board Meetings

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

- f) managing difficult issues in Board meetings to ensure consensus.
- b) Quorum
- i) A majority of Members of the Board holding office constitutes a quorum. A meeting of the Board, where notice has been given, and at which a quorum is present, is competent to exercise all or any of the authorities, powers and discretion vested in or exercisable by the Board generally.
 - ii) The Chair will call the meeting to order after the hour fixed for the meeting, once quorum is present.
 - iii) At the Chair's direction, but no sooner than half an hour after the fixed time for the meeting, should no quorum be present, the names of the Members present will be recorded and the meeting shall be adjourned.
 - iv) If a quorum should be lost during a meeting and is not regained within fifteen minutes, the meeting must stand adjourned until the next meeting.
 - v) Whenever there is a matter of urgency which requires the immediate attention of the Board, the Chair may, via telephone conference and e-mail polling, solicit a motion from the Members dealing with the matter. The motion shall be valid and in effect if passed by a majority of the Board. It shall be recorded in the Minutes of the Board at the next meeting.
- c) Procedural Rules - The Board shall adhere to the following meeting procedural rules:
- (1) After the meeting of the Board is called to order, the business of the Board shall be dealt with in the order set out in the meeting agenda or notice, unless the order is amended by resolution of the Board.
 - (2) Every Member, before speaking to a question or motion shall first receive recognition from the Chair and then the Member shall speak through the Chair.
 - (3) When a Member wishes to speak to any question, motion, or item, they shall in an orderly fashion attempt to obtain the Chair's attention to indicate that such Member wishes to speak, and the Chair shall keep a list of those Members who wish to speak in the order in which their intentions come to the Chair's attention and appear on the list.
 - (4) All remarks and comments must be relevant to the question under consideration and the Chair shall be the judge of such relevancy.
 - (5) The Chair shall maintain order and decide all questions of order at meetings.
 - (6) A Member may appeal the decision of the Chair on a question of order, or on a question on how the business of a meeting should be conducted.

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

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

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

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

3. No person other than Board Members, Board Executive Assistant, Chief Constable, Senior Management Team, and other persons invited by the Board for specific agenda items shall attend *in camera* meetings. Persons shall leave the meetings if requested to do so by the Chair.

4. Attendance at the closed *in camera* meetings of the Board are at the sole discretion of the Board.

5. Any and all information obtained at an *in camera* meeting shall be treated as confidential by any and all persons in attendance.

e) Notice of Meetings

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

f) Special Meetings

1. The Chair or an authorized Board delegate may, at any time, call a special meeting of the Police Board and the Board Executive Assistant may call a special meeting whenever requested by a majority of the Members of the Board.

2. Written notice of a special meeting shall be given to each Member of the Board setting out the time and place of the meeting and the matters to be considered. The notice may be made by personal service, or by leaving a copy at the Member's recorded address as submitted by the Member, or by sending the notice to the Member's facsimile number or e-mail address as submitted by the Member.

3. A special meeting of the Board may be called by verbal notice provided that a majority of the Board consent to the time, the place and the matter to be considered and that the decision to call the meeting is later ratified by the Board.

4. Notice of a special meeting shall state the business to be considered and no business other than that stated shall be considered, except if all Members of the Board are present.

g) Agenda

1. As a general rule, the Board shall deal with matters in the order established by the order of business and as shown on the agenda. The Chair may, at his/her discretion, alter the order established to facilitate the business of the meeting.
2. The general order of business for Board Meetings is as follows:
 - i) Call the meeting to order
 - ii) Regrets
 - iii) Delegations
 - iv) Presentations
 - v) Adoption of the Agenda
 - vi) Approval of Minutes
 - vii) Correspondence
 - viii) Reports
 - ix) Unfinished / Ongoing Business
 - x) New Business
 - xi) For Information/Miscellaneous
3. Prior to each meeting, the Board Executive Assistant shall prepare a draft agenda of all business to be brought before the Board. Decisions on the inclusion or exclusion of agenda items shall be made by the Chair of the Board or designate, in consultation with the Chief Constable or designate.
4. Wherever possible, Members shall give notice regarding a matter to be added to the agenda prior to the agenda review with the Chair.
5. Under “New Business”, a Member may introduce new business with the consent of the majority of the Members present at the meeting.
6. Board members may request that additional discussion on a regular agenda item take place *in camera* if this discussion falls under s. 69(2) of the *Police Act*.
7. During consideration of an *in-camera* item by the Board, the Board may direct that the decision on that item, or the item in its entirety, be reported back to the regular meeting.

h) Delegations

1. Any person or persons (a “delegation”), not being a Member or employee of the Board, wishing to address a regular Meeting of the Board, shall make a request to the Board Office and include the agenda item or topic that the delegation is speaking to. There may be a limit on the number of delegations able to appear at a given Board meeting.

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

2. The Minutes of the New Westminster Police Board meetings shall contain a record of the formal actions undertaken at the meeting. The Minutes of the regular, *in camera*, closed *in camera* and special meetings of the Board shall be distributed to the Members of the Board prior to the next meeting, at which time they are considered for approval.
 3. Any action of the Board shall be upheld by resolution of the Board, and entered in the Minutes of the Board.
 4. The Board is required by s. 71 of the *Act* to keep minutes of its meetings and hearings, and records of its inquiries. Further, in accordance with s. 28(2) and s. 69(3) of the *Act*, the Board shall file copies of its approved Minutes with the Police Services Division of the Ministry of Public Safety and Solicitor General.
- k) Community and Media Information
1. The public shall be notified of the time and place of the public board meetings by the schedule posted on the Police Department's website (www.nwpolice.org) and by notification included on the monthly meeting agenda.
 2. The Board's regular minutes, once approved by the Board, will be posted on the Police Department's website.

5.6 Confidentiality

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

5.6.6 As a practice, all Members will delete all electronic records, or provide to the Board Secretary with all paper copies for destruction.

5.6.7 The Board Secretary will keep all records of Board meetings for one year.

5.7 Board Travel and Training

5.7.1 Members are encouraged to participate in training sessions and conferences of the BC Association of Police Boards and Canadian Association of Police Boards, and to take advantage of other training opportunities that will increase their knowledge and capabilities as a Board Member. (See [APPENDIX 7](#) for current Police Board Affiliations)

5.7.2 When training session and/or conference information becomes available, it will be included in the Board package for discussion. Board member participation in training and conferences is at the board member's discretion.

5.7.3 Board Members are eligible to be reimbursed for all reasonable expenses incurred while on Board business travel or attendance of training sessions outside the area of the Metro Vancouver Regional District.

5.7.4 A Member's expenses are reimbursed upon the submission of receipts and explanatory expense statements, and must be in accordance with the Police Board Travel Policy.

5.7.5 Business travel of Board Members outside of BC requires authorization of the Chair in advance, if expenses are to be paid by the Board.

5.7.6 A per diem of \$100 will be paid for attendance at official Board meetings of the BC Association of Police Boards (BCAPB) and the Canadian Association of Police Governance (CAPG).

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

5.7.7 Per diems are not paid for:

- Participation at social events or awards/recognition ceremonies
- Informal meetings with Board members and NWPD staff
- Outside workshop and events

5.7.8 Travel cost and per diems are paid out on completion and processing of a Expense Report as in [Appendix 2](#).

5.7.9 The Board may approve additional travel deemed to be in the interest of the police board.

5.8 Oversight

5.8.1 The New Westminster Police Board has determined that the legislation and general best practices for boards result in the Board having the responsibility for:

- a) working with the Chief Constable and senior management to identify those rules and policies which require NWPB approval;
- b) monitoring compliance with all significant rules, policies and procedures by which the NWPB is operated;
- c) developing and approving a written Code of Conduct and Ethics for both the NWPB and NWPB; and
- d) ensuring systems are in place which are designed to ensure that the NWPB and NWPB operate at all times within applicable laws and regulations, and to the highest ethical and moral standards.

5.9 Governance Calendar

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

5.10 Strategic Plans

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

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

5.11 Risk and Control Systems

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

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

5.12 Board Member Orientation

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

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

5.12.3 To accomplish the above targets, the Board has created the Orientation Procedure in [Appendix 5](#).

CHAPTER 6: COMMUNICATIONS

6.1 External Communications

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

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

6.2 Internal Communications

6.2.1 The Board will communicate with the Chief. The Chief will provide those communications to the Department, except in the case of the appointment of a new Chief.

6.2.2 The Chief shall take all reasonable steps to ensure that the Board is fully informed about all major issues that may be of concern to the community, as soon as is practicable.

6.2.3 The Chief shall direct that all official media releases be provided to the Board, as soon as is practicable following release.

6.2.4 The Board/Members shall direct all requests for information to the Office of the Chief Constable, or as otherwise determined in consultation with the Chief Constable.

6.2.5 The Board shall require internal mechanisms to be in place to: ensure a common understanding of strategic issues and directions within the Department; provide opportunities for employee input and feedback; and maintain open communications links among the Police Executive, the Board and Unions.

6.3 Submissions to City Council

6.3.1 In consideration of the Board's governance responsibility for the Police Department under the *Act*, all formal reports and information tabled with City Council or any of its committees with respect to the budgetary requirements and operations of the New Westminster Police Department shall be reviewed and endorsed by the Police Board first.

6.3.2 The Police Board must be notified, as soon as is practicable, of any request to the Police Department to make a formal presentation to City Council, a Standing Committee or other City Department or agency.

6.4 City Council

6.4.1 Formal communication between the Board and the Council, or Board and Administration of the City of New Westminster, is conducted through the Chair and/or the Board Executive Assistant, unless otherwise specified by the Board.

6.4.2 The Board shall pursue a positive and productive working relationship with City Council and promote opportunities for dialogue between the Board and Council.

6.4.3 The Board Office shall be available as a resource to City Council and respond to information questions, where possible, and appropriate to the Board's mandate. Council requests concerning police operational matters shall be directed to the Chief Constable.

6.4.4 The Board shall, at least annually, schedule an informal session or workshop with City Council so City Council, the Police Board, and the Police Department have an opportunity to understand each other's current priorities and issues.

CHAPTER 7: HUMAN RESOURCES

7.1 Police Board as Employer

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

7.2 Appointment of Chief Constable

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

7.3 Relationship to City of New Westminster Human Resources

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

7.4 Labour Relations and Collective Bargaining

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

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

7.5 Exempt Employees

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

7.6 Employment Equity

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

7.7 Disciplinary Action, Suspension, and Discharge

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

7.8 Evaluation of Chief Constable

- 7.8.1 Immediately following the completion of each fiscal year, the Board shall evaluate the performance of the Chief Constable. (See [APPENDIX 8](#) for format)
- 7.8.2 The evaluation will be based on the department's success in achieving the goals and objectives established by the Board and the Chief at the beginning of the year "goals" and compliance with the approved budget for the period.
- 7.8.3 Prior to the commencement of each fiscal year the Board will establish the evaluation criteria with input from the Chief.
- 7.8.4 The Board will provide these criteria to the Chief Constable to ensure that he is aware of the evaluation criteria throughout the fiscal year.
- 7.8.5 At the end of the fiscal year, and prior to the Board's evaluation; the Chief Constable shall provide to the Board a self-evaluation based on the criteria provided.
- 7.8.6 The evaluation will be conducted by the Chair of the Police Board or his/her designate based on the pre-determined criteria and input from other board members and/or senior staff as required.
- 7.8.7 The Board will then meet in closed session to review all of the inputs provided to create a final evaluation of the Chief.
- 7.8.8 On receipt of the annual evaluation, the Chief will be provided an opportunity, in closed session, to discuss the evaluation with the Board with the intent of arriving at a mutually agreeable evaluation.

CHAPTER 8: FINANCIAL

8.1 Legislative Responsibility

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

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

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

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

8.2 Budget Preparation

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

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

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

8.3 Financial Oversight and Control

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

CHAPTER 9: COMPLAINTS

9.1 Service and Policy Complaints

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

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

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

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

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

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

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

9.2 Conduct Complaints against the Chief Constable and Deputy Chief Constables

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

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

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

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

9.3 Conduct Complaints against other Members of the NWPB

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

CHAPTER 10: ACCESS TO INFORMATION AND RECORDS MANAGEMENT

10.1 Freedom of Information and Protection of Privacy Act

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

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

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

10.2 Public Information

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

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

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

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

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

10.3 Records Management

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

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

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

CHAPTER 11: LEGAL

11.1 Legal Counsel

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

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

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

11.2 Indemnification

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

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

APPENDICES

APPENDIX 1: BC Police Act

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

APPENDIX 2: Expense Report Claim

CORPORATION OF THE CITY OF NEW WESTMINSTER
EXPENSE REPORT/CLAIM

POLICE BOARD TRAVEL/HONORARIUM ([See Appendix 11](#))

NAME _____

FUNCTION _____

DATE _____

NWPB HONORARIUM _____ meetings at \$273.00 \$ _____

NWPB HONORARIUM _____ meetings at \$548.00 \$ _____

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

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

(Signed)

EXPENSES TO BE REIMBURSED (RECEIPTS REQUIRED)

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

SUB-TOTAL	
LESS ADVANCE, IF ANY	

AMOUNT CLAIMED	
-----------------------	--

(Signed)

APPENDIX 3: New Westminster Police Board Annual Governance Calendar

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

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

**If Applicable

APPENDIX 4: New Westminster Police Board Meeting Schedule 2022

Meetings are held the 3rd Tuesday of each month.

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

APPENDIX 5: Police Board Member Orientation Process

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

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

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

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

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

- Training
The Executive Assistant to the Chief in concert with the member will monitor Board Member orientation/training sessions offered by:
 - Police Services Division/Ministry of Public Safety and Solicitor General,
 - British Columbia Association of Police Boards
 - Canadian Association of Police Governance
 - Justice Institute of British Columbia (particularly past webinars in the library) and in concert with the new member arrange registration.

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

APPENDIX 6: NRPD Organization Chart

APPENDIX 7: Current Board Affiliations:

- British Columbia Association of Police Boards
<https://www.bcapb.ca/about-us>
- Canadian Association of Police Governance
<https://capg.ca/>

APPENDIX 8: Evaluation of the Chief – Format

Chief Administrative Officer (CAO) & Police Chief Constable (PCC) Performance Review Process

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

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

Chief Administrative Officer & Police Chief Constable Performance Review

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

Chief Administrative Officer & Police Chief Constable Performance Review

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

ACKNOWLEDGEMENT AND SIGNATURES

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

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

Name

Signature

Reviewer's Name (Reviewer)

Reviewer's Signature

Date (YYY/MM/DD):

Chief Administrative Officer & Police Chief Constable Performance Review

SECTION A – GOAL SETTING

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

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

Chief Administrative Officer & Police Chief Constable Performance Review

Goal 3

Annual Goal:

Operational review of the New Westminster Police

Measurement(s):

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

Action Plan including resources needed:

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

Chief Administrative Officer & Police Chief Constable Performance Review

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

SECTION B – COMPETENCY ASSESSMENT

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

Assessment Scale:

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

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

Chief Administrative Officer & Police Chief Constable Performance Review

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

Chief Administrative Officer & Police Chief Constable Performance Review

Leadership Strength <ul style="list-style-type: none">• Accepts and introduces creative thinking to improve processes, methods, systems, and/or services and takes appropriate risks to deal with or bring forward issues or solutions	<input type="checkbox"/>	Exceeds	<input type="checkbox"/>	
	<input type="checkbox"/>	Meets	<input type="checkbox"/>	
	<input type="checkbox"/>	Does Not Meet	<input type="checkbox"/>	

Chief Administrative Officer & Police Chief Constable Performance Review

SECTION C – PROFESSIONAL DEVELOPMENT PLANNING

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

SECTION D – REVIEWER COMMENTS

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

Summary of strengths:

Summary of areas for development:

Chief Administrative Officer & Police Chief Constable Performance Review

SECTION E – EMPLOYEE COMMENTS

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

Comments regarding the review:

Form distribution at the end of the review year:

Original: Human Resources

Copy: Reviewer

Copy: Employee

Chief Administrative Officer & Police Chief Constable 360 Degree Feedback Questionnaire

City of New Westminster 360 Degree Feedback Ratee Questions

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

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

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

Thank you for your contribution to this very important process.

Instructions:

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

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

Organizational and Political Acumen

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

Communication

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

Decision Making

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

Integrity and Accountability

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

People Leadership

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

Planning and Management

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

Teamwork and Collaboration

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

Personal Effectiveness

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

Chief Administrative Officer & Police Chief Constable 360 Degree Feedback Questionnaire

City of New Westminster 360 Degree Feedback Rater Questions

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

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

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

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

Thank you for your contribution to this very important process.

Instructions:

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

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

NAME of Ratee: _____

Organizational and Political Acumen

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

Communication

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

Decision Making

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

Integrity and Accountability

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

People Leadership

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

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

Planning and Management

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

Teamwork and Collaboration

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

Personal Effectiveness

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

Open Ended Questions

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

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

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

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

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

Reviewer Name: _____

Date: _____

Instructions:

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

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

- Exceeds
- Meets
- Does Not Meet

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

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

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

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

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

REVIEWER COMMENTS:

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

APPENDIX 9: Board Contact Information**Police Board Members**

Mayor Jonathan Coté	jcote@newwestcity.ca	604-527-4522
Exec Asst: Sophie Schreder	sschreder@newwestcity.ca	604-527-4522
Heather Boersma	heatherboersma@gmail.com	
Drew Hart	drew@drewhart.ca	
Shirley Heafey	heafey.shirley@gmail.com	
Patrick Lalonde	lalondep@douglascollege.ca	

New Westminster Police Department

Chief Constable Dave Jansen	djansen@nwpolice.org	604-529-2501
Daisy Dyer <i>Police Board Secretary/Exec Assistant</i>	ddyer@nwpolice.org	604-529-2412
Deputy Chief Constable Paul Hyland	phyland@nwpolice.org	604-529-2502
Inspector Trevor Dudar <i>Patrol Division</i>	tdudar@nwpolice.org	604-529-2504
Inspector Aman Gosal <i>Prevention Services Division</i>	agosal@nwpolice.org	604-529-2436
Inspector Andrew Perry <i>Administration Division</i>	aperry@nwpolice.org	604-529-2505
Inspector Eamonn Ward <i>Support Services Division</i>	eward@nwpolice.org	604-529-2503
Jacqueline Dairon <i>Finance Supervisor</i>	jdairon@nwpolice.org	604-529-2410

APPENDIX 10: Police Speak for Civilians

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

APPENDIX 11: New Westminster Municipal Police Board Honorarium

1. ELIGIBILITY

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

2. PURPOSE

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

3. HONORARIUM RATE REVIEW

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

4. BOARD MEETING HONORARIUM RATES

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

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

5. ELIGIBLE MEETINGS FOR HONORARIUM

The Board meeting honorarium will be paid for attendance at:

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

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

6. MINIMUM MEETING LENGTH AND ATTENDANCE

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

7. HONORARIUM RATES FOR OTHER MEETINGS AND ACTIVITIES

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

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

8. ATTENDANCE IN AN OFFICIAL CAPACITY AT SOCIAL EVENTS

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

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

Exclusions:

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

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

9. OTHER MEETINGS AND ACTIVITIES NOT ELIGIBLE FOR HONORARIUM

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

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

10. HONORARIUM SUBMISSION FOR PAYMENT

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

11. RECORD KEEPING

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

Daisy DYER

From: E-Comm Board and Committees <boardandcommittees@ecomm911.ca>
Sent: Thursday, June 1, 2023 3:06 PM
To: Daisy DYER
Cc: Sarah Sidhu
Subject: E-Comm Notice of AGM Package
Attachments: 000 Invitation Letter - New West Police Board.pdf; Notice of AGM Package 01Jun-2023.pdf

Dear Chair Mayor Patrick Johnstone & Board Members,

It is my pleasure to invite you to the Annual General Meeting of the Shareholders of E-Comm to be held on Thursday, June 22, 2023 at 9:00 am. The meeting will take place at the Executive Inn at 4201 Lougheed Highway in Burnaby, B.C. As Shareholder representatives are required to sign-in, we respectfully request that your representative arrive 15-20 minutes early to sign-in and collect voting cards.

The enclosed package contains your copy of the Notice of Meeting, the minutes of the 2022 Annual General Meeting, the Audited Financial Statements for the year ended December 31, 2022, and a Form of Proxy.

We would appreciate it if you would please provide E-Comm with the name of the individual who will attend the meeting as your voting representative, prior to the date of the meeting.

If you are unable to send a representative, we urge you to take all necessary steps to have your shares represented. To vote your shares, please appoint a Proxy by completing the enclosed Form of Proxy. **Your signed Form of Proxy must arrive at E-Comm by 9:00 am on June 20, 2023 to be valid (contact details are contained in the notice of meeting attached).**

E-Comm's 2022 Annual Report will be distributed to shareholders and guests at the meeting. We look forward to reporting on our past and future endeavors.

Should you have any questions, please contact Sarah Sidhu, Vice President Legal and Governance and Corporate Secretary, by email at sarah.sidhu@ecomm911.ca.

Sincerely,

Legal and Governance Department
boardandcommittees@ecomm911.ca



CONFIDENTIALITY NOTICE: This email and any attachments are only for the use of the intended recipient and must not be distributed, disclosed, used or copied by or to anyone else. This transmission may contain confidential or privileged information, and the sender does not waive any related rights, protection or obligations in connection with such materials. The unauthorized use or disclosure of this material may be unlawful and result in legal action or other sanctions. **If you have received this email in error please immediately contact the sender by return email and delete all copies of this email and any attachments.**

VIA EMAIL – c/o ddyer@nwpolice.org

June 1, 2023

New Westminster Police Board
555 Columbia Street
New Westminster, B.C. V3L 1B2

Dear Chair Mayor Patrick Johnstone & Board Members

It is my pleasure to invite you to the Annual General Meeting of the Shareholders of E-Comm to be held on Thursday, June 22, 2023 at 9:00 am. The meeting will take place at the Executive Inn at 4201 Lougheed Highway in Burnaby, B.C. As Shareholder representatives are required to sign-in, we respectfully request that your representative arrive 15-20 minutes early to sign-in and collect voting cards.

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E-Comm's 2022 Annual Report will be distributed to shareholders and guests at the meeting. We look forward to reporting on our past and future endeavors.

Should you have any questions, please contact Sarah Sidhu, Vice President Legal and Governance and Corporate Secretary, by email at sarah.sidhu@ecomm911.ca.

Sincerely,



Doug Campbell
Chair, E-Comm Board of Directors

Enclosures

- *Notice of Meeting*
- *Minutes of June 23, 2022 Annual General Meeting*
- *Proposed Changes to the Members' Agreement*
- *Audited Financial Statements Year-ended December 31, 2022*
- *Form of Proxy*



E-Comm 9-1-1

Emergency Communications for
British Columbia Incorporated

ANNUAL GENERAL MEETING

**E-COMM EMERGENCY COMMUNICATIONS
FOR BRITISH COLUMBIA INCORPORATED**

June 22, 2023

9:00- 9:45 am

Executive Suites Hotel

4201 Lougheed Hwy, Burnaby, BC, V5C 3Y6

TABLE OF CONTENTS

1. Notice of the Annual General Meeting
2. Draft Minutes of June 23, 2022 Annual General Meeting
3. Audited Financial Statements for the period ended December 31, 2022
4. Overview of Changes to the Members' Agreement
5. Form of Proxy

1. Notice of the Annual General Meeting

E-Comm Emergency Communications for British Columbia Incorporated

NOTICE IS HEREBY GIVEN that the Annual General Meeting of the Members of *E-Comm Emergency Communications for British Columbia Incorporated* (the "Company") will be held on Thursday, June 22, 2023 at the hour of 9:00 a.m. at 4201 Lougheed Highway in Burnaby, British Columbia.

1. To receive, consider and approve the minutes from the Annual General Meeting held June 23, 2022.
2. To receive the Financial Statements for the Company for the period ended December 31, 2022 and the report of the auditors thereon.
3. To appoint the auditors of the Company for the ensuing year, and to authorize the Directors to fix the remuneration to be paid to the auditors.
5. To set the number of Directors for the ensuing year.
6. To elect Directors to hold office until the close of the next Annual General Meeting.
7. To amend section 4.2.6 of the Members' Agreement to increase the number of independent directors from four to five, and that the Corporate Secretary may take all such actions as may reasonably be necessary to implement this amendment.
8. To transact such other business as may properly come before the meeting or any adjournments or postponements thereof.

Pursuant to the Articles of the Company any entity that is a member of the Company may authorize such person as it thinks fit to act as its representative at any general meeting or class meeting. **Please provide the Company with the name of your representative at least 7 days prior to the date of the meeting.** If a member is unable to send a representative to attend the meeting in person, then that member may appoint a Proxyholder to attend and vote for it at the meeting. If you wish to appoint a Proxyholder, then you must complete and sign the enclosed form of Proxy and deliver it to Sarah Sidhu via email at boardandcommittees@ecomm911.ca , **no less than 48 hours prior to the meeting.**

DATED at Vancouver, British Columbia this 1st day of June, 2023.

BY ORDER OF THE BOARD



Sarah Sidhu
Vice President Legal and Governance, and
Corporate Secretary

Enclosures:

1. Draft Minutes of June 23, 2022 Annual General Meeting.
2. Audited Financial Statements for the period ended December 31, 2022 and the report of the Auditors thereon.
3. Overview of Changes to the Members' Agreement
4. Form of Proxy.

2. Draft Minutes of June 23, 2022 Annual General Meeting

**Minutes of the Annual General Meeting of
E-Comm Emergency Communications for British Columbia Incorporated** (the “Company”),
held virtually on June 23, 2022, at the hour of 9:00 a.m.

Shareholders of the Company present or represented

City of Abbotsford, <i>via proxy</i>	City of Maple Ridge, <i>via proxy</i>	City of Richmond
Abbotsford Police Board	Metro Vancouver	City of Surrey, <i>via proxy</i>
BC Emergency Health Services	City of New Westminster <i>via proxy</i>	TransLink
Village of Belcarra, <i>via proxy</i>	New Westminster Police Board	SCBCTAPS Board
City of Burnaby, <i>via proxy</i>	City of North Vancouver	City of Vancouver
City of Coquitlam	District of North Vancouver	Vancouver Police Board, <i>via proxy</i>
City of Delta	City of Pitt Meadows, <i>via proxy</i>	District of West Vancouver, <i>via proxy</i>
Delta Police Board <i>via proxy</i>	City of Port Coquitlam	West Vancouver Police Board
City of Langley	City of Port Moody	City of White Rock
Township of Langley, <i>via proxy</i>	Port Moody Police Board, <i>via proxy</i>	
Village of Lions Bay		

Partner Agencies Present

Capital Regional District and South Vancouver Island Police Agencies

Meeting Chair

Doug Campbell, Chair, E-Comm Board of Directors

Management Present

Oliver Grüter-Andrew, President and CEO
Sarah Sidhu, VP of Legal and Governance
Krystal Boros, Acting Corporate Secretary

Recording Secretary

Melissa Yeo

1. Introduction

E-Comm Board Chair Doug Campbell welcomed shareholders and guests to the 2022 Annual General Meeting.

2. Formalities and Call to Order

Call to Order

The Annual General Meeting was formally called to order at 9:00 a.m. Mr. Campbell, upon hearing no objection, appointed Krystal Boros, E-Comm’s Acting Corporate Secretary, to act as Secretary of the Meeting.

Chair Campbell advised that the procedures followed at the Annual General Meeting are governed by the Articles of E-Comm, the Fourth Restatement of the Members’ Agreement, the British Columbia *Business Corporations Act* and the rules of order usually followed for meetings of Canadian companies.

3. Registration of Proxies

Section 11.6 of the Company’s Articles requires that all proxies for the meeting be delivered to the Company not less than 48 hours before the start of the meeting. All proxies delivered in accordance with those requirements were registered for use at the meeting.

It was confirmed that there were 26 Class A Shareholders in attendance, holding 32 Class A shares, in person or by proxy.

4. Notice of Meeting and Quorum

The Notice calling the meeting was sent to all Members of record as of June 01, 2022. The Shareholders waived formal reading of the Notice of Meeting.

Article 10.3 of the Company's Articles provides that the quorum for the transaction of business at a meeting of shareholders is "...two persons present and being, or representing by proxy, Members holding not less than 20% of the outstanding Class A Shares or other Shares entitled to be voted at the meeting" [8 of 36 Class A shares]. The Chair confirmed that a quorum was present.

With Notice having been duly given and a quorum being present, the Chair declared the meeting to be duly constituted for the transaction of business.

5. Minutes of the 2021 Annual General Meeting of Members

The minutes from the 2021 Annual General Meeting of Members held on September 23, 2021 were previously circulated.

MOVED AND SECONDED

- 5.1 **THAT** the minutes of the September 23, 2021 Annual General Meeting, be and are hereby approved and adopted with the amendment described.

CARRIED UNANIMOUSLY

6. Presentation of Financial Statements for the Company

The Financial Statements for the fiscal year ended December 31, 2021 and the Auditors Report thereon were mailed to all shareholders with the Notice of Meeting. The Chair asked if anyone had any questions regarding the financial statements. There being none, the financial statements of the Company for the fiscal period ended December 31, 2021 were received by the Shareholders as presented.

7. Appointment of Auditors

The *BC Corporations Act* requires the Shareholders of every company to appoint an auditor or to waive that appointment annually. The Chair called for a motion to appoint KPMG LLP, Chartered Accountants, as auditors of E-Comm until the next Annual General Meeting or until their successors are duly appointed.

MOVED AND SECONDED

- 7.1 **THAT** the firm of KPMG LLP, Chartered Accountants, be and is hereby appointed as auditors for the Company at a remuneration to be fixed by the Board of Directors until the next Annual General Meeting or until their successors are duly appointed.

CARRIED UNANIMOUSLY

8. Determination of the Number, and Election of Directors

Under the Members' Agreement and Articles of E-Comm, the Members of E-Comm designate the number of directors to be elected. Directors are nominated by the Members and the Ministry of Public Safety and Solicitor General. In addition, four independent directors are nominated by the outgoing Board of Directors.

Chair Campbell advised that Shareholders will determine the number of directors for the upcoming year at 22.

Director Richard Walton reported that E-Comm had received the names of 18 nominees proposed by the Members and Ministry of Public Safety and Solicitor General, in accordance with the Members' Agreement, and the names of four independent director nominees proposed by the Board of Directors, for a total of 22 directors.

MOVED AND SECONDED

- 8.1 THAT** that the number of directors for the ensuing year be fixed at 22 and that the 18 persons nominated as directors by the Members, the RCMP and the Ministry of Public Safety and Solicitor General, as read by Richard Walton, be elected as directors of the Company to hold office until the next annual meeting of the Company or until their successors are elected or appointed.

Name of Nominee(s)	Name of Member or Designated Group
Aniz Alani	City of Abbotsford
Leanne Heppell	BC Emergency Health Services
Lois Karr	RCMP
Nancy McCurrach Brent Asmundson	Village of Belcarra City of Burnaby City of Coquitlam City of New Westminster City of Port Coquitlam City of Port Moody
Melanie Kerr	City of Delta Delta Police Board
Warren Lemcke	Vancouver Police Board
Nicole MacDonald	Maple Ridge Pitt Meadows
Kurt Pregler	Metro Vancouver TransLink
Bill McNulty	City of Richmond
Karen Levitt	City of Vancouver
Doug Scott Mary Sue Maloughney	Provincial Government

Name of Nominee(s)	Name of Member or Designated Group
Richard Walton	City of North Vancouver District of North Vancouver Village of Lions Bay District of West Vancouver
Terry Waterhouse Ed Wolfe	City of Langley Township of Langley City of Surrey City of White Rock
Colin Watson	Capital Regional District South Vancouver Island Police Agencies
George Madden	Independent Police Boards: City of Abbotsford City of New Westminster City of Port Moody Transit Police District of West Vancouver

CARRIED UNANIMOUSLY

9. Other Business

No additional items were tabled for consideration.

10. Termination of Meeting

The meeting was declared concluded at 10:35 a.m.

certified approved,

Doug Campbell, Chair

Oliver Grüter-Andrew, President & CEO

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3. Audited Financial Statements for the period ended December 31, 2022

Financial Statements of

**E-COMM EMERGENCY COMMUNICATIONS
FOR BRITISH COLUMBIA INCORPORATED**

And Independent Auditor's Report thereon

Year ended December 31, 2022



KPMG LLP
PO Box 10426 777 Dunsmuir Street
Vancouver BC V7Y 1K3
Canada
Telephone (604) 691-3000
Fax (604) 691-3031

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of E-Comm Emergency Communications for
British Columbia Incorporated

Opinion

We have audited the financial statements of E-Comm Emergency Communications for British Columbia Incorporated (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2022;
- the statement of operations and net deficit for the year then ended;
- the statement of cash flows for the year then ended; and
- notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organization, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants

Vancouver, Canada
April 20, 2023

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

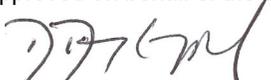
Statement of Financial Position

December 31, 2022, with comparative information for 2021

	2022	2021
Assets		
Current assets:		
Cash and cash equivalents	\$ 18,354,845	\$ 19,575,838
Accounts receivable (note 4)	3,061,420	2,378,849
Prepaid expenses	2,449,617	2,364,053
Investment in direct finance leases receivable (note 6)	5,563,598	5,332,839
	<u>29,429,480</u>	<u>29,651,579</u>
Investment in PRIMECorp (note 2(a))	1	1
Debt reserve fund (note 3)	2,260,500	2,520,061
Long-term prepaid land lease	1,868,688	1,893,939
Long-term portion of prepaid expenses	990,425	1,282,380
Long-term receivable for decommissioned assets (note 5)	11,075	34,272
Long-term portion of investment in direct finance leases receivable (note 6)	12,995,235	15,418,942
Tangible capital assets (note 7)	42,587,662	44,428,997
	<u>\$ 90,143,066</u>	<u>\$ 95,230,171</u>
Liabilities and Net Deficiency		
Current liabilities:		
Accounts payable and accrued liabilities (note 8)	\$ 45,254,098	\$ 33,837,467
Deferred revenue	115,356	108,406
Accrued interest payable (note 9)	1,043,483	1,052,031
Current portion of long-term debt (note 9)	12,437,246	12,865,497
Other liabilities (note 10)	12,730,838	13,791,964
	<u>71,581,021</u>	<u>61,655,365</u>
Long-term debt (note 9)	22,115,687	34,396,865
Asset retirement obligation (note 11)	1,885,830	1,857,470
Total liabilities	<u>95,582,538</u>	<u>97,909,700</u>
Net deficiency:		
Share capital (note 12)	550	550
Unrestricted net deficit	(5,440,022)	(2,680,079)
	<u>(5,439,472)</u>	<u>(2,679,529)</u>
Contingencies (note 3)		
Commitments (note 14)		
Economic dependence (note 16)		
Subsequent events (note 17)		
	<u>\$ 90,143,066</u>	<u>\$ 95,230,171</u>

See accompanying notes to financial statements.

Approved on behalf of the Board:

 Director

 Director

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Statement of Operations and Net Deficit

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Revenue:		
Radio system	\$ 19,226,121	\$ 16,322,967
Consolidated dispatch and 9-1-1 call taking system	58,739,628	49,966,738
Contract service fees and miscellaneous revenue	9,127,366	7,830,424
Computer-aided Dispatch system	1,692,582	1,642,397
Records management system	1,187,210	977,344
Financing revenue from direct finance leases	625,183	617,059
Tenant recoveries rental	597,880	557,590
Interest income	6,076,716	5,582,827
	<u>97,272,686</u>	<u>83,497,346</u>
Direct operating expenses:		
Salaries and benefits	69,368,705	60,831,963
Maintenance and technology	7,575,314	5,668,172
Premises	4,200,575	4,474,936
Professional fees	4,772,044	1,657,910
Employee related	1,663,822	1,144,720
Office supplies and communication	945,780	884,410
Other	905,379	489,071
	<u>89,431,619</u>	<u>75,151,182</u>
Other (income) expenses:		
Amortization of tangible capital assets and prepaid land lease	6,242,685	6,066,957
Amortization of deferred financing costs	156,067	157,477
Interest on long-term debt	4,187,892	4,298,621
Accretion of asset retirement obligation (note 11)	28,360	44,567
Loss (gain) on disposal of equipment	(13,994)	38,012
	<u>10,601,010</u>	<u>10,605,634</u>
	<u>100,032,629</u>	<u>85,756,816</u>
Deficiency of revenue over expenses	(2,759,943)	(2,259,470)
Unrestricted net deficit, beginning of year	(2,680,079)	(420,609)
Unrestricted net deficit, end of year	<u>\$ (5,440,022)</u>	<u>\$ (2,680,079)</u>

See accompanying notes to financial statements.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operating:		
Deficiency of revenue over expenses	\$ (2,759,943)	\$ (2,259,470)
Items not involving cash:		
Amortization of tangible capital assets	6,217,434	6,041,704
Amortization of prepaid land lease	25,251	25,253
Accretion of asset retirement obligation ("ARO")	28,360	44,567
Adjustment due to revaluation of ARO	-	(12,546)
Amortization of deferred financing costs	156,067	157,477
Interest earned on debt reserve fund	(49,386)	(42,147)
Interest earned on investment in direct finance leases receivable	(625,183)	(617,059)
Loss (gain) on disposal of equipment	(13,994)	38,012
Changes in non-cash operating items:		
Accounts receivable and long-term receivables	(659,374)	2,925,918
Prepaid expenses	206,391	297,999
Accounts payable, accrued liabilities and interest payable	11,408,083	5,657,383
Deferred revenue	6,950	96,949
Other liabilities	(1,061,126)	1,458,193
	12,879,530	13,812,233
Financing:		
Repayment of long-term debt	(12,865,496)	(12,833,223)
Debt reserve fund adjustment on retirement of debt	308,947	-
Investing:		
Acquisition and construction of tangible capital assets	(4,362,105)	(1,674,097)
Payments received on direct finance leases receivable	4,985,123	5,295,159
Acquisition of assets, net of proceeds on disposal for direct finance leases	(2,166,992)	1,021,599
	(1,543,974)	4,642,661
Increase (decrease) in cash and cash equivalents	(1,220,993)	5,621,671
Cash and cash equivalents, beginning of year	19,575,838	13,954,167
Cash and cash equivalents, end of year	\$ 18,354,845	\$ 19,575,838

See accompanying notes to financial statements

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements

Year ended December 31, 2022

1. Operations:

E-Comm Emergency Communications for British Columbia Incorporated (the "Corporation") was created in 1997 under legislation known as the Emergency Communications Corporations Act. On September 22, 1997, the Corporation was incorporated under the Business Corporations Act (British Columbia).

The Corporation provides centralized emergency communications and related public safety and public service to municipalities, regional districts, the provincial and federal governments and their agencies, and emergency service organizations throughout British Columbia. Primary services are provided to shareholder members of the Corporation pursuant to the Members' Agreement, and to the Royal Canadian Mounted Police ("RCMP") pursuant to a Special User Agreement.

The Corporation is exempt from income tax under the Income Tax Act.

2. Significant accounting policies:

These financial statements have been prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations and incorporate the following significant accounting policies:

(a) Basis of presentation:

In March 2003, the Corporation established Police Records Information Management Environment Incorporated ("PRIMECorp"), a wholly-owned company, to ensure that the records management system and computer aided dispatch system are delivered and consistent in all police agencies throughout British Columbia. As the operations are controlled by the Province of British Columbia, Minister of Public Safety and Solicitor General, the net assets and operations of PRIMECorp have not been included in these financial statements.

(b) Revenue recognition:

Revenue from the provision of services is recognized in the period that the services are provided through operating activities or the consumption of tangible capital assets over their useful lives, irrespective of the period in which the service is billed. The Members' Agreement specifies the manner in which members are obligated to pay for services rendered by the Corporation. Finance income related to direct-financing type leases is recognized in a manner that produces a constant rate of return over the terms of the leases. Amounts received for future services are deferred until the service is provided.

(c) Cash and cash equivalents:

Cash and cash equivalents consist of cash on hand, cash held in banks and term deposits maturing within 90-days from the date of acquisition, net of bank overdrafts, if any.

(d) Costs recoverable through future billings:

Costs recoverable through future billings represent services provided through the utilization of tangible capital assets, the cost of which is recoverable through future payments in accordance with the Members' Agreement.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2022

2. Significant accounting policies (continued):

(e) Prepaid land lease:

The land on which the Corporation's building is located has been leased from the City of Vancouver for a period of 99-years commencing 1999. The prepaid amount is being amortized, and recovered through billings, over the term of the lease.

(f) Tangible capital assets:

Tangible capital assets are stated at cost, net of accumulated amortization. Interest costs directly attributable to major projects are capitalized and, commencing at project completion, are amortized over the estimated life of the underlying assets.

Amortization begins when assets are put into use and is provided on a straight-line basis over the estimated useful lives of the assets as follows:

Asset	Rate
Building	40.0 years
Furniture, fixtures and building equipment	3.0 years to 25.0 years
Radio	5.0 years to 20.5 years
Dispatch consoles and voice systems	7.0 years to 10.0 years
Records management system - Fire	5.0 years to 10.0 years
Computer aided dispatch - Fire	5.0 years to 10.0 years
User equipment	7.5 years to 12.5 years
Leasehold improvements	Over the term of the lease

The Corporation reviews its tangible capital assets for impairment whenever events or changes in circumstances indicate that the tangible capital asset no longer contributes to the Corporation's ability to provide services, or that the value of future economic benefits or service potential associated with the asset is less than its carrying amount. If such condition exists, an impairment loss is measured and recorded in the statement of operations at the amount by which the carrying amount of the tangible capital asset exceeds its fair value or replacement cost.

(g) Asset retirement obligations:

The Corporation recognizes the liability for an asset retirement obligation that results from acquisition, construction, development or normal operations in the year in which it is incurred and when a reasonable estimate of fair value can be made. The amount recognized is the best estimate of the expenditure required to settle the present obligation. The corresponding cost is capitalized as part of the related asset and is amortized over the asset's useful life. In subsequent years, the liability is adjusted for changes resulting from the passage of time and revisions to either the timing or the amount of the original estimate of the undiscounted cash flows. The accretion of the liability to its fair value as a result of the passage of time is charged to earnings while changes resulting from the revisions to either the timing or the amount of the original estimate of the undiscounted cash flows are accounted for as part of the carrying amount of the related long-lived asset.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2022

2. Significant accounting policies (continued):

(h) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently measured at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Corporation does not hold any financial instruments that it is required to carry at fair value nor has not elected to carry any financial instruments at fair value.

The Corporation's financial instruments carried at amortized cost include cash and cash equivalents, accounts receivable, debt reserve fund, accounts payable and accrued liabilities, and long-term debt.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs. These costs are amortized using the effective interest rate method.

Financial assets carried at cost or amortized cost are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indication of impairment, the Corporation determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Corporation expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial impairment charge.

(i) Related party transactions:

Transactions with related parties are in the normal course of operations and are recorded at the agreed upon exchange amount. Contractual arrangements and service agreements with related parties are subject to the Corporation's tendering and proposal processes.

(j) Employee future benefits:

The Corporation participates in a multi-employer defined benefit pension plan. Defined contribution plan accounting is applied to this plan because the actuary does not attribute the deficit or surplus of the plan to specific employers. The pension expense associated with this plan is equal to the Corporation's contributions during the reporting period.

(k) Measurement uncertainty:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of financial statements. Areas requiring the use of management estimates relate to the measurement of asset retirement obligations and established useful lives of tangible capital assets. Actual results could differ from those estimates.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2022

3. Debt reserve fund and contingencies:

- (a) The Corporation is required to maintain 1% of the initial borrowings through the Municipal Finance Authority of British Columbia ("MFA") in a debt reserve fund administered by the MFA. The original amount is presented together with interest earned on the reserve fund investments.

Demand notes in the aggregate amount of \$10,914,013 (2021 - \$11,484,274) are also provided by the Corporation to the MFA as a requirement of the borrowings. The debt agreement with the MFA provides that if at any time the scheduled payments provided for in the agreement are not sufficient to meet the MFA's obligations in respect to such borrowing, the deficiency becomes the joint and several liability of the Corporation and all other participants to the agreement through the MFA. The Corporation is similarly liable on a contingent basis for the debt of other entities secured through the MFA. These contingent demand loans are not recorded in the Corporation's financial statements as they are not likely to be paid. If at any time the Corporation does not have sufficient funds to meet payments due on its obligations, the payments shall be made from the debt reserve fund. The amounts due to the Corporation from the debt reserve fund are repaid to the Corporation when the respective loan agreements mature. There were no additions to the debt reserve fund during the year (2021 - nil) as the Corporation maintains the required amount in the debt reserve fund. Interest earned on the debt reserve fund at 2.06% per annum (2021 - 1.7%) amounts to \$51,942 (2021 - \$42,147).

- (b) In the ordinary course of business, claims are asserted or made against the Corporation, and the Corporation is currently involved in various legal actions. The outcomes of these actions cannot be determined at this time. A provision has been made in the accounts for any possible unfavourable outcome of these actions, if any. The amount of any loss in excess of the provision and insurance coverage will be recorded when determinable.

4. Accounts receivable:

	2022		2021	
Dispatch and 9-1-1 call taking levies	\$	114,471	\$	227,063
Radio levies		993,396		473,517
Technology support services fees		1,507,554		1,274,598
Other receivables		445,999		403,671
	\$	3,061,420	\$	2,378,849

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2022

5. Long-term receivable for decommissioned assets:

	2022	2021
Microwave Network	\$ 34,255	\$ 58,530
Less current portion	23,180	24,258
	<u>\$ 11,075</u>	<u>\$ 34,272</u>

The current portion of receivable for decommissioned assets is recorded in accounts receivable.

The long-term receivable for decommissioned assets relates to the Microwave Network. The Microwave Network was comprised of three rings that were used to connect the Corporation's radio sites to each other and to the central voice radio network switch housed in the Corporation's main building. The rings were replaced in 2012 and the original microwave backbone system was taken out of service. As the unamortized capital cost of the original system is recoverable from all committed agencies, the carrying value at the out-of-service date has been reclassified to a long-term receivable to be recovered through future billings. The receivable was initially recorded at fair value using the discounted cash flow model and subsequently recorded at amortized cost.

6. Investment in direct finance leases receivable:

	2022	2021
User equipment lease receivable (a)	\$ 16,692,656	\$ 19,469,190
Computer aided dispatch lease receivable (b)	14,284	28,361
Remote dispatch equipment lease receivable (c)	1,851,893	1,254,230
	<u>18,558,833</u>	<u>20,751,781</u>
Less current portion	5,563,598	5,332,839
	<u>\$ 12,995,235</u>	<u>\$ 15,418,942</u>

(a) Specific user agencies lease user equipment from the Corporation under 7.5-year direct finance leases. The leases bear imputed interest of \$1,817,237 in aggregate (2021 - \$2,196,162) at rates of 2.24% to 4.65% over the lease term. The future minimum payments, excluding financing costs, due from the user agencies are as follows:

2023	\$ 5,319,995
2024	5,340,827
2025	3,263,385
2026	1,084,874
2027	679,387
Thereafter	1,004,188
	<u>\$ 16,692,656</u>

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2022

6. Investment in direct finance leases receivable (continued):

- (b) Specific user agencies lease computer aided dispatch user equipment from the Corporation under 5-year direct finance leases. The leases bear imputed interest of \$872 in aggregate (2021 - \$1,744) at rates of 0.95% to 2.20% over the lease term. The future minimum payments, excluding financing costs, due from the user agencies over the remaining term are as follows:

2023	\$	14,284
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6. Investment in direct finance leases receivable (continued):

- (c) Specific user agencies lease remote dispatch equipment from the Corporation under 10-year direct finance leases. The leases bear imputed interest of \$235,285 in aggregate (2021 - \$174,310) at rates of 2.24% to 2.85% over the lease term. The future minimum payments, excluding financing costs, due from the remote dispatch agencies are as follows:

2023	\$	229,360
2024		264,920
2025		262,330
2026		262,330
2027		189,810
Thereafter		643,143
	\$	1,851,893

7. Tangible capital assets:

			2022	2021
	Cost	Accumulated depreciation	Net book value	Net book value
Building	\$ 9,149,287	\$ 5,606,778	\$ 3,542,509	\$ 3,826,370
Furniture, fixtures and building equipment	15,637,644	12,280,244	3,357,400	2,757,803
Radio	72,693,679	38,487,807	34,205,872	36,067,029
Dispatch consoles and voice systems	5,300,398	4,162,922	1,137,476	1,314,071
Records management system - Fire	2,357,066	2,316,084	40,982	10,249
Computer aided dispatch - Fire	3,103,264	2,932,814	170,450	202,301
User equipment	150,179	100,612	49,567	62,145
Leasehold improvements	872,503	789,097	83,406	189,029
	\$ 109,264,020	\$ 66,676,358	\$ 42,587,662	\$ 44,428,997

8. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities as at December 31, 2022 are government remittances payable of \$1,387,056 (2021 - \$997,921) relating to payroll related taxes.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2022

9. Long-term debt:

		2022	2021
0.65% unsecured note payable, maturing June 1, 2022	(a)	\$ -	\$ 791,572
2.85% unsecured note payable, maturing October 3, 2023	(b)	500,700	1,066,779
2.65% unsecured note payable, maturing March 24, 2024	(c)	5,135,371	9,107,870
2.85% unsecured note payable, maturing October 24, 2024	(d)	10,535,571	15,694,978
2.24% unsecured note payable, maturing October 9, 2029	(e)	18,577,767	20,953,708
		34,749,409	47,614,907
Less deferred financing costs		196,476	352,545
		34,552,933	47,262,362
Less current portion		12,437,246	12,865,497
		\$ 22,115,687	\$ 34,396,865

On March 24, 1998, the Corporation entered into an agreement with the MFA to borrow up to a maximum of \$170,000,000. Long-term debt is currently comprised of the following:

- (a) On April 9, 2002, the Corporation obtained \$16,000,000 of financing. This loan had a final payment due on June 1, 2022, bore interest at a rate of 0.65%, with interest calculated and paid semi-annually in each year of the loan. The loan was fully repaid in 2022.
- (b) On September 23, 2002, the Corporation obtained \$7,684,000 of financing. This loan has a final payment due on October 3, 2023, bears interest at a rate of 2.85%, with interest calculated and paid semi-annually in each year of the loan.
- (c) On March 24, 2008, the Corporation refinanced an existing loan, leaving a balance of \$87,000,000 repayable over 16-years. This loan has a final payment on March 24, 2024 bears interest at a rate of 2.65%, with interest calculated and paid semi-annually in each year of the loan.
- (d) On October 4, 2017, the Corporation obtained \$34,873,000 in long term borrowing from the MFA for user agency radio purchases for the P25 network. This loan has an initial term of 7 years with a final payment date of October 24, 2024, bears interest at a rate of 2.85%, with interest calculated and paid semi-annually in each year of the loan.
- (e) On October 9, 2019, the Corporation obtained \$25,500,000 in long term borrowing from the MFA for user agency P25 mobile subscriber equipment, radio infrastructure and subscriber equipment for Translink's transition onto the Corporation's radio system. The loan has a term of 10 years with a final payment date of October 9, 2029, and bears interest at a rate of 2.24%, with interest calculated and paid semi-annually in each year of the loan.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2022

9. Long-term debt (continued):

The Corporation's borrowing capacity will increase in accordance with the above maturity dates.

The repayment requirements for the existing borrowing agreements for long-term debt are reported net of the sinking fund asset balances of \$136,307,590 (2021 - \$123,442,093). The sinking fund balance represents the principal payments made on outstanding debt to date. As such, the repayment schedule during the next 5-years and thereafter is as follows:

2023	\$ 12,437,245
2024	8,702,253
2025	2,596,255
2026	2,674,143
2027	2,619,430
Thereafter	5,720,083
	\$ 34,749,409

There is \$1,043,483 (2021 - \$1,052,031) of interest accrued on outstanding amounts at year-end.

10. Other liabilities:

		2022	2021
User equipment	(a)	\$ 3,068,443	\$ 3,167,886
Radio	(b)	5,692,069	7,707,764
HealthLink BC	(c)	195,829	230,222
Fire RMS & CAD	(d)	3,082,905	2,416,458
Province of British Columbia	(e)	691,592	269,634
		\$ 12,730,838	\$ 13,791,964

Other liabilities consist of the following:

- (a) The Corporation has received annual payments through user equipment billings from radio member agencies starting in 2007 for future user equipment purchases for specific user agencies. The funds collected are recorded as other liabilities until they are spent on behalf the user agencies. In 2022, nil (2021 - nil) was repaid to user agencies, and \$99,443 (2021 - \$129,688) was drawn down for user equipment purchases on behalf of member agencies. Interest is not earned on this balance.
- (b) Starting in 2006, the Corporation has collected funds through radio billings from radio member agencies to be set aside for future radio related expenditures. The funds collected are recorded as other liabilities until they are spent. In 2022, a further nil (2021 - \$1,856,377) was collected through billings, \$2,049,319 (2021 - \$878,850) was authorized to be expended from the funds and was spent, and \$33,624 (2021 - \$11,348) of interest was earned by and allocated to the liability, calculated based on the average bank interest rate during the year.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2022

10. Other liabilities (continued):

- (c) The Corporation has received funds from HealthLink BC for future expenditures. These amounts are recorded as other liabilities until the funds are spent. There is no interest earned on this balance.
- (d) The Corporation has collected annual payments starting in 2011 through Fire RMS and Fire CAD billings from Fire RMS and Fire CAD member agencies for future capital use. The funds collected are recorded as other liabilities until they are spent. In 2022, \$680,287 (2021 - \$601,179) was collected through billings and \$13,840 (2021 - \$50,931) was drawn down for equipment purchases. Interest is not earned on this balance.
- (e) The Corporation received funding from the Province of British Columbia for participating in Public Safety Broadband Network trials and to create a strategic roadmap for implementing NG911 service in British Columbia. The funds received are recorded as other liabilities until the funds are spent. There is no interest earned on this balance.

11. Asset retirement obligation:

The Corporation has recorded an asset retirement obligation ("ARO") for the estimated costs of restoring certain leased sites on which the Corporation's radio towers are situated to their original condition at the end of the lease terms. Changes in the asset retirement obligation during the year are as follows:

	2022	2021
Balance, beginning of year	\$ 1,857,470	\$ 1,825,449
Accretion expense	28,360	44,567
Adjustment due to revaluation of ARO	-	(12,546)
Balance, end of year	\$ 1,885,830	\$ 1,857,470

The undiscounted estimated cash flows required to settle the obligations range from \$5,600 to \$170,000 starting in 2021 through 2066. The cash flows are discounted using credit adjusted risk-free rates of 1.80% to 2.68% (2021 - 1.80% to 2.68%).

Other assumptions used by management to determine the carrying amount of the asset retirement obligation include costs to restore the leased sites to their original condition and the rate of inflation over the expected years to settlement.

There are certain leased sites with an indeterminable amount of the asset retirement obligation as adequate information is not available to estimate fair value. As such, no asset retirement obligation has been recorded in the Corporation's financial statements for these indeterminable amounts.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2022

12. Share capital:

(a) Authorized:

360 Class A common voting shares without par value. Following project completion, Class A shareholders are obligated to share in funding both the ongoing operations and any additional costs relating to capital assets (in accordance with a cost-sharing formula). Upon a member acquiring a Class A share, that member shall have agreed to use the Corporation's wide area radio system network to which the Class A share relates.

190 Class B common restricted voting shares without par value. Following project completion, Class B shareholders can elect to become Class A shareholders on the condition that the member agrees to use the Corporation's wide area radio system network. Class B shareholders are not obligated to share in funding the ongoing operating costs.

(b) Issued:

	2022	2021
37 Class A common voting shares (2021 - 36)	\$ 370	\$ 360
18 Class B common restricted voting shares (2021 - 19)	180	190
	\$ 550	\$ 550

(c) RCMP Special User Agreement:

Due to existing Federal restrictions, the RCMP cannot become a shareholder in the Corporation. Consequently, a Special User Agreement has been executed such that the RCMP has the right to participate in the Corporation's activities project on the same terms and conditions as the Class A shareholders, including the obligation to fund both the ongoing operating costs and any additional costs relating to capital assets, in accordance with a cost-sharing formula.

13. Related party transactions:

PRIMECorp is related by virtue of executive and technology support services agreements under which certain of the Corporation's management act in executive positions for PRIMECorp and the Corporation provides technology support services to PRIMECorp. The amounts are recognized in contract service fees and miscellaneous revenue, and records management system on the statement of operations. The following table summarizes transactions between PRIMECorp and the Corporation during the year:

	2022	2021
Technical services and support	\$ 3,585,601	\$ 3,359,056
Employee secondments and employee related expenses	2,473,020	2,384,671
Executive services	770,300	737,600
Shared facilities services	278,670	304,212
	\$ 7,107,591	\$ 6,785,539

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2022

13. Related party transactions (continued):

The above transactions, unless disclosed otherwise, are considered to be in the normal course of operations and are measured at their exchange amount, which is the amount of consideration established and agreed to by the related parties.

Included in accounts receivable is an amount of \$835,061 (2021 - \$684,242) due from PRIMECorp.

14. Commitments:

(a) Operating leases:

- (i) The Corporation has entered into leases of land for certain radio tower sites. These leases expire in future years from 2022 to 2066 and are renewable at the option of the Corporation. Future minimum payments under these leases, excluding option periods, are approximately as follows:

2023	\$	1,307,805
2024		1,314,808
2025		1,294,580
2026		1,273,848
2027		1,231,460
Thereafter		14,064,205
	\$	20,486,706

- (ii) The Corporation is committed under vehicle and office equipment operating leases having varying expiry dates to the year 2026. The future minimum payments under the terms of such leases are as follows:

2023	\$	77,086
2024		59,562
2025		59,562
2026		38,878
	\$	235,088

- (iii) The Corporation has entered into leases for office premises. The leases expire in future years from 2023 to 2025 and are renewable at the option of the Corporation. The future minimum payments, excluding the renewals at the option of the Corporation, are approximately as follows:

2023	\$	2,096,440
2024		788,846
2025		719,563
	\$	3,604,849

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2022

14. Commitments (continued):

(b) Municipal Pension Plan:

The Corporation and its employees contribute to the Municipal Pension Plan (the "Pension Plan"), a jointly trustee pension plan. The Board of Trustees, representing Plan members and employers, is responsible for overseeing the management of the Pension Plan, including investment of the assets and administration of benefits. The Pension Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2021, the Pension Plan has about 227,000 active members and approximately 118,000 retired members.

The most recent valuation, as at December 31, 2021, indicated a surplus of \$3,761,000,000 for basic pension benefits. The next valuation will be as at December 31, 2024, with results available in 2025.

Defined contribution plan accounting is applied to the Pension Plan as the Pension Plan exposes the participating entities to actuarial risks associated with the current and former employees of other entities, with the result that there is no consistent and reliable basis for allocating the obligation, Pension Plan assets, and costs to individual entities participating in the Pension Plan.

During the year ended December 31, 2022, the Corporation paid \$4,522,625 (2021 - \$4,397,635) for employer contributions to the Pension Plan.

(c) Service commitments:

The Corporation has a software license agreement with Motorola Solution Incorporation to provide ASTRO 25 System Upgrade II ("SUAI") for the period of January 1, 2022 to December 31, 2025. The information presented below shows the anticipated cash outflow for future obligations under this agreement for the software maintenance and the lifecycle cost.

2023	\$ 1,793,120
2024	1,793,120
2025	1,793,120
	<hr/> \$ 5,379,360 <hr/>

15. Financial risks:

(a) Interest rate risk:

It is management's opinion that the Corporation is not exposed to significant interest rate risk as its long-term debt has fixed interest rates. Fluctuations in rates could impact future payments upon renewal. There has been no change to the risk exposure from the prior year.

(b) Liquidity risk:

Liquidity risk is the risk that the Corporation will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Corporation manages its liquidity risk by monitoring its operating and capital requirements. The Corporation prepares budget and cash flow forecasts to ensure it has sufficient funds to fulfill its obligations. There has been no change to the risk exposure from the prior year.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2022

15. Financial risks (continued):

(c) Credit risk:

Credit risk is the risk of economic loss should the counterparty to a transaction default or otherwise fail to meet its obligation. The Corporation is exposed to credit risk through its cash and receivables. The Corporation has deposited cash with reputable financial institutions, from which management believes the risk of loss to be remote. The Corporation has receivables from shareholder members and management does not believe there is a significant credit risk. The Corporation monitors, on a regular basis, the credit risk to which the Corporation is exposed in relation to its assets and takes steps to minimize the risk of loss.

16. Economic dependence:

The Corporation is economically dependent on the class A shareholder members (note 12) and the RCMP, who are obligated to share in funding both the ongoing operations and any additional costs relating to capital assets (in accordance with a cost-sharing formula). The total accumulated deficit in future years is expected to be recovered based on a deficit repayment plan that will be presented to the Board of Directors for approval in the third quarter of 2023.

For the year ended December 31, 2022, the Corporation received approximately 60% (2021 – 60%) of its revenues through Dispatch and 9-1-1 services agreements. Approximately 31% (2021 – 30%) of the dispatch revenues is from to one (2021 – one) municipality for the provision of police and fire dispatch services.

17. Subsequent events:

Subsequent to year-end, on March 30, 2023, the Corporation received a grant of \$90,000,000 from the Ministry of Public Safety and Solicitor General to support its obligation to transition to the Next Generation 9-1-1 network in compliance with the Canadian Radio-television and Telecommunications Commission mandate set for March 4, 2025.

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4. Overview of Changes to the Members' Agreement

OVERVIEW – WHAT CHANGES TO THE MEMBERS’ AGREEMENT ARE PROPOSED?

The Board of Directors is recommending Members of the Company vote in favour of an amendment to the Members’ Agreement to add one additional independent director to E-Comm’s Board, to improve the Board’s diversity, professional expertise and succession planning.

SUMMARY OF THE PROPOSED CHANGE

1. Increasing the number of independent directors from 4 to 5

At present, the E-Comm Board has 22 directors, of which 14 are designated by E-Comm’s shareholders, two by the provincial government, one by the RCMP and 1 by the south Vancouver Island emergency communication partners. The remaining four directors are independent from the members, designated by the other directors. The chair must be an independent director.

The existing number of independent directors has not changed in 15 years since 2008, when it increased from three to four, despite significant increases in the complexity of E-Comm’s operations. There are growing challenges with the current structure:

- *Increasing need for diversity* – The nature of E-Comm’s public service increasingly raises an expectation of reflection of the diversity of the people we serve in our governance. This includes recruiting candidates that represent communities outside of the Lower Mainland (we are very Lower Mainland-focussed), women, Indigenous, people of colour, LGBTQ2 and persons with disabilities.
- *Gaps in professional qualifications in core governance areas, including finance and technology* – Because the majority of E-Comm’s directors are designated by shareholders, any gaps in professional qualifications in core governance areas such as finance, technology, legal or human resources must be filled by independent directors. As E-Comm continues to carry out its Transformation Plan, including the work related to Next Generation 9-1-1, four independent directors is not enough to address these gaps.
- *Reduced options for succession-planning* – The current structure provides only three independent directors able to take over as Chair should the position become vacant.

Accordingly, E-Comm management, with the approval of the Board, is recommending the approval of the addition of one independent director to the Board, bringing the independent directors to five and total directors to 23. The language for the proposed change is included in Schedule “A” and the full document with the changes identified with track changes [here](#).

THE BOARD OF DIRECTORS ASKS THAT MEMBERS VOTE YES FOR THIS PROPOSAL which it considers in the best interests of E-Comm and its Members.

VOTING

CLASS A AND CLASS B SHAREHOLDERS ARE ENTITLED TO VOTE ON THIS PROPOSED AMENDMENT WHICH REQUIRE SHAREHOLDERS HOLDING NOT LESS THAN TWO THIRDS OF VOTES CAST.

THE BOARD IS ASKING FOR YOUR SUPPORT TO THE PROPOSAL. IT IS THE VIEW OF THE BOARD THAT THE PROPOSAL IS IN THE BEST INTERESTS OF ALL MEMBERS AND THAT NO MEMBER IS PREJUDICED BY THE PROPOSAL.

A FORM OF PROXY BY WHICH VOTES ON THE PROPOSALS MAY BE CAST ACCOMPANIES THIS INFORMATION CIRCULAR. WE ASK THAT YOU COMPLETE AND RETURN THE PROXY VOTING FORM, EVEN IF YOU INTEND TO HAVE A REPRESENTATIVE ATTEND THE MEETING. VOTING WILL BE CONDUCTED BY PROXY VOTING AND BY VOTING DURING THE ANNUAL GENERAL MEETING.

ANY QUESTIONS OR CONCERNS OR REQUESTS FOR ADDITIONAL INFORMATION MAY BE DIRECTED TO:

Sarah Sidhu, Vice President, Legal and Governance and Corporate Secretary, at sarah.sidhu@ecomm911.ca.

SCHEDULE “A”

Proposed changes to Section 4.2.6 of the Members’ Agreement (Fourth Restatement) for E-Comm Emergency Communications for British Columbia is identified in red below. We have provided all of Section 4.2 for context:

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~~ five 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.

5. Form of Proxy

Notes to Proxy

1. Every Member has the right to appoint some other person or company of their choice, who need not be a Member, to attend and act on their behalf at the meeting or any adjournment or postponement thereof. If you wish to appoint a person or company other than the person whose name is printed herein, please insert the name of your chosen Proxyholder in the space provided (see below).
2. The shares represented by this Proxy will be voted as directed by the shareholder, however, if such direction is not made in respect of any matter, this Proxy will be voted as recommended by Management.
3. This Proxy confers discretionary authority in respect of amendments or variations to matters identified in the Notice of Meeting or other matters that may properly come before the meeting or any adjournment or postponement thereof.

Appointment of Proxyholder

Please choose one of the two options below:

- The undersigned hereby appoints Doug Campbell, Board Chair

OR

- The undersigned hereby appoints _____ of _____

as the undersigned's Proxy to attend, act, and vote for all of the undersigned's for the undersigned and on the undersigned's behalf at the Annual General Meeting of the Members to be held on the 22nd day of June, 2023 or at any adjournment or postponement thereof.

Voting (*Recommendations are noted by **highlighted** text*)

Class A Shareholders of the Company to vote:

	For	Against
1. Approval of Meeting Minutes	For	Against
Approve the minutes of the E-Comm Annual General Meeting held June 23, 2022.	<input type="checkbox"/>	<input type="checkbox"/>
2. Appointment of Auditors	For	Against
Appoint KPMG as the Auditors of the Company for the ensuing year and authorize the Directors to fix their remuneration.	<input type="checkbox"/>	<input type="checkbox"/>
3. Number of Directors	For	Against
Set the number of Directors for the 2022-2023 year at 23.	<input type="checkbox"/>	<input type="checkbox"/>
4. Election of Directors	For	Against
Appoint the slate of Directors proposed by those Members entitled to nominate Directors, as presented to the Meeting.	<input type="checkbox"/>	<input type="checkbox"/>

This Proxy may be revoked by instrument in writing delivered to the registered office of E-Comm prior to the date of the meeting, or delivered to the chair of the meeting on the date of the meeting prior to any vote being cast utilizing the proxy.

Class A and Class B Shareholders of the Company to vote:

5. Number of Independent Directors	For	Against
Amendment the Members' Agreement to increase the number of Independent Directors (as defined in the Members' Agreement) from four to five, and that the Corporate Secretary may take all such actions as may reasonably be necessary to implement this amendment.	<input type="checkbox"/>	<input type="checkbox"/>

DATED this _____ day of _____, 2023

Name of Shareholder (*Municipality/Organization*)

Signature of Authorized Representative

Print Name and Title of Authorized Representative

Instructions

Submitted proxies must be signed and delivered by 9:00 a.m. on June 20, 2023 to boardandcommittees@ecomm911.ca and sarah.sidhu@ecomm911.ca.

This Proxy may be revoked by instrument in writing delivered to the registered office of E-Comm prior to the date of the meeting, or delivered to the chair of the meeting on the date of the meeting prior to any vote being cast utilizing the proxy.