



# NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, September 12, 2023 at 0930

**Join in-Person:**

555 Columbia Street, New Westminster

**Join via Zoom:**

<https://us02web.zoom.us/j/84336311434?pwd=QlBkRXBjeDB4UVlxRkpKZCtXU2JZQT09>

Passcode: 824852

Webinar ID: 843 3631 1434

+1 778 907 2071

✓ Indicates Attachment

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

<b>1</b>	<b>ADOPTION &amp; PRESENTATIONS</b>	
	1.1 Land Acknowledgement	<i>Police Board</i>
✓	1.2 Adoption of Open Agenda: September 12, 2023	<i>Police Board</i>
	1.3 BCACP Traffic Safety Award	<i>Chief Constable Jansen</i>
<b>2</b>	<b>CONSENT AGENDA</b>	
✓	2.1 Approval of Open Minutes: July 25, 2023	<i>Police Board</i>
	2.2 Police Board Member Reports	
✓	2.3 Statistics: July & August 2023	
✓	2.4 Monthly Report on NWPD Overtime	
✓	2.5 Police Board Correspondence	
	2.5 (a) E-Comm Update for Police and Local Govt Partners (July)	
	2.5 (b) New BC Provincial Policing Standards on Response to Sexual Assault	
	2.5 (c) Lower Mainland District Integrated Teams 2022 Annual Report	
	2.5 (d) Projected E-Comm 2024 Levy Guidance	
✓	2.6 2022 Crime Severity Index Report	
<b>3</b>	<b>ONGOING BUSINESS</b>	
✓	3.1 GOVERNANCE: Draft 2024 Budget Report	<i>Chief Constable Jansen</i>
✓	3.2 GOVERNANCE: Q2 Financial Report	<i>Chief Constable Jansen</i>
<b>4</b>	<b>NEW BUSINESS</b>	
	None	
	<b>NEXT MEETING</b>	
	<b>Date:</b> October 17, 2023 @ 0930	
	<b>Location:</b> To be Advised	
	<b>ADJOURNMENT OF OPEN MEETING</b>	

# ***Letter of Acknowledgment***

## ***Traffic Safety Awards***



Dear Cst. Chris Faris,

On behalf of the Administration, Training and Recognition Subcommittee with the BC Association of Chiefs of Police Traffic Safety Committee, I would like to congratulate you on being selected for a 2022 BCACP Traffic Safety Award. You were nominated by Sgt. Greg Smith and chosen by the Subcommittee as this year's award recipient in the Traffic Law Enforcement category.

The Traffic Safety Awards Luncheon and Ceremony will be on October 26 at the Sandman Signature Langley Hotel, 8828 201st Street, Langley, BC from 12pm-2:30pm. Please accept this letter as your invitation to attend the event in person to receive your award from the Traffic Safety Committee Chair, Chief Neil Dubord, Delta Police Department, and Co-Chair, Chief Superintendent Holly Turton, OIC BC Highway Patrol.

An online registration link will be sent to you in mid- to late-August. Pertinent event details will follow in September. Congratulations again and we hope to see you on October 26!

Sincerely,

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Cst Bima Ribeiro, Saanich Police Department  
Chair, Administration, Training & Recognition  
Subcommittee



# NEW WESTMINSTER MUNICIPAL POLICE BOARD

June 20, 2023 at 0930

In-Person and via ZOOM

Queen's Park Arena, 51 3<sup>rd</sup> Avenue, New Westminister, BC

## MINUTES of Regular Meeting

<b>PRESENT:</b>	Mayor Patrick Johnstone	Chair
	Ms. Heather Boersma	
	Mr. Drew Hart	
	Mr. Patrick Lalonde	
	Ms. Mary Trentadue	
	Mr. Alejandro Diaz	
<b>STAFF:</b>	Chief Constable Dave Jansen	
	Deputy Chief Hyland	
	Inspector Andrew Perry	
	Inspector Aman Gosal	
	Ms. Jacqueline Dairon	Finance Supervisor
	Ms. Daisy Dyer	Police Board Secretary
	Ms. Hailey Finnigan	Media Relations
<b>GUESTS:</b>	Ms. Jennifer Miller	Community Engagement
	Ms. Zaria Alibhai	Community Engagement

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

### 1. ADOPTION

#### 1.1 Land Acknowledgement

*We recognize and respect that New Westminister is on the unceded and unsurrendered 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: July 25, 2023

#### MOVED AND SECONDED

**THAT** the New Westminister Police Board approve the July 25, 2023, Regular Agenda; and

**THAT** item 3.3 (*Considerations for Public Engagement Specific to the NWPD Annual Budget*) be discussed as the first item on the agenda.

**CARRIED**

### 3.3 Considerations for Public Engagement Specific to the NWPD Annual Budget

Ms. Miller and Ms. Alibhai discussed their Public Engagement presentation with the Board, highlighting a reoccurring theme in the 2024 budget dialogue. Overall input on public safety was fairly mixed, however, residents expressed concern in relation to the percentage of the City's total operating budget that is allocated to policing, noting that residents would like to see a higher level of service for the cost. Ms. Miller further stated that this feedback has been unsolicited, with nothing specific having been asked in regards to policing.

The Board was asked to consider the following with regards to public engagement:

- Intended purpose or goal of engagement
- Timeline for engagement, relative to budget timelines
- Level of engagement in limited with draft budget already in place
- How input will be incorporated/ actioned
- Polarized views on role of police
- Other related engagement, and upcoming engagement

Ms. Miller asked these key questions for the Board to consider:

#### **What input is the Board seeking from residents/ the community?**

- What Questions do you have for the public about the budget?

#### **What is flexible/ open for change in the draft budget?**

- How will community input be incorporated into the draft budget?
- What will you do with what you hear?

Discussion ensued amongst the Board, with the following points of note:

- Community consultation takes time and resources. In order to accurately represent the community, we need to ensure that we reach as many people as possible as part of public engagement.
- Being transparent with the public during the budget process is important.
- It is too late for the Board to begin engagement on the 2024 budget. The Board should focus on engagement for the 2025 budget.
- Clarity on whether engagement is in regards to priorities on policing and public safety, or if it is about numbers.
- The graphic provided within the presentation was somewhat skewed, as it did not capture a breakdown of 'Police Services' in the same way that the rest of the City budget had been broken down.
- Information must be shared with the public to reflect how policing compares historically to city services and historical increases.

- The budget process and priorities for 2024 should be communicated to the public, with the agreement that the engagement process for the 2025 budget will begin in the new year.
- Within the City's results, Bylaw enforcement is reflected as a low priority. Suggestion that education may be beneficial to explain the relationship between police and bylaws as part of public safety.
- There may be results from the IPSOS survey that provide direction on workshop conversations.

Ms. Miller recommended that the Board meet with the Community Engagement team in the new year in a workshop setting to discuss objectives and an engagement approach.

Received for information.

### **CONSENT AGENDA**

- 2.1 Approval of Open Minutes: June 20, 2023**
- 2.2 Police Board Member Reports**
- 2.3 Statistics: June 2023**
- 2.4 Policy: AE55, AC10, AA60 & OM25**
- 2.5 Monthly Report on NWPB Overtime**
- 2.6 Review of Policy & Procedures: Use of Force on Members of the Public**
- 2.7 Police Board Correspondence**
  - 2.7 (a) E-Comm AGM Update and Annual Report**
  - 2.7 (b) NWPB Reappointments**
  - 2.7 (c) Invitation to BC Law Enforcement Memorial Service**

### **MOVED AND SECONDED**

**THAT** item 2.4, 2.6 and 2.7 (b) and (c) 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**

- 2.4 Policy: AE55, AC10, AA60 & OM25**

***AE55 Unbiased Policing***

Chief Constable Jansen explained that Police Services has implemented a provincial policing standard on equitable and unbiased policing, which is a multi-faceted standard that includes a lot of policy work, most of which comes into effect in July of this year, and training, which comes into effect in July of 2024.

Deputy Chief Hyland stated that this policy falls in line with a number of initiatives that are happening at the provincial level, referencing the modernization of policing, and reports such as the Truth and Reconciliation commission, the National Enquiry into Missing and Murdered Indigenous Women and Girls, the UN Declaration of the Rights of Indigenous peoples and BC First Nations Justice Strategy. These directives came from Police Services.

In order to distill what the department is doing, there was a desire to have an omnibus policy, with the ability to identify one specific policy in response to the provincial policing standard on unbiased policing. Public perception of police is now mandated under the unbiased policing standard, with standards and questions that we are required to ask having been mandated by public safety Canada and endorsed by the Canadian Association of Chiefs of Police (CACP). Furthermore, the audit and demographic reports will be provided to the Board.

Ms. Trentadue asked for clarity on who writes the policies, or if they are provided to the department by the Province. Chief Constable Jansen explained that the policies are written by departments in collaboration with the Province. Ms. Trentadue further asked if these policies are standardized across departments. Chief Constable Jansen responded to say that they are unofficially standardized, with a requirement for us to submit standards to the Province.

The auditing and collection of data around this policy will come into effect next year, as the policy just came into effect. It was noted that there is no risk manager or policy and audit manager at the New Westminster Police Department, and the methodology of audits needs to be done correctly.

Discussion ensued.

Received for information.

***OM25 Mental Health Intervention***

Mayor Johnstone enquired into the interface between the New Westminster Police Department and Fraser Health. Inspector Gosal explained that an officer from the NWPD Mental Health Unit attends Fraser Health's monthly meetings. Chief Constable Jansen noted that there is a lot of interaction with cases and clients on the operational side. For example, there may be a client where the team would like for a police officer to attend.

Mayor Johnstone stated that he would like to continue this conversation at a future meeting, specifically around resources and Fraser health services.

Received for information.

## **2.6 Review of Policy & Procedures: Use of Force on Members of the Public**

In response to the Board's inquiries, the NWPB conducted a comprehensive review of its current policies and procedures concerning the use of force. This review encompassed an analysis of the existing policy, training protocols, relevant case law, and legal authorities. The primary emphasis was on examining policies or procedures that pertain to NWPB officers employing force options during demonstrations, particularly when involving children or youth.

Ms. Trentadue enquired into why the age of twelve was determined to be the age in which members will not use or display force options or use prisoner control tactics for demonstration purposes. Deputy Chief Hyland explained that the *Youth Criminal Justice Act* identifies a Child as under the age of 12 years old. Deputy Chief Hyland also noted that initiatives such as Soccer School and Student Police Academy create some incongruity.

Discussion ensued.

Mr. Lalonde expressed an interest in liberalizing the policy to include school demonstrations.

Chief Constable Jansen stated that there are some grey areas to this policy, of which will be revisited. The Board will be updated at an upcoming Board meeting.

Received for information.

## **2.7 Police Board Correspondence**

### **(b) NWPB Reappointments**

Mayor Johnstone congratulated Mr. Lalonde and Mr. Hart on their reappointments to the New Westminster Police Board, and thanked them for volunteering their time to their community.

### **(c) Invitation to BC Law Enforcement Memorial Service**

Mayor Johnstone encouraged Board members to attend the BC Law Enforcement Memorial, with direction to advise Ms. Dyer should they wish to attend.

Received for information.

## **ONGOING BUSINESS**

### **3.1 2024 Operational Budget Report**

The primary purpose of the 2024 Operational Budget Report is to offer an update to the initial overview of potential risk factors and cost increases for the 2024 operational budget of the NWPB. The budget increase scenarios have been adjusted based on updated information, resulting in an updated range of 7.15% to 11.35%.

During the last board meeting, valuable feedback and questions were raised by the Board around items such as budgeting best practices, operational reserves, the budgetary impact of secondments, overtime and the request for historical context on the Police Budget. This report will provide relevant information, analysis, and recommendations to address the inquiries raised during the previous board meeting. The priority is to ensure that there is a comprehensive understanding of the budgetary landscape and facilitate well-informed decision-making.

In conclusion, this report serves as a valuable tool to update the Board on potential risk factors and cost increases for the 2024 operational budget of the NWPB. Our commitment to transparency, stakeholder engagement, and addressing your inquiries underscores the dedication of the NWPB and the Board to responsible budgetary management.

Discussion ensued regarding operational budget reserves as a possibility.

Mayor Johnstone requested to have a comprehensive breakdown of hiring costs for a new recruit and an exempt member. This information will be provided at the next Board meeting.

Received for information.

### **3.2 2024 Capital Budget Report**

The NWPB's 5-year capital plan for the period 2023-2027 was approved by the Board in November 2022, following its presentation in October 2022. The capital plan for 2023 has shown significant progress, with 42% of the allocated budget being utilized year-to-date. This indicates successful execution of planned projects and initiatives during the current year.

Looking ahead, there is an expected carryforward balance of \$50,000 from the 2023 capital budget to the following year, 2024. These funds were initially allocated for a feasibility study regarding two potential projects. However, due to resource constraints, it is now anticipated that these studies will be conducted in 2024, with the implementation of the study recommendations scheduled for 2025 and beyond.



Enclosed in the report is the proposed 5-year capital plan (2024-2028) with project details and discussion for the 2024 budget and beyond. To address the department's capital needs effectively; additional allocations for Police Equipment and Minor Building Renovation from 2026 to 2028 have been included. The net increase to the 5-year plan amounts to \$375,000.

In summary, the New Westminster Police Department's proposed 5-year capital plan (2024-2028) outlines a total budget of \$2,165,000, with \$310,000 allocated for implementation in 2024. This comprehensive plan highlights the department's strategic approach to enhancing infrastructure, adopting technological advancements, and prioritizing officer safety. By investing in these areas, the department aims to enhance operational efficiency, promote inclusivity, and strengthen community engagement.

Received for information.

#### **4. NEW BUSINESS**

##### **4.1 VAU Report**

Inspector Gosal presented the VAU report and provided some background to the New Westminster Victim Assistance Association (NWVAA)

The New Westminster Victim Assistance Association was formed in 1981 and consisted of volunteers who provided service and support to the victims in our community. Throughout the years, the NWVAA evolved and was able to fund four full-time staff members as well as auxiliary staff. Eventually the NWPD took over the paid staff and the NWVAA continued to keep full involvement in victim advocacy through supporting volunteers.

In March of 2020, as a result of the Covid-19 pandemic, the VAU volunteer program was put on pause. In 2022, when restrictions began to lift, the VAU Coordinator completed a review and analysis of the volunteer program. The analysis indicated that police-based victim services programs were moving away from the volunteer model and towards a staff-based model. One of the main challenges identified was that volunteers were conducting CUPE related work.

The NWPD engaged in numerous discussions with the NWVAA on the future of the volunteer program. The NWVAA expressed interest to continue to be involved in some form, however, it was agreed that victim services programs had evolved and that the NWPD VAU was providing high level services to the victims and witnesses of crime in our community through a paid staff model. In March 2023, the NWVAA voted to dissolve their association.

The NWVAA have been trailblazers in police-based victim services. Their association began 22 years ago with volunteers. It has now developed into a paid staff model which provides high-level services to victims and witnesses of crime. The department and the

board thank the NWVAA for their dedication and passion into what VAU has developed into today.

Ms. Trentadue asked management to provide a report and statistics on the files that VAU attend.

Chief Constable Jansen thanked the NWVAA for their hard work over the years.

Received for information.

#### **4.2 Equitable and Unbiased Policing Standards**

Deputy Chief Hyland presented the Equitable and Unbiased Policing Standards report to the Board, in relation to the creation and implementation of Equitable and Unbiased Policing standards as required by BC Police Services Branch.

BC Police Services Branch have been working on the implementation of Equitable and Unbiased Policing Standards for the last several years. This policy work is intended to recognize and address inequities, protect rights, and improve responsiveness of the criminal justice system for women affected by violence, Black, Indigenous and Persons of Colour, and marginalized communities.

These standards were in response to concerns and issues raised in a number of reports, inquiries and community-led advocacy; including the Missing Women Commission of Inquiry, Truth and Reconciliation Commission, the National Inquiry into Missing and Murdered Indigenous Women and Girls, UN Declaration of Rights of Indigenous Peoples, and the BC First Nations Justice Strategy.

Further to this, in 2020, the Legislative Assembly appointed a Special Committee on Reforming the *Police Act*, tasked with examining the role of police with respect to complex social issues, examining the scope of systemic racism within BC Policing, and ensuring consistency of a new reformed *Police Act* related to Unbiased Policing regarding gender equity and anti-racism. This committee issued its report in April of 2022, which covered a number of areas of *Police Act* reform.

Received for information.

#### **4.3 Police Governance Unit and Board Meeting – September 2023**

Ms. Katie Charlton, Acting Director of the Police Governance Unit, Ministry of Public Safety and Solicitor General, has requested a meeting with the Board on September 12, 2023, before the scheduled Open Board meeting to discuss the results of the Board Evaluation and Needs Assessment (BENA) survey. This will also serve as an annual check-in to discuss overall board compliance, effectiveness and any support that the board needs from the Police Governance Unit (PGU).

New Westminster Municipal Police Board

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The Board confirmed that they are available to meet with Ms. Charlton at 0900 on Tuesday, 12 September, 2023. Ms. Dyer will confirm with Ms. Charlton directly.

**ADJOURNMENT of Regular Meeting**

Chair Johnstone adjourned the meeting at 1115.

**Next meeting**

The next meeting will take place on Tuesday, 12 September, 2023, at the New Westminster Police Department in the Blue Room

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PATRICK JOHNSTONE  
CHAIR

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DAISY DYER  
RECORDING SECRETARY

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## July 2023 - Statistics

Crime Type Category <sup>1</sup>	2023 June	2023 July	July 3YR Avg	YTD 2021	YTD 2022	YTD 2023	YTD 3YR Avg	% Change 2023-2022
<b>Persons Offences</b>								
HOMICIDE	0	0	0	3	0	0	1	N/A <sup>2</sup>
ATTEMPTED HOMICIDE	0	0	0	1	2	0	1	-100%
SEXUAL ASSAULTS	2	2	2	34	35	36	35	3%
ASSAULT-COMMON	47	39	35	203	200	241	215	21%
ASSAULT-W/WEAPON OR CBH	14	10	17	104	95	84	94	-12%
ASSAULT-AGGRAVATED	1	0	0	4	3	6	4	100%
ROBBERY	9	8	7	31	30	47	36	57%
<b>Total Monitored Persons Offences</b>	<b>73</b>	<b>59</b>	<b>62</b>	<b>380</b>	<b>365</b>	<b>414</b>	<b>386</b>	<b>13%</b>
<b>Domestic Violence</b>								
DOMESTIC VIOLENCE	25	31	45	354	377	271	334	-28%
FAMILY VIOLENCE	18	12	19	152	144	117	138	-19%
<b>Property Offences</b>								
BREAK & ENTER-BUSINESS	5	8	9	134	97	57	96	-41%
BREAK & ENTER-RESIDENCE	11	9	7	27	44	51	41	16%
BREAK & ENTER-OTHER	10	6	5	42	32	47	40	47%
THEFT OF VEHICLE	13	11	12	68	89	76	78	-15%
THEFT FROM VEHICLE	56	41	48	487	402	325	405	-19%
THEFT-OTHER OVER \$5000	1	1	1	5	10	10	8	0%
THEFT-OTHER UNDER \$5000	64	61	45	213	244	324	260	33%
MISCHIEF OVER \$5000	0	2	1	6	7	9	7	29%
MISCHIEF \$5000 OR UNDER	48	45	43	327	279	292	299	5%
<b>Total Monitored Property Offences</b>	<b>208</b>	<b>184</b>	<b>173</b>	<b>1309</b>	<b>1204</b>	<b>1191</b>	<b>1235</b>	<b>-1%</b>
<b>Traffic Offences</b>								
<b>Collisions</b>								
COLLISION-FATAL	0	0	0	0	2	2	1	0%
COLLISION-NON-FATAL INJURY	3	6	11	61	50	42	51	-16%
COLLISION-ALL OTHERS	40	50	38	224	342	302	289	-12%
<b>Total Collision Offences</b>	<b>43</b>	<b>56</b>	<b>49</b>	<b>285</b>	<b>394</b>	<b>346</b>	<b>342</b>	<b>-12%</b>
<b>215   Impaired</b>								
215 ALCOH-24HR & DRUG	6	5	7	31	24	24	26	0%
215 ALCOH IRP FAIL & REFUSE ASD-90 DAY	17	14	14	81	100	94	92	-6%
215 ALCOH IRP WARN	8	10	7	25	36	45	35	25%
IMPAIRD OP MV (DRUGS & ALCOH)	11	12	13	59	104	70	78	-33%
<b>Weapons Offences</b>								
WEAPONS	6	3	5	51	33	39	41	18%
<b>Other Non-Criminal Offences</b>								
BYLAW	29	17	25	206	138	165	170	20%
FALSE ALARMS	88	89	77	404	547	487	479	-11%
MISSING PERSONS	20	32	28	145	161	147	151	-9%
MENTAL HEALTH RELATED	37	17	35	512	325	245	361	-25%
DISTURBED PERSON/ATT SUICIDE	32	18	37	393	316	255	321	-19%
SUDDEN DEATH	12	12	14	103	83	84	90	1%

<sup>1</sup> The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <>A (all files except unfounded) or B:Z (founded). Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2023-08-10. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

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



# New Westminster Police Department

**PROTECTED A**

**July 2023**

(Report Created: August 03, 2023)

## Downtown Statistics

<b>Crime Type Category<sup>1</sup></b>	<b>2022 July</b>	<b>2023 July</b>	<b>% Change 2022-2023</b>
ASSAULT-COMMON	11	18	64%
ASSAULT-W/WEAPON or CBH	11	5	-55%
ASSAULT-AGGRAVATED	0	0	N/A <sup>2</sup>
ROBBERY	2	6	200%
BNE-BUSINESS	2	5	150%
BNE-RESIDENCE	1	3	200%
THEFT FROM AUTO	8	12	50%
THEFT-OTHER - OVER AND UNDER \$5000	11	22	100%
MISCHIEF - OVER AND UNDER \$5000	10	19	90%
MENTAL HEALTH RELATED	16	2	-88%

<sup>1</sup> The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <>A. The data was mapped in ArcMap 10.8.2, and the Downtown statistics were extracted using the *Select By Location* function – “are completely within the source layer feature”. 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: 2023-08-03; mental health related statistics were last reviewed on 2023-08-03. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

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



## August 2023 - Statistics

Crime Type Category <sup>1</sup>	2023 July	2023 August	August 3YR Avg	YTD 2021	YTD 2022	YTD 2023	YTD 3YR Avg	% Change 2023-2022
<b>Persons Offences</b>								
HOMICIDE	0	0	0	3	0	0	1	N/A <sup>2</sup>
ATTEMPTED HOMICIDE	0	0	0	1	2	0	1	-100%
SEXUAL ASSAULTS	2	4	5	41	39	41	40	5%
ASSAULT-COMMON	43	35	31	238	227	291	252	28%
ASSAULT-W/WEAPON OR CBH	11	12	11	108	112	97	106	-13%
ASSAULT-AGGRAVATED	0	1	1	6	4	7	6	75%
ROBBERY	8	4	9	42	43	51	45	19%
<b>Total Monitored Persons Offences</b>	<b>64</b>	<b>56</b>	<b>58</b>	<b>439</b>	<b>427</b>	<b>487</b>	<b>451</b>	<b>14%</b>
<b>Domestic Violence</b>								
DOMESTIC VIOLENCE	41	33	43	408	425	349	394	-18%
FAMILY VIOLENCE	19	13	20	174	169	167	170	-1%
<b>Property Offences</b>								
BREAK & ENTER-BUSINESS	8	2	8	144	108	62	105	-43%
BREAK & ENTER-RESIDENCE	9	6	6	32	52	57	47	10%
BREAK & ENTER-OTHER	6	1	4	46	39	43	43	10%
THEFT OF VEHICLE	10	16	11	78	93	90	87	-3%
THEFT FROM VEHICLE	42	43	50	544	453	372	456	-18%
THEFT-OTHER OVER \$5000	1	1	1	8	10	11	10	10%
THEFT-OTHER UNDER \$5000	61	79	51	246	283	403	311	42%
MISCHIEF OVER \$5000	2	0	0	7	7	9	8	29%
MISCHIEF \$5000 OR UNDER	48	40	39	371	310	337	339	9%
<b>Total Monitored Property Offences</b>	<b>187</b>	<b>188</b>	<b>171</b>	<b>1476</b>	<b>1355</b>	<b>1384</b>	<b>1405</b>	<b>2%</b>
<b>Traffic Offences</b>								
<b>Collisions</b>								
COLLISION-FATAL	0	0	0	0	2	2	1	0%
COLLISION-NON-FATAL INJURY	7	5	9	74	59	49	61	-17%
COLLISION-ALL OTHERS	52	33	37	261	385	342	329	-11%
<b>Total Collision Offences</b>	<b>59</b>	<b>38</b>	<b>46</b>	<b>335</b>	<b>446</b>	<b>393</b>	<b>391</b>	<b>-12%</b>
<b>215   Impaired</b>								
215 ALCOH-24HR & DRUG	5	9	4	32	27	33	31	22%
215 ALCOH IRP FAIL & REFUSE ASD-90 DAY	15	15	12	89	113	110	104	-3%
215 ALCOH IRP WARN	10	8	6	29	41	54	41	32%
IMPAIRD OP MV (DRUGS & ALCOH)	11	13	13	67	127	86	93	-32%
<b>Weapons Offences</b>								
WEAPONS	4	8	6	53	42	49	48	17%
<b>Other Non-Criminal Offences</b>								
BYLAW	29	18	21	221	172	207	200	20%
FALSE ALARMS	89	100	85	467	638	587	564	-8%
MISSING PERSONS	32	15	19	165	184	164	171	-11%
MENTAL HEALTH RELATED	24	32	39	549	377	320	415	-15%
DISTURBED PERSON/ATT SUICIDE	30	29	46	447	377	316	380	-16%
SUDDEN DEATH	12	10	11	117	92	94	101	2%
DOMESTIC DISPUTE-NO ASSAULT	38	30	30	297	248	279	275	13%

<sup>1</sup> 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: 2023-09-06. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

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



## Downtown Statistics

<i>Crime Type Category</i> <sup>1</sup>	2022 August	2023 August	August 3YR Avg	YTD 2021	YTD 2022	YTD 2023	YTD 3YR Avg	YTD % Change 2023-2022
ASSAULT-COMMON	11	14	12	72	68	112	84	65%
ASSAULT-W/WEAPON or CBH	8	6	5	34	54	44	44	-19%
ASSAULT-AGGRAVATED	1	0	1	1	2	4	2	100%
ROBBERY	7	3	4	19	20	31	23	55%
BNE-BUSINESS	6	1	4	62	32	23	39	-28%
BNE-RESIDENCE	0	0	0	4	6	12	7	100%
THEFT FROM AUTO - OVER AND UNDER \$5000	11	12	13	150	84	84	106	0%
THEFT-OTHER - OVER AND UNDER \$5000	16	22	17	94	88	138	107	57%
MISCHIEF - OVER AND UNDER \$5000	7	18	13	129	68	103	100	51%
MENTAL HEALTH RELATED	18	13	16	163	111	109	128	-2%

<sup>1</sup> The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <>A. The data was mapped in ArcMap 10.8.2, and the Downtown statistics were extracted using the *Select By Location* function – “are completely within the source layer feature”. 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: 2023-09-06. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

## Overtime Report: 5 - 18 August 2023

	2023 Annual Budget	YTD Budget	YTD Actual	Recovery Via Grants	Adjusted YTD	YTD Variance	Budget Remaining	Last 2 weeks	2022 Prior YTD Actual
Management	2,000	1,260	-		-	1,260	2,000	-	76
Admin Services	25,000	15,753	12,261		12,261	3,492	12,739	-	10,828
Community & Spec Res	30,000	18,904	23,438		23,438	(4,534)	6,562	578	19,792
	<b>55,000</b>	<b>34,658</b>	<b>35,700</b>	-	<b>35,700</b>	<b>(1,042)</b>	<b>19,300</b>	<b>578</b>	<b>30,621</b>
Patrol Admin	56,000	35,288	60,934	37,625	23,309	11,979	32,691	2,133	47,549
Patrol A Platoon	60,000	37,808	44,112		44,112	(6,304)	15,888	2,166	38,484
Patrol B Platoon	60,000	37,808	57,662		57,662	(19,853)	2,338	4,588	42,591
Patrol C Platoon	60,000	37,808	43,223		43,223	(5,414)	16,777	373	35,812
Patrol D Platoon	60,000	37,808	31,520		31,520	6,288	28,480	245	24,178
	<b>296,000</b>	<b>186,521</b>	<b>237,450</b>	<b>37,625</b>	<b>199,825</b>	<b>(13,304)</b>	<b>96,175</b>	<b>9,506</b>	<b>188,613</b>
Major Crime	240,000	151,233	158,738		158,738	(7,505)	81,262	9,317	153,402
Forensic Ident	85,000	53,562	34,146		34,146	19,416	50,854	2,418	37,647
Street Crime	65,000	40,959	19,667		19,667	21,292	45,333	-	21,695
	<b>390,000</b>	<b>245,753</b>	<b>212,551</b>	-	<b>212,551</b>	<b>33,202</b>	<b>177,449</b>	<b>11,734</b>	<b>212,744</b>
<b>Total Sworn Overtime</b>	<b>743,000</b>	<b>468,192</b>	<b>485,701</b>	<b>37,625</b>	<b>448,076</b>	<b>20,116</b>	<b>294,924</b>	<b>21,818</b>	<b>432,054</b>
<b>Civilian Overtime</b>									
	2023 Annual Budget	YTD Budget	YTD Actual	Recovery Via Grants	Adjusted YTD	YTD Variance	Budget Remaining	Last 2 weeks	2022 Prior YTD Actual
Management	1,000	628	-		-	628	1,000	-	-
Admin/Finance	7,000	4,411	3,515	1,016	2,499	1,912	4,501	90	1,447
Admin Services	18,000	11,342	13,862		13,862	(2,520)	4,138	-	12,127
Records Services	62,000	39,068	55,588		55,588	(16,520)	6,412	5,112	27,619
Community & SR	3,000	1,890	257		257	1,634	2,743	-	1,551
Victim Services	9,000	5,671	9,555		9,555	(3,883)	(555)	107	4,721
	<b>92,000</b>	<b>57,973</b>	<b>79,262</b>	-	<b>79,262</b>	<b>(21,289)</b>	<b>12,738</b>	<b>5,219</b>	<b>46,018</b>
Major Crime	4,000	2,521	3,148		3,148	(628)	852	-	1,371
Forensic Ident	5,000	3,151	2,448		2,448	703	2,552	429	4,562
	<b>9,000</b>	<b>5,671</b>	<b>5,596</b>	-	<b>5,596</b>	<b>76</b>	<b>3,404</b>	<b>429</b>	<b>5,933</b>
<b>Total Civilian Overtime</b>	<b>109,000</b>	<b>68,683</b>	<b>88,373</b>	<b>1,016</b>	<b>87,357</b>	<b>(18,673)</b>	<b>21,643</b>	<b>5,738</b>	<b>53,399</b>
<b>Total NWPD OT - Excluding Secondments</b>									
	<b>852,000</b>	<b>536,875</b>	<b>574,074</b>	<b>38,642</b>	<b>535,432</b>	<b>1,443</b>	<b>316,568</b>	<b>27,556</b>	<b>485,453</b>



## E-COMM JULY 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.

### Quarterly service level update:

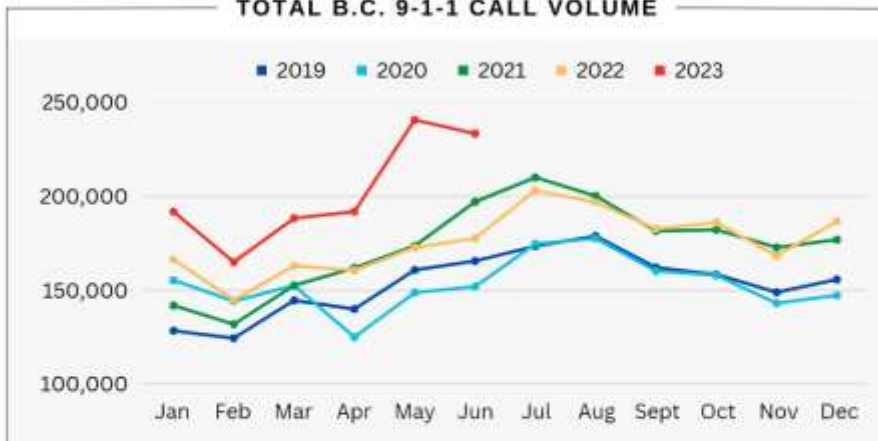
- *Positive police emergency year-to-date service levels* – Year-to-date police emergency service levels to June 30 were above target at 89.2% in the Lower Mainland (target 88% of calls answered within 10 seconds), our highest level in five years, and on target at 88.0% on Vancouver Island. These results were achieved in spite of significant increases in call volumes.
- *Continued progress on Lower Mainland police NER service levels* – Our Lower Mainland police non-emergency (NER) service levels continued to strengthen, due to improvements detailed below. Year-to-date service levels were 68.0% (target 80% of calls answered within 3 minutes) – up from 41.0% for the same period in 2022, and our highest result in four years – while average speed to answer improved to 196 seconds, compared to 772 seconds in 2022.
- *Dramatic and continued increases in 9-1-1 call volumes* – 9-1-1 call volumes in B.C. continue to grow at unprecedented rates, having increased 23% in January to June over the same period in 2022, with May and June representing our highest and second-highest months on record. Contributing factors include the Android operating system upgrade in April that has led to significant increases in abandoned 9-1-1 calls worldwide, and the May heat wave. These increases are resulting in higher overtime rates and significant pressures on our staff.

### Operations Transformation updates:

- *Dedicated NER call takers in place* – Our two new cohorts of dedicated police NER call-takers completed training in June and are now fully onboarded, helping to improve NER staffing levels during busy daytime hours. The new call-takers answered approximately 45% of all NER calls in June, and we expect this share to increase as they gain experience.
- *NER digital agent pilot* – Our “Amelia.ai” NER digital agent pilot with Vancouver Police continued to show positive results in June, with a call deflection rate of 27%, by answering calls right away, identifying the reasons for calls, and helping to deflect those that do not require a call taker, allowing staff more time to focus on police matters.
- *NER Standard Operating Procedure (SOP) harmonization* – We have now implemented 23 standardized SOPs, developed in collaboration with our police partners, with more underway in the coming months. These are helping to improve caller experience by reducing call taking complexity and call-handling times.
- *Contact centre technology platform development* – We have now completed our short list and a selection of a new contact centre technology solution provider, to help improve NER wait times and service functionality for callers, by providing call backs and notification of wait times.
- *Other staffing improvements* – Our July police call-taking class has 11 of 12 positions full, with recruitment underway for August and October intakes.

**E-Comm 9-1-1 JULY 2023 UPDATE**

**TOTAL B.C. 9-1-1 CALL VOLUME**



**1,211,476**  
 TOTAL 9-1-1 CALLS JAN-JUNE

**23%** INCREASE IN 9-1-1 CALL VOLUME FROM JAN-JUN 2023 COMPARED TO JAN-JUN 2022

**LOWER MAINLAND (LMD) JAN-JUN PERFORMANCE (%)**

	Target	2019	2020	2021	2022	2023
<b>9-1-1</b>	95%/5s	97.0%	98.3%	96.7%	97.2%	98.2%
<b>Police Emergency</b>	88%/10s	80.7%	87.0%	87.6%	83.5%	89.2%
<b>Police Non-Emergency</b>	80%/180s	62.7%	71.1%	61.6%	41.0%	68.0%
<b>Fire Emergency</b>	90%/15s	83.9%	91.9%	91.7%	89.8%	93.8%

**VANCOUVER ISLAND (VI) JAN-JUN PERFORMANCE (%)**

	Target	2019	2020	2021	2022	2023
<b>9-1-1</b>	95%/5s	96.9%	98.3%	96.6%	97.4%	98.2%
<b>Police Emergency</b>	88%/10s	75.5%	86.5%	91.2%	89.7%	88.0%
<b>Police Non-Emergency</b>	80%/180s	71.4%	78.1%	87.2%	82.8%	79.8%

**EMERGENCY CALL-TAKING/DISPATCH**



NEW LMD 9-1-1 & POLICE CALL TAKERS HIRED IN



NEW VI POLICE CALL TAKERS HIRED IN





July 25, 2023  
Ref: 655008

Chairs of Municipal Police Boards  
Chair, SCBCTA Police Services Board  
Chair, Stl'atl'imx Tribal Police Services Board  
Chief Constables of Municipal Police Departments  
Chief Officer, Metro Vancouver Transit Police Service  
Chief Officer, Stl'atl'imx Tribal Police Service  
Deputy Commissioner, Commanding Officer, RCMP "E" Division

Dear Sirs/Madams:

**Re: New BC Provincial Policing Standards on Responses to Sexual Assault**

I am writing to let you know you that new *BC Provincial Policing Standards* (Standards) on police response to sexual assault were approved by the Minister of Public Safety and Solicitor General on July 5, 2023. The Standards will come into effect in 12 months, on July 5, 2024 so as to allow the time necessary for implementation. A set of guiding principles also provide context for the Standards. Both are enclosed for your convenience, and all Standards approved to date are posted on the government website (<https://www2.gov.bc.ca/gov/content/justice/criminal-justice/policing-in-bc/policing-standards>).

The Standards include requirements to ensure that police responses to sexual assault are consistently effective throughout BC. Specifically, when in effect the Standards will:

- Emphasize victim-centred, evidence-based approaches in police interactions with victims, including trauma informed practices and cultural safety;
- Require procedures on investigations of reported sexual assault, including initial response to the victim and intake, jurisdictional issues, investigative steps and supervision, victim interviews, safety planning, documented communication with the victim, and documentation on the file;

.../2

- Ensure police promote access to services and supports for victims and that police collaborate with other sectors, including in relation to third party reports, coordination with victim services (and community-based victim services where they exist), promoting and coordinating access to medical care and Sexual Assault Forensic Examination (SAFE), and
- Require case reviews which are to occur periodically and the finding of which are to be provided for the Police Board and used to inform policies.

As you know, these standards were developed with significant engagement with partners and stakeholders throughout the process, including community-based organizations, service providers representing a diversity of interests, as well as a working group consisting of police subject matter experts from municipal police departments and RCMP 'E' Division. Their expertise was invaluable, and I would like to take the opportunity to thank you for your police agency's participation in the process.

My office will also continue to focus on training that should be provincially required for police officers in relation to police responses to sexual assault. This work will occur with the participation of partners and stakeholders.

Further, and as you may also be aware, the development of a Gender Based Violence Action Plan for BC is underway. My office will ensure ongoing alignment of these Standards with the outcomes of these initiatives.

If you have any questions about these standards, please contact Lucie Vallieres, Senior Program Manager, who can be reached at [lucie.vallieres@gov.bc.ca](mailto:lucie.vallieres@gov.bc.ca).

Thank you in advance for your attention to these matters.

Regards,



Glen Lewis  
A/Assistant Deputy Minister  
And Director of Police Services  
Policing and Security Branch

Enclosures:           Approved BC Provincial Policing Standards 5.4  
                              Principles for BC Provincial Policing Standards 5.4



## BC Provincial Policing Standards

### Section 5.0 – Specialized Investigations

**Effective:** July 5, 2024

#### Sub Section 5.4 – Sexual Assaults

**Revised:** N/A

#### Subject 5.4.1 – Policy direction

### Definitions

**Cultural Safety** – physically, socially, emotionally and spiritually safe environment created by recognizing and respecting the cultural identities of others and considering social and historical contexts as well as structural and interpersonal imbalances.

**Sexual Assault** – touching of an objectively sexual nature to which the Victim did not consent.

**Third Party Report** – process which allows Victims, who would otherwise not report to police, to access support and to report details of a Sexual Assault to police through a community-based Victim Services program or other designated community program.

**Trauma-Informed Practice** – evidence-based approach that integrates into practice how past and current experiences of violence impact Victim trauma, memory, reactions, and behaviour with a goal to avoid re-traumatization throughout the investigative process and to support Victim safety, choice, dignity and control.

**Victim** – individual who is reporting a Sexual Assault against them, also referred to as a survivor or complainant.

**Victim-Centered Approach** – practice of putting at the forefront a Victim’s rights, safety, needs, and wishes by offering information, support(s), and options whenever appropriate.

### Standards

#### Policy direction on police response to reports of Sexual Assaults

The Board, or the Commissioner must ensure that:

**British Columbia Provincial Policing Standards**

**Subject 5.4.1 – Policy direction**

- (1) Consistent with *BCPPS 6.1 Community Partnerships and Equitable Policing*, the policies of the police force on response and investigation into a report of a Sexual Assault emphasize:
  - (a) Trauma-Informed Practice in all aspects of the police response, investigations, interviews, and interactions with the Victim;
  - (b) a Victim-Centered Approach responsive to individual needs, including those of Indigenous, diverse, or vulnerable individuals;
  - (c) Cultural Safety for the Victim;
  - (d) considerations related to safety of the Victim, as well as the risks to the public or to specific groups;
  - (e) the importance of collaboration with other sectors (e.g., health, social, or other services responsive to the needs of Indigenous, diverse, or vulnerable individuals);
  - (f) the importance of supporting reporting of Sexual Assaults, either directly to police or through a Third Party Report, as well as fostering equity and trust in the investigative and criminal justice process, particularly for individuals facing systemic barriers;
  - (g) evidence-based approaches and best practices related to police responses to reported Sexual Assaults, so as to avoid negative impact, pervasiveness, and consequences of assumptions and stereotypes; and
  - (h) supervision, oversight, and accountability processes.
- (2) The policies of the police force on response and investigation into a report of a Sexual Assault are responsive to the unique rights, interests, and circumstances of Indigenous Victims.
- (3) Further to Standard (1) and (2) above, and consistent with the processes in *BCPPS 6.1 Community Partnerships and Equitable Policing*, the policies of the police force are periodically reviewed and amended as appropriate to ensure continued compliance with *BCPPS 5.4.2 to 5.4.5*, alignment with law, evidence-based approaches and best practices, as well as to ensure consideration of the findings of case reviews in Standard (2) of *BCPPS 5.4.5 Case Reviews*.

## BC Provincial Policing Standards

### Section 5.0 – Specialized Investigations

#### Sub Section 5.4 – Sexual Assaults

#### Subject 5.4.2 – Intake and investigations of Sexual Assaults

**Effective:** Standards (1)-(6)(a),  
(7)-(16): July 5, 2024

Standard (6)(b): TBD

**Revised:** N/A

### Definitions

**Cultural Safety** – physically, socially, emotionally and spiritually safe environment created by recognizing and respecting the cultural identities of others and considering social and historical contexts as well as structural and interpersonal imbalances.

**Major Case Management** – a methodology for managing major incidents that provides accountability, clear goals and objectives, planning, utilization of resources, and control over the speed, flow and direction of an investigation.

**Provincially-Approved Training** – training that has been acknowledged by the Director of Police Services as adequate to meet BC requirements pertaining to training on a specific topic or set of topics.

**Sexual Assault** – touching of an objectively sexual nature to which the Victim did not consent.

**Sexual Assault Forensic Examination (SAFE)** – set of medical-legal processes performed by a trained health professional that include the collection of biological material, recording relevant patient history, documenting any injuries, and the secure storage of collected samples.

**Supportive Accompaniment** – person, service animal, or object to provide emotional (or other) support before, during, and/or after the police interview with the Victim.

**Third Party Report** – process which allows Victims, who would otherwise not report to police, to access support and to report details of a Sexual Assault to police through a community-based Victim Services program or other designated community program.

**Third Party Report Protocol** – set of procedures for Third Party Reports developed in collaboration between the Ending Violence Association of BC (EVA BC) and the

**British Columbia Provincial Policing Standards**  
**Subject 5.4.2 – Intake and investigations of Sexual Assaults**

BC Association of Chiefs of Police, and supported by EVA BC, that allows sharing of information between the police and the Victim, through a community-based Victim Services program or other designated community program.

**Trauma-Informed Practice** – evidence-based approach that integrates into practice how past and current experiences of violence impact Victim trauma, memory, reactions, and behaviour with a goal to avoid re-traumatization throughout the investigative process and to support Victim safety, choice, dignity and control.

**Victim** – individual who is reporting a Sexual Assault against them, also referred to as a survivor or complainant.

**Victim-Centered Approach** – practice of putting at the forefront a Victim’s rights, safety, needs, and wishes by offering information, support(s), and options whenever appropriate.

**Victim Services** – service, as defined in the *Victims of Crime Act* [RSBC 1996] Chapter 478, that is designed to assist victims and is provided or funded by the government (i.e., community-based Victim Services, police-based Victim Services, or VictimLinkBC) in the jurisdiction of, or embedded in, the police force.

**Violent Crime Linkage Analysis System (ViCLAS)** – a national database that stores information about specified violent or interpersonal crimes, in an effort to identify serial violent offences and offenders.

## **Standards**

### **Initial contact with the Victim**

The Chief Constable, Chief Officer or Commissioner must ensure that:

- (1) All reported Sexual Assaults are accepted at the time they are made and are given full consideration, and the following factors must not diminish response:
  - (a) the characteristics or demeanor (e.g., gender identity or expression, sexual orientation, ethnicity, Indigenous identity, socio-economic status, substance use, etc.) of the Victim or the subject of the complaint;
  - (b) whether the reported Sexual Assault occurred in the context of an intimate partner relationship consistent with Standard (7)(a) below;
  - (c) the perceived severity of the reported Sexual Assault;
  - (d) the length of time since the reported Sexual Assault occurred; and



**British Columbia Provincial Policing Standards**  
**Subject 5.4.2 – Intake and investigations of Sexual Assaults**

- (e) the jurisdiction in which the reported Sexual Assault occurred subject to Standards (3) and (4) below.

**Intake**

The Chief Constable, Chief Officer, or Commissioner must ensure that:

(2) Officers assigned to respond to a report of a Sexual Assault will:

- (a) treat the Victim with respect and compassion and with understanding of the varied ways in which a Victim may respond to trauma;
- (b) consider whether the Victim may face barriers to reporting (including considerations related to Cultural Safety) and the support(s) that could be provided or arranged to be provided (e.g., interpreter, Supportive Accompaniment(s), Elder);
- (c) encourage the Victim to seek medical care, provide the Victim with information about the reason for and the importance of accessing medical care, and assist the Victim in accessing medical care if requested or required (e.g., the Victim should seek immediate medical attention if major trauma such as brain injury or strangulation are suspected);
- (d) as soon as practicable and consistent with the requirements in the policies and procedures of the police force, Standard (13) of *BCPPS 6.1.1 Promoting Unbiased Policing*, and Standard (5) below, provide information about, proactively refer the Victim, and encourage access to Victim Services (specifically community-based Victim Services where they exist); and
- (e) seek to establish, when the Victim is able and ready to discuss, using Trauma-Informed Practice:
  - (i) whether there is an ongoing risk to anyone (e.g., to the Victim including children or pets, specific groups, or to the public),
  - (ii) the need for additional or specialized or other investigative services,
  - (iii) the identity of and/or the urgency of locating the subject of the Sexual Assault complaint,
  - (iv) a description of the circumstances, including the location of the incident, and
  - (v) what offence(s) may have been committed;
- (f) based on the circumstances, identify additional investigative steps that may be required as applicable; and
- (g) notify, brief, and seek approval from their supervisor on:

**British Columbia Provincial Policing Standards**  
**Subject 5.4.2 – Intake and investigations of Sexual Assaults**

- (i) the investigative steps that should be taken and the prioritization of tasks (e.g., secure the scene, identify and preserve any evidence that may be perishable, establish whether any witness(es) may have relevant information to establish that an offence has occurred, secure relevant digital evidence that may exist such as photo, video, audio recordings),
  - (ii) whether specialized investigative services are required and the priority for requesting, and
  - (iii) whether specialized interviewing is necessary, taking into consideration the officer's skills, training, and experience in relation to the complexity of the case, the age of the Victim, or the emotional or cognitive abilities of the Victim;
- (h) document investigative steps and decisions on the file in a factual, complete, and accurate manner.

### **Jurisdiction**

The Chief Constable, Chief Officer, or Commissioner must ensure that:

- (3) The written procedures of the police force provide direction on situations where a Sexual Assault occurred in another policing jurisdiction, and require officers (or other employees receiving the report) to:
- (a) take a Victim-Centered Approach throughout the interaction;
  - (b) refrain from initially advising a Victim to instead contact the police of jurisdiction to report the Sexual Assault;
  - (c) inform the Victim of the jurisdictional issue and discuss options to assist the Victim in proceeding with the report and further investigative steps;
  - (d) depending on the Victim's preferred option, the circumstances of the case and the urgency related to initiating investigative steps, not delay the intake in Standard (2) above pending the resolution of questions concerning jurisdiction;
  - (e) document decisions and ensure appropriate entry of the report on PRIME, CPIC, and any other relevant police databases;
  - (f) ensure the transfer of the investigation to the police force of jurisdiction is not considered complete until the police force of jurisdiction has confirmed its receipt of the report, responsibility for the investigation (including confirming communicating with the Victim moving forward), and has generated a file number;

**British Columbia Provincial Policing Standards**  
**Subject 5.4.2 – Intake and investigations of Sexual Assaults**

- (g) seek supervisor review and approval of the transfer and conclusion of the file;
- (h) as soon as practicable, and consistent with Standard (3)(f) above, ensure that the Victim receives an update, the contact information for the police of jurisdiction, the case file number, and other information about next steps for the investigation; and
- (i) ensure the file has been concluded using appropriate Uniform Crime Recording incident clearance status coding.

### **Third Party Report**

The Chief Constable, Chief Officer, or Commissioner must ensure that:

- (4) Further to Standard (14) of *BCPPS 6.1.1 Promoting Unbiased Policing*, policies and procedures are in place describing the process for accepting Third Party Reports, consistent with the Third Party Report Protocol, including, but not limited to:
  - (a) accepting or processing the Third Party Report;
  - (b) determining any steps that must be taken based on the information in the Third Party Report;
  - (c) communication with and information to be provided to the community-based Victim Service program making the Third Party Report on behalf of a Victim; and
  - (d) records management related to the Third Party Report, including completing the Violent Crime Linkage Analysis System (ViCLAS) report where appropriate.

### **Victim rights and services**

The Chief Constable, Chief Officer, or Commissioner must:

- (5) Further to Standard (13) of *BCPPS 6.1.1 Promoting Unbiased Policing*, and consistent with provincial policy related to power-based crimes, and with the *Canadian Victims Bill of Rights* and the *Victims of Crime Act*:
  - (a) ensure that written procedures describe the applicable protocols in the police force for the referral and provision of Victims Services to a Victim of Sexual Assault (including the process for prompt referrals to community-based Victim Services where they exist, or referrals to police-based Victim Services or as per another contracted arrangement in the area of jurisdiction); and

**British Columbia Provincial Policing Standards**  
**Subject 5.4.2 – Intake and investigations of Sexual Assaults**

- (b) require officers to provide a Victim reporting a Sexual Assault with resources, as appropriate to the circumstance (e.g., pamphlet, card, virtual, or other format), containing at a minimum the following information:
  - (i) that Victims have a right to request information about the justice system and their case,
  - (ii) that Victims have a right to have their security, privacy and views considered,
  - (iii) the Victim Services available that can assist with understanding and exercising their rights,
  - (iv) specific information about the process for accessing Victim Services,
  - (v) the contact information for Victim Services in the jurisdiction, and
  - (vi) how to register for the Victim notification service;
- (c) require officers to encourage the Victim to utilise Victim Services, and to contact Victim Services on behalf of the Victim, consistent with the written procedures required by Standard (5)(a) above; and
- (d) require officers to note on the file the steps taken related to Victim Services and whether the Victim accepted or declined services.

## **Investigations**

The Chief Constable, Chief Officer, or Commissioner must ensure that:

(6) Officers responding to a report of a Sexual Assault have:

- (a) the appropriate knowledge, skills, abilities, and investigative and interviewing experience appropriate to the nature of the incident or the type of investigation; and
- (b) completed Provincially-Approved Training.

(7) Written procedures are in place and include a process or checklist to assess whether a Sexual Assault:

- (a) occurred in the context of an intimate partner relationship, in which case it will be investigated following the policies and procedures in the police force on the investigations of intimate partner violence;
- (b) is suspected to be serial or predatory in nature, in which case it will be investigated using Major Case Management methodology, consistent with Standard (1) of *BCPPS 5.2.1 Threshold and Reporting*;

**British Columbia Provincial Policing Standards**  
**Subject 5.4.2 – Intake and investigations of Sexual Assaults**

- (c) is required by the policies and procedures in the police force to be investigated using Major Case Management methodology, consistent with Standard (2) of *BCPPS 5.2.1 Threshold and Reporting*; or
  - (d) should be investigated by a specialized investigative unit or specialized investigators for any other reason, consistent with the procedures in place in the police force.
- (8) Written procedures are in place related to investigative decisions and require the officer to consider:
- (a) all applicable law;
  - (b) the importance of avoiding re-traumatizing the Victim;
  - (c) the rights (including privacy rights) and dignity of the Victim;
  - (d) the nature of the incident, including when the incident occurred, whether the Sexual Assault involved a stranger or a known assailant, whether the Victim was incapacitated, or whether there were witnesses to the Sexual Assault, in relation to the investigative steps or forensic evidence that may be pursued (e.g., securing items or places on which physical evidence may be present, documenting injuries or damage, whether to submit a ViCLAS report, Sexual Assault Forensic Examination (SAFE)); and
  - (e) issuing public warnings, based on legal obligations, policies and procedures of the police force, and best practices.

**Communication and notification of Victims**

The Chief Constable, Chief Officer, or Commissioner must ensure that:

- (9) The officer, working with Victim Services must ensure that:
- (a) further to Standard (5)(b)(i) above, and taking into consideration the preference of the Victim, the Victim is informed about the status of the investigation, throughout the investigation and as appropriate to the case;
  - (b) the Victim is updated on the status of the charge approval process;
  - (c) the Victim is informed of changes to safety-related conditions prior to the release of the subject of the complaint; and
  - (d) the contact information for the Victim and communication with the Victim is documented on the file.

### **Information systems and documentation of investigative steps**

The Chief Constable, Chief Officer, or Commissioner must ensure that:

- (10) Written procedures or business rules are in place that provide direction on file management, documentation, and conclusion including at a minimum on the following matters:
- (a) requirements, including timelines for entries in the police record management systems;
  - (b) the process for modification of entries, if permitted, and the required associated supervision or approval;
  - (c) the definitions related to incident clearance status, and the application of Uniform Crime Reporting codes, consistent with the requirements and training available from the Canadian Centre for Justice and Community Safety Statistics; and
  - (d) reporting requirements, including timelines, related to ViCLAS, as required by Standard (1) of *BCPPS 5.3.1 Participation in Programs and Systems*.

### **Supervision**

The Chief Constable, Chief Officer, or Commissioner must ensure that:

- (11) A file is not concluded without documented supervisor review and approval.
- (12) A supervisor and/or a specialized unit must review a Sexual Assault file as soon as practicable and as appropriate throughout the duration of the investigation to, at a minimum:
- (a) ensure appropriate referrals to Victim Services, ensure that Victim Services are engaged throughout the investigation, and consider what additional supports a Victim may need to overcome barriers;
  - (b) ensure the Victim was encouraged to seek medical assistance and as appropriate, to consider a SAFE, consistent with Standard (1) of *BCPPS 5.4.3 Coordination with Other Sectors*;
  - (c) ensure Victim-Centered Approach, Trauma-Informed Practice, and Cultural Safety throughout;
  - (d) ensure the officer considered Victim safety, developed safety plans as applicable, and documented decisions appropriately in the file;
  - (e) ensure that an appropriate investigative approach and resources are provided for the case, consistent with Standards (6) to (8) above; and

**British Columbia Provincial Policing Standards**  
**Subject 5.4.2 – Intake and investigations of Sexual Assaults**

- (f) ensure the investigation is conducted in a manner consistent with the policies and procedures in place in the police force and that investigative steps were taken as appropriate to the case and consistent with Standard (8) above, and that the information in PRIME is recorded in a factual, complete, and accurate manner, including:
  - (i) Victim interview(s) completed,
  - (ii) as appropriate to the case, interview(s) with any witness(es) and/or the subject of the complaint completed,
  - (iii) interview video (or audio) recordings on the file(s),
  - (iv) photograph(s) of the Victim’s injuries,
  - (v) depending on the type of case, appropriate investigative steps were pursued, including securing items or places on which physical evidence may be present, documenting injuries or damage, consultation with specialized services (e.g., Behavioral Science, ViCLAS, and National Sex Offender Registry), and
  - (vi) obtaining records (e.g., reports, photographs) from the SAFE;
- (g) ensure a ViCLAS report is completed and submitted;
- (h) document the guidance and direction provided to the investigating officer;
- (i) ensure the file has been concluded using appropriate Uniform Crime Recording incident clearance status coding, updated as the status of the investigation changes; and
- (j) ensure the report to Crown Counsel contains all the essential elements and is complete.

**Report to Crown Counsel**

The Chief Constable, Chief Officer, or Commissioner must ensure that:

- (13) Written procedures or business rules are in place for the processes related to the report to Crown Counsel and related materials, consistent with the Memorandum of Understanding on disclosure, signed between the BC Prosecution Service, the Public Prosecution Service of Canada (BC), and all police agencies in British Columbia.

**Safety planning**

The Chief Constable, Chief Officer, or Commissioner must ensure that:

- (14) Officers, working with the Victim and with Victim Services as applicable:

## British Columbia Provincial Policing Standards

### Subject 5.4.2 – Intake and investigations of Sexual Assaults

- (a) give due consideration to any release conditions that provide protection or safety for the Victim, witness(es), or the public prior to releasing the subject of the complaint from custody;
- (b) assess safety needs during the conduct of the investigation, whether or not the Victim is reluctant to continue engaging with the investigative process;
- (c) as appropriate, develop and implement a safety plan in collaboration with the Victim and Victim Services; and
- (d) document any safety needs, the steps taken, frequency of follow up, and other related decisions on the file.

(15) If a child witnessed or was present at the time of the Sexual Assault, the officer follows applicable procedures or protocols in place in the police force, including but not limited to:

- (a) ensuring the child is provided with appropriate support(s) and assistance (e.g., referral to a regional child and youth advocacy centre where available);
- (b) compliance with applicable legislation, including the [Child, Family and Community Service Act](#), as applicable;
- (c) notifications that may be required (e.g., Ministry of Children and Family Development After Hours Helpline); and
- (d) documentation on the file of the steps taken.

### Policies and procedures

The Chief Constable, Chief Officer, or Commissioner must ensure that:

(16) Policies and procedures are consistent with these *BC Provincial Policing Standards*.



## BC Provincial Policing Standards

### Section 5.0 – Specialized Investigations

**Effective:** July 5, 2024

#### Sub Section 5.4 – Sexual Assaults

**Revised:** N/A

#### Subject 5.4.3 – Coordination with other sectors

### Definitions

**Sexual Assault** – touching of an objectively sexual nature to which the Victim did not consent.

**Sexual Assault Forensic Examination (SAFE)** – set of medical-legal processes performed by a trained health professional that include the collection of biological material, recording relevant patient history, documenting any injuries, and the secure storage of collected samples.

**Third Party Report** – process which allows Victims, who would otherwise not report to police, to access support and to report details of a Sexual Assault to police through a community-based Victim Services program or other designated community program.

**Victim** – individual who is reporting a Sexual Assault against them, also referred to as a survivor or complainant.

**Victim-Centered Approach** – practice of putting at the forefront a Victim’s rights, safety, needs, and wishes by offering information, support(s), and options whenever appropriate.

**Victim Services** – service, as defined in the *Victims of Crime Act* [RSBC 1996] Chapter 478, that is designed to assist victims and is provided or funded by the government (i.e., community-based Victim Services, police-based Victim Services, or VictimLinkBC) in the jurisdiction of, or embedded in, the police force.

### Standards

#### Sexual Assault Forensic Examination (SAFE)

The Chief Constable, Chief Officer or Commissioner must ensure that:

(1) Written procedures are in place related to SAFE, which at a minimum include:

**British Columbia Provincial Policing Standards**  
**Subject 5.4.3 – Coordination with other sectors**

- (a) information for the awareness of officers about the level of health care and services the Victim may decide to access, specifically:
  - (i) medical care only,
  - (ii) medical care and SAFE, with a report to police at the time of the SAFE, or
  - (iii) medical care and SAFE, with no report to police at the time of the SAFE (where the Victim may report to police at a later date);
- (b) a description of the local service delivery model(s) for SAFE for the area where the Victim is located, for example, that a Victim may access a SAFE either:
  - (i) at a hospital or other facility within the police jurisdiction where SAFE is provided,
  - (ii) by a mobile SAFE service from a trained Sexual Assault examiner that travels to the Victim, should they present to a hospital or other facility where SAFE service is not offered, or
  - (iii) at a hospital or other facility, outside of the police jurisdiction, in which case the procedures describe the process for transportation using a Victim-Centered Approach;
- (c) taking into consideration the level of care and the SAFE delivery models in Standards (1)(a) and (b) above respectively, the steps and the process the officer must follow in relation to:
  - (i) notification of Victim Services if not already done, consistent with Standard (5) of *BCPPS 5.4.2 Intake and Investigations of Sexual Assaults*,
  - (ii) transportation arrangements,
  - (iii) privacy of the Victim in relation to the SAFE,
  - (iv) obtaining consent to release SAFE records to police, including any considerations related to the age of the Victim, or the relationship between the Victim and the subject of the complaint,
  - (v) chain of custody, transportation, and storage of samples, including where the Victim reports to police before the SAFE is conducted, and where the Victim reports to police at a later time,
  - (vi) Third Party Reports where the Victim also accessed a SAFE, and
  - (vii) documentation on the file and other entries in police record management systems;

**British Columbia Provincial Policing Standards**  
**Subject 5.4.3 – Coordination with other sectors**

- (d) the officer documents steps taken and communication with the Victim in relation to the SAFE.

# BC Provincial Policing Standards

## Section 5.0 – Specialized Investigations

**Effective:** July 5, 2024

### Sub Section 5.4 – Sexual Assaults

**Revised:** N/A

#### Subject 5.4.4 – Victim Interviews

## Definitions

**Cultural Safety** – physically, socially, emotionally and spiritually safe environment created by recognizing and respecting the cultural identities of others and considering social and historical contexts as well as structural and interpersonal imbalances.

**Sexual Assault** – touching of an objectively sexual nature to which the Victim did not consent.

**Supportive Accompaniment** – person, service animal, or object to provide emotional (or other) support before, during, and/or after the police interview with the Victim.

**Trauma-Informed Practice** – evidence-based approach that integrates into practice how past and current experiences of violence impact Victim trauma, memory, reactions, and behaviour with a goal to avoid re-traumatization throughout the investigative process and to support Victim safety, choice, dignity and control.

**Victim** – individual who is reporting a Sexual Assault against them, also referred to as a survivor or complainant.

**Victim-Centered Approach** – practice of putting at the forefront a Victim’s rights, safety, needs, and wishes by offering information, support(s), and options whenever appropriate.

## Standards

### Interviews

The Chief Constable, Chief Officer, or Commissioner must ensure that:

(1) Policies and procedures on interviews require that:

(a) interviews use an interview style, approach, or strategy, appropriate to:

**British Columbia Provincial Policing Standards**  
**Subject 5.4.4 – Victim Interviews**

- (i) the interviewee’s role in relation to the case (Victim, witness, or subject of the complaint), and
  - (ii) the age or other considerations related to characteristics of the interviewee;
- (b) separate interviews are conducted for each interviewee; and
- (c) officers’ decisions related to the interview(s) including the reasons why the statement of the Victim, witness, or subject of the complaint was not sought or obtained, are documented.

**Victim-Centered Approach to Interview of the Victim**

The Chief Constable, Chief Officer, or Commissioner must ensure that:

- (2) Written procedures are in place that describe the interview process that should be followed by officers during Victim interviews, including:
- (a) Trauma-Informed Practices and interview techniques, including but not limited to:
    - (i) providing the Victim with the option to delay the interview until they feel ready and rested,
    - (ii) where operationally possible, conduct the interview while not in uniform (e.g., wearing plain clothes, or without weapons or body armour),
    - (iii) providing a comfortable interview environment in a place appropriate to the nature of the interview where available and whenever practicable,
    - (iv) seeking an uninterrupted narrative using open-ended questions (i.e., pure version), and
    - (v) reassuring the Victim of the investigative and fact-finding purpose of follow-up questions that may be necessary;
  - (b) requirements related to video and audio recordings of interviews with Victims; and
  - (c) requiring the officer to discuss the interview process with the Victim, including informing the Victim of what can be expected during the interview, including:
    - (i) the purpose and the importance of recording the interview,
    - (ii) that notes may be taken during the interview,
    - (iii) that the Victim may request a break if needed during the interview,
    - (iv) that the Victim may add further information to their statement at a later time, and

**British Columbia Provincial Policing Standards**  
**Subject 5.4.4 – Victim Interviews**

- (v) options related to the Supportive Accompaniment(s) a Victim may need to proceed with the interview;
- (d) requiring officers to take steps to ensure the Victim is willing, and ready to provide an account of the events; and
- (e) additional guidance or resources for investigating officers on considerations related to Cultural Safety and effective and trauma-informed interviews (e.g., the impact of trauma on memory, legal considerations, and examples of effective interviewing practices).

**Supportive Accompaniments related to police interviews with Victims**

The Chief Constable, Chief Officer, or Commissioner must ensure that:

- (3) Written procedures are in place that describe the options for Supportive Accompaniment(s) available in relation to the interview with the Victim and require the officer to discuss these options with the Victim.
- (4) Further to Standards (2)(c)(v) and (3) above, where the Victim is requesting that a support person be present during the interview, and prior to conducting the interview with the Victim, an officer must take the following preparatory steps, including but not limited to:
  - (a) assess the nature of the connection, relationship, or rapport between the Victim and a potential support person (e.g., whether a requested support person has prior involvement or knowledge of the event or the investigation), and the potential for a support person to be called as a witness;
  - (b) discuss with the support person the interview process and expectations, taking into consideration the support person's skills, training or experience and ways to mitigate the impact their presence may have on the interview and investigative process;
  - (c) make a recommendation to the Victim, based on the information and assessment in Standards (4)(a) and (b) above, and discuss with the Victim the role, benefits, risks, and expectations related to the presence of the support person, and that the Victim may decide at any point in the process not to include a support person in the interview or ask the support person to leave during the interview;
  - (d) ensure the Victim has an opportunity to ask questions and discuss their preference related to Supportive Accompaniment(s) during the interview; and

**British Columbia Provincial Policing Standards**

**Subject 5.4.4 – Victim Interviews**

- (e) document on the file the course of action and the steps taken with regard to Supportive Accompaniment(s) related to the interview, including a synopsis of the discussions required above.
- (5) Further to Standard (3) above, procedures address the use of interpreters including:
- (a) guidelines for determining the extent of communication barriers (e.g., language, literacy or ability) and whether an interpreter is needed, consistent with the Memorandum of Understanding on disclosure, signed between the BC Prosecution Service, the Public Prosecution Service of Canada (BC), and all police agencies in British Columbia;
  - (b) relatives or friends should not be used as interpreters during the interview unless exigent circumstances exist; and
  - (c) requiring officers to note on the file the reasons for decisions related to an interpreter.

## BC Provincial Policing Standards

### Section 5.0 – Specialized Investigations

**Effective:** July 5, 2024

#### Sub Section 5.4 – Sexual Assaults

**Revised:** N/A

#### Subject 5.4.5 – Case Reviews

### Definitions

**Sexual Assault** – touching of an objectively sexual nature to which the Victim did not consent.

**Trauma-Informed Practice** – evidence-based approach that integrates into practice how past and current experiences of violence impact victim trauma, memory, reactions, and behaviour with a goal to avoid re-traumatization throughout the investigative process and to support Victim safety, choice, dignity and control.

**Victim** – individual who is reporting a Sexual Assault against them, also referred to as a survivor or complainant.

**Victim-Centered Approach** – practice of putting at the forefront a Victim’s rights, safety, needs, and wishes by offering information, support(s), and options whenever appropriate.

### Standards

#### Case reviews

The Chief Constable, Chief Officer or Commissioner must:

- (1) Establish a process and selection criteria for bi-annual (every 24 months) reviews of files for which the incident clearance status was not ‘founded-cleared by charge’ (i.e., ‘unfounded’, ‘founded-not cleared’, ‘founded-cleared otherwise’) to identify any issues or concerns with the investigation and take action as appropriate.
- (2) Establish a review process and associated written procedures or business rules regarding case reviews of concluded Sexual Assault investigations and require at a minimum:
  - (a) the creation of a review team or committee consisting of individuals with varied and pertinent subject matter expertise;



## **British Columbia Provincial Policing Standards**

### **Subject 5.4.5 – Case Reviews**

- (b) a schedule for periodic reviews of concluded Sexual Assault investigations;
  - (c) the establishment of a criteria to determine cases subject to the review; and
  - (d) a checklist, to assist the review team or committee in their assessment of, at a minimum, whether the investigation included:
    - (i) Victim-Centered Approaches and Trauma-Informed Practices, including trauma-informed interviewing practices,
    - (ii) an investigating officer with the appropriate training, skills, and interviewing knowledge,
    - (iii) active supervision,
    - (iv) compliance with law,
    - (v) compliance with policies and procedures in the police force, and
    - (vi) that the file is scored correctly (including the correct clearance on the Uniform Crime Report, and that the clearance was updated as appropriate as necessary or applicable);
  - (e) that the findings of the reviews inform policies and procedures in the police force, training needs, or other means to improve investigations; and
  - (f) that processes be in place regarding any actions that must be taken if the review determines that further investigative steps or follow up may be required.
- (3) A report, or reports, summarizing the reviews referred to in Standards (1) and (2) above is provided to the Board or, in the case of the provincial police force, the Commissioner.



## BC Provincial Policing Standards

### Guiding Principles

#### 5.4 Sexual Assaults

The purpose of the *BC Provincial Policing Standards* on police response to reports of sexual assaults is to promote best practices, accountability, and to help ensure consistency, effectiveness, and responsiveness to the diverse needs of victims throughout British Columbia. These Standards build on *BCPPS 6.1 Community Partnerships and Equitable Policing*, *BCPPS 3.2.5 Training to Promote Equitable and Unbiased Policing* & *BCPPS 3.2.6 Training to Enhance Service Delivery to Vulnerable Communities* and associated guiding principles which provide consistent pathways for advancing equitable and unbiased policing.

The Standards identify the minimum requirements on all police forces in British Columbia and support a consistent approach throughout the province. Implementation at the local level is required for procedures respecting investigations of sexual assaults reported to police.

The underlying principles of these *BC Provincial Policing Standards* are that:

- **Sexual assaults are inherently traumatic events which disproportionately affect certain groups**

The majority of victims are women and girls. Other intersecting groups also experience higher rates of victimization, including Indigenous or racialized women and girls, individuals from the 2SLGBTQQIA+ community, sex workers, people with disabilities (mental and physical), and those experiencing poverty or homelessness.

- **Steps must be taken to better respond to the needs of Indigenous victims**

Indigenous peoples have unique rights, interests, and circumstances within Canadian society. Numerous inquiries have documented the need to overcome historical and ongoing systemic issues and the effects of colonization, including racial discrimination, bias, and intergenerational trauma. Police policies, procedures and practices must be culturally-appropriate and legally-informed.

- **Victim-centered approaches, cultural safety, and trauma-informed practices are essential**

## **British Columbia Provincial Policing Standards**

### **Guiding Principles: 5.4 Sexual Assaults**

Victim-centered, trauma-informed and inclusive approaches, as well as providing cultural safety during the initial contact with the victim and throughout the investigative process will improve police responses and increase trust in the criminal justice process.

Victims need information to exercise choice throughout their interactions with police. Police officers, supported by victim service workers, play a role in ensuring victims are provided information about their rights, services available, the criminal justice system, and their case.

Many victims face barriers to reporting and fear not being believed or may distrust the criminal justice system or police. The priority during intake and at the start of a sexual assault investigation is to establish the victim's safety, including cultural safety, build rapport and trust, and consider their physical and emotional needs.

This will set the foundation for effective police response throughout the investigation.

- **Assumptions and stereotypes create barriers and impede effective police responses**

Victims of sexual assaults may react in different ways. Assumptions or stereotypes about sexual assaults and victim responses to trauma affect investigative decisions and police responses to victims. Police agencies and police officers must take steps to ensure responsive, unbiased, fair, and impartial investigations.

- **Collaboration and coordination with other sectors is essential to effective police responses to victims of sexual assaults**

Collaboration and coordination with local health services and other community-based services, including victim services, promotes support for victims throughout the investigation. Timely referrals and involvement of victim services is an integral part of a victim-centered and trauma-informed approach.

Victims benefit from early collaboration and coordination for immediate crisis intervention and further benefit from the experience, expertise, and cultural or Indigenous-specific supports available through community-based organisations.

- **Police agencies ensure effective investigations into reports of sexual assaults, supervision, and reviews of investigations**

Police investigations of reported sexual assaults involve complex legal considerations. Effective police responses also involve consideration and responsiveness to complex and intersecting social and emotional factors including, for example, the age, ethnicity, marginalization, gender identity or expression or sexual orientation of the victim, or the relationship between the involved parties.

Provincial standards establish requirements for police agencies and an overall approach to be taken by police officers when responding to reports of sexual assaults. Police agencies' policies and procedures provide more specific direction related to coordination, supports for victims, investigations, interviews, officer specialization, risk and safety considerations, supervision, resource allocation, and case reviews. Police agencies and police officers have independence and discretion in relation to operational decisions to respond to the unique aspects of each case. Officer knowledge, skills and abilities must be appropriate to the case. Decisions and actions of officers, investigators, and supervisors must be documented in the case file. Supervision and case review processes as well as varied subject matter expertise will provide accountability and result in information to improve policies and practices.

# ANNUAL REPORT

2022

Lower Mainland District Integrated Teams (LMD I-Teams)

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# Message from the Lower Mainland District Commander

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Welcome to the 2022 Lower Mainland District Integrated Teams (LMD I-Teams) Annual Report.

Within these pages you will find the I-Teams key activities, their response to calls for service, the contributions of each partner, the five-year financial forecast, and a status report on the I-Teams' progress toward the objectives in the final year of their three-year strategic plan.

The five I-Teams leverage partnerships with the municipal police services to provide equitable access to high quality specialized police services throughout the Lower Mainland. This regional approach to collision analysis, emergency response, forensic investigation, homicide investigation and police dog services allow the local police services to concentrate their community resources on their community priorities with the knowledge that the I-Teams will be there when they need them.



We are pleased to provide this report in partnership with the Integrated Teams Advisory Committee, the Integrated Teams Operational Committee and the Province of British Columbia's Policing and Security Branch. This report is part of our ongoing commitment to share information and analysis in an effort to ensure transparency, accountability and good governance. This document will allow you to evaluate the ongoing return on your collective investments and realize the efficiencies gained by being a participant in the LMD I-Teams and the true value that our teams add to both public safety and the stewardship we feel towards our communities. I would like to take this time to also express gratitude for the precious investment of time for our members of ITAC and ITOC as you continue to provide valuable insight into helping us deliver a nation leading service delivery model to our communities.

C/Supt. Bruce Singer continues to lead the LMD I-Teams and has been to many communities with personalized presentations and has relayed to me how much he enjoys his time with our valued partners. He remains a strong advocate for our shared service delivery model and espouses the value we place on inclusion and collaboration with both participating agencies and civilian representatives.

I look forward to the continued success of the LMD I-Teams.

Respectfully,

A handwritten signature in blue ink, appearing to be 'Maureen Levy'.

Assistant Commissioner Maureen Levy

Lower Mainland District Commander

"E" Division

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# Lower Mainland District Integrated Teams (I-Teams)

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

## I-TEAMS

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

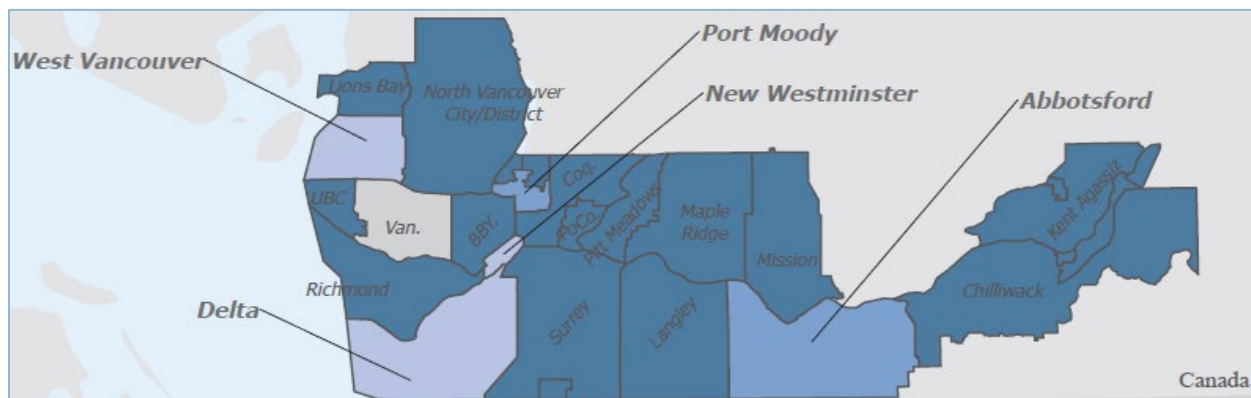
## JURISDICTIONS

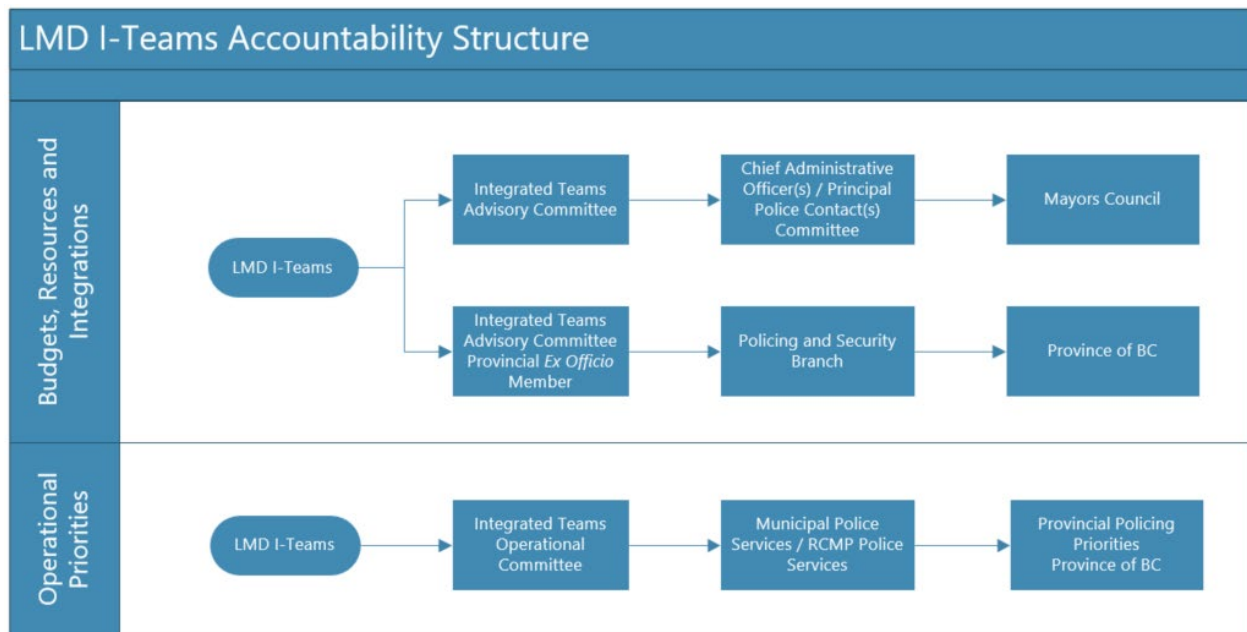
Five municipal police agencies, that are accountable to a police board, participate in one or more of the I-Teams. They are: Abbotsford, Delta, New Westminster, Port Moody and West Vancouver police services.

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

I-Team membership by municipality and team at December 31, 2023

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





**Integrated Teams Advisory Committee**

The LMD Integrated Teams report quarterly to the Integrated Teams Advisory Committee (ITAC). ITAC consists of a subset of senior civilian municipal representatives from communities participating in the LMD integrated teams. This committee reports to the Chief Administrative Officer / Principal Police Contact committee (CAO/PPC) and through them to the Mayors’ Forum.

The current committee consists of municipal staff representatives from Burnaby, Coquitlam, Kent, Langley City, Langley Township, Maple Ridge, North Vancouver District, Richmond, Surrey, and White Rock.

The I-Teams bring multi-year financial forecasts, resource requests and business cases to ITAC for consideration and discussion. The committee also receives the I-Teams annual report, strategic plan, communication plan and other research as requested. In response to the multi-year forecasts and resource requests, the committee may recommend guidance to the I-Teams and support or not support the resource requests.

In addition to the quarterly meetings, there is regular communication between the Officer-in-Charge (OIC) I-Teams and the committee members on a variety of issues to ensure the I-Teams provide an effective and accountable service to communities in the Lower Mainland.

**Provincial Policing and Security Branch**

A representative from Provincial Policing and Security Branch is an *ex officio* member on the Integrated Teams Advisory Committee. For items that affect the provincial business line, the I-Teams submit their requests as part of a larger annual RCMP submission to the Province of BC.

**Integrated Teams Operational Committee**

On a semi-annual basis, the I-Teams meet with senior police representatives from communities policed by the RCMP and communities with their own municipal police services. These meetings allow the representatives to recommend priorities for the I-Teams to the OIC and discuss service delivery with the unit commanders.

# 2022 I-Teams Highlights

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## OPERATIONS

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- 2022 was the busiest year in IHIT's history. The team was called to 70 suspected homicides and averaged a new file every 5.2 days. Of these 70 files, 1 was related to a 2021 file and the other 69 were culpable homicides with 80 associated victims.
- The BC Gang Conflict was a contributing factor to the increase in the number of homicides in 2022. The RCMP, local police services and the Combined Forces Special Enforcement Unit worked together to identify and target the perpetrators of these homicides. As of the date of this report, 34 of the 69 homicides in 2022 have been cleared through the identification of a suspect(s) and/or the recommendation of charges to Crown Counsel.
- This operational tempo impacted IFIS in 2022 leading to a decline in overall calls attended in order to prioritize the multiple scenes related to the homicide and attempt homicide files.

## CALL SUMMARY BY TEAM

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UNIT	2022 CALLS
ICARS	178
IERT	203
IFIS	3,675
IHIT	70
IPDS	8,597

## INTEGRATIONS

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- New Westminster Police Department joined ICARS in April 2022 and one of their collision analysts joined the unit. ICARS completed three files for the NRPD in 2022.
- The Abbotsford Police Department continued their integration with IERT and seconded five trained members to the team. The accumulated experience has benefitted both organizations. IERT responded to 16 files in Abbotsford in 2022.
- West Vancouver Police service sent two members to Innisfail, Alberta in April 2022 to complete the five-month Police Dog training course. Both candidates were successful and are back on the road in the Lower Mainland as part of IPDS. IPDS responded to 38 calls in West Vancouver in 2022.
- Through an iterative consultation process the municipal police services and the RCMP updated and signed new five-year Memorandums of Understanding for IPDS, IERT, IHIT and ICARS.

## INTERNAL MANAGEMENT

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- At the request of the Policing and Security Branch in July 2022, the I-Teams began submitting detailed vacancy management data on a quarterly basis in addition to several other key performance indicators. The purpose of this data was to support PSB's responsibility to superintend policing in the Province of BC.
- In prior years, IPDS completed a service delivery review and a managerial review of their unit. All of the remaining recommended items from these reviews were completed in 2022.

- An IPDS administrative corporal position was created and staffed to support the effective operation of the unit.

## STAFFING

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- Chief Superintendent Bruce Singer was appointed the Officer-in-Charge of the LMD Integrated Teams.
- Superintendent Mandeep Mooker was appointed the Officer-in-Charge of IHIT.
- Inspector Tanya Marlyk was appointed the Officer-in-Charge of IFIS.

## RESOURCE REQUESTS

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- IHIT submitted a business case to ITAC recommending the conversion of a term Family Victim Liaison Services position to indeterminate.
- IERT submitted a business case to ITAC recommending the conversion of a term Fleet Coordinator position and a term Equipment manager position to indeterminate.

## COLLABORATION

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- IFIS began a research project with SFU Criminology to understand the impact of various types of forensic evidence on case file outcome.

## FINANCES

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### 21/22 I-Teams expenditures by team at contract share (000)

PARTNER	ICARS	IERT	IFIS	IHIT	III	IPDS	TOTAL	%
Canada	544	5,193	1,446	8,096	27	1,160	16,467	23.11%
Lower Mainland Municipalities	2,469	6,707	11,618	16,032	106	9,602	46,534	65.31%
Province of BC	680	3,399	738	2,859	12	557	8,245	11.57%
<b>Grand Total</b>	<b>3,693</b>	<b>15,299</b>	<b>13,802</b>	<b>26,987</b>	<b>145</b>	<b>11,320</b>	<b>71,246</b>	<b>100.00%</b>

## Authorized Strength

Updated: March 31, 2023	RM	CM	MP	PSE	ME	Total <sup>A</sup>
ICARS Municipal	13		3			16
ICARS Provincial	4					4
<b>ICARS Total</b>	<b>18</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>20</b>
LMD ERT Municipal	48		5	2		55
LMD ERT Provincial <sup>B</sup>	0					0
LMD ERT Federal	13					13
<b>LMD ERT Total</b>	<b>61</b>	<b>0</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>68</b>
IFIS Municipal <sup>C</sup>	49	9	6	8	6	78
IFIS Provincial	4	2		1		7
<b>IFIS Total</b>	<b>53</b>	<b>11</b>	<b>6</b>	<b>9</b>	<b>6</b>	<b>85</b>
IHIT Municipal <sup>D</sup>	57	11	8	15		91
IHIT Provincial	15	3		1		19
<b>IHIT Total</b>	<b>72</b>	<b>14</b>	<b>8</b>	<b>16</b>	<b>0</b>	<b>110</b>
III Municipal	1					1
<b>III Total <sup>E</sup></b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
IPDS Municipal	33		11			44
IPDS Provincial	4					4
<b>IPDS Total</b>	<b>37</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>48</b>
I-Teams Executive	2			1		3
Communications		1				1
Admin Support				7		7
<b>Admin Total <sup>F</sup></b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>11</b>
Municipal Total	204	21	32	33	6	296
Provincial Total	27	5	0	2	0	34
Federal Total	13	0	0	0	0	13
<b>I-Teams Total</b>	<b>244</b>	<b>26</b>	<b>32</b>	<b>35</b>	<b>6</b>	<b>343</b>

## I-TEAMS

### ICARS

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

### IERT

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

### IFIS

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

### IHIT

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

### III

Investigates Code of Conduct and public complaints for the I-Teams.

### IPDS

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

## NOTES ON AUTHORIZED STRENGTH

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**A** RM: Regular Member (RCMP), CM: Civilian Member (RCMP), PSE: Public Service Employee, ME: Municipal Employee, MP: Municipal Police Service employees reporting to a municipal police board (Abbotsford, Delta, Port Moody, New Westminster, West Vancouver).

**B** IERT reports their positions against the municipal and federal business lines. The Province of BC makes a financial contribution of 30% of the team operating costs, which is the approximate equivalent of 20 full-time positions.

**C** Human resources associated with IFIS are reported differently than the other I-Teams due to the historical practice of some jurisdictions providing municipal resources to IFIS on a cost recovery basis. As this arrangement has continued for multiple years, and the costs are fully recovered from IFIS, those municipal employees are counted and reported as part of the positions associated with IFIS. These positions are being changed over to public service positions as they become vacant.

**D** As of April 1, 2019, Public Safety Canada and the Province of BC agreed that all positions associated with IHIT are provincial positions. The RCMP bills seventy percent of the cost of IHIT to the Province of BC and 30% to Canada. The Province of BC then bills the municipalities that participate in IHIT their portion of the costs. In order to reflect the jurisdiction that eventually pays for the positions, and to maintain consistency with previous reports, the positions are reported against the municipal and provincial business lines instead of consolidating all the positions under the provincial business line.

**E** The Integrated Internal Investigator (III) is responsible for public complaints and code of conduct investigations involving RCMP employees that are part of the LMD I-Teams.

**F** Management and administrative positions for the LMD I-Teams are counted as part of the municipal business line on the corresponding organizational chart. The costs for this function are allocated proportionally to each team and business line at year-end.

# I-Teams Strategic Plan – Report Back

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## INTRODUCTION

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As the Officer in Charge of the Lower Mainland District Integrated Teams, I am pleased to present the report on the outcome of the objectives selected for year two of the 2021 to 2024 I-Teams Strategic Plan.

This plan was the outcome of consultation with our employees, our government stakeholders, and our operational partners. The plan sets out the I-Teams mission, goals, objectives and key performance indicators for 2021 to 2024.

## STRATEGIC PLAN

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The I-Teams implemented year one of our 2021 to 2024 strategic plan beginning April 1, 2021. Progress was reviewed on a quarterly basis and results reported to the OIC I-Teams and the LMD District Officer. The status of the selected goals and objectives at March 31, 2022 is included in this report.

## MISSION

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To enhance public safety by providing innovative, timely and responsive service within an ongoing culture of learning and engagement.

## STRATEGIC PRIORITIES

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### Employee wellness and mental health (Our People)

- Support and foster a healthy and respectful work environment.
- Recognize and work toward minimizing or removing systemic barriers that affect those within our organization.
- Maximize opportunities to promote and optimize employee wellness as well as support employees who experience stress, trauma or serious injury because of the nature of policing work and the environments in which they operate.

### Service delivery excellence (What We Do)

- Ensure employees have the capacity, training, tools, and support to provide high quality service delivery to the communities served by the I-Teams.

### Organizational effectiveness (How We Do It)

- Select objectives and key performance indicators for each team that improve productive capacity and resiliency.
- Advance efforts to improve the inclusiveness of our organization through enhanced awareness and action on issues such as systemic racism, cultural competency and humility, discrimination, and all forms of harassment.

### Engagement with internal and external stakeholders (Our Partners)

- Foster long-standing relationships with operational and governmental stakeholders crucial to the success of the I-Teams.
- Engage in coordinated and proactive communications that optimize operational successes, community engagement and partnerships to promote public and stakeholder trust and confidence in the I-Teams.
- Educate the public, law enforcement partners and external stakeholders via consistent communication that highlight the efficiencies & effectiveness that such a model brings to communities and the province.



Chief Superintendent  
Bruce Singer

Officer-in-Charge – LMD  
I-Teams

STRATEGIC PLAN STATUS INDICATORS



COMPLETED



IN  
PROGRESS



PENDING



















BLOCKED

Unit	Project	Status
ICARS	Continue to monitor key performance indicators related to resource availability, file review, and timeliness of the delivery of the completed report to the investigator.	
	Maintain and improve employee knowledge, skills and abilities in collision analysis through peer review, collaboration, training and independent research into areas of focus set on an annual basis	
	Maintain annual psychological assessment program among members and regularly communicate resources available to support mental health and awareness of poor mental health warning signs.	
	NCO i/c to ensure employees use vacation days and personal care days.	
	Market ICARS to internal and external police forces in order to increase awareness of collision analysis and reconstruction as a career path for police officers in those agencies.	
	Survey applicable external clients as to satisfaction with ICARS service.	
	Address potential trauma encountered as part of the job through collaborative file debriefs immediately after file attendance.	
IERT	Completion of training blocks (hours) vs. standard.	
	Educate other police units and agencies about opportunities to participate in IERT with specialized support resources such as crisis negotiators.	
	Increase the recruitment pool in order to reduce vacancies by removing cap on number of members contributed by municipal police agencies.	
	Recruit civilian experts to manage some of the training functions in order to free up regular members for operational duties.	
	Pursue the procurement of three armoured vehicles through the development and submission of business cases to the required decision-making bodies (ITAC, Province, E Division, NHQ).	
	Conduct a pilot study on handguns used in the IERT selection process to evaluate if using a weapon with a red dot sight increases the candidate qualification rate. Gather data to assess if demographic factors such as age, gender and career tenure have an impact on qualification rates in the firearms section.	
	Strengthen operational relationships through provision of training and education on critical incidents.	
	Increase base budget to 66 funded FTE.	



<b>IFIS</b>	Seek approval to increase establishment by 8 members via business case.	
	Increase the number of authorized positions via a business case to allow the recruitment of additional apprentices in order to reduce persistent vacancies.	
	Increase investigational capacity through purchase of four 3D Laser Scanners and accompanying software in the next two years in order to generate 3D digital models for investigational and court purposes.	
	Maintain capacity to attend files by monitoring KPI related to completion of Advanced Forensic Identification Training by employees.	
	Complete staffing plan that include baseline for vacancy rates, expected position turnover, succession plan for key positions, actions to fill vacancies and roadmaps for employee capacity development.	
	Establish service expectations that account for available resources and triage call and service levels in responses to workload and overtime pressures.	
	Provide formal and informal presentations about evidence preservation to general duty members and investigators.	
	OIC or delegate to conduct quality assurance on 100% of opinion evidence submitted by apprentices.	
	Pursue additional resources through Forensic Identification Assistant program and proactive recruitment at universities and colleges.	
	Pursue additional resources through recruitment of special constables with our municipal partners.	
<b>IHIT</b>	Track and promote annual consultation with employee-selected psychologist and the importance of maintaining good mental health.	
	Maintain excellence in the use of conventional and non-conventional techniques in homicide investigations through internal review and application of best practices.	
	Monitor and report existing key performance indicators for service delivery, specifically, file clearance status and convictions.	
	Develop employees, share knowledge, and assess new investigational methods and processes through attendance and presentation at conferences and workshops.	
	Continue training on respectful workplace, communication and conflict resolution.	
	Implement proactive employee mental health program.	
	Complete staffing plan that include baseline for vacancy rates, expected position turnover, succession plan for key positions, actions to fill vacancies and roadmaps for employee capacity development.	
	Conduct semi-annual joint workshops with Deputy Crowns, IHIT Team Commanders and Team Leads to proactively address issues.	
	Conduct semi-annual workshops with file coordination support unit and Crown Counsel for shared learning and comprehension.	
	Liaise with Detachment commanders for the police of jurisdiction when working on a file.	

<b>IPDS</b>	Monitor and manage training, validation and competency requirements as per policy and BC Provincial Policing standards.	
	Implement the recommendations of the 2020 service delivery review and the 2020 managerial review.	
	Implement recommendations from managerial review and service level study to manage vacancies and reduce impact of out of province training requirements.	
	Conduct community events.	
	Complete staffing plan that include baseline for vacancy rates, expected position turnover, succession plan for key positions, actions to fill vacancies and roadmaps for employee capacity development.	
	Prioritize support and management of members off duty due to workplace injury with an emphasis on a timely return to work by NCO i/c or designate.	
<b>I-TEAMS</b>	Set target for number of new Detachment member orientations per year (how to work with IPDS and when to call).	
	Consult with government stakeholders through quarterly Integrated Teams Advisory Committee meetings.	
	Consult with operational stakeholders through semi-annual Integrated Team Operational Committee meetings.	
	Present at council or committee meetings upon request to increase understanding and awareness of the I-Teams in the community.	
	Identify supportive communications opportunities with partners that include the I- Teams.	
	Update Unit annual work plans to support goals set out in the strategic plan	
	OIC I-Teams to establish equity, diversity and inclusion expectations and training for senior leaders and managers.	
	Build new and enhance relationships and visibility with participating policing and diverse public communities.	
	Teams complete staffing plans that include baseline for vacancy rates, expected position turnover, succession plan for key positions, actions to fill vacancies and roadmaps for employee capacity development [Evergreen item].	
	Review mandate, mission, vision and set performance goals for each team for the beginning of each fiscal year.	

# I-Teams Finances

## FUNDING MODEL

The I-Teams are funded by municipal, provincial and federal governments. This shared funding model recognizes the cross-jurisdictional nature of crime and the benefits of integrated specialized police service delivery.

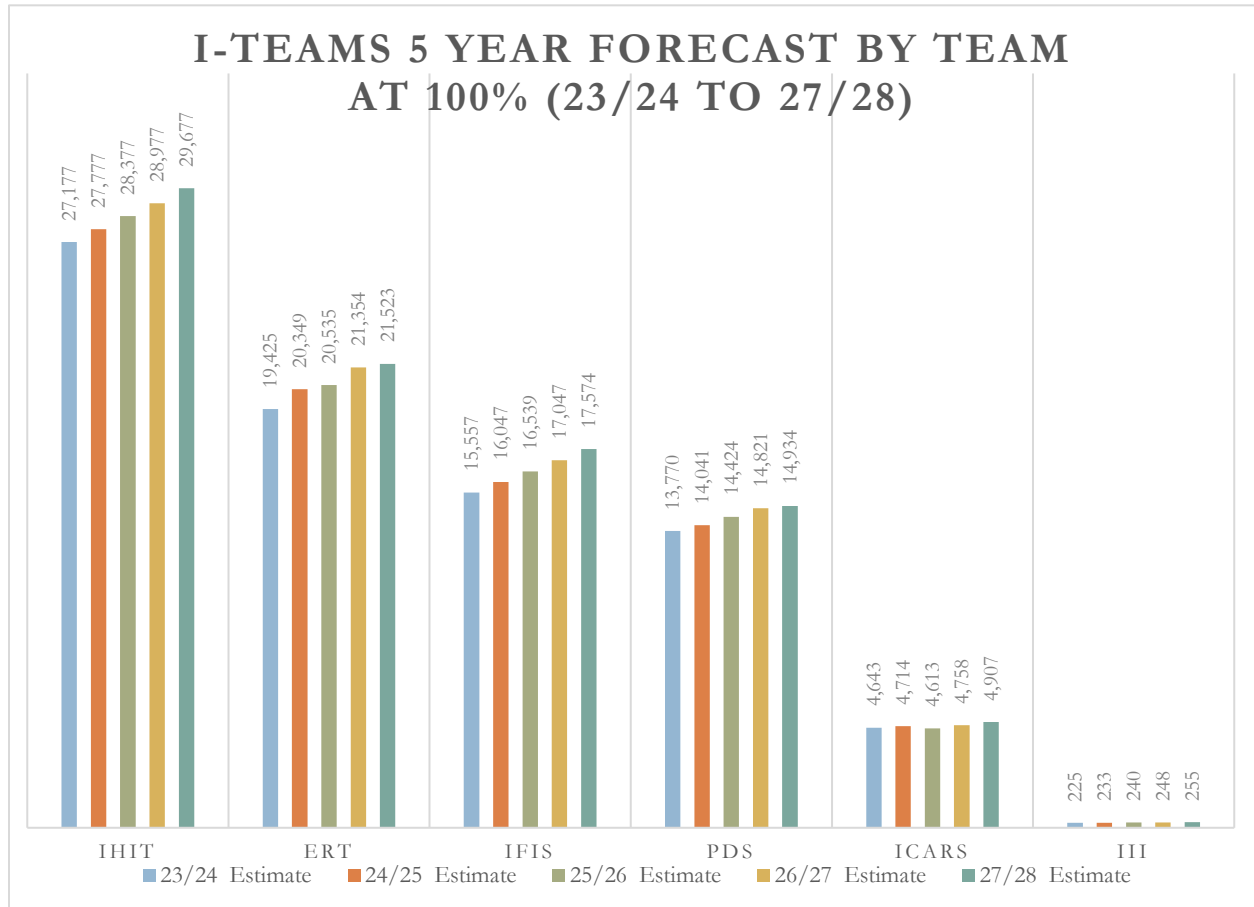
## PROVINCIAL GOVERNMENT AND FEDERAL GOVERNMENT CONTRIBUTIONS

The Province of British Columbia and Government of Canada contribute funding and/or positions to the I-Teams. Their contribution amounts are due to both negotiated funding levels and historical positions assigned to the mandates when each of the I-Teams began.

## MUNICIPAL GOVERNMENT CONTRIBUTIONS

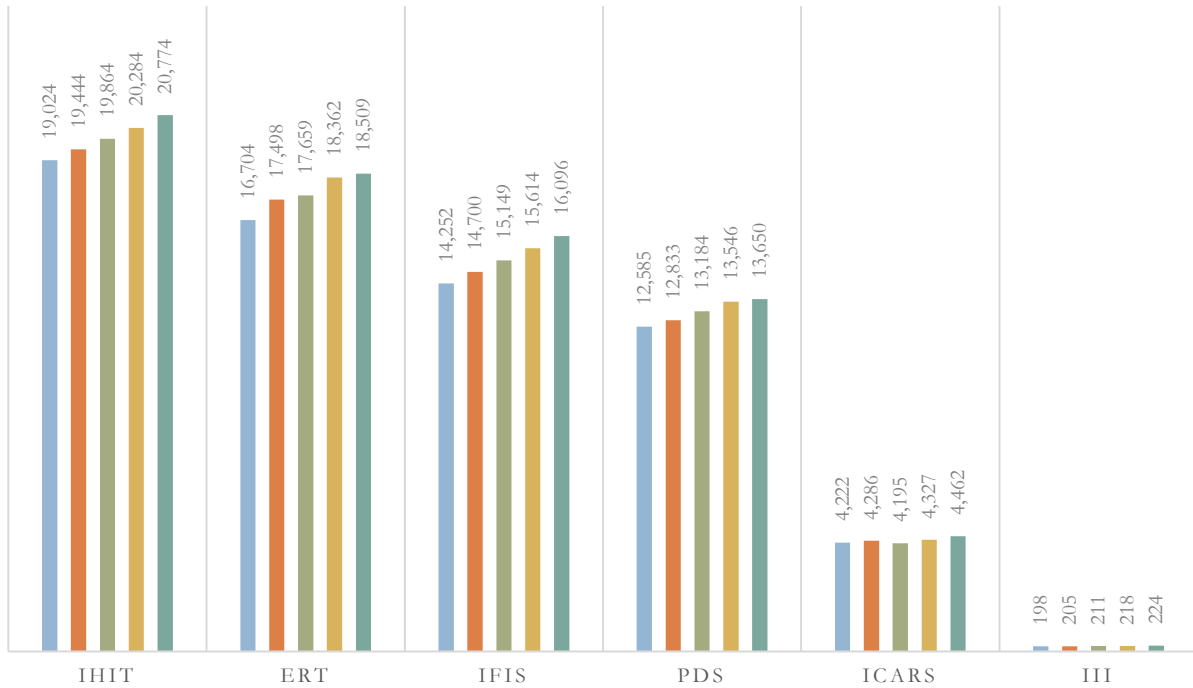
All the I-Teams use the same weighted formula to allocate costs to municipalities. This formula is based on population (25%) and a rolling five-year average of Criminal Code offences (75%). This formula was approved through the Mayors Consultative Forum (now referred to as the Mayors' Forum) in 2002.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

The I-Teams provide a five-year estimate to assist municipal partners in planning their multi-year resource allocation. This estimate is reviewed and updated annually in consultation with ITAC.



## I-TEAMS 5 YEAR MUNICIPAL FORECAST AT CONTRACT SHARE (23/24 - 27/28)

■ 23/24 Estimate   
 ■ 24/25 Estimate   
 ■ 25/26 Estimate   
 ■ 26/27 Estimate   
 ■ 27/28 Estimate



### IHIT

Effective April 1, 2019, LMD IHIT is included as part of the RCMP Provincial Service with the 70/30 provincial/federal cost-share applied to all LMD IHIT costs. This means that all municipalities participating in LMD IHIT will benefit from the 70/30 cost share. The RCMP bills the Province of BC and the Province is responsible for billing these services to municipalities.

### III

The Integrated Internal Investigator (III) function is billed only to RCMP participants in the integrated teams. Under the terms of the memorandums of understanding between the participant police services, employee discipline is the responsibility of the employer. Allegations of misconduct against RCMP employees on the I-Teams under the RCMP Act and/or the RCMP Code of Conduct are investigated by the III. Allegations of misconduct against a municipal participant under the BC Police Act or the applicable standards of their home police service are investigated by the home department's Professional Standards section.

## 2021/22 costs at applicable cost share (000)

<b>PARTNER</b>	<b>ICARS</b>	<b>IERT</b>	<b>IFIS</b>	<b>IHIT</b>	<b>III</b>	<b>IPDS</b>	<b>TOTAL</b>	<b>%</b>
<b>Federal</b>	<b>544</b>	<b>5,193</b>	<b>1,446</b>	<b>8,096</b>	<b>27</b>	<b>1,160</b>	<b>16,467</b>	<b>23.11%</b>
Federal Contribution		3,060			10		3,069	4.31%
Federal Cost Share	544	2,133	1,446	8,096	17	1,160	13,397	18.80%
<b>Municipal</b>	<b>2,469</b>	<b>6,707</b>	<b>11,618</b>	<b>16,032</b>	<b>106</b>	<b>9,602</b>	<b>46,534</b>	<b>65.31%</b>
Abbotsford	183			1,031		664	1,877	2.63%
Burnaby	252	687	1,213	1,574	12	915	4,653	6.53%
Chilliwack	168	458	809	1,048	8	611	3,102	4.35%
Coquitlam	144	391	691	897	7	521	2,651	3.72%
Delta		276	485			368	1,129	1.58%
Hope	13	37	66	107	1	49	272	0.38%
Kent	6	16	29	47		21	119	0.17%
Langley City	68	186	330	427	3	249	1,264	1.77%
Langley Township	152	413	730	946	7	550	2,797	3.93%
Maple Ridge	124	338	597	774	6	450	2,288	3.21%
Mission	62	170	301	390	3	227	1,154	1.62%
New Westminister		261		541		348	1,150	1.61%
North Vancouver City	68	184	326	422	3	246	1,248	1.75%
North Vancouver District	73	199	351	455	3	264	1,346	1.89%
Pitt Meadows	23	62	109	141	1	82	418	0.59%
Port Coquitlam	68	186	328	425	3	247	1,257	1.76%
Port Moody		72	126	149		95	441	0.62%
Richmond	211	575	1,015	1,317	10	765	3,893	5.46%
Sechelt	9	23	42	68		31	173	0.24%
Squamish	24	67	118	153	1	89	451	0.63%
Surrey	734	2,000	3,535	4,582	35	2,666	13,551	19.02%
West Vancouver	47		226	266			539	0.76%
Whistler	15	42	75	121	1	55	309	0.43%
White Rock	24	66	117	152	1	89	450	0.63%
<b>Provincial</b>	<b>680</b>	<b>3,399</b>	<b>738</b>	<b>2,859</b>	<b>12</b>	<b>557</b>	<b>8,245</b>	<b>11.57%</b>
Provincial Contribution	680	3,213	738	2,308	10	557	7,506	10.53%
Provincial Rural		186		551	2		739	1.04%
<b>Grand Total</b>	<b>3,693</b>	<b>15,299</b>	<b>13,802</b>	<b>26,987</b>	<b>145</b>	<b>11,320</b>	<b>71,246</b>	<b>100.00%</b>

## CALL TABULATION APPROACH

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- The call jurisdiction is recorded based on where the officer(s) physically attended the event.
- Where possible, calls for service are also categorized by the business line responsible for generating the call. The business lines are Municipal, Provincial (BC) and Federal (Canada). Generally, municipal calls relate to jurisdictions with populations greater than 5,000 people and provincial calls relate to communities with less than 5,000 people as well as areas outside city limits.
- Call classification can be influenced by the entity responsible for generating the call. For example: there are some large files that are 'provincial' investigations where IERT may assist with an arrest within the boundaries of a municipal area. In these files, IERT counts the call against the provincial business line.
- The level of effort related to a 'call' varies between teams and by call type (i.e. break and enter vs. an assault)
- The number of resources assigned to a 'call' varies from team to team. For example, one police officer and one police dog usually manage an IPDS call. An LMD IERT call is usually a team of 12 officers as well as a critical incident commander, a crisis negotiator and one or more technical support operators.
- The geographical location of the call may not reflect the jurisdiction of the unit that requested it. For example: an IPDS member pulls over a suspected stolen vehicle in Abbotsford based on information provided by Langley RCMP.
- The number of calls do not correspond to the number of files created or investigations undertaken.
- For example: 1 IHIT 'call' may result in 3 calls for IFIS (homicide location, location where vehicle was found burned, suspect residence) and two calls for IERT (surveillance and high-risk arrest) and three calls for IPDS (evidence search at homicide location, evidence search around vehicle discovered burned and residence search for subject of complaint). All of these calls would be associated with a single 'file' for the investigation.
- Occasionally, an I-Team call will occur outside the Lower Mainland. These calls are usually due to the discovery that a file has a crime scene or suspect outside the Lower Mainland. For example, an IHIT investigation may lead to a request for IPDS to conduct a search for human remains in an area outside the Lower Mainland.
- In the rare cases where, due to operational resource shortages, I-Teams assist on a file outside the Lower Mainland, travel, overtime and per diems are billed back to the police of jurisdiction. These calls are included in the call data in the following pages.

# Calls for Service

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## I-Teams Total Calls for Service by Year (2018 - 2022)

UNIT	2018	2019	2020	2021	2022	TOTAL
ICARS	167	165	209	206	178	925
IERT	121	163	130	181	203	798
IFIS	5,954	6,100	4,618	4,515	3,675	24,862
IHIT	40	38	38	51	70	237
IPDS	11,699	12,382	10,351	8,309	8,597	51,338

## I-Teams Calls for Service by Business Line by Year (2018 - 2022)

BUSINESS LINE	UNIT	2018	2019	2020	2021	2022	TOTAL
FEDERAL	IERT	18	19	3	21	13	74
	IFIS	10	4	5	4	5	28
	IPDS	16	10	7	10	10	53
MUNICIPAL	ICARS	133	131	161	162	143	730
	IERT	77	110	86	133	160	566
	IFIS	5,778	5,929	4,464	4,361	3,534	24,066
	IHIT	38	38	35	50	69	230
PROVINCIAL	IPDS	11,354	11,953	9,967	7,978	8,258	49,510
	ICARS	34	34	48	44	35	195
	IERT	26	34	41	27	30	158
	IFIS	166	167	149	150	136	768
	IHIT	2		3	1	1	7
	IPDS	329	419	377	321	329	1,775

# Municipal Calls for Service

I-Teams Total Municipal Calls for Service by Jurisdiction (2018 - 2022)<sup>i</sup>

JURISDICTION	ICARS	IERT	IFIS	IHIT	IPDS
ABBOTSFORD	64	26	13	21	5,985
AGASSIZ		2	207	1	132
BELCARRA					2
BURNABY	77	58	3,853	21	3,807
CFSEU					26
CHASE		1			
CHEAM RESERVE		1			
CHILLIWACK	55	48	1,865	17	4,961
COQUITLAM	18	25	1,413	11	2,215
DELTA		19	576		1,409
EGMONT		2			
GIBSONS		1			5
GVTAPS					36
HALF MOON BAY		1			
HARRISON HOT SPRINGS		1			
HOPE	6	1	180	4	105
KAMLOOPS		1			
KELOWNA	1	3			2
KENT	8				
LANGLEY				1 <sup>ii</sup>	
LANGLEY CITY	30	12	522	5	1,673
LANGLEY TOWNSHIP	59	15	1,094	14	2,749

<sup>i</sup> Detailed call data by year, jurisdiction, team, file type and file detail can be provided upon request. Please contact the I-Teams Strategic Advisor ([scan.edwards@rcmp-grc.gc.ca](mailto:scan.edwards@rcmp-grc.gc.ca)).

<sup>ii</sup> Sufficient information is not available to determine if this file should be coded to the Langley City or Langley Township.



JURISDICTION	ICARS	IERT	IFIS	IHIT	IPDS
LYTTON		1			
MAPLE RIDGE	39	37	1,365	11	2,577
MERRITT		1			14
MISSION	34	10	516	5	763
MULTIPLE JURISDICTIONS		7			
NANAIMO		1			
NEW WESTMINSTER	3	36	4	5	1,413
NORTH VANCOUVER CITY	10	8	674	4	722
NORTH VANCOUVER DISTRICT	5	11	711	3	556
OTHER					25
PEMBERTON		1			
PITT MEADOWS	11	5	57	1	379
PORT COQUITLAM	9	3	254	4	1,002
PORT MOODY	3	5	55	1	321
RICHMOND	57	36	2,936	16	2,950
SALMON ARM					2
SALMON VALLEY		1			
SECHELT			137	2	29
SQUAMISH		5			255
SURREY	210	169	6,675	80	14,935
UBC		1			
VANCOUVER	1	5	8		80
VERNON		1			1
WEST VANCOUVER	21	1	729		124
WHISTLER	6	1	108	2	27
WHITE ROCK	3	3	114	1	228
<b>GRAND TOTAL</b>	<b>730</b>	<b>566</b>	<b>24,066</b>	<b>230</b>	<b>49,510</b>

## Provincial Calls for Service

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### I-Teams Total Provincial Calls for Service by Jurisdiction (2018 - 2022)

JURISDICTION	ICARS	IERT	IFIS	IHIT	IPDS
ABBOTSFORD		4			
AGASSIZ		5			253
AHOUSAHT					1
ALVIN		1			
ANGLEMONT					2
ANMORE					23
ARGENTA		1			2
ARMSTRONG					1
BELCARRA					9
BOSTON BAR			26	2	19
BOWEN ISLAND			12		9
BURNABY		10			16
CAMPBELL RIVER		1			
CFSEU					36
CHILLIWACK		8			616
COLDSTREAM					2
COMOX		1			
COQUITLAM		4			
DAWSON CREEK		1			
DEAS ISLAND TRAFFIC					1
DELTA	2				10
DEROCHE		1			
FORT ST. JOHN	1				
FRASER VALLEY REGIONAL DISTRICT	3				
GIBSONS		2		1	22
HALF MOON BAY		1			
HARRISON HOT SPRINGS	1				
HATZIC		2			

JURISDICTION	ICARS	IERT	IFIS	IHIT	IPDS
HOPE		2			123
HOUSTON		1			
IMPACT					6
KAMLOOPS		2			7
KELOWNA		1			
LAKE COWICHAN		1			
LAKE ERROCK				1	
LANGLEY CITY		3			
LANGLEY TOWNSHIP		8			
LILLOOET	1				
LIONS BAY	1				
MANNING PARK					2
MAPLE RIDGE		7			
MERRITT		4			
MISSION		2			218
MOUNT CURRIE	1				
MULTIPLE JURISDICTIONS		21			
NAKUSP					1
NEW WESTMINSTER		3			
NORTH VANCOUVER CITY		1			
NORTH VANCOUVER DISTRICT		7			
OLIVER		1			1
OTHER			304		69
PEMBERTON	12	1	35		34
PENTICTON		1			
PITT MEADOWS		1			
PORT COQUITLAM		2			
PROVINCIAL	134				5
RICHMOND		3			
ROBERTS CREEK		1			

JURISDICTION	ICARS	IERT	IFIS	IHIT	IPDS
SAANICH		1			
SECHELT		1	93		40
SQUAMISH	9	7	228	2	125
SUMMERLAND	1				
SUNSHINE COAST	6				
SURREY		26			
TOFINO					1
UBC	5	1	70	1	93
UCUELET					1
UFVRD		1			
UNKNOWN	18				2
VANCOUVER		3			
VANCOUVER ISLAND		1			
VERNON		1			
WHISTLER					25
WHITE ROCK		1			
GRAND TOTAL	195	158	768	7	1,775

## Federal Calls for Service

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### I-Teams Total Provincial Calls for Service by Jurisdiction (2018 - 2022)

JURISDICTION	ICARS	IERT	IFIS	IHIT	IPDS
ABBOTSFORD		4			
AGASSIZ		1			
BURNABY		5			
CBSA					1
CHILLIWACK		2			
COQUITLAM		5			
FEDERAL RCMP			28		43
IBET					9
LANGLEY TOWNSHIP		3			
MAPLE RIDGE		3			
MISSION		2			
MULTIPLE JURISDICTIONS		29			
SURREY		8			
VANCOUVER		9			
WHISTLER		1			
WHITE ROCK		2			
<b>TOTAL</b>	<b>0</b>	<b>74</b>	<b>28</b>	<b>0</b>	<b>53</b>

# Calls by I-Team

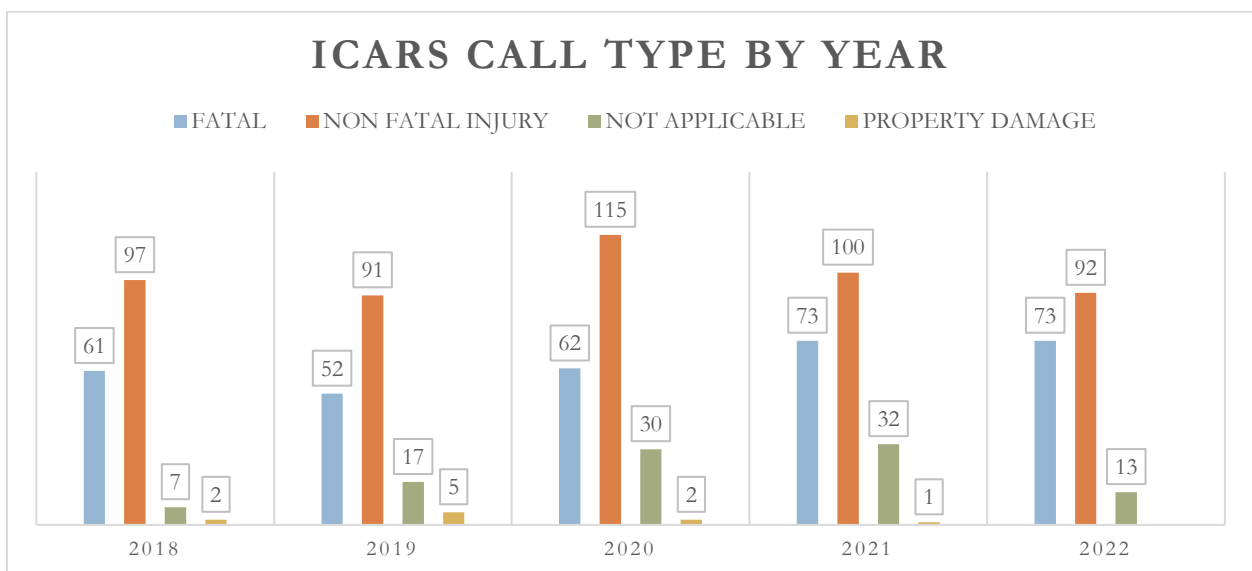
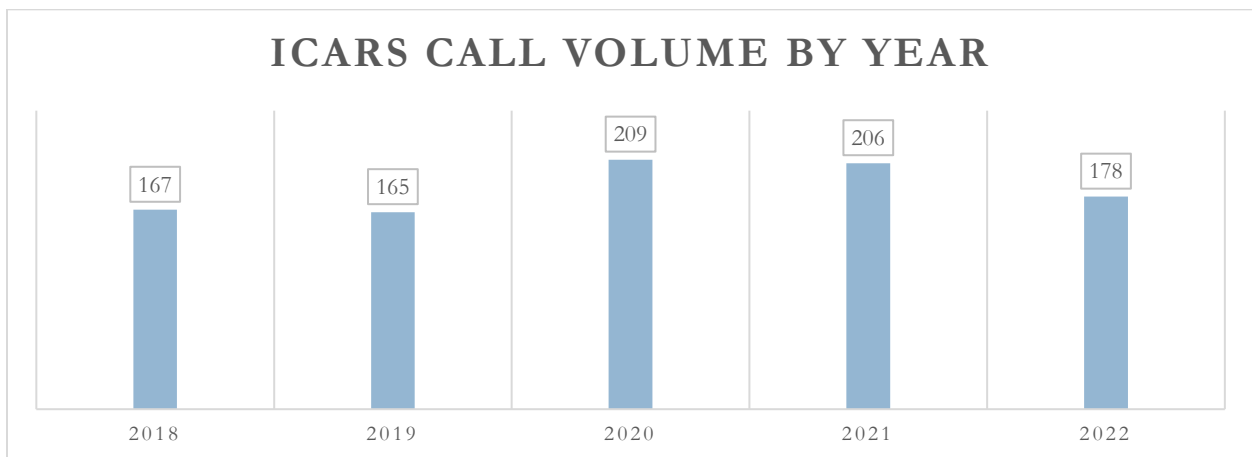
## INTEGRATED COLLISION ANALYSIS AND RECONSTRUCTION SERVICE (ICARS)

ICARS had 236 calls for service in 2022. They attended 170 of these calls, provided advice and expertise in 8 of these calls and did not attend 56 files.

Most crashes that ICARS attend are usually not a single vehicle going off the road. They generally involve a vehicle in a collision with one or more items. The call tabulation approach reflects this.

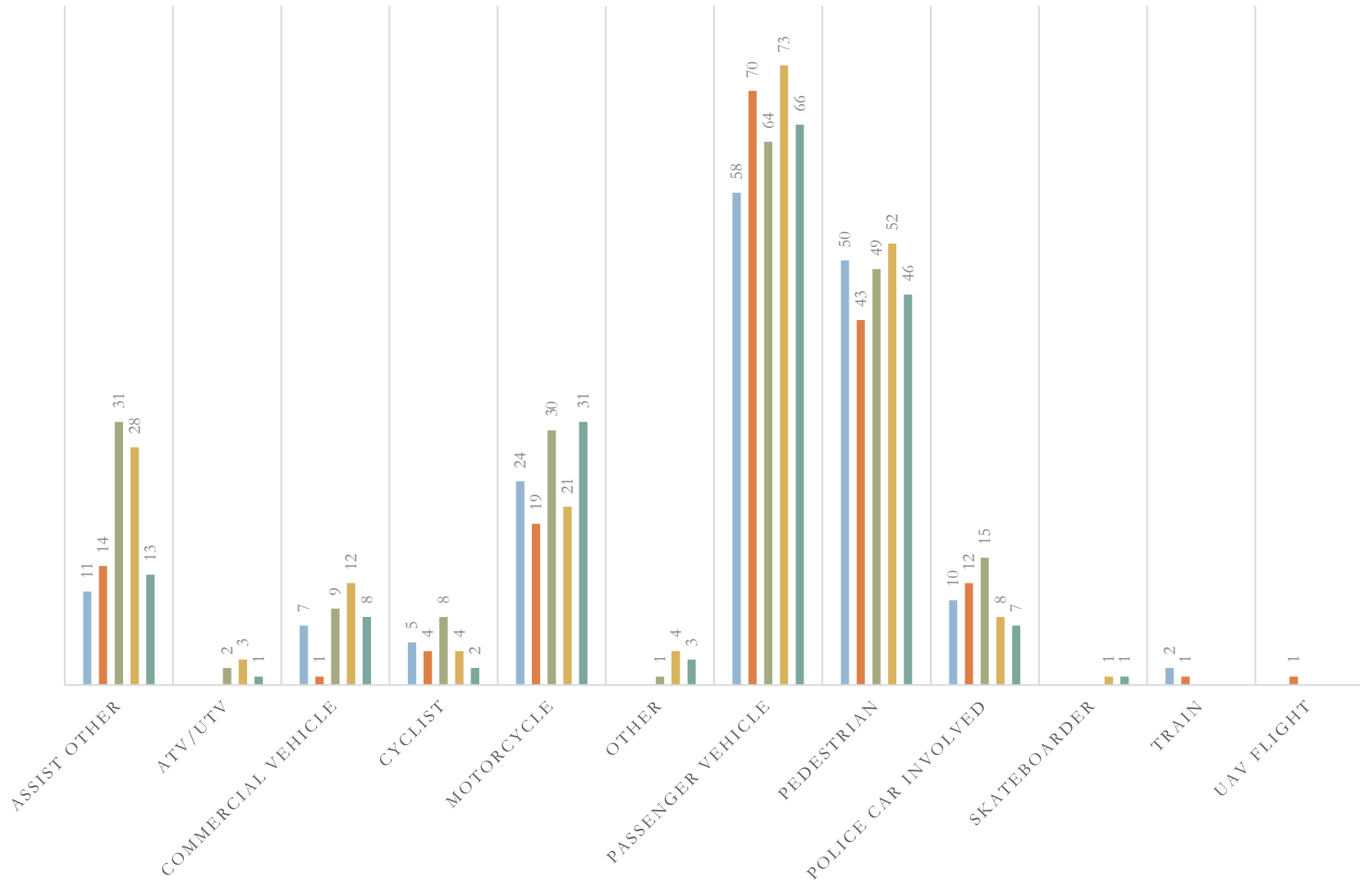
For example: if a motorcycle hits a car, it is recorded as a motorcycle crash because the motorcycle involvement increases the complexity of the analysis. If a motorcycle hits a commercial vehicle, it is recorded as a commercial vehicle crash because the commercial vehicle involvement increases the time required to reconstruct the scene. If a driver of a vehicle hits a pedestrian; it is recorded as pedestrian call.

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



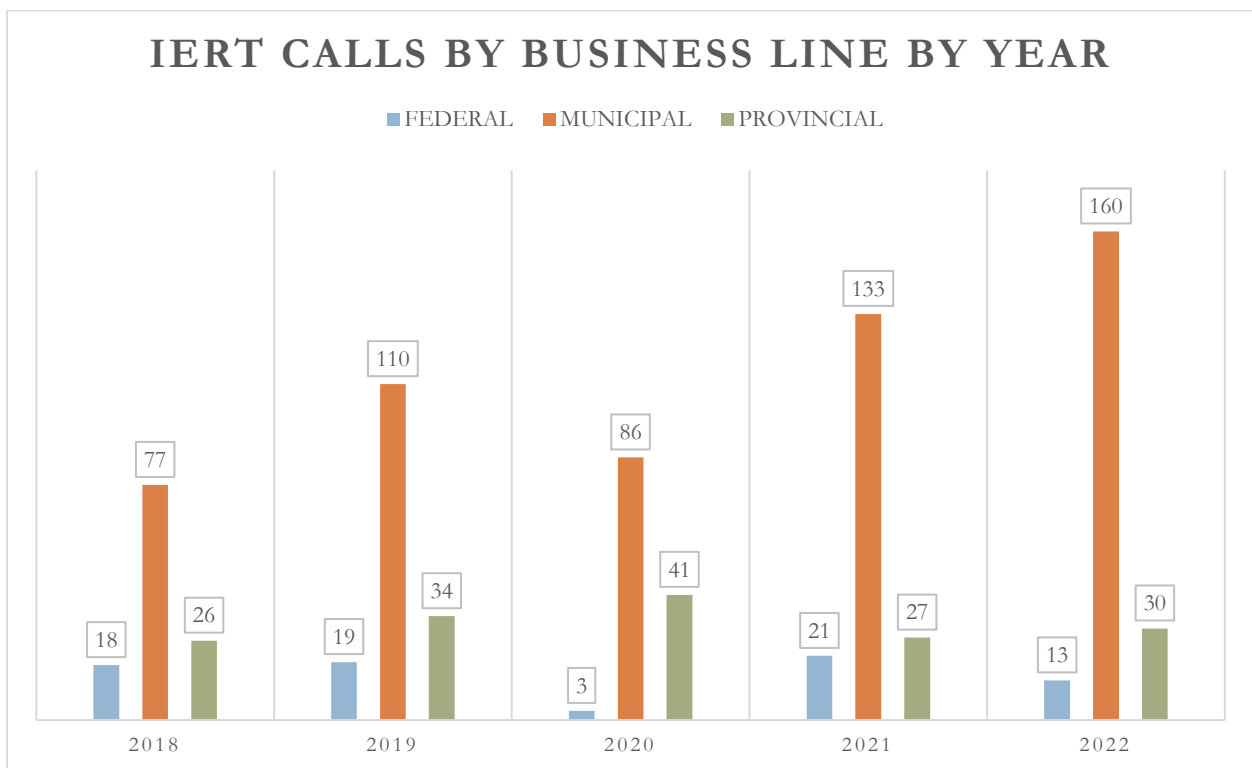
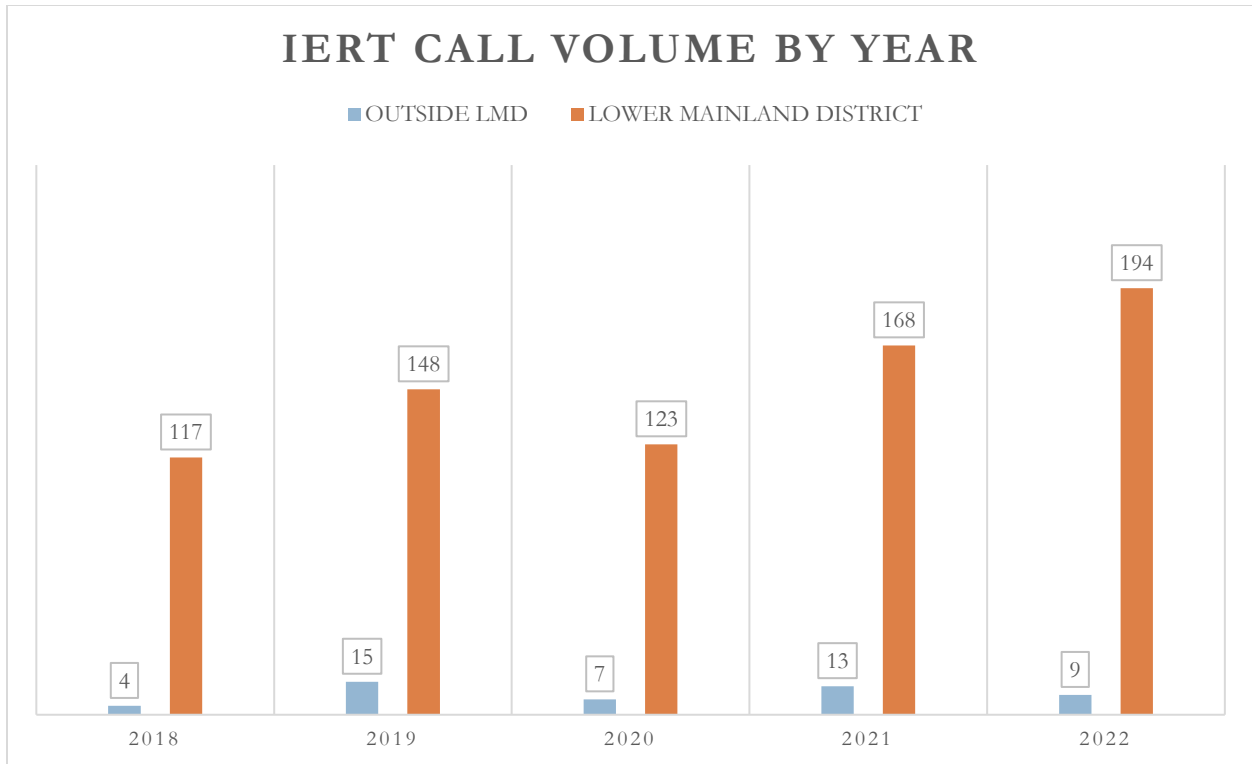
# ICARS CALL DETAIL BY YEAR

■ 2018 ■ 2019 ■ 2020 ■ 2021 ■ 2022



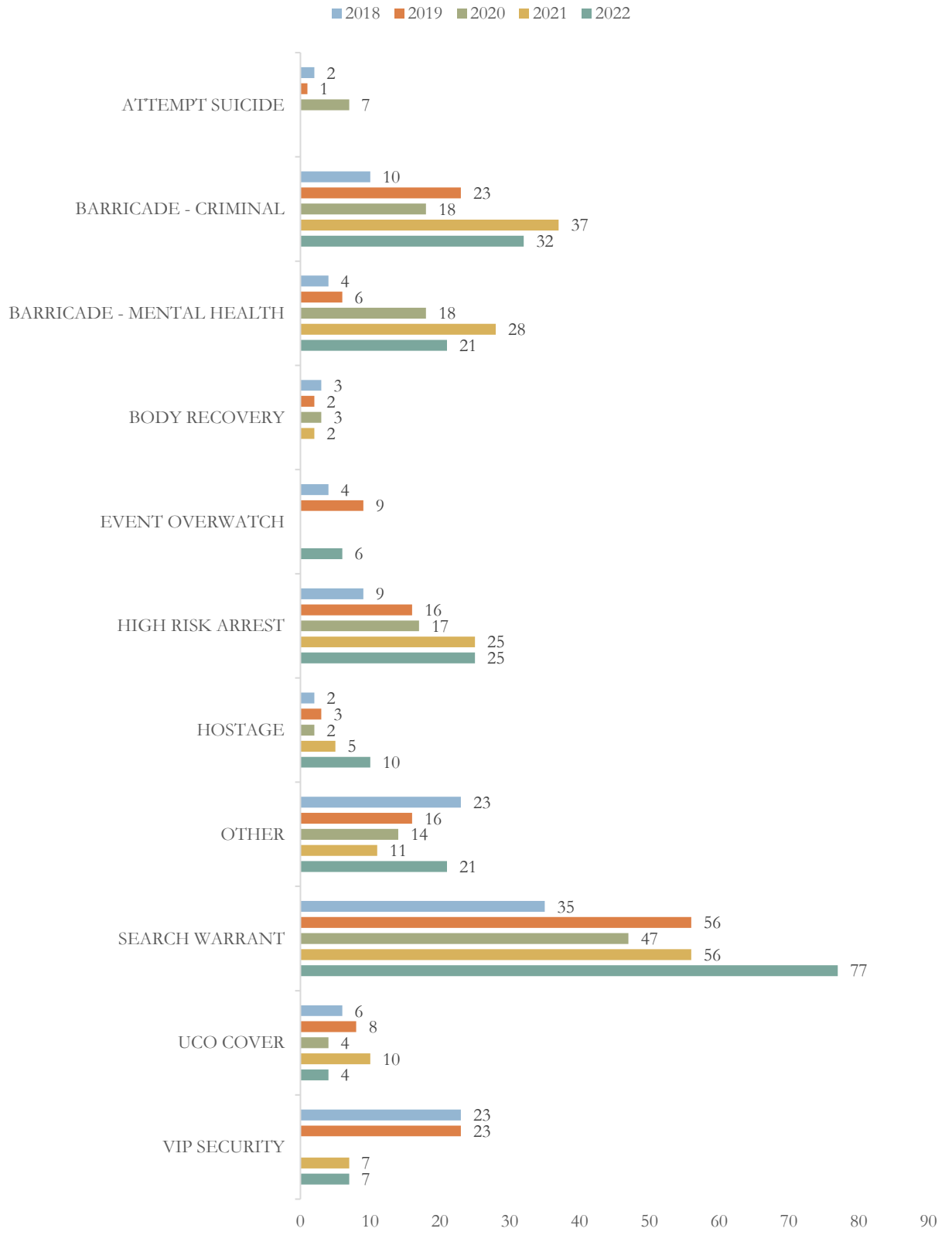
## INTEGRATED EMERGENCY RESPONSE TEAM (IERT)

IERT attended 194 calls in 2022. An IERT call usually requires the deployment of 10 to 15 regular members in a variety of roles dedicated to the peaceful and negotiated resolution of the file.



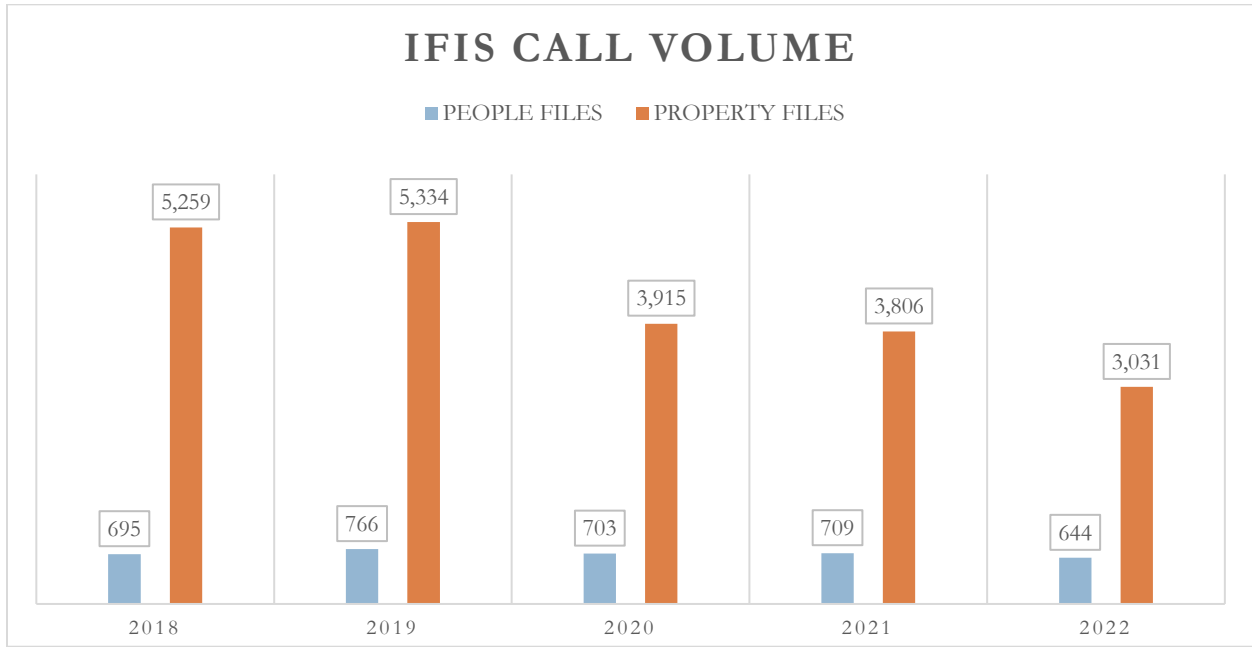


## IERT CALLS BY TYPE BY YEAR



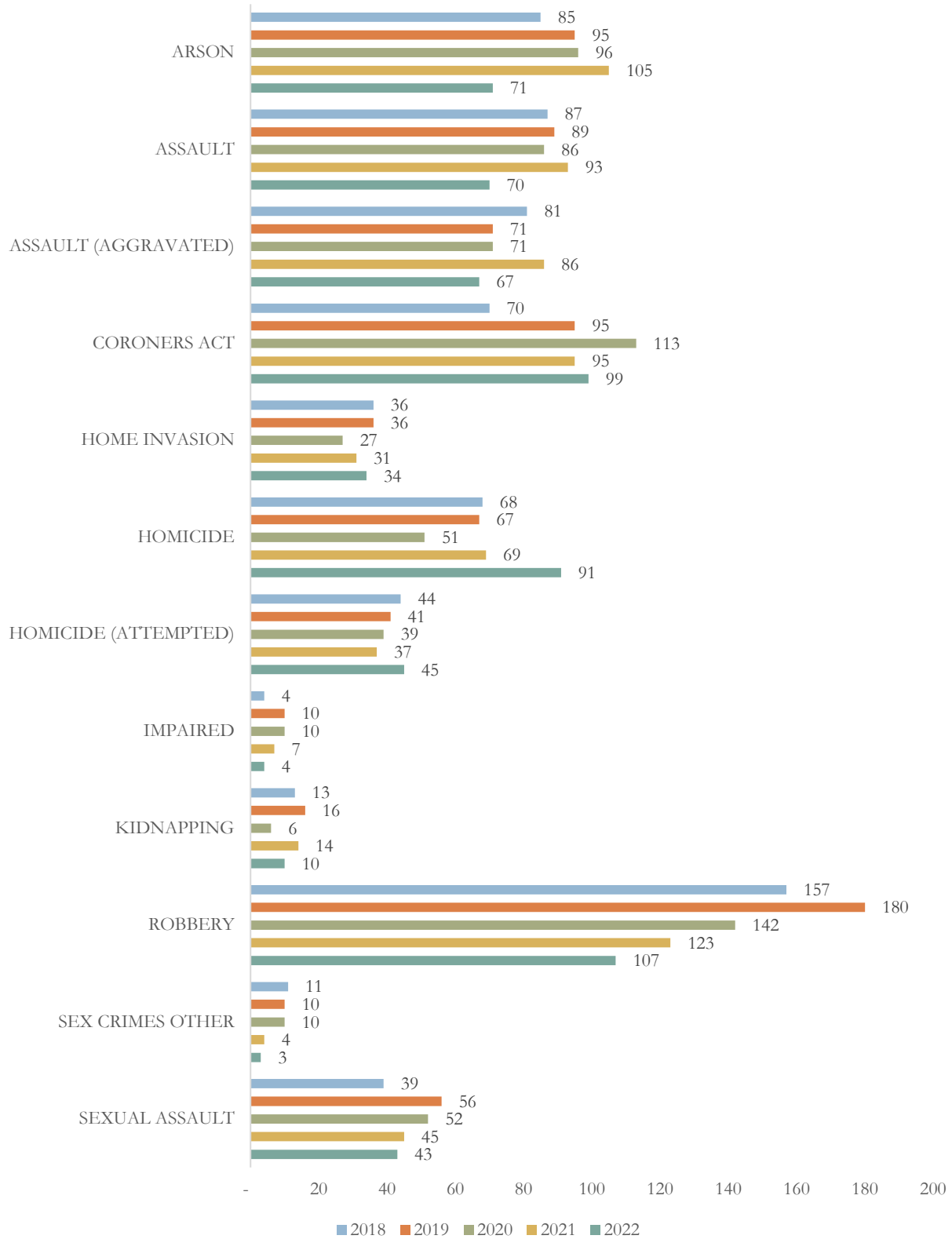
## INTEGRATED FORENSIC IDENTIFICATION SERVICES (IFIS)

IFIS attended 3,675 calls in 2021. This is a decrease from the 2020 and 2021 call levels mainly driven by a reduction in files attended related to property offenses. This decrease was driven by the need to prioritize resources for homicide calls in the 2020 to 2022 period. Each homicide file usually has multiple scenes<sup>iii</sup> that IFIS attends to search and document for evidence, conduct the required bench work and generate report(s) for investigators.

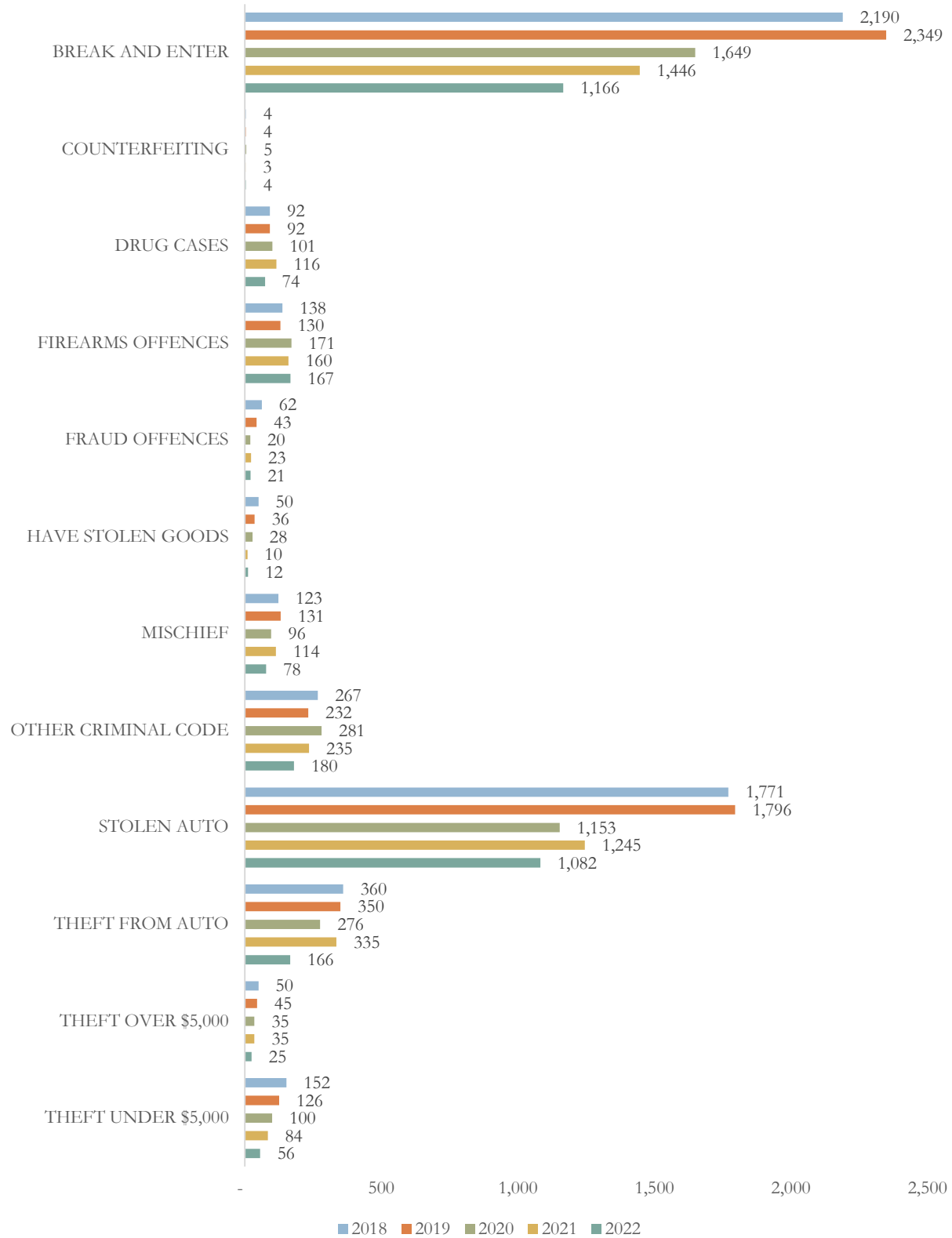


<sup>iii</sup> Location victim(s) are found, burnt vehicle, suspect residence, suspect vehicle, location of homicide, victim residence.

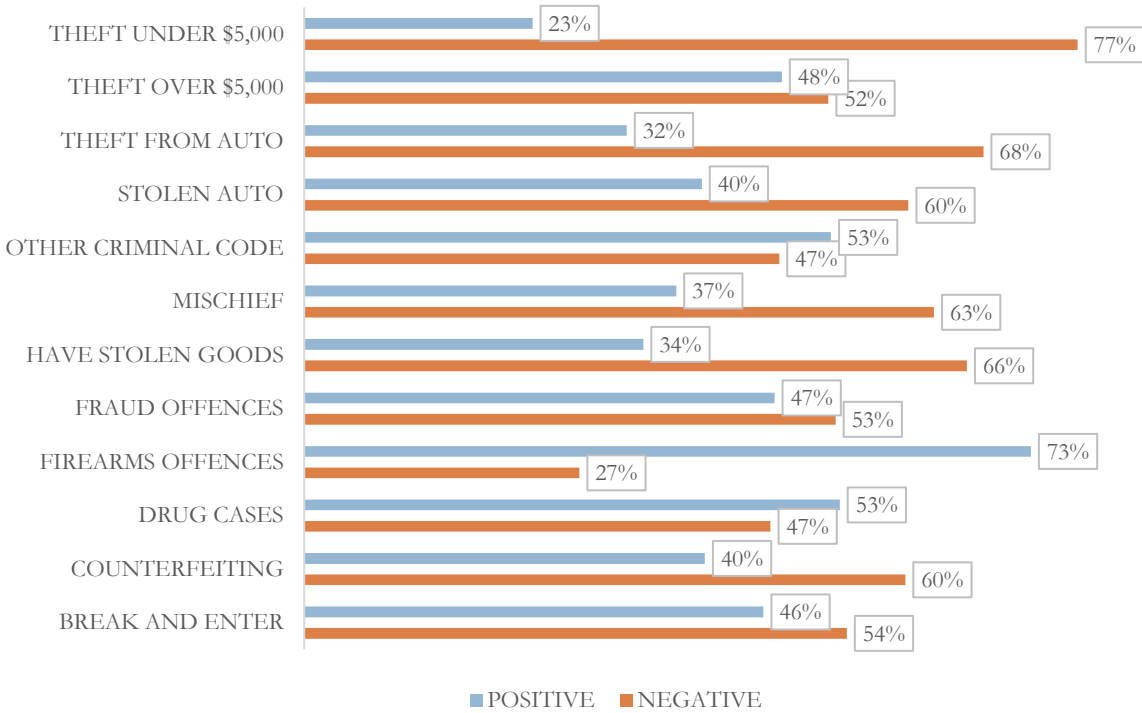
## IFIS PEOPLE FILES BY TYPE BY YEAR



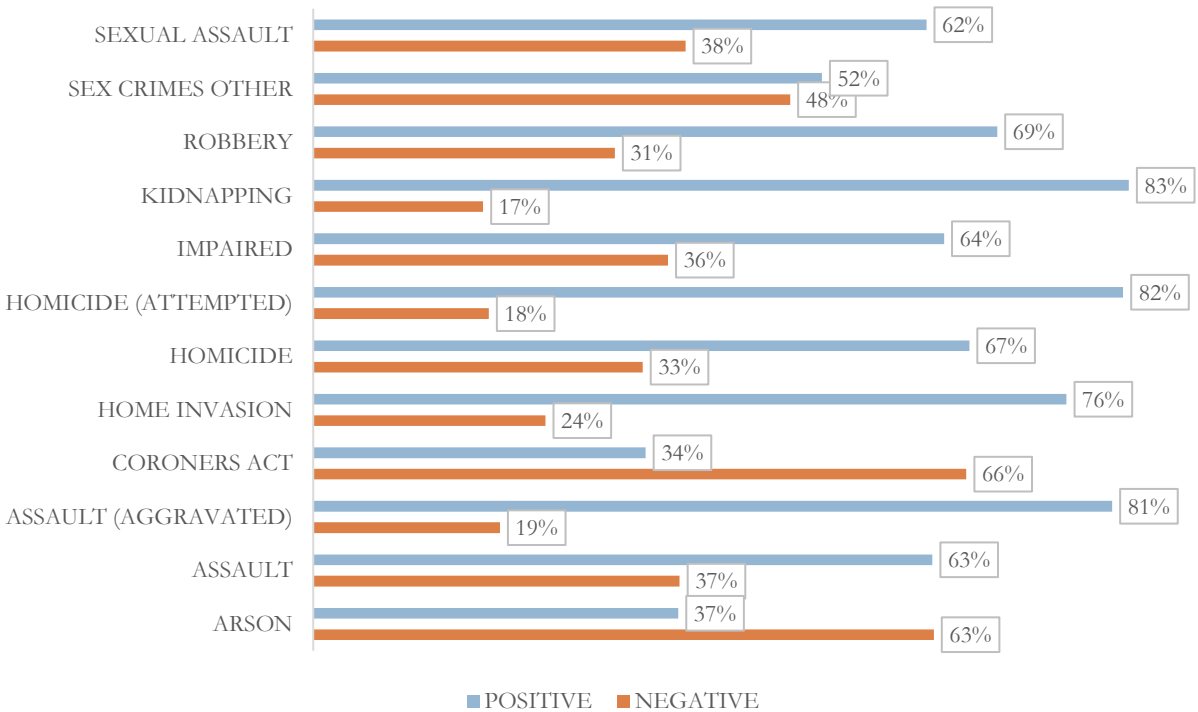
## IFIS PROPERTY FILES BY TYPE BY YEAR



## PROPERTY OFFENSES - EVIDENCE FOUND %



## PEOPLE OFFENSES - EVIDENCE FOUND %

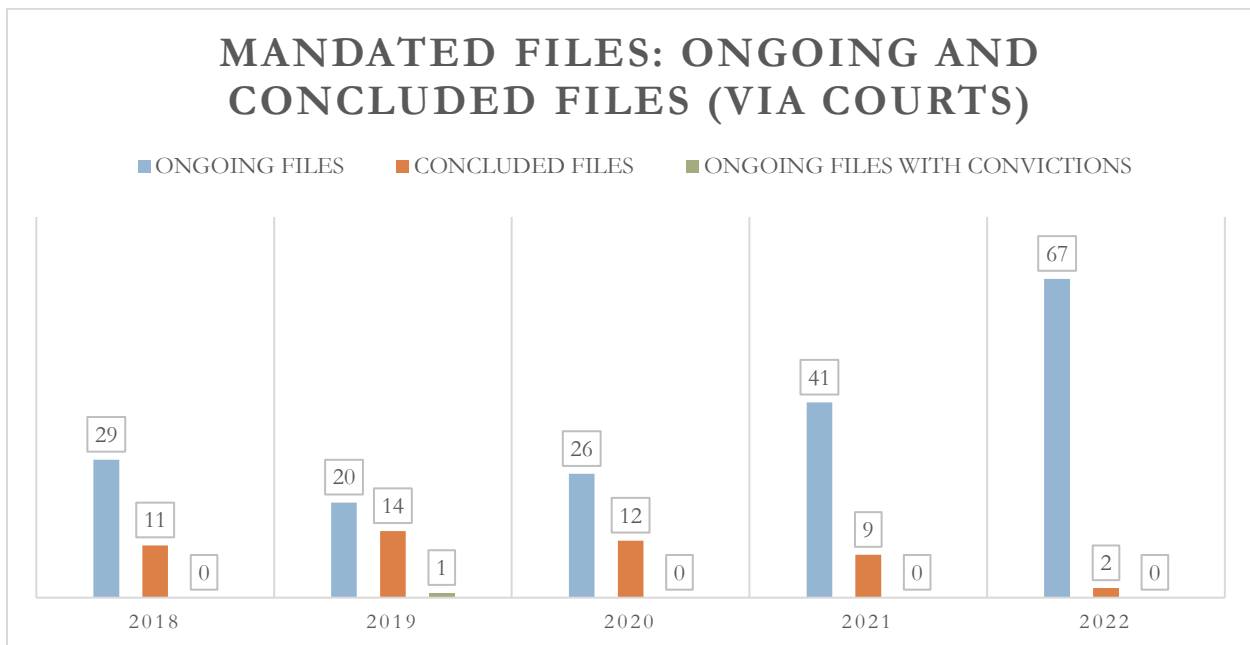
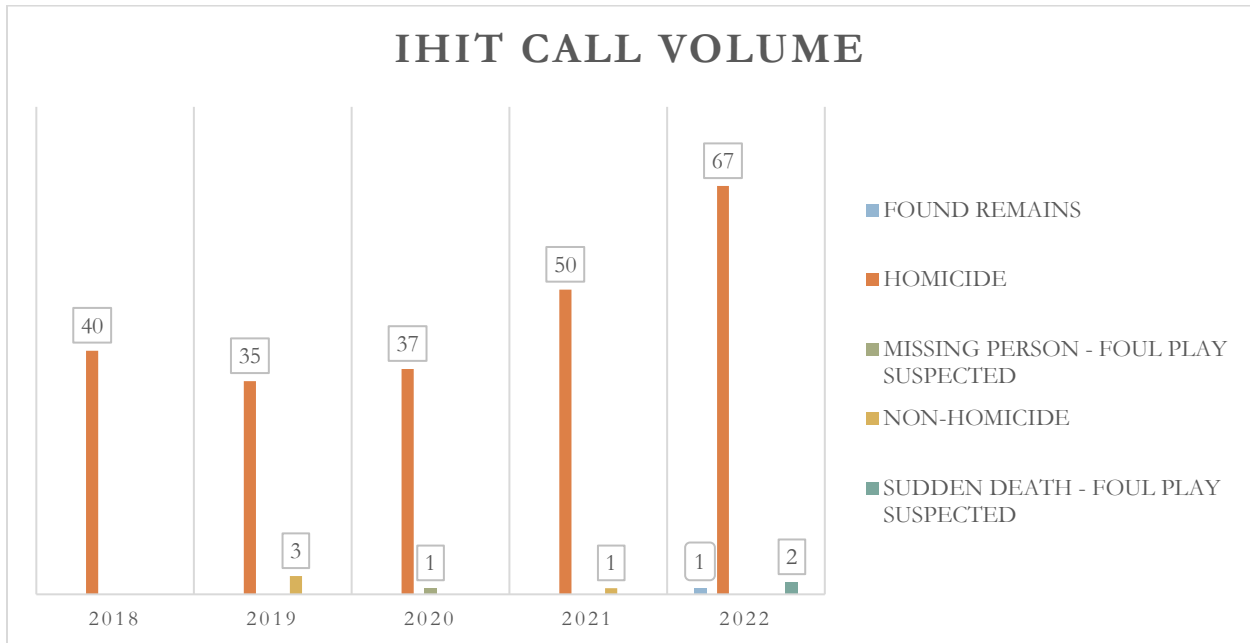


## INTEGRATED FORENSIC IDENTIFICATION TEAM (IHIT)

In 2022, IHIT investigated 70 new files, laid 66 charges and obtained 29 convictions.

IHIT's investigational mandate includes all homicides, sudden deaths and missing person files where foul play is suspected within the Lower Mainland District of British Columbia. IHIT also provides operational assistance to RCMP detachments and police departments, and has investigated police involved shootings, in custody deaths, select high profile attempt homicides and other files that have been deemed not to be homicides after thorough investigation.

After investigation, a file may be determined to be a non-homicide. In this case, the file is returned to the police of jurisdiction.

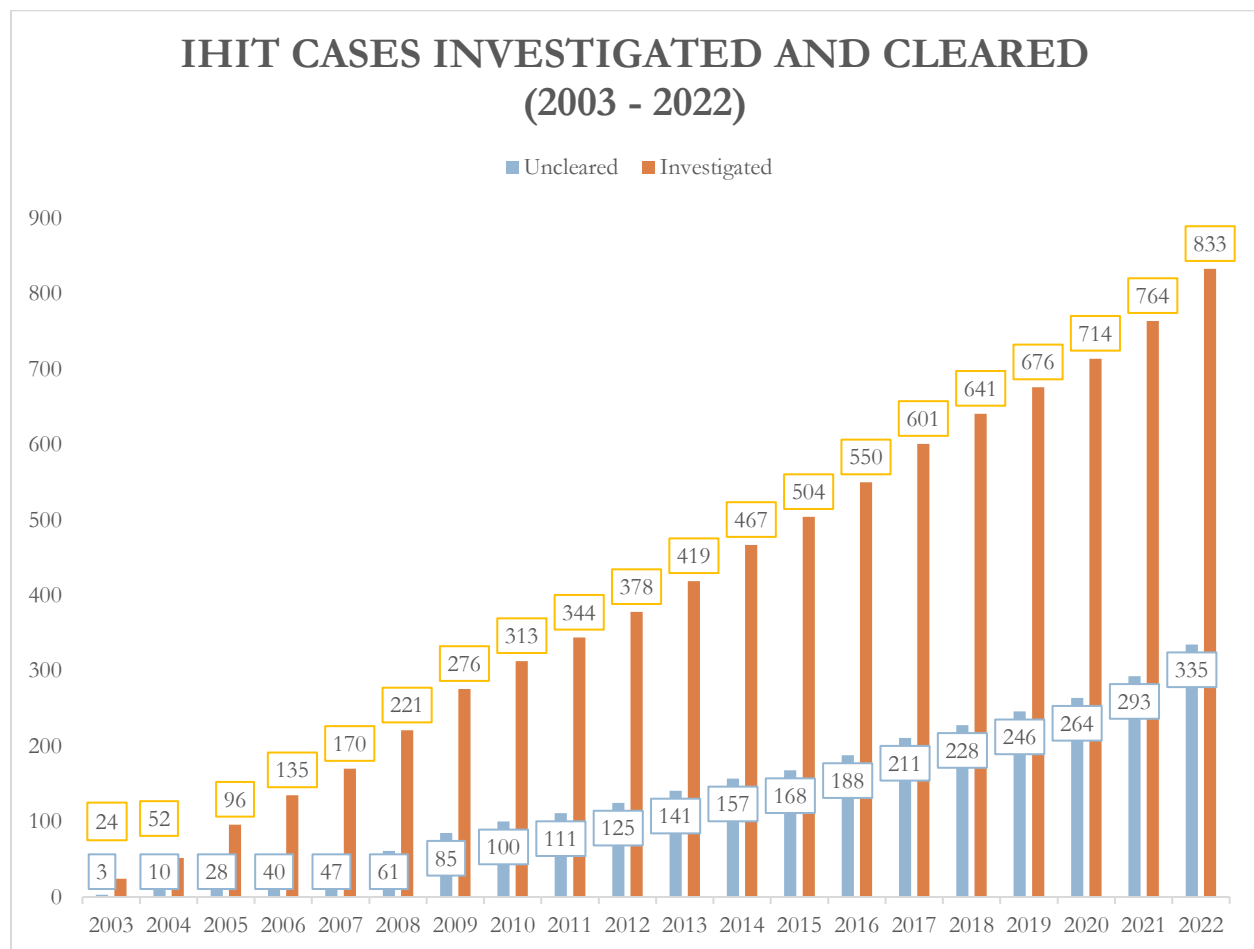


### Status of IHIT Investigations

IHIT’s current homicide clearance rate is 56%. This translates to 438 of 783 culpable homicide investigations that have been cleared by charge, recommended charge, or by other means since the inception of IHIT in June 2003. Conversely, 345 investigations are currently “founded, not cleared”. However, while a suspect has been identified in 67% of these investigations, there is insufficient evidence to warrant a submission to Crown Counsel at this time. The following data is comprised of confirmed culpable homicides only and is based on the total number of culpable homicide investigations. The data is subject to change due to ongoing investigations.

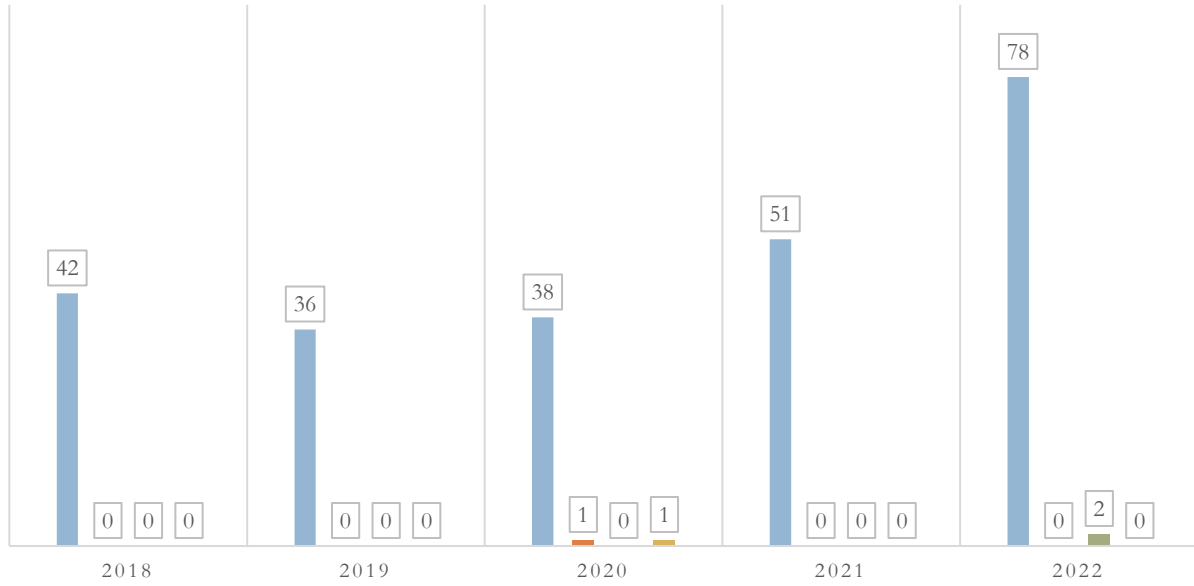
Clearance rate is an indicator of the number of IHIT investigations in which a suspect has been identified and charges have been laid or recommended. Cleared files also include those investigations in which the suspect has died prior to laying a charge. In these cases, the accused must have been considered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

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



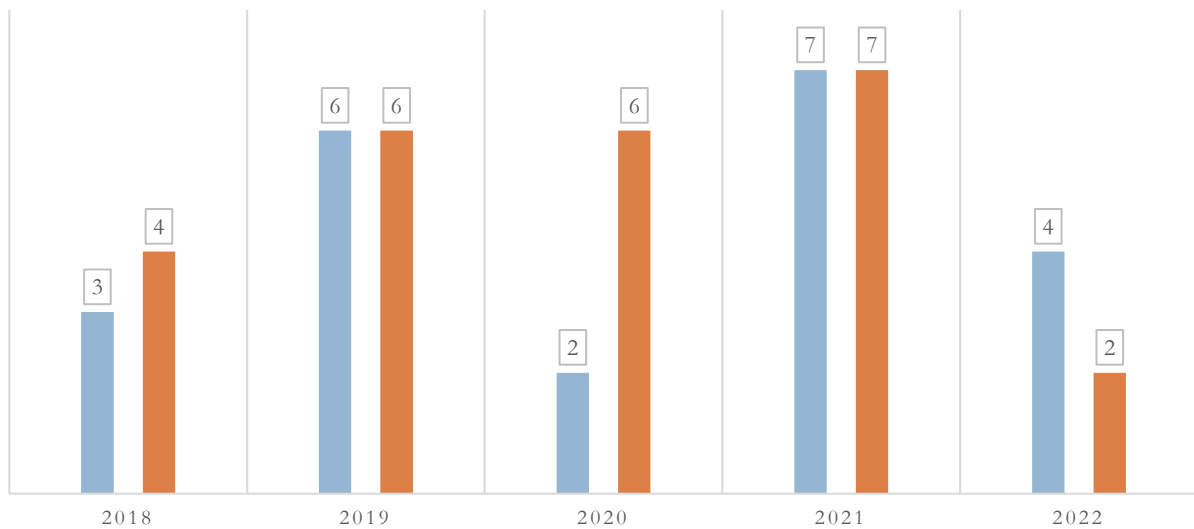
## VICTIMS BY FILE TYPE

■ HOMICIDE CULPABLE
 ■ HOMICIDE NON-CULPABLE
 ■ SUDDEN DEATH FOUL PLAY SUSPECTED
 ■ MISSING PERSON FOUL PLAY SUSPECTED



## CULPABLE HOMICIDES: DOMESTIC (INTIMATE PARTNER & NON-INTIMATE PARTNER)

■ DOMESTIC INTIMATE RELATIONSHIP
 ■ DOMESTIC NON-INTIMATE RELATIONSHIP



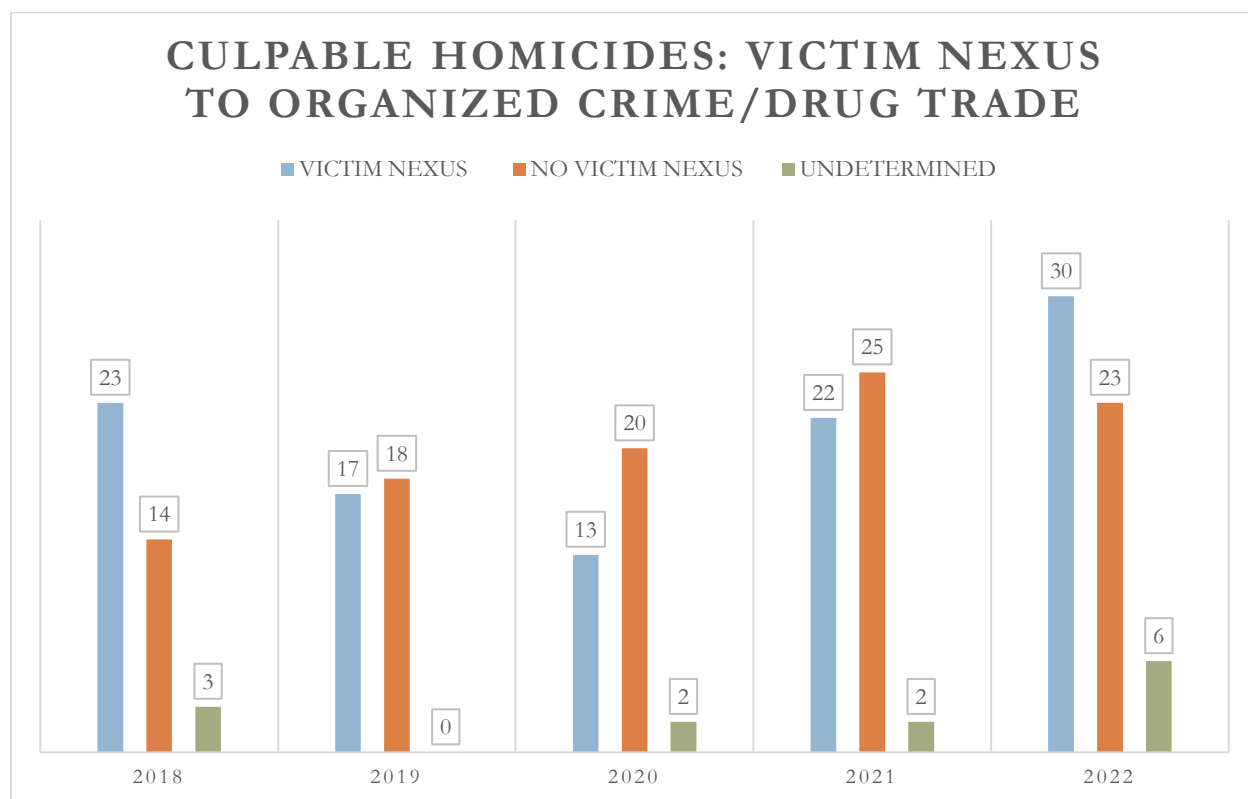


## Organized Crime Related Homicides

IHIT's current organized and suspected organized crime related homicide clearance rate is 31%. This translates to 77 of 235 culpable organized crime and suspected organized crime related homicide investigations that have been cleared by charge, recommended charge, or by other means, since the inception of IHIT in June 2003. IHIT homicide investigations are classified as organized crime related, suspected organized crime related, non-organized crime related or undetermined. In order for an IHIT file to be deemed related or suspected to be related to organized crime, a suspect must first be identified. Organized crime and suspected organized crime related homicide investigations comprise 33% of all IHIT culpable homicide files.

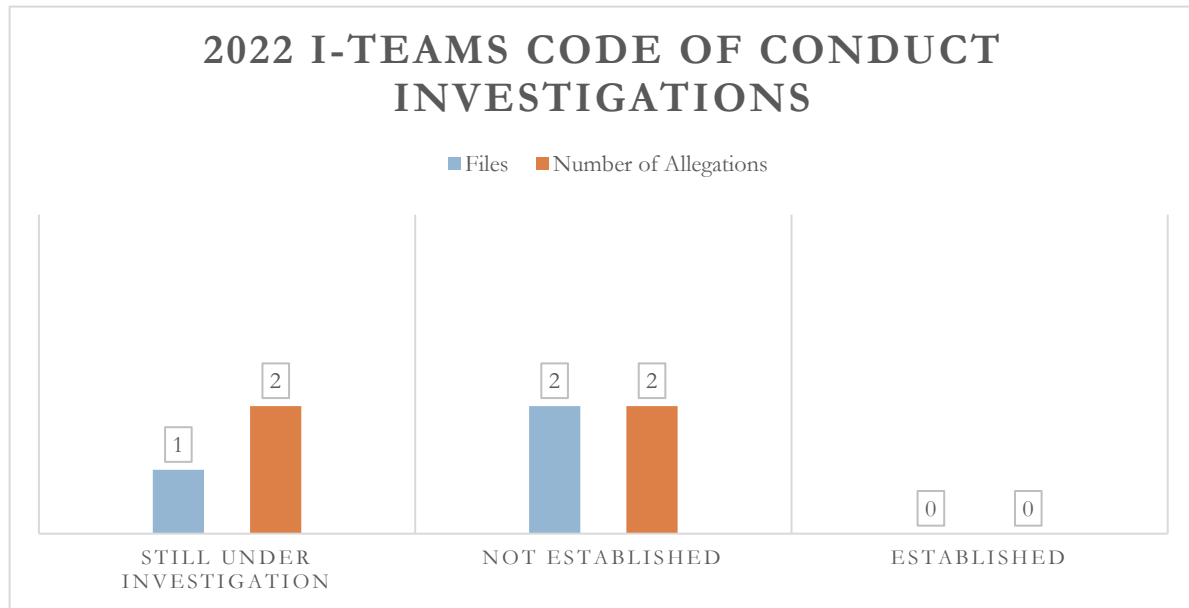
A number of IHIT investigations are currently coded as "Undetermined". These investigations do not meet the coding parameters to be categorized as organized crime related/suspected or non-organized crime related. Although some may appear to be organized crime related due to the circumstances and/or victim background, these files remain coded as "Undetermined" until such time that the investigation details meet the coding criteria to warrant a category change. Investigations currently coded as "Undetermined" comprise 11% of all IHIT culpable homicide files. This coding categorization has been in use since 2013. It is noted that this coding system does not account for the activity of the victim.

The number of cleared organized crime related homicides files is considerably lower than the overall clearance rate. Organized crime related homicides typically are more complex in nature and require additional investigative time and resources to complete submissions to Crown Counsel for charge approval.



## INTEGRATED INTERNAL INVESTIGATOR (III)

Public trust is essential for the RCMP to effectively serve and protect Canadians. As a result, RCMP employees must conduct themselves in a manner that meets the high expectations of Canadians.



### Codes of Conduct

Three codes of conduct have been developed to help guide employee conduct:

- Member Code of Conduct (RMs and CMs)
- Public Service Employee Code of Conduct (PSEs and reservists)
- Treasury Board Values and Ethics Code for the Public Sector (all employees) <sup>iv</sup>

Actions that may have contravened these codes of conduct are investigated by the I-Teams Integrated Internal Investigator (III) and discipline up to and including dismissal can result. <sup>v</sup>

Each investigation is one ‘file’. A ‘file’ may have more than one allegation. For example: if a police officer swore at a member of the public and then deceived their supervisor about the interaction the file would have one allegation for conduct unbecoming and one allegation of dishonesty. Each allegation within a file results in one of two outcomes: ‘established’ or ‘not established’. If ‘established’, corrective actions or consequences for the member, guided by the Code of Conduct regulations, are recommended by the investigator. Regardless of the outcome, the investigator will evaluate if there are recommendations required to the appropriate supervisor or unit to assist with progressive and proactive practices. If the misconduct results in criminal charges, an employee may face prosecution criminally as well as a conduct investigation upon the completion of the criminal process. Additional information about the conduct process is available at: <https://www.rcmp-grc.gc.ca/en/conduct-process-overview>.

<sup>iv</sup> Excerpted from internal website: <http://infoweb.rcmp-grc.gc.ca/prof/cond/index-eng.htm>.

<sup>v</sup> The statistics reported in this section apply only to files relating to RCMP employees as discipline is the purview of the employer. Members on the I-Teams from municipal police departments are accountable under the *BC Police Act* and the codes of conduct of their employer.

Investigations into public complainants and conduct related files are complex. These files require significant investigation into the complaints, the members actions, the reporting, the supervisor reports and the likely recommendations and follow up that result.

The I-Teams dedicate resources to this function in order to:

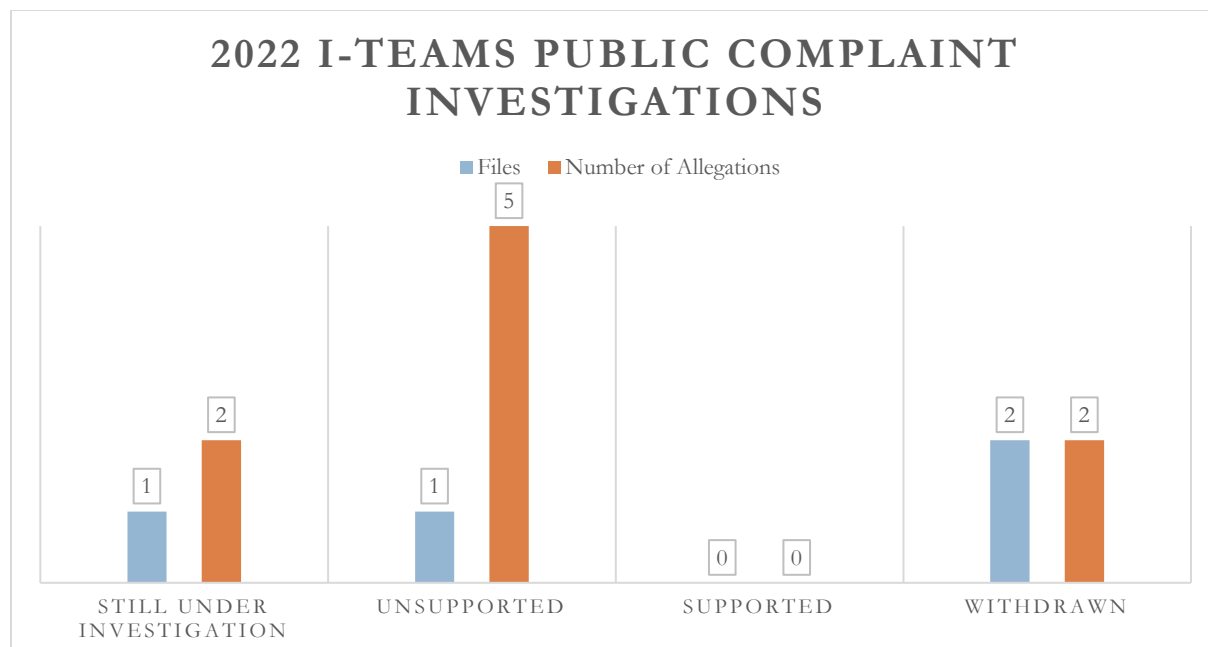
- remove the responsibility for the investigation from the individual units;
- ensure a qualified investigator with knowledge of correct process and procedure for these types of investigations is available and;
- to reduce or remove potential conflicts of interest.

### Public Complaints

The Civilian Review and Complaints Commission for the RCMP (CRCC) is an independent agency that ensures that public complaints made about the conduct of RCMP members are examined fairly and impartially. The Commission receives complaints from the public and conducts reviews when complainants are not satisfied with the RCMP's handling of their complaints.<sup>vi</sup>

In 2022 there were four public complaints and nine total allegations made about employees of the I-Teams. One file is still under investigation, one file was found to be unsupported and two complainants withdrew their allegations.

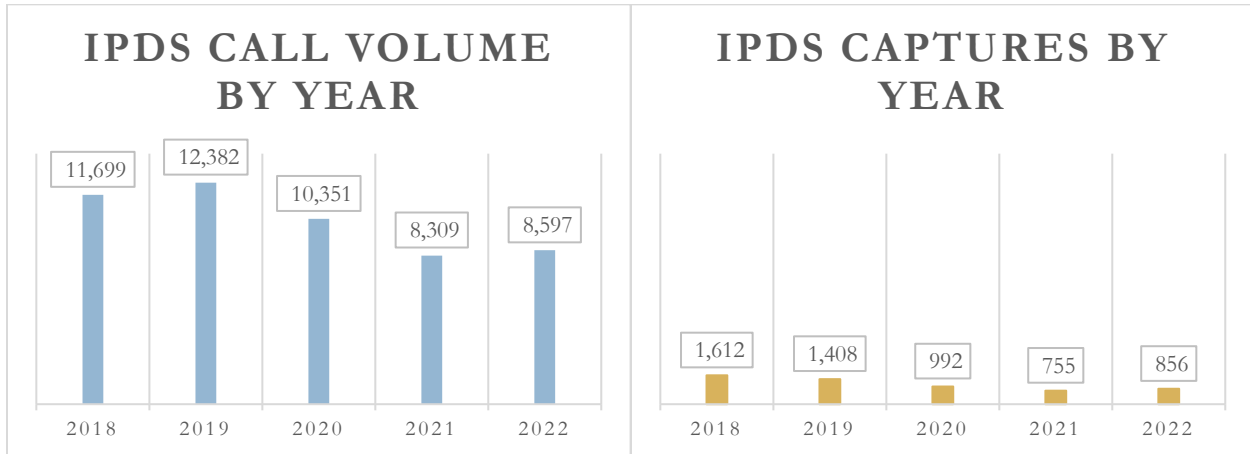
Additional information about the public complaint process is available at <https://www.crcc-ccetp.gc.ca/>.



<sup>vi</sup> Excerpt from <https://www.crcc-ccetp.gc.ca/>.

## INTEGRATED POLICE DOG SERVICE (IPDS)

IPDS received 8,597 calls in 2022. They achieved their intended objective in 14.3% of these calls, provided backup and/or support in 67.3% of the calls and 18.3% of the calls were cancelled after initial dispatch. In 2022, IPDS captured the subject of the complaint in 856 calls. The following charts and tables present the calls by type, business line and outcome for the years 2018 – 2022.



### Business line definitions (IPDS)

Municipal – Call occurred within municipal boundaries and/or was requested by a municipal police department.

Provincial – Call occurred within an area of provincial jurisdiction and/or was requested by a provincial unit.

Federal – Support requested by the RCMP federal business line or another federal government department (i.e. CBSA)

### Call outcome definitions (IPDS)

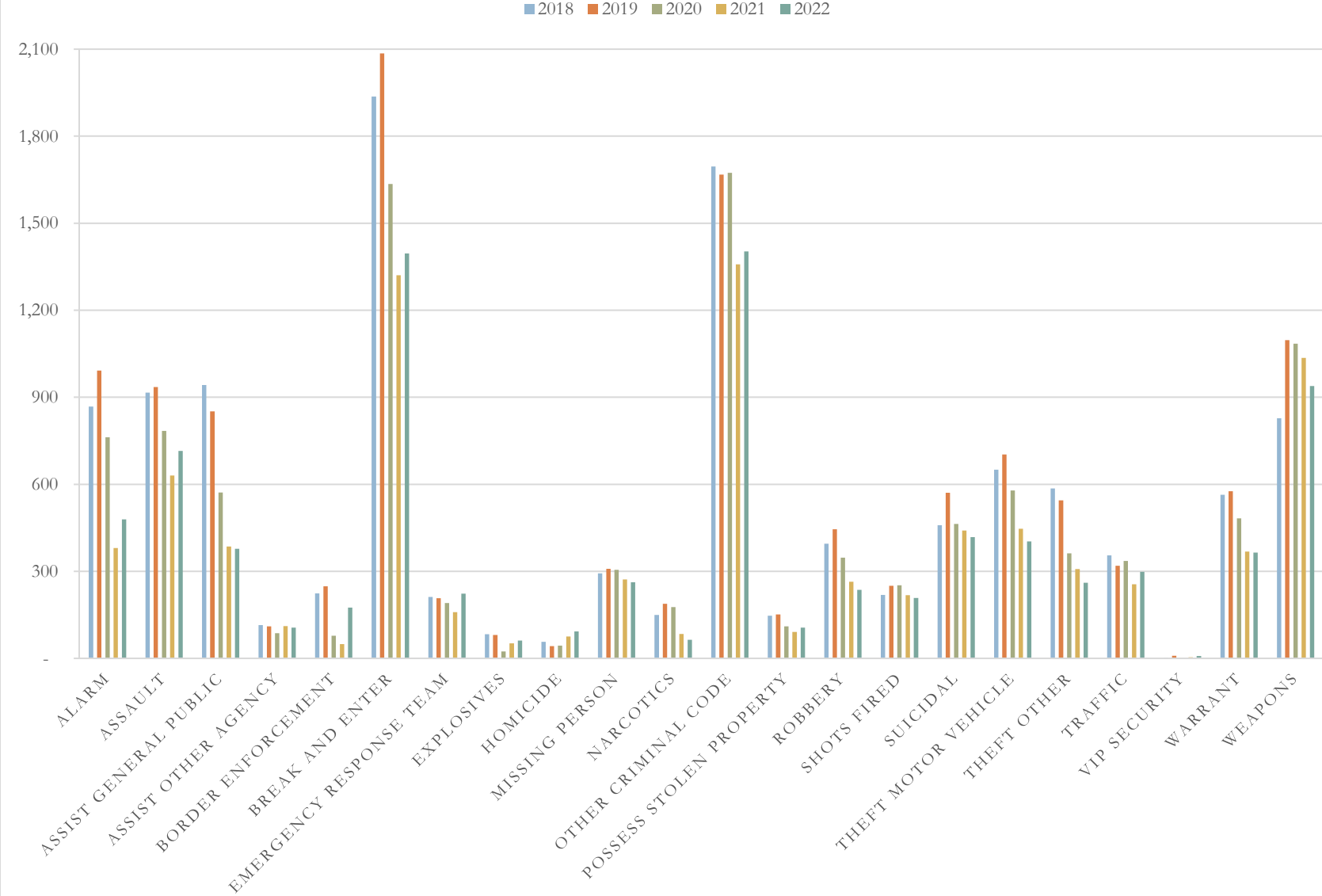
IPDS records their role in calls using the following categories:

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

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

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

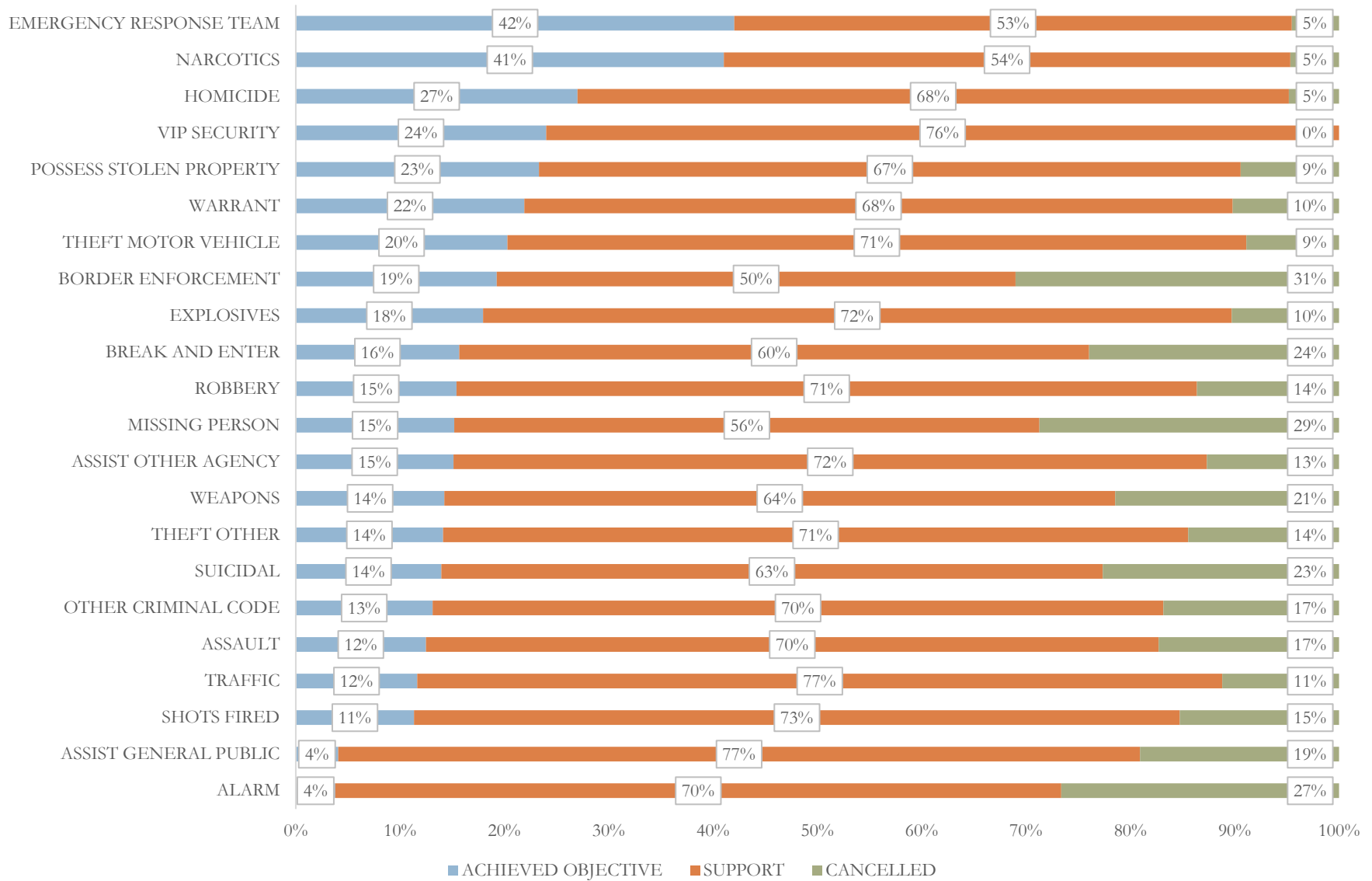
# IPDS CALLS BY TYPE BY YEAR

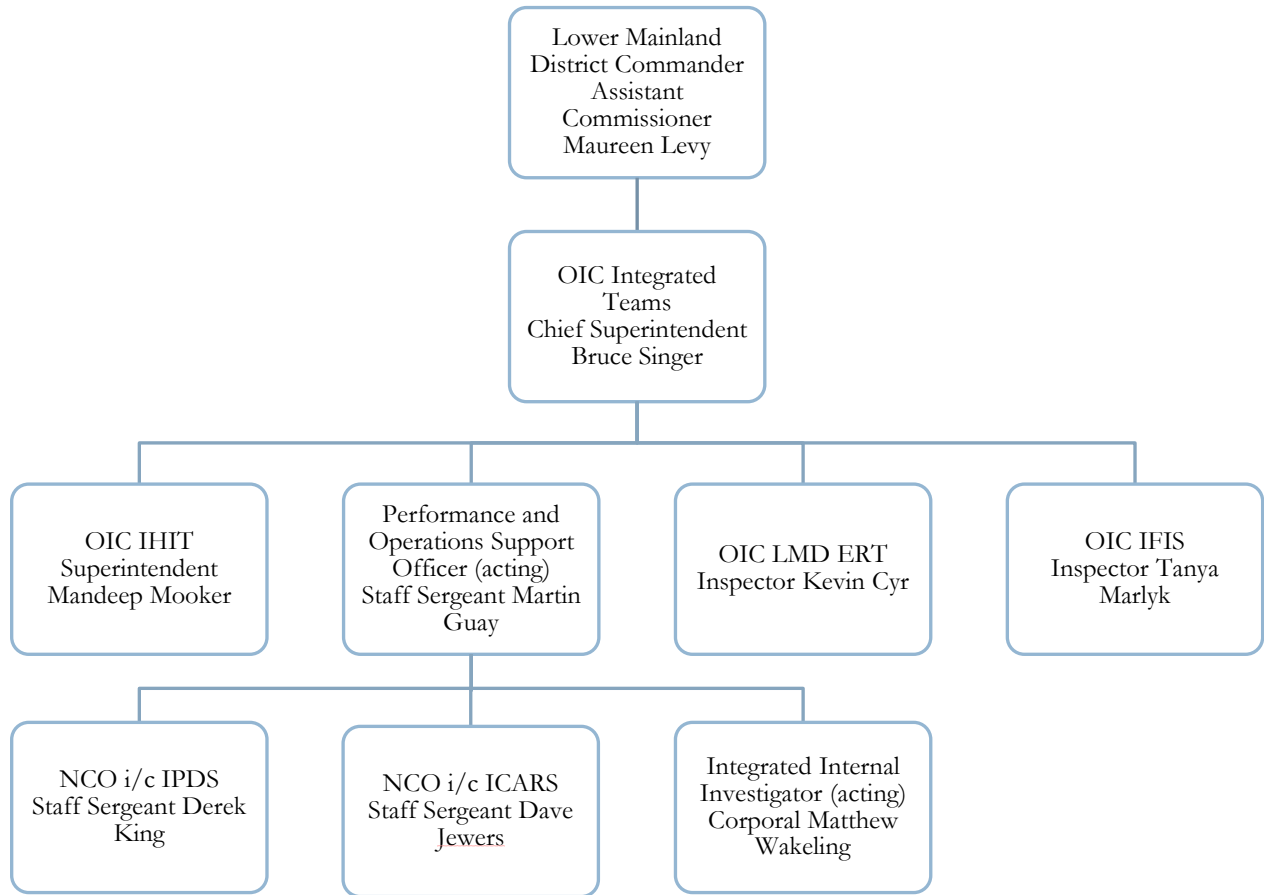


IPDS Calls by Type and Business Line (2018-2022)

	FEDERAL	MUNICIPAL	PROVINCIAL	TOTAL
ALARM		3,422	59	3,481
ASSAULT		3,858	122	3,980
ASSIST GENERAL PUBLIC		3,047	82	3,129
ASSIST ANOTHER AGENCY	4	466	59	529
BORDER ENFORCEMENT	12	748	14	774
BREAK AND ENTER	1	8,227	146	8,374
EMERGENCY RESPONSE TEAM	9	902	81	992
EXPLOSIVES	13	272	16	301
HOMICIDE		274	37	311
MISSING PERSON	1	1,284	156	1,441
NARCOTICS	3	642	18	663
OTHER CRIMINAL CODE	2	7,529	268	7,799
POSSESS STOLEN PROPERTY		581	24	605
ROBBERY		1,664	23	1,687
SHOTS FIRED		1,118	29	1,147
SUICIDAL		2,192	160	2,352
THEFT MOTOR VEHICLE		2,646	136	2,782
THEFT OTHER		2,031	31	2,062
TRAFFIC		1,458	105	1,563
VIP SECURITY	5	18	2	25
WARRANT	1	2,283	72	2,356
WEAPONS	2	4,848	135	4,985
<b>Total</b>	<b>53</b>	<b>49,510</b>	<b>1,775</b>	<b>51,338</b>

### IPDS CALL OUTCOMES BY TYPE (2018 - 2022)





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<sup>vii</sup> OIC – Officer in Charge; NCO i/c – Non-commissioned Officer in Charge; Organizational chart as of 2023-03-31.



# Partners

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## ABBOTSFORD POLICE DEPARTMENT

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Chief Constable Mike Serr

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

## DELTA POLICE DEPARTMENT

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Chief Constable Neil Dubord

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

## METRO VANCOUVER TRANSIT POLICE

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Chief Officer Dave Jones

604-515-8300 | <https://transitpolice.ca/> | @TransitPolice

## NEW WESTMINSTER POLICE DEPARTMENT

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Chief Constable Dave Jansen

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

## PORT MOODY POLICE DEPARTMENT

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Chief Constable David Fleugel

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

## PROVINCE OF BRITISH COLUMBIA

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Policing and Security Branch

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

## RCMP LOWER MAINLAND DISTRICT INTEGRATED TEAMS

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Officer in Charge – Chief Superintendent Bruce Singer

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

## WEST VANCOUVER POLICE DEPARTMENT

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Chief Constable John Lo

604-925-7300 | <https://westvanpolice.ca> | @WestVanPolice

August 31, 2023

To: E-Comm Police and Fire Call-Taking and Dispatch Clients

*Sent by email*

**RE: Projected E-Comm 2024 Levy Guidance**

Dear valued police or fire agency client,

I am writing to provide you with our projected 2024 E-Comm Levy guidance, to assist your agency with financial planning for the year ahead.

As always, it is important to emphasize that these levy projections are for guidance only, and are provided as a range. We anticipate that the actual increase for your agency will be within this range, and the amount will be determined following approval of the 2024 budget by E-Comm board of directors in November.

**E-Comm Transformation Plan update – progress and renewal**

We are pleased to advise that the first six months of 2023 have been a period of positive progress and service improvements for E-Comm, on behalf of our agency partners.

In November 2022 the E-Comm Board of Directors approved a comprehensive, multi-year Transformation Plan and budget, to strengthen and renew our business. The plan puts in place important improvements in every major part of our organization, including our staffing, operations, technology, corporate services, governance and stakeholder engagement. These include improvements strengthening our police communications, with a focus on police non-emergency service levels.

As a result, E-Comm has reported positive improvements in the first half of 2023. Our year-to-date call-taking service levels to June 30 were on or above target in every category, except for police non-emergency in the Lower Mainland, where performance has nevertheless significantly improved from 2022 to 68.0 per cent of calls answered within three minutes or less – our highest level in four years.

**Next Generation 9-1-1 update – new provincial funding**

As previously communicated, on March 1, the Government of B.C. announced \$90 million in funding for E-Comm to assist in meeting the implementation costs for the NG9-1-1 system. As a result of this provincial funding we no longer need to levy the amounts communicated to your agency in July 2022.

This new provincial funding represents a significant lowering of otherwise unavoidable NG9-1-1 implementation costs to your agency, and E-Comm is proud to have led the way in helping enable it, by working collaboratively with the province, UBCM, local governments and partner agencies like yours. More information, including a link to the government's announcement, is available on [ecomm911.ca](http://ecomm911.ca).



**Continued call volume increases and challenges**

Despite encouraging progress this year, challenges remain. E-Comm has experienced a significant and unprecedented increase in 9-1-1 call volumes in the first half of 2023, up 23% over the same period in 2022, with May and June representing our highest and second-highest months on record.

These increased call volumes are placing significant pressures on our staff and operating costs. Despite significant increases in hiring this year, including the creation of new dedicated 9-1-1 and police NER call-taker positions which have helped to increase capacity, our year-to-date overtime rates have increased, and service levels have been impacted during the busy summer months.

These call volume and staffing challenges are not unique to B.C., with 9-1-1 agencies across North America experiencing similar pressures and reporting service level impacts much worse than E-Comm’s. Indeed, E-Comm is relatively better positioned than many agencies, as a result of the Transformation Plan funding and initiatives now underway.

**2024 Levy Guidance**

As a result of these cost-pressures, E-Comm is projecting a range of increase in 2024 levies for police dispatch and call-taking of 22 to 26 per cent, and a range for fire dispatch of 8 to 10 per cent. This is a higher rate of increase than originally anticipated, reflecting global increases in 9-1-1 call volumes, and resulting impact on our staffing needs.

In particular, the primary driver of the higher-than-anticipated levy forecast relates to salary and benefit increases associated with our recently-ratified collective agreement, incremental staffing to help address increasing call volumes, and an increased training budget, which has improved training pass rates for new staff. Further drivers include E-Comm’s continued Transformation Plan implementation, including initiatives to enhance cyber security and data and analytics.

Business Line	2024	2025	2026	2027	2028
<b>Dispatch Operations</b>					
Lower Mainland Police Dispatch/Call Taking	22-26%	4-7%	4-8%	3-5%	3-5%
Vancouver Island Police Dispatch/Call Taking (ex. facility)	22-26%	4-7%	4-8%	3-5%	3-5%
Fire Dispatch	8-10%	4-7%	3-7%	3-5%	3-5%
<b>Radio Operations</b>	6-9%	3-7%	3-7%	3-5%	3-5%

In spite of these near-term pressures, we believe the transformational initiatives now underway will continue to stabilize and strengthen our operations, and ensure a more sustainable financial foundation for E-Comm in future years, as reflected in our longer-term levy guidance.

If you have any questions or follow-up information requests, we would be pleased to meet to discuss any and all of these issues at your convenience.



Thank you,



Jason Rude  
Director, Financial Planning and Analysis  
604.215.5006  
[Jason.Rude@ecomm911.ca](mailto:Jason.Rude@ecomm911.ca)

Cc: Oliver Grüter-Andrew, President & CEO  
Stephen Thatcher, Vice-President, Operations  
Al Horsman, Vice President, Finance & CFO







# New Westminster Police Department

## R E P O R T

**To:** Mayor Johnstone and Members of the New Westminster Police Board      **Date:** September 12, 2023  
**From:** Chief Constable David Jansen      **Item #:** 2.6  
**Subject:** 2022 Crime Severity Index

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### **RECOMMENDATION**

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

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### **PURPOSE**

To provide information to the New Westminster Police Board (the Board) on the most recent release by Statistics Canada on the Crime Severity Index for 2022.

### **BACKGROUND**

During the April 2023 meeting of the Board, a request was made for additional statistical information related to crime in the City. At that time, the 2022 Crime Severity Index (CSI) results had not been released by Statistics Canada. However, on July 27, 2023, the CSI results for 2022 were made available, and this report aims to present the CSI results for New Westminster and some neighboring jurisdictions

#### **What is the Crime Severity Index?**

The Crime Severity Index (CSI) is a way to measure and track police-reported crime in Canada. It was introduced in 2009 because the traditional Crime Rate had some limitations. The CSI takes into account both the seriousness of individual crimes and changes in crime severity over time. It has data available from 1998 onwards.

The CSI works alongside two other crime measures: the police-reported Crime Rate, which looks at the overall volume of crime, and victimization survey data, which gathers information about Canadians' personal experiences with crime.

There are actually three versions of the Crime Severity Index: one for all types of crime, one for violent crime, and one for non-violent crime. Additionally, there are other indexes available, such as those for police-reported youth accused and weighted clearance rates. These various measures help provide a comprehensive understanding of crime trends in Canada.

### **How is the Crime Severity Index calculated and are the weights updated regularly?**

The seriousness of each crime in the Crime Severity Index (CSI) is determined by looking at the sentencing data from the courts in Canada. Each crime is given a "weight" based on how severe the sentences handed down by judges are. This data comes from both adult and youth cases and is collected through Statistics Canada's Integrated Criminal Court Survey (ICCS).

The weights for the CSI are calculated by taking the average of five years of court sentencing data and are updated every five years with the most recent information from the courts. It's important to note that exceptionally long or unique sentences for a particular crime, known as outliers, are not included in the calculation to ensure accuracy.

These weights are updated every five years to reflect recent changes in how crimes are sentenced and to account for any new offenses added to the Criminal Code. The CSI weights were most recently updated in 2022, based on court data from 2015/2016 to 2019/2020. These updated weights are then applied back to the revised 2021 data and used for all future data releases until the next update.

To figure out the actual weight for a specific crime, the percentage of convictions that result in jail sentences (incarceration rate) is multiplied by the average length of the prison sentence in days. Both the incarceration rates and average prison sentences are calculated nationally using five years of court data.

In simpler terms, the Crime Severity Index measures how serious crimes are by looking at the sentences given by judges. The severity of each crime is assigned a weight, and these weights are updated every five years with the latest sentencing data. This helps provide a better understanding of crime trends and how the justice system responds to different offenses.

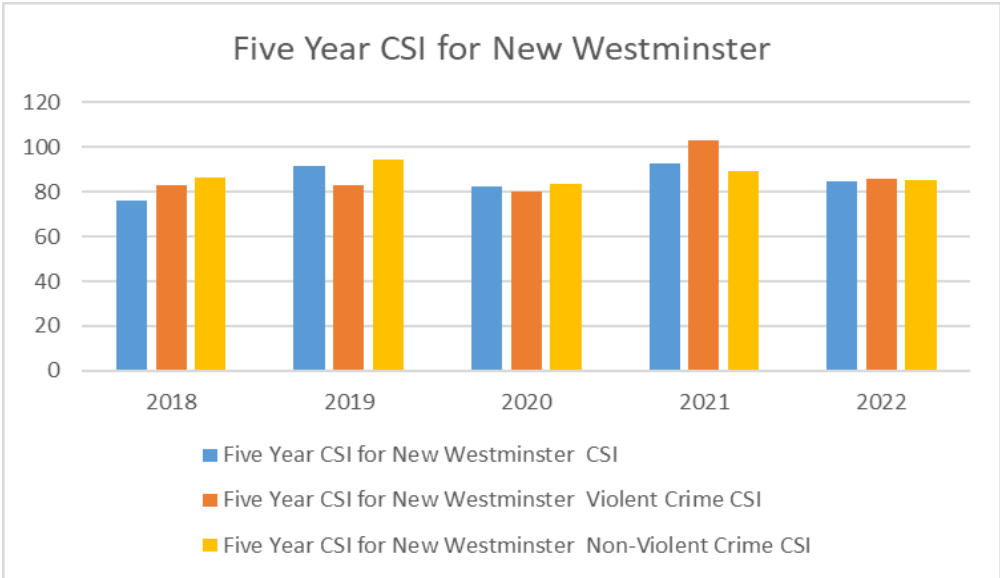
### **DISCUSSION**

This report will first present the CSI for New Westminster in 2022, followed by a five-year trend analysis within New Westminster, and finally, a comparison of CSIs with our neighboring jurisdictions.

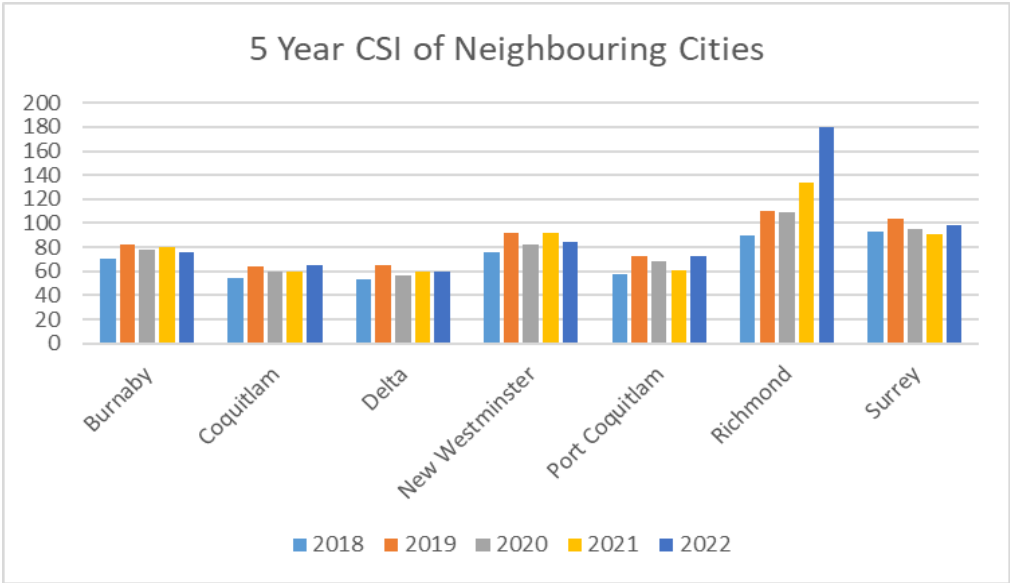
#### **2022 CSI**

In 2022, New Westminster's overall CSI was 84.7, ranking us 88th out of 330 Police Services across Canada. Our Violent Crime CSI was 85.7, placing us 130th out of 330 Police Services in Canada, and our Non-Violent CSI was 85.1, ranking us 81st out of 330 Police Services in Canada.

Five Year trend in New Westminster



Five Year CSI for Neighbouring Cities



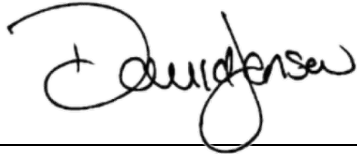
**CONCLUSION**

In conclusion, this report has provided the Board with some insights into the 2022 CSI for New Westminster and neighboring jurisdictions. By understanding the severity of individual crimes and



tracking changes in crime over time, the CSI offers another view of crime in our community. With the knowledge gained from this report, we can continue to work collaboratively with our community and other stakeholders to build a safer and more secure environment for all in New Westminster.

This report has been prepared by:

A handwritten signature in black ink, appearing to read "Dave Jansen". The signature is written in a cursive style with a large initial "D".

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Dave Jansen Chief Constable



# New Westminster Police Department

## REPORT

**To:** Mayor Johnstone, Chair and Members of  
the New Westminster Police Board

**Date:** September 12, 2023

**From:** Chief Constable  
David Jansen

**Item #:** 3.1

**Subject:** 2024 Operational Budget Report

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### RECOMMENDATION

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

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### **Introduction:**

The following report outlines the proposed 2024 budget for the New Westminster Police Department (NWPD). This spending plan demonstrates our dedication to public safety and ensures that the budget is aligned with our strategic priorities. In crafting this proposed budget, the Department has diligently followed the guidance of the Board and its established priorities, goals, and objectives. Additionally, we have taken into account the priorities, goals, and objectives of both the City of New Westminster and the Province of British Columbia. While considering these various priorities, the Board is ultimately responsible for determining the Department's priorities, goals, and objectives and providing a budget that effectively fulfills that direction.

### **Legislative Framework in British Columbia:**

In British Columbia, municipal police departments are overseen by an appointed police board made up of civilian members of the community. Under the *Police Act* a municipal police board, in consultation with the Chief Constable, is required to determine the priorities, goals and objectives of the police department.

The *Police Act*, 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.

The mandate of a police board is to establish and operate a police department in their municipality. The police department is responsible for maintaining order, preventing crime and enforcing municipal bylaws, provincial laws and federal criminal code laws.

The *Police Act* establishes four main governance functions for the Board:

1. The Police Board is the employer of all sworn and civilian staff of the Police Department. No one that works for the NWPD is employed by the City but rather the Board who is their employer.
2. The Police Board has primary financial oversight for the Department.
  - i. On or before November 30 each year, a municipal police board must prepare and submit a provisional budget to the council for its approval for the following year to provide policing and law enforcement in the municipality.

It is the Chief's responsibility to monitor the budget.

3. The Police Board establishes priorities and policies that set direction for the Department.
  - a. The duties and functions of the police department are, under the direction of the police board.
  - b. In consultation with the Chief Constable, the Police Board must determine the priorities, goals and objectives of the department. We, as a general rule, achieve this through the strategic priorities, though the Board is not only limited to that format.
  - c. The Chief Constable must report to the Police Board each year on the implementation of programs and strategies to achieve the priorities, goals and objectives. Again, this is usually accomplished through the strategic priorities and our reporting to the board on a regular basis.
4. The Police Board holds the authority for policy and service complaints. These are generally complaints that an individual may make regarding the processes or procedures of the NWPD, and not necessarily the individual actions of a member.

One area that is often not clearly understood, but is laid out in both the *Police Act* and in the Board's governance manual, is the relationship between the Board and the Chief Constable.

**The Police Board and Chief Constable:**

The Board hires the Chief Constable who in turn is responsible to hire all other staff.

The Board provides the Chief Constable with direction, usually through the strategic plan, of its priorities, goals and objectives.

The Chief has the right to set policy and procedure in support of the departmental goals.

The Board will work with the Chief to develop the strategic plan, and annual budget that delivers the “ends” expected by the Board.

The Chief Constable is responsible for 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 any “limitations” established by the Board.

Subject to any “limitation statements” that the Board may establish, the Chief has command of the Police Department, and is accountable to the Board acting as a body.

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

Only decisions of the Board acting as a body are binding upon the Chief, not individual direction from a board member, and

The Chief may delegate authority to the extent that they consider appropriate.

Another area of importance that is laid out both within the *Police Act* and the Board governance manual is the relationship between the Board and the City.

**Police Board and the City:**

The legislative intent behind the creation of a Police Board is to ensure that Police Departments remain a separate and independent body from the Cities that they serve.

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

When the Board is determining its priorities, goals and objectives for the NWPDP, they must also take into account:

(a) the priorities, goals and objectives for policing and law enforcement in British Columbia established by the minister, and

(b) the priorities, goals and objectives of the council of the municipality.

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 Police Department, Board and Council.

**Background:**

In February 2022, the Board approved the NWPD's 2022-2024 strategic plan. This three-year roadmap builds upon the substantial progress made in recent years, outlining concrete actions to meet our evolving challenges and demands.

As the world emerges from the impacts of Covid-19, we now confront additional challenges of inflation and staffing shortages. The NWPD has shown remarkable resilience in the face of the pandemic and remains fully committed to tackling these new obstacles. Our unwavering dedication ensured that the community received vital policing services during these challenging times, while also prioritizing the well-being of our organization. There is no doubt that we will continue to demonstrate the same level of dedication moving forward.

Diversity and inclusion are at the core of the NWPD's ethos, and we take immense pride in our unique position to serve and protect every resident.

**Key Priorities for the Next Three Years:**

1. **Strengthening Community Engagement:** In the aftermath of the pandemic, as our community faces significant challenges, we remain steadfast in providing unwavering support. Our focus will be on breaking down historic and present-day barriers that hinder the full participation of racialized and marginalized groups in the community.
2. **Modernizing Community Safety:** Committed to being a contemporary police department, we will foster innovation, transparency, inclusiveness, and strong community partnerships. Through cutting-edge approaches, we aim to enhance safety and build trust with every member of our community.
3. **Investing in Our People:** Our team members are the backbone of the NWPD, and we recognize their unparalleled value. With an unwavering commitment to their growth and development, we will nurture future leaders, ensuring that diversity and inclusion lie at the heart of our operations.

The 2024 budget seeks to continue the work we have already begun on the strategic priorities, while continuing to address capacity, inflationary and downloading costs that impact service delivery.

## **Police Budget Discussion**

This report marks the third publicly reported discussion on our 2024 budget. The budget process for the NWPD commenced in June and will involve six public meetings with the Board, along with two additional meetings with the New Westminster City Council. During four of these meetings, the public will have an opportunity to provide their input to the Board for careful consideration. This represents the most comprehensive public involvement in budget preparation that the Board has ever undertaken, and we believe it to be the most open and extensive process among all city departments.

In the next section, we will present a detailed analysis of budgetary trends and staffing levels within the NWPD in comparison to its counterparts in the region. We will delve into critical data concerning budget allocations, per capita expenditures, and staffing levels, contrasting NWPD with other municipal police agencies, including Vancouver PD, Victoria PD, West Vancouver PD, Delta PD, Saanich PD, Port Moody PD, and Abbotsford PD. Through this analysis, we aim to provide a comprehensive perspective on how NWPD's resource management aligns with or diverges from its peers within the regional law enforcement landscape.

## **Budget Analysis and Regional Comparison**

Additional context on how the City, and the NWPD budget compares to other municipalities in the region is helpful in reviewing the proposed budget. A review of the per capita data shows that amongst other municipal police comparators, the NWPD has been at or near the bottom when it comes to budgetary or staffing increases over the last 20 years, while at the same time being at or near the top in population growth and crime rates as measured by the Crime Severity Index. This trend has resulted in a slow but steady decline in the rate of police officers per population, which is exacerbated by the increasing complexities and administrative requirements of policing, including the continued debate of what matters we should be requiring police officers to attend.

The following comparative historical data is based in large part upon information provided by Police Services resourcing documents. The comparisons made are in relation to other municipal police departments, including Vancouver PD, Victoria PD, West Vancouver PD, Delta PD, Saanich PD, Port Moody PD and Abbotsford PD.

*Chart # 1* shows the variance in police agency budgets between 2001 and 2021 (the latest available data), during which the NWPD had the second lowest increase per capita amongst other comparable municipal agencies:

Department	2001 Budget	2021 Budget	Change
Abby PD	\$ 17,847,680	\$ 59,523,741	<b>234%</b>
PMPD	\$ 3,949,084	\$ 12,714,888	<b>222%</b>
VPD	\$ 130,786,381	\$ 357,915,838	<b>174%</b>
DPD	\$ 16,551,889	\$ 45,153,978	<b>173%</b>
VicPD	\$ 22,160,355	\$ 60,149,374	<b>171%</b>
Saanich PD	\$ 16,532,164	\$ 36,495,442	<b>121%</b>
<b>NWPD</b>	<b>\$ 13,708,547</b>	<b>\$ 30,197,278</b>	<b>120%</b>
WVPD	\$ 8,629,319	\$ 18,581,472	<b>115%</b>
<b>Average</b>	<b>\$ 28,770,677</b>	<b>\$ 77,591,501</b>	<b>170%</b>

Chart # 2 shows the variance in municipal police agency costs per capita (total budget divided by population) between 2001 and 2021. The data shows that the NWPD had the lowest increase in per capita costs during this period compared against other municipal police agencies:

Department	2001 Cost per capita	2021 Cost per capita	Change
DPD	\$ 163	\$394	<b>142%</b>
Abby PD	\$ 154	\$ 360	<b>134%</b>
VPD	\$ 228	\$ 515	<b>126%</b>
PMPD	\$ 163	\$ 354	<b>117%</b>
WVPD	\$ 193	\$381	<b>97%</b>
VicPD	\$ 294	\$ 570	<b>94%</b>
Saanich PD	\$ 154	\$ 293	<b>90%</b>
<b>NWPD</b>	<b>\$ 253</b>	<b>\$ 364</b>	<b>44%</b>
<b>Average</b>	<b>\$ 209</b>	<b>\$ 448</b>	<b>114%</b>

Chart # 3 reflects NWPD sworn member staffing growth between 2001 and 2021. During this time, our sworn member staffing level increases were the second lowest per capita amongst other comparable municipal agencies:

Department	2001 Staffing	2021 Staffing	Change
PMPD	30	52	73%
Abby PD	148	211	43%
DPD	143	194	36%
VPD	1096	1348	23%
Saanich PD	138	166	20%
VicPD	218	249	14%
<b>NWPD</b>	<b>106</b>	<b>114</b>	<b>8%</b>
WVPD	77	79	3%
<b>Average</b>	<b>245</b>	<b>302</b>	<b>23%</b>

Chart # 4 compares the changes in population between 2001 and 2021. During this time, the population in New Westminister increased 53%, which is the highest per capita growth of the comparable municipal policed communities, which saw an average population increase of 26%:

Department	2001 Population	2021 Population	% Change
<b>NWPD</b>	<b>54,207</b>	<b>82,866</b>	<b>53%</b>
VicPD	75,369	113,654	51%
PMPD	24,162	35,956	49%
Abby PD	116,078	165,198	42%
VPD	573,154	694,959	21%
Saanich PD	107,129	124,639	16%
DPD	101,750	114,678	13%
WVPD	44,756	48,806	9%
<b>Average</b>	<b>137,076</b>	<b>172,595</b>	<b>26%</b>

Chart # 5 compares the changes in population to police officer (pop to cop) ratios from 2001 to 2021. During this time the NWPD ratio decreased, from one police officer for every 511 citizens in 2002, to one police officer for every 719 citizens in 2021. This represents the largest decrease amongst the comparable municipal police agencies.



Department	2001 Pop to Cop	2021 Pop to Cop	
DPD	712 to 1	583 to 1	<b>18% Improvement</b>
PMPD	805 to 1	671 to 1	<b>17% Improvement</b>
Abby PD	784 to 1	758 to 1	<b>3% Improvement</b>
Saanich PD	776 to 1	751 to 1	<b>2% Improvement</b>
VPD	523 to 1	516 to 1	<b>1% Improvement</b>
WVPD	581 to 1	602 to 1	<b>4% Decrease</b>
VicPD	410 to 1	456 to 1	<b>11% Decrease</b>
NWPD	511 to 1	719 to 1	<b>41% Decrease</b>
<b>Average</b>	<b>638 to 1</b>	<b>632 to 1</b>	<b>1% Improvement</b>

Chart # 6 provides an overview of NWPD staffing levels going back as far as 1992, when the NWPD had an authorized strength of 103 sworn members. In 1999 and 2000, the NWPD received funding for five positions directly from gaming revenue obtained from the new Riverboat Casino, however, this funding was lost in 2001 and staffing levels were reduced accordingly.

Year	Authorized Strength
<b>1992</b>	103
<b>1993-94</b>	104
<b>1995</b>	103
<b>1996</b>	101
<b>1997</b>	103
<b>1998</b>	105
<b>1999</b>	110
<b>2000</b>	111
<b>2001-2003</b>	106
<b>2004-2008</b>	107
<b>2009-2015</b>	108
<b>2016-2017</b>	110
<b>2017-2023</b>	114

The Crime Severity Index (CSI) is calculated by Statistics Canada and is based on the number of crimes reported in a community and the weighted severity of each. The CSI data is generated from police-reported crime and uses the Uniform Crime Reporting (UCR) survey method, which classifies incidents according to the most serious offence (MSO) occurring in the incident (generally the offence which carries the longest maximum sentence under the Criminal Code of Canada). In categorizing incidents, violent offences always take precedence over non-violent offences. For

example, an incident involving both a breaking and entering offence and an assault is counted as an incident of assault.

Chart # 7 provides the 2022 CSI data for New Westminster and comparable municipal police agencies, showing that New Westminster ranks third highest in overall CSI, fourth highest in violent crime and third highest in non-violent crime:

CSI 2022	Overall	Violent Crime	Non-Violent Crime
Victoria	157.71	164.49	156.33
Vancouver	91.99	105.99	87.17
<b>New Westminster</b>	<b>84.73</b>	<b>85.7</b>	<b>85.06</b>
Abbotsford	78.01	100.3	69.76
Delta	59.98	63.01	59.27
West Vancouver	57.81	42.93	64.25
Saanich	51.32	77.97	41.1
Port Moody	40.11	25.31	46.37
<i>British Columbia</i>	<i>100.37</i>	<i>100.78</i>	<i>101.86</i>
<b>Canada</b>	<b>78.1</b>	<b>97.74</b>	<b>70.91</b>

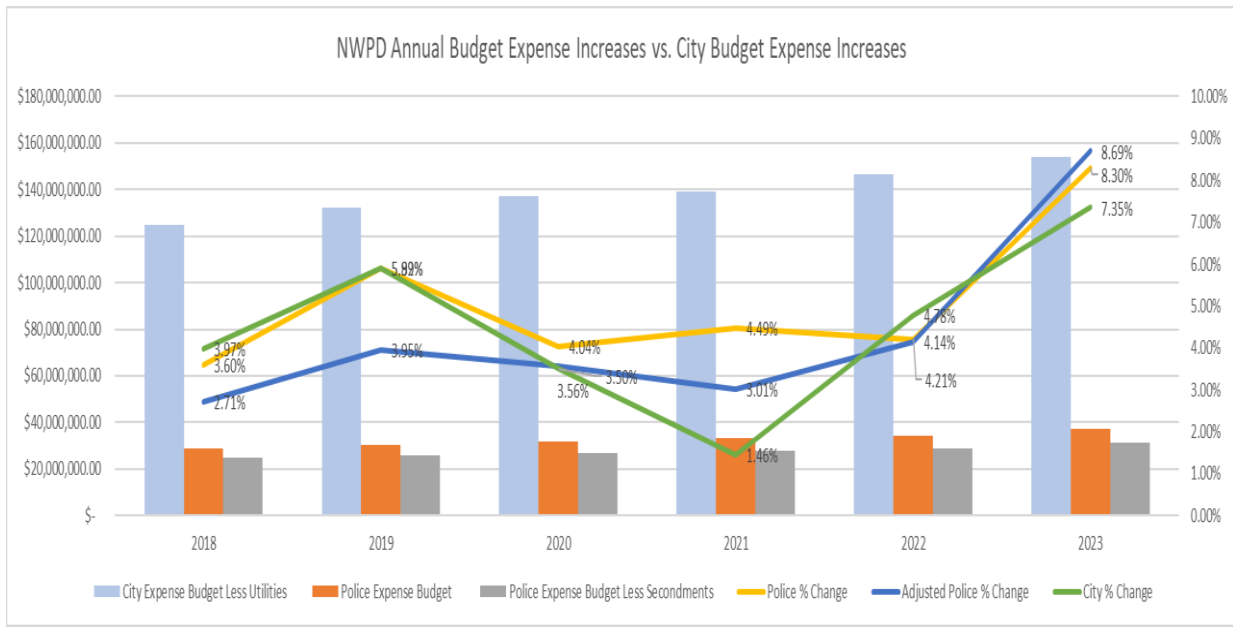
Chart # 8 provides the annual CSI for New Westminster over the last five years, showing an 11.3% overall increase from 2018-2022, including an 83% increase in our violent crime CSI:

New Westminster CSI					
Statistic	2018	2019	2020	2021	2022
Overall	76.15	91.51	82.48	88.04	84.73
Violent Crime	46.93	83.12	80.04	102.2	85.7
Non-Violent	86.48	94.32	83.17	82.73	85.06

We believe the comparative historical data demonstrates that the NWPD has a lean organizational structure. The Department continues to provide public safety for the citizens of New Westminster with fewer resources compared to most of the comparative municipal police departments.

Chart # 9 outlines the annual operating expense budget increases for the police department in comparison to the City of New Westminster's annual operating expense budget increases. (Excluding Utilities) This analysis was prepared using the Schedule "A" of the Consolidated Financial Plan, which does not include any consideration for revenues or recoveries. The 6-year average

increase for the police department was 5.09%, which is slightly above the city’s annual budget increase of 4.49%. For presentation purposes, we have also included a line with the Secondment recoveries adjusted, which produces an average increase of 4.34%.



### 2024 Preliminary Operational Budget Overview

The following section will present the 2024 Preliminary Operational Budget. The projections presented rely on information available at the time of writing this report. It is important to note that this information will likely change in the coming months, updates will be incorporated and communicated accordingly. Our approach to budget updates categorizes changes into three distinct groups: fixed expenses, cost downloads from outside agencies, and enhancements, each section is accompanied by a comprehensive explanation for the adjustments proposed.

### Non-Discretionary Fixed Costs

For 2024, the department is budgeting a net increase of \$1,012,629 related to fixed costs and roll forward adjustments. These adjustments include estimated contractual agreement increases, staff increments and additional operational expenses required to support hiring as discussed in the staffing and recruitment sections. Corresponding grant revenue and recovery increase have been included for salary and benefits that will be recovered via grants and secondments in relation to contractual agreements.

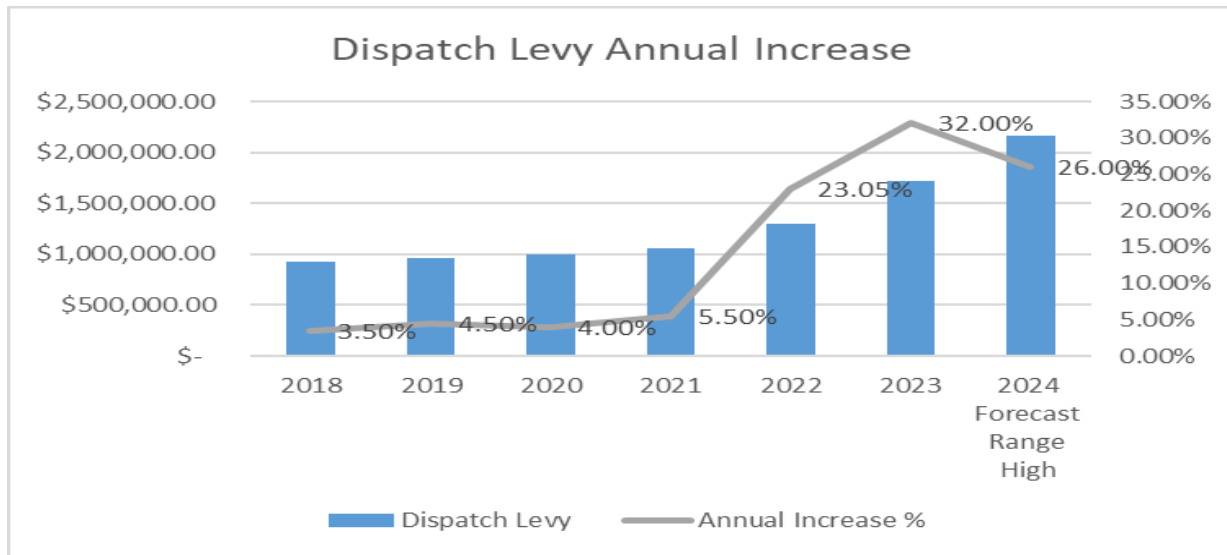
<b>Non-Discretionary Fixed Costs</b>	
<b>Category</b>	<b>Net Operating Budget</b>
<b>Budget 2023</b>	<b>28,782,544</b>
<b>Expenses</b>	
Add: Salary Increase (Civilian and Sworn)	1,106,554
Add: JIBC recruitment increase from 9 recruits to 14	116,075
Add: Increase Kit and clothing for new members	40,000
Add: Additional Secondments for 2022 (Net of reductions)	-
<b>Revenue</b>	
Less: Additional Secondments for 2022 (Net of reductions)	-
Add: Increased Grant Recovery - Salary increases	(77,000)
Add: Increased Secondment - Salary increases	(173,000)
<b>Preliminary Budget 2024</b>	<b>29,795,173</b>
<b>2024 Increase (Decrease)</b>	<b>1,012,629</b>
<b>% Change</b>	<b>3.52%</b>

### **Non-Discretionary Cost Downloads:**

The 2024 Preliminary Budget is facing increasing pressure from what we consider non-discretionary costs downloads. These costs downloads represent a 2.42% budget increase or 27% of our overall budget ask. The below section will summarize each category and the importance of participation in these programs for the core functions of the police department.

### **E – Comm:**

The department has experienced considerable cost increases from E-COMM in recent years. The provided graph illustrates the annual growth of E-COMM dispatch levy. Between 2018 and 2021, the average annual increase in fees was approximately 4.37%. However, in 2022, the rate of increase jumped to 23%, and in 2023, it surged even higher to over 32%. Initially, a forecast in late 2022 predicted that increases would start to come down in 2024 and a 12% increase was provided. An updated forecast from E-COMM in August 2023 projected a worrying 26% increase for 2024. If the E-Comm board approves the proposed 2024 increase, the department's E-Comm dispatch levy will have effectively doubled in just three years from \$1.055 million to \$2.160 million and would represent over 7% of the department budget. For 2024, the proposed E-COMM budget increase is over 17% of the overall budget increase.



**Justice Institute of British Columbia (JIBC):**

The Province of BC and JIBC advised municipal police departments that beginning in 2024, all municipal police departments would have to pay \$22,000 for each recruit that they send to the JIBC police academy. However, since the announcement, the department's responsibility was moved forward to 2022 and has been increased to \$23,215. As of the date of writing this report, there is no specific forecasted increase per recruit available for 2024, but the department is committed to keeping the Board informed and updated once the relevant information is received. It is important to note that the discussion regarding staffing needs and the requirement to hire more than nine recruits to meet staffing needs will be covered in the staffing and recruitment section of the report.

**Integrated Teams**

From an employee and organization perspective, secondments are an excellent way to gain professional development and experience that is not possible within our city's size, range of calls, and budget limitations. This also helps to promote recruiting and retention of employees for the department.

In addition, secondments support integrated policing units so that cities can realize economy of scale, share best practices and provide a level of service that is not possible if every function had to be funded and resourced by each police department.

We are requesting an additional \$170,525 to support forecasted increases within these integrated teams and \$16,390 to support an increase in other third party services such as custodial services within the jail cells and transcription support.

### Traffic Fine Revenue

Traffic Fine Revenue is a grant that municipal policing departments receive from the province in relation to the monies collected for violation tickets. The 5-year average of the grant was \$1,149,952 and the amounts received in 2020 and 2021 were over \$1,260,000. In 2022, the grant amount received was \$1,010,000, resulting in a significant budget shortfall of \$250,000. In response to the shortfall, the Board decided to take action for the 2023 budget, reducing the grant budget to \$1,140,000, which accounts for half of the previous year's shortfall.

Unfortunately, the actual amount received in 2023 was \$1,086,000, falling short of the budgeted by \$54,000. The current belief is that the amount received in 2023 is likely a more realistic estimate going forward and the proposed grant revenue has been reduced by \$54,000.

<b>Non-Discretionary Cost Downloads</b>	
<b>Category</b>	<b>Net Operating Budget</b>
<b>Budget 2023</b>	<b>28,782,544</b>
<b>Expenses</b>	
Add: E-COMM contractual requirements	445,910
Add: JIBC recruitment training price increase	9,945
Add: Integrated Teams	170,525
Add: Contract Services	16,390
<b>Revenue</b>	
Less: Traffic File Revenue reduction	54,000
<b>Preliminary Budget 2024</b>	<b>29,479,314</b>
<b>2024 Increase (Decrease)</b>	<b>696,770</b>
<b>% Change</b>	<b>2.42%</b>

The 2024 Preliminary Budget proposes six enhancements, with some offsetting revenue due to increased third-party pricing. The main driver of the enhancement category is the continuation the backfill strategy, approved by the Board in 2022. The additional \$650,000 requested would support the department in maintaining a full-authorized strength of 114 deployable members while managing new recruit training, increased maternity/paternity leaves and other leaves within the department.

Furthermore, there is an additional \$150,000 proposed to address specific categories, as explained below. A minimal inflation adjustment of 3.5% was budgeted in 2023; however, current inflationary pressures within these accounts require these incremental increases.

In the subsequent section, we will provide detailed information on each of these budget enhancement requests, offering a comprehensive understanding of their importance and intended impact.

### **Three-year backfill strategy**

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

The NWPD currently has a budget for 114 sworn police officer FTEs (Full Time Equivalent) responsible for policing New Westminster, excluding members seconded to integrated teams. Though the exact number of positions required for effective policing of New Westminster is not specified under the Police Act, the rate of staffing has noticeably lagged behind the city's population growth. It is important to note that the 114 positions do not accurately represent the number of deployable members, as they include Police Academy recruits, individuals on maternity/paternity leave, and those on short or long-term illness, who are not considered operational.

These challenges are further compounded by recruiting difficulties faced not only by the NWPD but also by police agencies across British Columbia and the entire country. In 2021, 10 members left the Department due to retirement or resignations to join other agencies. In 2022, an additional 14 members left, and as of the time of writing this report, 5 more members have also departed. Further, in 2024, the NWPD is anticipating the potential of eight members retiring. Replacing these members with new recruits in a timely manner proves challenging, as police recruits typically take 10+ months to complete their training and become operationally deployable. Moreover, the demand for Police Academy placements from municipal agencies limits the number of recruits that can be on boarded in each class.

At the time of writing this report, the NWPD has the following non-operational staff:

1. Nine police recruits
2. Four on maternity/paternity leave
3. One suspended
4. Five members off injured or on long term sick.

Based on recent departmental five-year trends analysis, it's evident that the NWPD has experienced an annual shortage of non-operational staff, as indicated in the table below:

*Table: Annual Average: Non-Operational Staff Shortage*

<b>Category</b>	<b>Number of FTEs</b>
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 anticipates an increase in maternity/paternity leaves due to diverse hiring and improved benefits. Additionally, there is an expected rise in the annual average count of police recruits to meet the growing hiring needs, as outlined in this report. Addressing the shortage of non-operational staff is crucial to ensure the effective functioning of the NWPD.

During the 2023, budget process, the Board approved a strategy to address the aforementioned challenges by initially requesting one-third of the full 15.5 FTEs required, which led to a budget increase of \$655,000. However, due to budget constraints, this proposal was later reduced to \$450,000 during the final budget adoption. This allowed the department to gradually increase capacity while evaluating leave trends following recent changes to collective agreements. The additional funding assisted the NWPD in fulfilling its current mandate without having to reduce services and ensured an adequate front-line response. A separate business unit was created in 2023 to track salary and benefits for non-operational staff. As at June 30, the business unit had incurred \$850K in salary and expenses. These accounts are expected to close out at year-end around \$1.8M, which is on track for the 3-year estimate to fund leaves and recruit salary while not deployable.

As part of the proposed salary increases, \$650,000 is allocated in 2024 to continue with the Board's three-year plan.

### **Human Resource Manager**

Human Resource ("HR") Management is a highly specialized field and profession.

The NWPD has traditionally and currently uses senior Police Officers [non-HR professionals] to administer core HR Management functions, and upon request, receives support from a HR Business Partner from within the City of New Westminster's HR Department.

HR Management positions typically require specific, formal, post-secondary education as a prerequisite, in addition to relevant HR Management experience.

The NWPD has no formally trained HR Management staff except for the Recruiting Coordinator, whose focus is specifically on recruiting.



The NWPD has approximately 186 full-time employees and it lags behind HR industry best practice benchmarks of having 1.4 FTEHR Management staff for every 100 employees. Based on this benchmark ratio, the NWPD should have 2.6 HR FTE Management staff. It also lags behind five similar sized Police Agencies in the lower mainland. Three of the five comparison agencies exceed the HR industry best practice benchmarks of having 1.4 FTE HR staff for every 100 employees and one agency is just shy of this benchmark. These agencies have actual HR Management professional staffing levels ranging from having 0.8 FTE HR staff for a smaller agency to 6 FTE HR staff for a moderately larger agency.

The NWPD Management Team has received feedback from the Police Officers who have occupied these roles and from the Civilian employees whom they supervise, and both have expressed concerns about the leadership, succession and operational challenges created by the current organizational model.

A Senior HR Manager at another police agency commented, why does the NWPD use Police Officers to administer HR Management functions when it does not use Police Officers to administer other specialized functions within the NWPD such a Finance, Information Technology, or Legal matters? This is because the Police Officers do not have the expertise or capacity to be able to perform these roles in an effective, efficient and economical manner. For these specialized functions, Police Officers collaborate with and assist these specialized staff to provide the NWPD with the most effective service possible, and to support the NWPD achieve its strategic objectives and priorities.

The business case report assessed the NWPD's HR Management functions and identified key gaps in HR expertise, staffing capacity and in the areas of HR strategic planning, workforce planning, learning and development, performance management, career and succession planning, and diversity, equity and inclusion planning. The report then assessed the potential options to resolve these gaps.

The NWPD has been able to function with its current model for many years; however, the recommendation is that the NWPD should develop a sustainable solution to address the gaps in HR Management expertise, capacity and functions.

The proposed solution is that the NWPD should hire a full-time HR Manager position.

An HR Manager can provide the expertise and capacity to resolve the key HR Management gaps identified in the report and provide advanced HR Management functions. The HR Manager can be responsible for leading and supporting the NWPD's development and formalization of a HR strategic plan to improve areas like workforce planning, learning and development, performance management, recruiting and retention, career and succession planning, employee engagement, diversity, equity and inclusion planning. Lastly, the HR Manager can act as a consultant to all levels of NWPD Management.

The recommendation to hire a dedicated a HR Manager aligns with achieving the NWPD's strategic plan objectives and priorities because many of strategic plan objectives and priorities are directly related to and their success is dependent on the NWPD improving its HR Management knowledge, skills, abilities and staffing capacity. The recommendation also aligns with its need to meet the Province of British Columbia's Provincial Policing Standards for Promotion of Unbiased Policing.

The full report addressing the NWPD's HR Management gap analysis and recommendation for a HR Manager is attached to this report and is such allocated as an enhancement.

### **Staff Recruitment Costs**

The costs to recruit staff has increased significantly, the five-year average was \$131,000 while the two-year average is \$170,000. A funding request of \$50,000 was requested during the 2023 budget process but was ultimately not moved forward.

### **Hiring Trends**

The following table shows the average amount of employees hired yearly for each 3-year time period:

<b>Time Period</b>	<b>Police Constables (Yearly Average)</b>	<b>Civilian (Yearly Average)</b>	<b>Total Employees (Yearly Average)</b>
2012-2014	9.33	6.67	16
2015-2017	10	7	17
2018-2020	6.33	13.33	19.66
2021-2023 <sup>1</sup>	18	13	31

Note<sup>1</sup>: As of September 5, 2023.

- The 3-year average for Police Constable hiring has increased 184% from 2018-2020 to 2021-2023<sup>1</sup>.
- The 3-year average for Civilian Employee hiring has decreased 2% from 2018-2020 to 2021-2023<sup>1</sup>.
- The 3-year average for Total Employee hiring has increased 58% from 2018-2020 to 2021-2023<sup>1</sup>.

For the remainder of 2023, we do not anticipate the need to hire any more Police Constables at this point in time, however, that may change should a vacancy arise. We plan to hire 11 more civilian employees in late 2023 or early 2024.

It is important to note that Police Constable hiring processes have more hiring selection stages and are more complex than Civilian Employee hiring processes, therefore the Police Constable hiring processes require more resources to complete. The 184% 3-year average increase in Police Constable hiring will require more funding to meet the hiring trend demands.

Additionally, these statistics only demonstrate successful candidates, whereas the police constable and civilian recruiting processes typically involve the processing of several candidates during career processes. Depending on how far into the hiring process a candidate continues, the direct costs can be as high as \$5,000, which does not include the internal costs to the recruitment department.

Most of these direct costs occur during the background investigation phase, which is necessary to ensure that candidates can meet security clearance standards set by the Treasury Board, Government of Canada. The Treasury Board ensures that security screening in the Government of Canada is effective, efficient, rigorous, consistent and fair, and enables greater transferability of security screening between departments and agencies. In order for the NWPD to share and receive sensitive or classified information from federal, provincial and municipal law enforcement agencies, NWPD employees must meet the required security clearance level of “secret clearance – enhanced”. For police constable and civilian candidates, the background screening activities involve the verification of at least 10 years of background information related to identity, education and professional credentials, personal and professional references, financial inquiries, law enforcement database inquiries, security questionnaire, security interview, open source inquiry and polygraph examination.

Police constable candidates must also complete a psychological and medical health assessment to ensure that they are fit to perform the duties of a police constable. Civilian candidates are not required to complete these steps.

Below is a table outlining the estimated cost of the individual activities per candidate:

<b>Item Description</b>	<b>Estimated Costs</b>
Open source inquiry	\$ 500.00
Security interview, identity verification, education, professional credentials, etc	\$ 1,800.00
Polygraph examination	\$ 650.00
Medical health assessment	\$ 550.00
Psychological assessment	\$ 1,300.00
<b>Total Estimate</b>	<b>\$ 4,800.00</b>

### **General office and Administration**

In 2023, the department submitted a budget request of \$120,000 for legal expenses. However, only \$72,450 was approved which included a \$2,450 increase for inflation. It is worth noting that over the past two years, the department's average annual legal expenses have been around \$125,000, indicating a shortfall in the approved budget. The department is requesting an additional \$25,000 to support this category. If current legal fee trends continue the proposed amount will not be sufficient, the department is committed to correctly funding deficiencies slowly and will find accounts within to fund the difference.

The IT budget has been facing pressure due to inflation, increased service requests, and an increased request for software products and licenses. The department is in the process of

delivering a number of milestone projects in the coming months, which will continue to expand on the use of cloud based systems including Microsoft exchange. Budget pressures in licensing cost costs need to be addressed and a request of \$50,000 is being requested to help support these accounts.

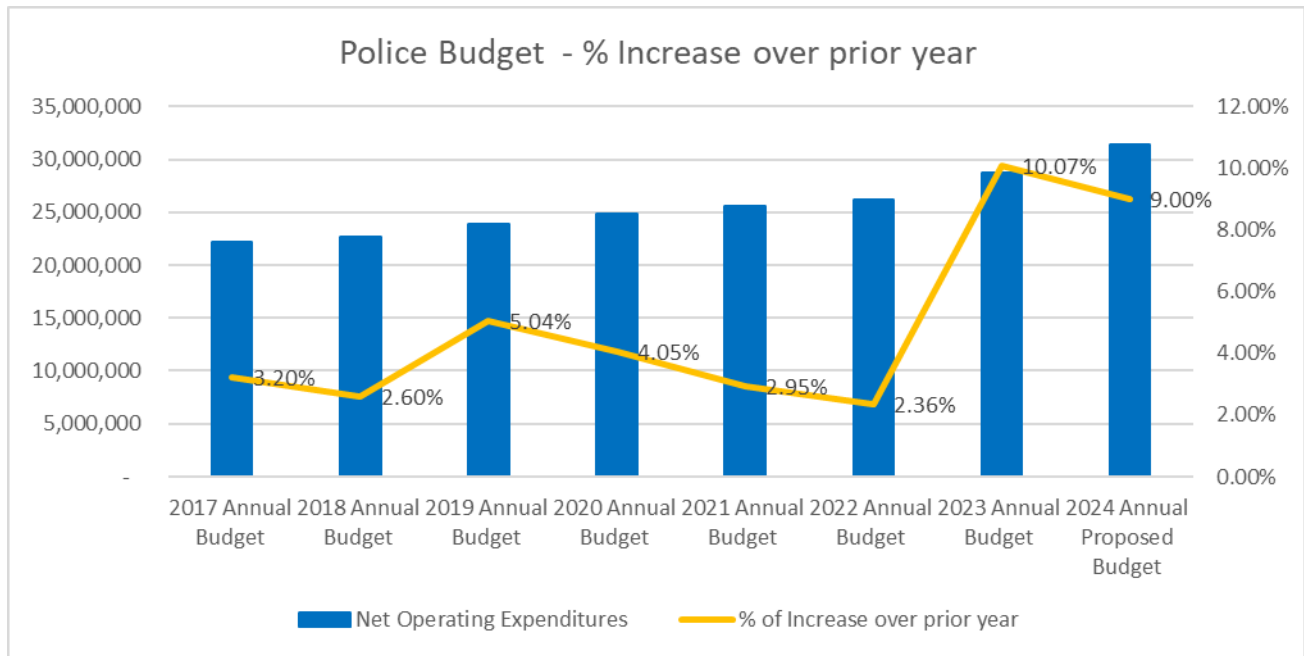
### Sales of Service

In 2023, a price increase in third-party sales should result in a favorable revenue variance. For the 2024 budget, an additional \$105,000 in revenue will fund a number of enhancement requests.

<b>Budget Increases/Enhancements</b>	
<b>Category</b>	<b>Net Operating Budget</b>
<b>Budget 2023</b>	<b>28,782,544</b>
<b>Expenses</b>	
Add: Estimated backfilling salaries for recruits and leaves	650,000
Add: Human Resource Manager	160,000
Add: Inflation pressures for equipment and firearms	25,000
Add: Staff recruitment	75,000
Add: Information Technology	50,000
Add: Legal Fees	25,000
<b>Revenue</b>	
Add: Additional Revenue	(105,000)
<b>Preliminary Budget 2024</b>	<b>29,662,544</b>
<b>2024 Increase (Decrease)</b>	<b>880,000</b>
<b>% Change</b>	<b>3.06%</b>

### 2024 Draft Preliminary Operating Budget

The police department is requesting a net expenditure increase of \$2,589,399, which represents a 9% increase over the 2023 budget. The below graph outlines the budget increases for the past 8 years. The budget presented is prior to amortization and interdepartmental charges. To maintain consistency, the presentation is in a similar format as the Police Board budget review and financial reports.



**Conclusion**

The preliminary 2024 budget for the NWPD represents a pivotal step towards achieving our vision of a safer and more inclusive community. This spending plan reflects our unwavering commitment to public safety and aligns with the strategic priorities, goals, and objectives set forth by the Board. As we navigate the challenges arising from the Covid-19 pandemic, inflation, and staffing shortages, the NWPD has demonstrated remarkable resilience and dedication to serving our community.

The key priorities outlined for the next three years will guide our efforts to strengthen community engagement, modernize community safety, and invest in our people. We strive to break down barriers, foster innovation, transparency, and inclusiveness, and nurture our team members to ensure diversity and inclusion lie at the heart of our operations.

The 2024 budget represents the second budget since the implementation of the strategic plan, building upon the progress already made while addressing capacity, inflationary, and downloading costs that impact service delivery. The budget process has involved extensive public involvement, with six public meetings with the Board and two additional meetings with the New Westminister City Council, allowing for valuable input from the community.

In conclusion, the NWPD remains committed to its mission of safeguarding the community and upholding its values of diversity, inclusion, and transparency. We look forward to the continued support and collaboration of our stakeholders, as together, we strive to create a safer and more inclusive New Westminister for all residents. With a forward-looking approach and a dedication to excellence, we are confident that the proposed 2024 budget will enable us to achieve our strategic goals and make a meaningful difference in the lives of those we serve.

**Attachment:**

- A. NWPD's HR Management gap analysis
- B. 2024 Draft Preliminary Budget

Approved for Presentation

A handwritten signature in black ink, appearing to read "Dave Jansen". The signature is written in a cursive, flowing style with a large initial "D".

---

Dave Jansen  
Chief Constable

# 3.1 Attachment A



## **GAP ANALYSIS REPORT**

### **Assessment of Human Resource Management Capabilities**

**Prepared By:**

**Andrew Perry, Inspector**

**September 7, 2023**

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## **EXECUTIVE SUMMARY**

Human Resource (“HR”) Management is a highly specialized field and profession.

The NWPD has traditionally and currently uses senior Police Officers [non-HR professionals] to administer core HR Management functions, and upon request, receives support from a HR Business Partner from within the City of New Westminster’s HR Department.

HR Management positions typically require specific, formal, post-secondary education as a prerequisite.

The NWPD has no formally trained HR Management staff except for the Recruiting Coordinator, whose focus is specifically on recruiting.

The NWPD has approximately 186 full-time employees and it lags behind HR industry best practice benchmarks of having 1.4 Full-Time Equivalent (“FTE”) HR Management staff for every 100 employees. It also lags behind five similar sized Police Agencies in the lower mainland. Three of the five comparison agencies exceed the HR industry best practice benchmarks of having 1.4 FTE HR staff for every 100 employees and one agency is just shy of this benchmark. These agencies have actual HR Management professional staffing levels ranging from having 0.8 FTE HR staff for a smaller agency to 6 FTE HR staff for a moderately larger agency.

The NWPD Management Team has received feedback from the Police Officers who have occupied these roles and from the Civilian employees whom they supervise, and both have expressed concerns about the leadership, succession and operational challenges created by this organizational model.

A Senior HR Manager at another police agency commented, why does the NWPD use Police Officers to administer HR Management functions when it does not use Police Officers to administer other specialized functions within the NWPD such a Finance, Information Technology, or Legal matters? The answer is because the Police Officers do not have the expertise or capacity to be able to perform these roles in an effective, efficient and economical manner. For these specialized functions, Police Officers collaborate with and assist these specialized staff to provide the NWPD with the most effective service possible, and to support the NWPD achieve its strategic objectives and priorities.

This report assessed the NWPD’s HR Management functions and identified key gaps in HR expertise, staffing capacity and in the areas of HR strategic planning, workforce planning, learning & development, performance management, career and succession planning, and diversity, equity and inclusion planning. The report then assessed the potential options to resolve these gaps.

The NWPD has been able to function with its current model for many years; however, the recommendation is that the NWPD should develop a sustainable solution to address the gaps in HR Management expertise, capacity and functions.

The proposed solution is that the NWPD should hire a full-time HR Manager position.

A HR Manager can provide the expertise and capacity to resolve the key HR Management gaps identified in this report and provide advanced HR Management functions. The HR Manager can be responsible for leading and supporting the NWPD's development and formalization of a HR strategic plan to improve areas like workforce planning, learning & development, performance management, recruiting and retention, career and succession planning, employee engagement, diversity, equity and inclusion planning. Lastly, the HR Manager can act as a consultant to all levels of NWPD Management.

The recommendation to hire a dedicated a HR Manager aligns with achieving the NWPD's strategic plan objectives and priorities because many of strategic plan objectives and priorities are directly related to and their success is dependent on the NWPD improving its HR Management knowledge, skills, abilities and staffing capacity.

## **INTRODUCTION**

The NWPD has traditionally and currently uses senior Police Officers [non-HR professionals] to administer core HR Management functions, and upon request, receives support from a HR Business Partner from within the City of New Westminister's HR Department.

The NWPD has been able manage non-complex HR management transactions using Police Officers. The NWPD does not require these Police Officers to have any HR management training or experience to perform these roles. The Police Officer's typically learn what they need on the job and from previous Police Officers who have performed the role before and/or from the Civilian employees that these Police Officers supervise.

In the past, the NWPD Management Team has received feedback from the Police Officers who have occupied these roles and from the Civilian employees whom they supervise, and both have expressed concerns about the leadership, succession and operational challenges created by using this organizational model.

Staff expressed these concerns again during the Operational Review ("Review") of the NWPD in 2021/2022. The Review addressed these concerns by providing broad evidence to support a recommendation to hire a HR professional, specifically a HR Manager. This presented a challenge to the NWPD since the Review did not present sufficient depth in its report to be able to take action on this recommendation. This lead to further discussion between the NWPD Management Team about the need to do a more in depth assessment of the NWPD's HR Management functions and capabilities, which lead to this assessment and report.

HR Management positions typically seen within Police Agencies in the lower mainland of BC are Director, Senior Manager, Manager, Generalist or Human Resource Business Partner, Advisor or Associate, and Coordinator.

HR Management positions typically require specific, formal, post-secondary education as a prerequisite. Entry- to –mid-level positions such as a Coordinator typically require a certificate in HR Management plus two years’ experience in HR. Mid-level positions such as Generalist or HR Business Partner can require a Bachelor’s Degree in HR Management, and a Chartered Professional in HR (“CPHR”) designation. HR Manager position qualifications can range from needing to have completed a diploma or Bachelors Degree in HR Management, along with six to ten years’ progressive HR experience, and a CPHR designation.

The purpose of this report is to assess the NWPDP’s HR strategy, functions, expertise and staffing. The report accomplished this by analyzing details from the following:

- The current NWPDP HR Management model and functions;
- The current staff used to perform HR Management functions and their HR Management function responsibilities;
- HR Management specific competencies, knowledge and skills;
- HR staffing ratio benchmarks and best practices;
- Comparisons to similar sized police agency HR organizational structures;
- A skills GAP analysis and its findings;
- Options for HR professional positions including their education/experience requirements; and
- An evaluation of the advantages/disadvantages of each HR professional position, and the current model.

The report identified key gaps in the NWPDP’s HR Management functions and provided a recommendation to resolve these key gaps.

The report did not address the following shared service HR Management functions with the City of New Westminster because there have been no recognized issues in these areas:

- Payroll;
- Benefits Administration; and
- Worksafe reporting and compliance.

## **BACKGROUND – CURRENT STATE**

### **OVERVIEW**

The NWPDP’s current HR Management model can be described as a two-tiered shared service model with the City of New Westminster’s HR team. The NWPDP staff provide core HR

Management services to NWPD employees which are handled through the NWPD Administration Division. The City of New Westminster's HR team provides HR professionals who have specific HR education and qualifications to handle the City of New Westminster's side of the NWPD HR transactions and when requested, to assist the NWPD to resolve more complex HR related situations.

The NWPD's current model focuses on basic HR Management procedures and record keeping. The current model does not take or have the capacity to take a comprehensive (meaning all core HR Management areas are developed and implemented) or a strategic HR Management approach. The main difference between basic HR Management practices and strategic HR Management practices is that basic HR Management focuses on the day-to-day management of employees, while strategic HR Management focuses on how employees can achieve the organization's overall goals<sup>1</sup>.

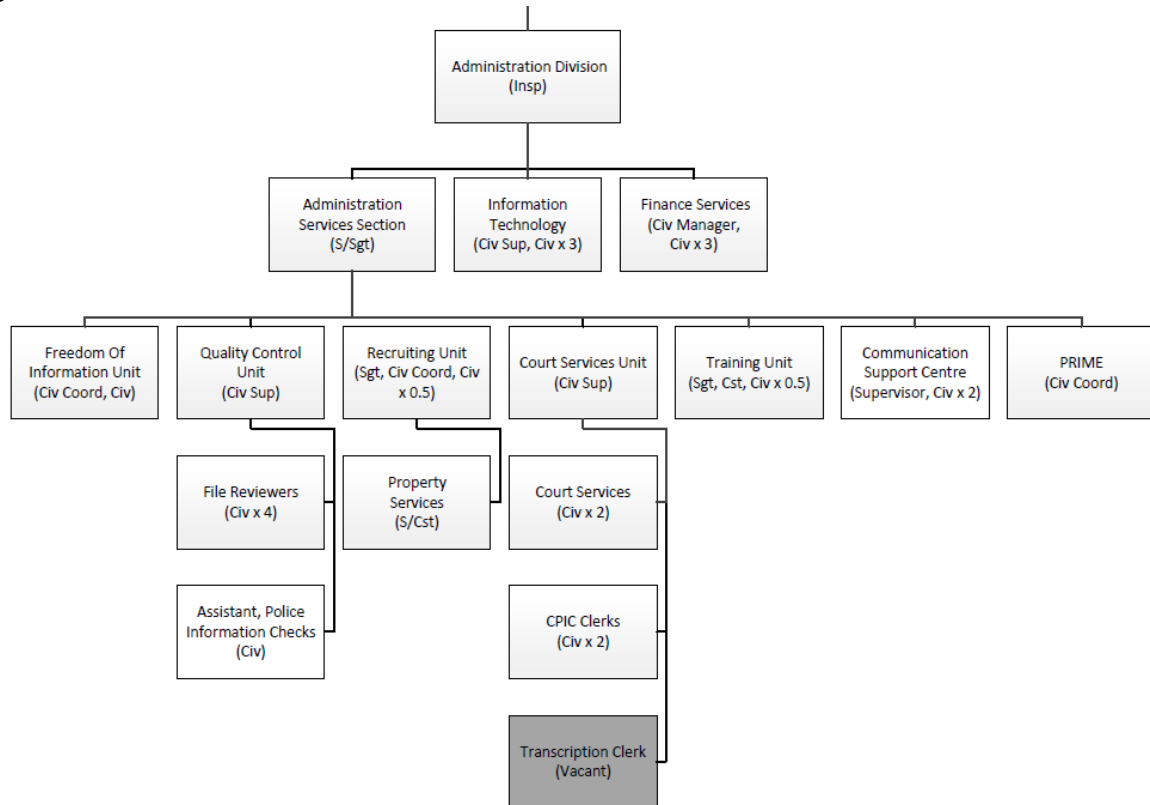
### **Administration Division Staffing**

The Administration Division is comprised of the following units/staff:

1. Inspector, who oversees the Administration Division,
2. Financial Services (Manager, Administrative Assistant, Coordinator, Clerk),
3. Information Technology (Supervisor, IT Specialist, User Support Specialist, Network Coordinator), and
4. Administration Services Section (Staff Sergeant):
  - Freedom of Information Unit (Coordinator, Assistant Coordinator)
  - Quality Control Unit (Supervisor, 4 File Quality Reviewers, 1 Assistant Police Information Checks, plus auxiliaries)
  - Recruiting Unit (Sergeant, Coordinator, Assistant 0.5)
  - Court Services Unit (Supervisor, 2 Court Services, 2 CPIC Clerks, plus auxiliaries)
  - Training Unit (Sergeant, Constable, Cadre)
  - Communications Support Centre (Supervisor, 2 Communications Operators, plus auxiliaries)
  - PRIME (Coordinator)
  - Property Services (Property Services Custodian, plus auxiliary).

Note: There is no specific HR staff or section.

## Organizational Chart



## HR Management Functions

The current state of the NWPDP's HR management functions are:

- The Staff Sergeant and Inspector of the Administration Division are responsible for performing the NWPDP's core HR functions except training and recruiting. The Inspector and Staff Sergeant provide leadership and oversight for training however, the Staff Sergeant provides direct support to recruiting.
- The Recruiting Unit is responsible for the NWPDP's entire sworn and civilian member recruiting functions.
- The Training Unit is responsible for the NWPDP's sworn member training functions.
- A HR Business Partner from the City of New Westminster provides the NWPDP with HR function support when needed.
- The NWPDP does not have staff who are trained and/or educated specifically in HR Management nor a designated HR section. The HR Business Partner from the City of New Westminster does have this expertise.

- HR Management functions focus on fundamental, compliance oriented administrative and transactional work vs being strategic, and business integrated.
- The Staff Sergeant has a direct line to report HR Management issues to the Senior Management Team.
- The current Staff Sergeant who maintains HR functions is experienced in NWPD HR functions and is a senior staff member however Staff Sergeant positions at the NWPD rotate every 3 years which can lead to having a Staff Sergeant assuming the role who is inexperienced in HR Management functions and experience.
- The NWPD has formal, structured systems in place for recruitment, hiring and promotion.
- Workforce planning is focused on basic headcount and typically, a replacement oriented staffing plan vs developing a workforce plan that identifies and addresses current and future talent needs of the organization.
- Management works with Unions to resolve issues and prevent problems.
- Management has regular meetings with Union representatives.

## **HR Management Education, Experience and Responsibilities**

### **Inspector, Administration**

#### Education/Experience:

- Bachelor of Arts – Psychology
- Graduate Diploma in Business Administration
- Non-Profit Human Resource Management Course (certificate level)
- Keeps up to date on labour, accommodation and disciplinary case law via conferences and subscription service.
- 10 years + of administrative/HR management related experience in NWPD.

#### HR Responsibilities:

- Chair of Occupational Health and Safety Committee (“OHSC”) – Coordinates meetings, training opportunities, documents and posts meeting agendas/minutes, tracks meeting attendance and annual inspections completed.
- Reviews/documents/ensures all workplace incident reports for corrective actions, investigation, quality control, reporting at OHSC meetings, and tracks related statistics.
- Reviews/approves personnel requisition forms.
- Completes/reviews civilian job classification/analysis questionnaires.
- Responsible for CUPE Labour Relations Management.
- Reviews/coordinates HR/Administrative related policies.
- Review and approves all Civilian Employee applicants for hire.

- Reviews all Police Constable applications before approving applicants for executive interviews.
- Participates in management level panel interviews for Police Constable applicants.
- Reviews/approves recruitment interview templates.
- Reviews/approves changes to Police Constable applications/security clearance questionnaires.
- Reviews/approves changes to Civilian Employee applications/security clearance questionnaires.
- Reviews Civilian Employee discipline/performance matters.
- Reviews workplace accommodation requests for all employees.
- Develops letters of agreement/understanding with CUPE/NWPOA.
- Completes exit interviews for Civilian Employees.
- Participates in CUPE grievances.
- Participates in weekly recruiting meetings.
- Subscribes to employment labour law resource to keep up to date on labour, accommodation, and discipline case law.

### **Staff Sergeant, Administration**

#### Education/Experience:

- Doctorate Degree, Leadership
- Masters Degree, Leadership
- Associate of Criminology Degree
- Keeps up to date on labour, accommodation and disciplinary case law via conferences.
- 8 years + of administrative/HR Management related experience in NWPD.

#### HR Responsibilities:

- Manages all aspects of the workplace accommodations, provides guidance to employees, conducts reasonable accommodation assessments, and responds to requests for accommodation.
- Manages employees on parental leave, extended leave, leave of absences, and administrative leaves.
- Manages/coordinates all gradual return to work plans, sick leave/return to work plans, and maternity/parental leave return to work plans.
- Manages/coordinates all critical incident management employee follow-ups and return to work plans.
- Oversight of Police Constable hiring processes.
- Facilitates and manages Civilian Employee hiring process and oversight, and determines step of pay within pay grade for new hires.



- Participates in all internal Sworn Member job interviews, all internal/external Civilian Employee interviews and in all Sworn Member recruit suitability interviews.
- Manages off boarding of Police Constables, resignations/retirements.
- Acts as a HR liaison to provide HR related updates to management.
- Provides oversight of onboarding of new employees.
- Liaises with City of New Westminster HR regarding parental leave coordination for NWPD employees.
- Participates in OHSC.
- Participates in CUPE Labour Relations Management.
- Reviews/approves internal Sworn Member job postings, and competition scoring matrixes.
- Reviews and investigates Civilian Employee discipline matters.
- Acts as a liaison to WCB for NWPD employee WCB matters.
- Assists staff with job classification questionnaires.
- Responsible for coordinating Sworn Member Sergeant level promotional processes.

### **Administrative Assistant, Administration**

HR Responsibilities:

- Processes/manages all personnel action forms.
- Manages all employee personnel data/files.
- Administers all employee payroll/scheduling.
- Manages all sick, WCB, attendance, leave records/reports.
- Administers the NWPD HR Information System (HRIS).
- Provides assistance and advice to staff and supervisors regarding the interpretation and application of collective agreement articles related to time and leave reporting, premiums and related issues; responds to inquiries.

### **Recruiting Unit**

HR Responsibilities:

- Develops and implements recruitment strategy.
- Manages all aspects of the external/internal Police Constable and Civilian Employee hiring processes from job posting to hire/onboarding (creates job postings, revises application forms, tracks recruitment process, screens applicants, arranges/conducts interviews, coordinates background investigations).
- Administers the NWPD Applicant Tracking System.

### **Executive Assistant**

HR Responsibilities:

- Coordinates all Police Constable probation/class performance assessments for increment salary purposes.
- Creates and issues Personnel Action Forms for employee acting assignments and training increment salary increases.

### **City of New Westminster HR**

#### HR Responsibilities:

- Review/Approves Personnel Action Forms for quality control, consistency purposes, and determines step of pay within paygrade for Civilian employees.
- Complete/Review Civilian Job Classification Questionnaires, forward to Metro Van RES for review, completes accompanying letters, documentation, and obtains approval.
- Coordinates CUPE Union Labour Relations Management meetings.
- Liaison between CUPE Union and employer matters as required.
- Coordinates and processes workers compensation claims, reviews, and appeals, return to work, sick leave, return to work plans as required, while providing guidance and responds to inquires from Case Managers and all other stakeholders.
- Coordinates job postings for advertisements on external websites.
- Coordinates Civilian employee probationary performance reviews.
- Provides advice/guidance on/reviews Civilian Employee discipline matters, terminations, and leaves.
- Processes and relays all forms of documentation from recruitment to termination/resignation/retirement to appropriate departments.
- Provides assistance and advice to all staff regarding interpretation and application of collective agreement articles.
- Assists with developing Letters of Agreement/Understanding with CUPE.
- Processes Maternity and Parental leave applications.
- Processes retirement, resignation for civilian staff and retirement leaves for civilian and sworn members.
- Participates in CUPE grievances.
- Participates in CUPE and NWPOA Collective Bargaining.

#### **Comments:**

There is no specific services agreement between the City of New Westminster HR and the NWPD. The City of New Westminster HR does provide a higher level of staffing, support and services to different City of New Westminster departments. It would appear that some of the reasons that this has occurred is because the NWPD has assumed a greater responsibility for some HR functions over time, the NWPD's HR needs have changed, increased and become more complex over time. From discussions with the City of New Westminster's HR Team, it

would appear that the City of New Westminster HR Team was not aware of how much HR functions NWPD staff have actually been doing, they just knew it was getting done.

The job title of the City of New Westminster HR staff member assigned to the NWPD is a HR Business Partner, which is similar to a HR generalist role. Typically, a role with this title is to be strategic and embedded within the organization to help it reach its business/strategic goals. The role is branded as a HR Business Partner but it has never progressed to such a level of impact within the NWPD, instead it continues to typically focus on daily HR transactions and when needed provides support in Civilian Employee performance or discipline matters.

### **Legal (Outsourced)**

HR Responsibilities:

- Provides legal advice on Civilian Employee and Sworn Member discipline matters, terminations, grievances, and workplace accommodations.

### **Significant Changes to NWPD HR Management**

The following is a list of key changes that have affected the NWPD's HR Management functions and/or workload:

- **October 2010** - Recruitment Coordinator hired. Recruiting team for Sworn Members consists of Sergeant and Coordinator. Recruiting team for Civilian Employees consists of City of New Westminster HR and NWPD Civilian Manager.
- **September 2016** - Civilian Manager position was eliminated. Future Staff Sergeant of Administration begins to participate in all Civilian Employee interviews with City of New Westminster HR.
- **October 2016** – Recruitment Coordinator assumed responsibility for coordinating all of the Civilian Employee recruitment process from City of New Westminster in October 2016. City of New Westminster HR staff ceased participating in NWPD Civilian Employee hiring processes.
- **January 1, 2017** – The Staff Sergeant of Administration and Prevention Services position is split into 2 positions, Staff Sergeant of Administration and Staff Sergeant of Prevention Services.
- **February 2018** – The Information Management Unit position is reclassified into the Recruiting and Training Assistant position due to workload increases in these areas and begins work.
- **January 2021** – The NWPD implements that the Staff Sergeant of Administration will participate in all Sworn Member internal career competition processes to ensure consistent implementation.

- **August 2021** – The NWPD implements a more comprehensive internal career competition process for Sworn Members that is lead by the Staff Sergeant of Administration for consistent implementation.
- **October 2022** – The NWPD implemented an Applicant Tracking software system.
- **October 2022** – The Administration Division begins development of the NWPD non-emergency call taking services.
- **January 2023** – The Communications Operations Supervisor is hired and reports directly to Staff Sergeant of Administration Services Section. This increases the Staff Sergeant’s span of control and oversight responsibilities.
- **January 2023** – The Administration Division assumed responsibility for the Training Unit from the Prevention Services Division. The Training Unit reports directly to Staff Sergeant of Administration Services Section. This increases the Staff Sergeant’s span of control and oversight responsibilities.
- **March 2023** – The search begins for a new Recruiting and Training Assistant Auxiliary to help provide support due to a higher workload in this area.
- **September 2023** – The NWPD implements a new HRIS to replace current dated system.

### Recruiting Hiring Workload

YEAR	Sworn Member Hired	Civilian Member Hired	Sworn Internal Competitions	Civilian Competitions	Sgt/S/Sgt /Insp Promotion	Reserves Hired
2012	5	3	U/K	0 <sup>1</sup>	0	12
2013	9	11	U/K	0 <sup>1</sup>	1	0
2014	14	6	U/K	0 <sup>1</sup>	2	9
2015	9	5	U/K	0 <sup>1</sup>	1	0
2016	8	6	U/K	6 <sup>2</sup>	0	0
2017	13	10	U/K	15	2	13
2018	10	10	22	19	0	1
2019	6	10	23	14	1	0
2020	3	20	21	15	3	0
2021	29	9	23	11	2	11
2022	11	16	29	18	3	0
2023 <sup>3</sup>	14	14	14	16	0	0
	<b>AVG</b>	<b>AVG</b>	<b>AVG</b>	<b>AVG</b>	<b>AVG</b>	<b>AVG</b>
2012-2014	9.33	6.67	U/K	N/A	1	7
2015-2017	10	7	U/K	N/A	1	4.33

2018-2020	6.33	13.33	22	16	1.33	0.33
2021-2023 <sup>3</sup>	18	13	22	15	1.67	3.66

Note<sup>1</sup>: City of New Westminster HR responsible for Civilian Employee hiring process from job posting to hire, NWPD Civilian Manager participates.

Note<sup>2</sup>: NWPD and Recruiting Coordinator assume responsibility for all Civilian Employee hiring processes from job posting to hire.

Note<sup>3</sup>: As of September 5, 2023.

**Comments:**

- The 3-year average for Sworn Member hiring has increased 184% from 2018-2020 to 2021-2023<sup>3</sup>.
- The 3-year average for Civilian Employee hiring has decreased 2% from 2018-2020 to 2021-2023<sup>3</sup>.
- The 3-year average for Total Employee hiring has increased 58% from 2018-2020 to 2021-2023<sup>3</sup>.
- Civilian Employees – The 3-year average amount of internal competitions has remained consistent over the past 6 years.
- The amount of Civilian Employees hired (120) since 2012 is comparable to the amount of Police Constables hired (131).
- The increase in recruiting workload for Sworn Members and Civilian Employees has had a direct impact on the Recruiting Unit but also on the Staff Sergeant of Administration since this position provides direct support to recruiting. The Staff Sergeant position provides direct support in the form of participating in Sworn Member internal and external job interviews, Civilian Employee internal and external job interviews, and by reviewing/approving internal Sworn Member job postings, interview templates and scoring criteria.
- In regards to the Staff Sergeant position, the increase in the recruiting workload and work responsibilities for the position are a concern because the Staff Sergeant position is also responsible for front line HR Management functions, the position has a large span of control, and it supervises a group of employees who also have diverse job responsibilities and expertise. There is no further capacity to take on additional HR Management responsibilities.

**BENCHMARKING**

## **HR to Employee Ratio**

The HR-to-employee ratio compares HR staffing levels between organizations by showing the number of HR FTEs supporting 100 FTEs in an organization. The HR-to-employee ratio is calculated by dividing the number of HR FTEs by the total number of FTEs in the organization and multiplying by 100<sup>2</sup>.

A report by the Society For Human Resource Management (“SHRM”) in 2015 stated that as staff size increases, however, the HR-to-employee ratio decreases. For example, small organizations (1-250 FTE) had a significantly higher HR-to-employee ratio of 3.40, compared with medium (251-1,000 FTE) and large organizations (1,001-10,000 FTE) that had ratios of 1.22 and 1.03, respectively<sup>2</sup>. The standard rule is often 1.4 HR staff for every 100 employees<sup>3</sup>.

High-impact HR organizations have 1 HR staff person for every 64 employees, nearly 2½ times the staffing ratio of organizations who have compliance-driven HR functions (1 HR staff person for every 154 employees)<sup>4</sup>.

A large HR-to-employee ratio for small organizations suggests that it takes a minimum number of HR employees to deliver core HR services, such as recruiting, benefits and employee relations<sup>2</sup>. These results suggest that the early development of the HR function in small organizations requires higher infrastructure and outside consulting investments. These investments may include an applicant tracking system, performance management software or external recruiting support, which once purchased can cost-effectively scale to support larger organizations so that HR expense per FTE declines. As staff sizes increase, this suggests that HR departments in small organizations require a baseline of financial investments for staff and other resources, but that they gain efficiencies when organization size increases<sup>2</sup>.

Small organizations may also have a higher percentage of supervisory HR staff because organizations may first hire supervisory talent to lead a functional HR area, such as employee relations or benefits, and then hire less-experienced staff if more resources are required<sup>2</sup>. High-impact HR organizations employ a high percentage of experts, particularly in the areas of recruiting, compensation, learning and development, and analytics. These organizations embed HR staff within the lines of business to help leaders make better talent and business decisions<sup>5</sup>.

### ***Why is a HR to employee ratio important?***

HR to employee ratios are important because they provide important information about the HR department and performance within an organization. By calculating this ratio, the organization may realize it wants to hire more HR staff to manage its employee’s more effectively<sup>3</sup>.

### ***What levels of HR staff do similar organizations have?***

## **Comparison Agencies**

	FT Employees	FT Police Officers	FT Civilian	FT HR Staff	HR to FTE Ratio	City HR Support
ABBYPD	300	216	84	6	2.0	None
SCBCTAPS	269	184	85	5	1.9	Limited <sup>1</sup>
DPD	285.5	216	69.2	1	0.4	Limited <sup>2</sup>
NWPD	186	151	35	0	0	Limited <sup>3</sup>
WVPD	99	77	22	2	2.02	Limited <sup>4</sup>
PMPD	62	56	6	0.8	1.3	Limited <sup>5</sup>
<b>Benchmark</b>	100				1.4	
<b>Benchmark</b>	200				2.8	
<b>Benchmark</b>	300				4.2	

Note:

1. SCBCTAPS - Payroll, some compensation and benefits support.
2. DPD – Benefit enrolment, payroll functions.
3. NWPD – Benefits, payroll, labour relations, disability claims management, HR admin transactions and grievances.
4. WVPD - Benefit enrolment and some payroll functions.
5. PMPD – Benefits, payroll functions.
6. Auxiliary staffing numbers were not included in any FTE calculation.

Comments:

- The NWPD has approximately 186 full-time employees (plus 27 auxiliary employees) and it lags behind HR industry best practice benchmarks of having 1.4 FTE HR staff for every 100 FTE employees. According to this benchmark ratio, it recommends that the NWPD should have approximately 2.6 HR staff for an organization of its FTE employee size.
- Comparison agencies have HR to FTE ratios of 0.4 (Delta) to 2.02 (West Vancouver). Three of the five comparison agencies (West Vancouver, SCBCTAPS and Abbotsford) exceed the HR industry best practice benchmark of having 1.4 FTE HR staff for every 100 employees and one agency (Port Moody) is just shy of this benchmark.

**Total FTE for HR, Recruiting, Training and Wellness Functions**

	<b>HR</b>	<b>Recruiting - Training</b>	<b>Recruiting</b>	<b>Training</b>	<b>Wellness</b>	<b>Total FTE</b>
<b>WVPD</b>	<ul style="list-style-type: none"> <li>• Manager</li> <li>• Associate</li> <li>• Clerk - Aux</li> </ul>	<ul style="list-style-type: none"> <li>• Sergeant</li> </ul>				<b>3+</b>
<b>ABBYPD</b>	<ul style="list-style-type: none"> <li>• Branch Director</li> <li>• Admin Assistant - 0.5 FT</li> <li>• Advisor</li> <li>• Coordinator</li> <li>• Clerk</li> <li>• Health and Wellness Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Staff Sergeant</li> <li>• Sergeant</li> </ul>	<ul style="list-style-type: none"> <li>• Constable</li> </ul>	<ul style="list-style-type: none"> <li>• Constable X 4</li> <li>• Assistant</li> <li>• Clerk - Auxiliary</li> </ul>		<b>13.5+</b>
<b>SCBCTAPS</b>	<ul style="list-style-type: none"> <li>• Senior Manager</li> <li>• Advisor (Generalist)</li> <li>• Coordinator</li> <li>• Advisor Disability Management/Benefits</li> <li>• Benefits Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Inspector</li> <li>• Staff Sergeant</li> </ul>	<ul style="list-style-type: none"> <li>• Sergeant</li> <li>• Constable x 3</li> <li>• Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Sergeant</li> <li>• Constable x 2</li> <li>• Coordinator</li> </ul>		<b>16</b>
<b>PMPD</b>	<ul style="list-style-type: none"> <li>• Manager</li> </ul>			<ul style="list-style-type: none"> <li>• Sergeant</li> </ul>		<b>2</b>
<b>DPD</b>	<ul style="list-style-type: none"> <li>• Specialist</li> </ul>		<ul style="list-style-type: none"> <li>• Inspector</li> <li>• Staff Sergeant</li> <li>• Constable X 2</li> <li>• Assistant</li> </ul>	<ul style="list-style-type: none"> <li>• Inspector</li> <li>• Staff Sergeant</li> <li>• Constable X 2</li> </ul>	<ul style="list-style-type: none"> <li>• Inspector</li> <li>• Sergeant</li> <li>• Constable &amp; EDI</li> </ul>	<b>13</b>
<b>NWPD</b>	Staff Sergeant*		<ul style="list-style-type: none"> <li>• Sergeant</li> <li>• Coordinator</li> <li>• Assistant 0.5</li> </ul>	<ul style="list-style-type: none"> <li>• Sergeant</li> <li>• Constable</li> <li>• Assistant 0.5</li> </ul>		<b>6</b>



\*This position has other primary responsibilities too overseeing multiple diverse units within the Administration Services Section.

**Total FTE & FTE Ratios for Recruiting, Training and Wellness Functions**

	FT Employees	FT Recruiting & Training Staff	FT Recruiting Staff	FT Training Staff	Recruiting & Training Staff to FTE Ratio	Recruiting Staff to FTE Ratio	Training Staff to FTE Ratio	Wellness Staff to FTE Ratio
ABBYPD	300	2	1	5	0.6	0.3	1.67	0
DPD	285.5	0	5	4	0	1.8	1.4	1.1
SCBCTAPS	269	2	5	4	0.7	1.9	1.5	0
NWPD	186	0	2.5	2.5	0	1.3	1.3	0
WVPD	99	1	0	0	1	0	0	0
PMPD	62	0	0	1	0	0	1.6	0

**HR SPECIFIC COMPETENCIES, KNOWLEDGE AND SKILLS**

The Chartered Professional in Human Resources (CPHR) designation is a nationally recognized level of achievement within the field of HR. The CPHR website identifies 9-core competencies that are specific to the HR profession and capabilities that define a HR professional<sup>6</sup>:

***Organizational Relationships and Wellness***

1. Employee and Labour Relations – Build and maintain relationship with employees and their representatives in alignment with organizational goals.
2. Total Health and Wellness - Support the development of a culture and environment of physical and psychological safety with a balance between productivity and wellbeing.
3. Inclusion, Diversity and Human Connections - Develop and implement practices that create connection, collaboration and work culture that is healthy, inclusive and embraces diversity.

***Integrated Talent Management***

4. Total Rewards – Strategically manage total rewards of workers to attract, retain and motivate employees. Ensure the adherence of pay equity principles while aligning with the organization’s context and financial capacity.

5. Learning, Development and Succession Planning - Design, plan, support and promote the development of individual and organizational competencies for professional development for all.
6. Workforce Planning and Mobility – Identify and plan human resource needs for the short, medium and long term, and implement employer brand strategies so the organization can attract and hire a diverse and qualified workforce.

### ***Strategic Development of Organizations***

7. HR Technology and Analytics - Align organizational technology and analytics from a perspective focused on human issues.
8. Innovation - Design, guide and encourage innovation processes within the organization and its contextual environment based on the end user, client, employees and labour market and sector changes, both locally and globally.
9. Organizational Changes and Development - Develop strategies and implement processes and projects that enable the organization to express its purpose and achieve its objectives.

Each of the 9 HR Specific Competency Areas are broken down further into 3 sections<sup>6</sup>:

1. Core HR competency and demonstrated experience expected to achieve the CPHR designation.
2. Knowledge and Skills Expected of a CPHR Designation Holder - These are capabilities that CPHR holders should understand and be able to apply. They describe applied level HR practice situations that HR professionals will encounter (if they practice in the competency area) and should be able to successfully manage.
3. Competency level to reflect advanced human resources knowledge and practice. These are higher-level capabilities that a CPHR holder may strive to attain in their work/career.

## **OVERVIEW OF HR PROFESSIONALS**

- **Director**

- **Senior Manager**
- **Manager**
- **Business Partner/Generalist**
- **Advisor**
- **Coordinator**

The following are the most frequently used HR positions found in similar sized Municipal police agencies and within the City of New Westminster along with their salary range, required level of education and experience and the most common roles and responsibilities found in their job descriptions:

### **Director**

This position was not considered since the NWPD does not have a HR Department to lead and the recommended HR to FTE staff of 2.6 for the NWPD would not warrant the need for a Director position since the amount of potential future HR staff would be low and none of the comparison police agencies have a Director position except Abbotsford which has the largest HR FTE count of all the comparison agencies.

### **Senior Manager**

This position was not considered at this time since the NWPD does not have a HR Department to lead or the need to assist/backfill a Director. The recommended HR to FTE staff of 2.6 for the NWPD would not warrant the need for a Senior Manager position since the amount of potential future HR staff would be low. Only one of the comparison police agencies had a Senior Manager position which was SCBCTAPS. SCBCTAPS has the second highest total HR FTE (5) and the highest total FTE (16) for HR, Recruiting, Training and Wellness staffing of all the comparison agencies.

The City of New Westminster has a Director position and a Senior Manager position.

Note: According to the Senior Manager from SCBCTAPS, the position was originally a Manager position however due to the high level of strategic advisory and leadership that the position was performing within the organization, these responsibilities warranted a change in position title and compensation due to the higher complexity work being performed.

## **Manager**

**Salary Range:** \$108,400.50 to \$119,515.50 (City of New Westminster 2021 rate) - 37.5 hour work week

Note: This position at the City of New Westminster has a salary range which is the same pay scale as the City NW's HR Business Partner/Generalist position. The positions differ in their role and responsibilities.

The position's salary range based on the salaries from comparator agencies for a HR Manager is \$115,000 – \$145,000.

### **Education, Certifications and Qualifications:**

- University Degree preferred or post secondary education in HR Management, Employee Relations, Business Administration or a related field.
- A CPHR designation or equivalent is preferred and can be required for some organizations.

### **Previous Experience:**

- Six (6) to ten (10) years' progressive HR experience, preferably in a Municipal unionized environment; or an equivalent combination of education, training, and experience including salary and benefits administration, HR analytics and HRIS administration.
- Advanced knowledge of relevant labour laws, employment standards and other related regulations.
- Advanced knowledge of theories, concepts, principles, and practices of the human resources field, including labour relations and all other related disciplines.
- Advanced knowledge and experience in the interpretation, application, review, and development of collective agreements.

### **Position Summary:**

The HR Manager is a leader in the organization and provides consultation services and advice to all levels of management and staff on a variety of HR programs. The HR Manager is responsible for developing, implementing and maintaining efficient and effective programs that align with organization goals, objectives and strategies. The HR Manager will lead, manage and develop HR programs to assist the organization in the delivery of services including workforce and succession planning, position management, compensation & benefits administration, employee rewards and recognition programs, and provide HR expertise on the administration of the department's portfolio.

### **Responsibilities:**

- Supporting the HR team in enacting its strategic plan which is anchored to an employee centric model in ensuring alignment of all processes and programs.
- Helps drive efficiency and effectiveness through continuous improvement and best practices in providing the organization with strong HR leadership and support.
- Participating in developing and enhancing succession planning and career development processes, leveraging data insights to design and implement appropriate people strategies at the organization.
- Support organizational development including assisting with workforce planning, employee engagement, teambuilding, and policy development.
- Leading a team responsible for compensation and benefits administration, job analysis and evaluation, maintenance and creation of job descriptions, employee services, analytics reporting and the HRIS.
- Supports and contributes to the ongoing development, implementation, coordination, and administration of the Department's performance development process and the OHS program.
- Participates in the recruitment and selection of all levels of staff.
- Works with internal and external stakeholders in managing the administration of compensation and benefits programs by establishing procedures, guidelines and best practices, monitoring compliance with collective agreements and legislation.
- Manages and updates employee rewards and recognition programs designed to enhance the employee experience.
- Provides oversight of employee leaves and job share administration, as well as ensuring effective and inclusive employee onboarding, employee re-integration upon return from leave, efficient off-boarding and maintaining related policies and processes.
- Provides strategic advice and expertise to the Management Team and other department leaders on a wide range of HR related matters, reporting status updates on HR plans/metrics, and advising on critical issues as they emerge.
- Represents HR on designated committees on all HR related matters, presenting highlights and recommendations as required; develops HR reports to the Police Board and designated Board committees at regular intervals.
- Collaborates with other managers at all levels, employees, and unions to develop and implement HR polices, systems, and procedures in line with the department's strategic plan.
- Participates in collective bargaining for the department.
- Provides guidance and resolves labour relations matters involving early intervention to mitigate issues, interpretation, and advice to ensure compliance with collective agreements.
- Partners with Third Party providers (WCB, LTD, Healthcare Providers) on disability-related matters to ensure the necessary processes and confidentiality of records are followed.
- Ensures day-to-day HR administration is carried out in compliance with relevant legislation, regulation, Laws, Acts and policies.

## **Business Partner/Generalist**

**Salary Range:** \$108,400.50 to \$119,515.50 (City of New Westminster 2021 rate) - 37.5 hour work week

### **Education, Certifications and Qualifications:**

- Post-secondary degree in HR or a related discipline.
- Considerable experience up to five (5) years in progressively more senior HR generalist roles within a unionized environment.
- A CPHR designation and municipal or public sector experience are assets.

### **Previous Experience:**

- Progressive HR training, including on relevant legislations such as the Employment Standards Act and the Human Rights Code.
- Up to five (5) years of progressively more responsible experience in a unionized environment.
- Excellent knowledge of standard HR policies and practices, collective agreements, and related employment legislation.
- Proficiency with HRIS.
- Experience and expertise in employee and labour relations, performance development, attendance, disability management, full-cycle recruitment, job evaluation, and policy and program development are necessary in providing operational HR support to the various departments.
- Experience in developing and implementing training and development, diversity and inclusion, and/or employee engagement programs would be assets.

### **Position Summary:**

Reporting to the HR Manager, the HR Business Partner will work in providing advice on collective agreement and policy interpretation, lead investigations, and handle sensitive employee and union relations issues. Undertake recruitment for key positions. Provides a range of technical and administrative activities, which support HR operations, activities and programs, as well as provides advisory services on a wide range of HR issues to management and staff.

### **Responsibilities:**

- Develops and maintains effective employee relations, lead investigations, act as a point of contact for enquiries about employee issues and HR policies. Builds strong relationships with union representatives.

- Supports HR requirements of managers, develops relationships, and assists managers with strategies to build and maintain high performing teams.
- Assists managers with developing performance plans, identifies training opportunities, coaches managers on discipline issues, and assists with the performance appraisal process.
- Provides consultation and advice to managers, employees, and other contacts on matters related to interpretation of the collective agreements, labour relations matters, health and safety issues, and other HR activities and programs.
- Ensures practices are consistent and comply with legislation, the collective agreements, and policies and procedures.
- Participates in labour management meetings, collective agreement negotiations, and grievance/arbitration hearings.
- Works with key stakeholders in all aspects of attendance and supports disability management including graduated return to work and accommodations.
- Reviews, develops and maintains job descriptions in accordance with operational requirements and policy.
- Coordinates CUPE job evaluation with the City.
- Works with HR assistants on personnel and benefits administration as required.
- Provides service and advice based on a solid understanding of HR best practices.
- Stays up-to-date on current literature regarding HR issues, and makes appropriate recommendations for improvements in HR practices.
- Understands and supports the section's priorities and opportunities while working toward the long-range vision/strategic plans of the Organization.
- Works in a safe and healthy manner, in alignment with the Organization's OHS policy, provincial law and the Police Act.
- Provides suggestions for improvement workplace safety and employee wellness.
- Provides suggestions for improve inclusion and respect in the workplace.
- Establishes and sustains appropriate policies and protocols for the work.

### **Advisor**

**Salary Range:** \$89,680.50 to \$98,826.00 (City of New Westminster 2021 rates) – based on 37.5-hour work week

### **Education, Certifications and Qualifications:**

- Diploma in HR required.
- Undergraduate degree in HR, Employee Relations, Business Administration or a related field is preferred.
- A CPHR designation is preferred.

**Previous Experience:**

- Up to four (4) to five (5) years related HR experience, including previous exposure to labour relations.
- Solid knowledge of the theories, concepts, principles, and practices of the HR field, particularly as they pertain to recruitment, performance management, development, health and wellness, day-to-day employee/labour relations, disability management and respectful workplace.
- Solid knowledge of the relevant policies, employment standards and other related regulations, as well as the collective agreement.

**Position Summary:**

Reporting to the HR Manager, provides general HR advice and services within the unique context of the policing environment, which includes both Sworn Members and Civilians. Assists HR Manager in development and administration of HR programs, procedures, guidelines, and metrics. Involved in such areas as recruitment, performance management, development, health and wellness, day-to-day employee/labour relations and responsible workplace matters.

**Responsibilities:**

- Provides general HR advisory services to a designated small department portfolio at the Organization or supervises union staff.
- Conducts full-cycle recruitment for Sworn and Civilian positions, providing advice and expertise to leaders, and carrying out posting, sourcing, screening and interviewing, offers, and onboarding/orientation of new hires. Also oversees testing, reference checking, and criminal records searching activities.
- Supports the HR Manager in developing policies, procedures, guidelines and metrics.
- May be responsible for HR generalist duties (labour and labour relations including conducting investigative meetings, contract interpretation, coaching supervisors/managers in performance, attendance, and ability management, coordinating classification reviews, training and development, providing guidance on benefits related issues) for a small departmental portfolio or supervise union staff.
- Prepares reports based on analysis of HR metrics.

**Coordinator**

**Salary Range:** \$72,735 to \$80,203.50 – (City of New Westminster 2021 rates) based on 37.5-hour work-week

**Education, Certifications and Qualifications:**



- A certificate in HR Management (diploma preferred), and post-secondary courses in office administration.
- Up to two (2) years' HR experience.

**Previous Experience:**

- Experience in a unionized environment is preferred but not essential.
- Basic knowledge of the principles of HR.
- Solid knowledge of the relevant policies and provisions of the collective agreements.
- Working knowledge of the relevant HR Systems and modules to input, extract and manipulate data and information to address business needs; experience with HRIS and payroll systems is preferred.

**Position Summary:**

Reports to HR Manager, provides coordination and confidential administrative support to HR in recruiting, training, record keeping and labour relations functions.

**Responsibilities:**

- Participates in the recruiting function through preparing job postings, advertisements and correspondence, interview scheduling and preparation, interviewing, testing and invigilating exams and other related activities.
- Conducts clerical pool recruitment.
- Conducts reference checks on behalf of HR Managers.
- Assist in the City's Learning & Development tasks including up-keep of training databases and training records.
- Coordinates and implements new employee orientation sessions and materials.
- Assists in the preparation of ad hoc reports in response to department needs as related to the work.
- Provides HR record keeping support and tracking.
- Assists in scheduling of exit interviews, completion of exit paperwork.
- Collects HR compliance paperwork and performs relation administration and data entry functions.
- Assist in the City's Corporate Wellness Program in the application of attendance and disability management.
- Provide support to the HR Managers in monitoring attendance and reporting to supervisors and/or assisting in the development of return to work platforms and relevant monitoring, reporting.

**GAP ANALYSIS**

## **OVERVIEW**

The CPHR HR Specific Competencies, Knowledge and Skills Framework was used as a reference and a guide for assessing gaps in the NWPDP's HR Competencies, Knowledge and Skills<sup>6</sup>.

### ***What is the reasoning behind a gap analysis?***

Employing a gap analysis allows an organization to determine the current status in whatever process it is using, such as what steps are being used, how they are being completed and who within the organization is involved in completing each step. It also allows for a closer examination of the tools and resources being used in the current processes. Then, it helps the organization determine what the best practices are to use going forward, including which ones to retain, which one to change slightly and which ones need to be revisited. Finally, it allows the organization to see what the finished process will look like, including what barriers stand in the way, how efficiency can be improved and what needs to be done to close any gaps that remain.

## **FINDINGS**

### **Identification of Current Gaps**

The gaps identified in this section highlight specific areas of improvement that should be addressed to move beyond the current state and toward a higher performing HR Management function at the NWPDP.

#### **Education**

- The NWPDP staff performing HR Management functions have little formal HR Management education with the exception of the Recruiting Coordinator, who has a HR Management Certificate.
- Entry-to–mid-level positions such as a Coordinator typically require a certificate in HR Management. Mid-level positions such as Generalist or HR Business Partner can require a Bachelor's Degree in HR Management, and a CPHR designation. Manager position qualifications can range from needing to have completed a diploma or Bachelors Degree in HR Management, and a CPHR designation.
- The pathways to achieving a CPHR designation require demonstrating theoretical and technical knowledge of the CPHR competencies by passing a National Knowledge Exam or by graduating from an accredited post-secondary HR education program.

## Experience

- Entry- to –mid-level positions such as a Coordinator typically require up to two (2) years' HR experience. Mid-level positions such as Generalist or HR Business Partner can require up to five (5) years' of progressive HR experience. Manager positions can range from needing six (6) to ten (10) years' progressive HR experience.
- The NWPD's HR Management core functions are performed by the Inspector and Staff Sergeant of Administration, these employees had limited HR Management experience prior to their roles, have since spent many years gaining their experience in this area and have other primary leadership functions in the organization in addition to HR Management functions. Their experience typically falls within the areas of labour law, workplace accommodations, disability management, discipline matters and fundamental HR Management transactions.
- The Staff Sergeant position rotates personnel every 3 years, this puts the NWPD at risk of losing the current level of performance, expertise and skills.
- The Sergeant of the Recruiting Unit is not required to have any previous Recruiting experience or training prior to assuming the role.
- The Sergeant of the Recruiting Unit position also rotates personnel approximately every 3 years, this puts the NWPD as risk of losing the level of performance, expertise and skills in this area that have been gained over the years.
- Learning curves can be significant for new Sergeants and Staff Sergeants moving to Administration and Recruiting every 3 years, this can lead to Civilian staff having to assist and guiding their Supervisors with their learning development.
- When administrative or non-HR professionals handle HR functions, there are more chances for them to make mistakes. This is because non-HR employees might not understand the intricacies of the HR field and how the decisions they're making and the way they're handling them can impact employees and the organization<sup>7</sup>.
- Labour law / other standards are reviewed on a regular basis but from limited sources.
- No mandatory training to keep up to date on HR issues, and to improve knowledge (whereas this is a requirement for CPHR professionals).
- No HR related subscription or conference attendance to keep up to date on HR issues, best practices, and to improve knowledge.

## Staffing

- The NWPD does not have any dedicated HR Management staff in the organization whose full-time primary responsibility is HR Management, except the Recruiting Coordinator, whose primary responsibility is recruitment.

- The NWPD's recommended FTE HR staff for an organization of its size according to HR to FTE ratio benchmarks is 2.6 full-time HR staff.
- The NWPD lags behind comparison police agencies when it comes to having full-time dedicated HR staff.
- The City of New Westminster HR Business Partner provides limited support to the NWPD, and is typically engaged for administrative matters and serious civilian employee discipline matters.
- There is currently no funding for a HR professional position and limited funding for activities (e.g., workforce planning, performance/career development planning, and leadership development).

### **Employee and Labour Relations**

- No significant gaps identified, however, the NWPD recognizes that there is always room for growth and continuous improvement towards better employee and labour relations.

### **Total Health and Wellness**

- The NWPD regularly encourages employee wellness by endorsing healthy lifestyles, educating employees and providing opportunities for the enhancement of wellness to sustain overall employee and organizational health.
- The NWPD has developed and implemented health and wellness policies, procedures and programs to support employee wellbeing.
- No significant gaps identified, however, the NWPD recognizes that there is always room for growth and continuous improvement towards better employee health and wellness and this is a reason why it engaged a consultant to assist with this objective.
- (In progress) With the assistance of a consultant, the NWPD implemented an employee engagement survey to help identify areas to improve employee engagement and to create a formal wellness strategy or program.

### **Inclusion, Diversity and Human Connections**

- The NWPD has not developed a formal strategy for diversity, equity and inclusion planning across organisation.
- The NWPD participated in the City of New Westminster's DEIAR initiative however, it has stalled and the NWPD does not have any DEIAR recommendations to implement.
- In the 2022 Strategic Plan, the NWPD intended to implement the DEIAR recommendations from the initiative with the City.

## **Total Rewards**

- There is no strategy for evaluating and ensuring market competitiveness with exempt compensation pay (lead, lag, match) across Police organizations for doing similar work, this is dependent on the City of New Westminster's strategy at this time because the NWPD's exempt compensation plan is aligned with the City of New Westminster's exempt compensation policies. The City of New Westminster's current strategy is to lag behind competitor employers, however, this strategy is currently under review by the City of New Westminster. The NWPD is dependent on the City's capacity to complete this initiative.
- No significant gaps otherwise identified, however, the NWPD recognizes that there is always room for growth and continuous improvement towards developing better rewards to attract, retain and motivate employees.

## **Learning, Development and Succession Planning**

- The NWPD does not have a formal plan across organisation for career and leadership development and succession planning.
- The NWPD has not developed a defined, structured performance management system to regularly meet with employees to evaluate performance except for those employees on probation or entering Sworn Member internal/promotion competitions.
- There is an informal performance management system in place.
- Training is a formal component of organisation and is linked to some staff and business needs, but a formal training needs assessment for the organization has not taken place.
- There is no training for Supervisors in performance management.
- Supervisors and Managers who conduct employment and promotion interviews and processes have not been trained on best practices for interviewing and selection.
- An informal, semi-structured onboarding and off-boarding process is in place but a defined, structured onboarding and off-boarding process has not been established (this has been identified as a priority in the current Strategic Plan).

## **Workforce Planning and Mobility**

- The NWPD has not developed a formal approach to workforce planning, including identifying the current and future talent needs of the organization.
- There is a short-term workforce/succession plan using data – ie. estimating staffing needs, supply/replacement forecasting, determining supply for HR planning.

- There is no medium or long-term workforce/succession plans using data.
- Because there is no formal performance management system, the NWPD cannot establish goals and expectations to align individual and organizational performance with strategy. (See later in this report - the new Provincial Policing Standards in regards to Police Officer performance reviews must now include an assessment of Community Relationship Building).

### **HR Technology and Analytics**

- The NWPD identified acquiring a new HRIS as a strategic plan objective.
- (In progress) The NWPD has selected a new HRIS to close the gap in this area that previously existed.
- The HRIS implementation process has begun and will be completed in the fall of 2023.
- It is expected that the HRIS will provide the appropriate analytics and data to support decision-making to inform leaders of the progress toward organizational goals in a more efficient and effective manner.
- The HRIS will also contribute to the improvement of HR processes within the organization.

### **Innovation**

- There is a gap in being able to identify and promote best practices and strive for continuous improvement based on new developments and innovations due to a lack of capacity and processes to stay current on new developments and innovations connected to HR practices.

### **Organizational Changes and Development**

- The NWPD does not have a formal HR strategy for the organization to enhance the value of and effectiveness of its human resources (ie. short, medium, long term).
- The NWPD does align its organizational strategy into HR objectives and priorities to achieve the organizations plan but lacks HR specific expertise and capacity to develop, implement and improve strategic plan objectives and priorities that are HR Management related.
- There are at least 12 strategic plan priorities and milestones that are directly related to HR Management functions, and their level of success will be dependent on the NWPD having adequate HR competency, knowledge, skills and staffing capacity to ensure they will be successfully developed and implemented.

- The NWPD does not have a structured approach across organisation for strategic HR workforce planning, career development planning, leadership development planning, succession planning or diversity, equity and inclusion planning.
- Job descriptions are lacking – Some Police Officer units/section have informal job descriptions, and the closest documents that the NWPD has towards a formal job description are in the form of internal job postings.
- All Civilian Employee positions have job descriptions since these were completed by the City of New Westminster.

## **EVALUATION OF ALTERNATIVE OPTIONS**

### **OVERVIEW**

- **Manager**
- **Business Partner/Generalist**
- **Advisor**
- **Coordinator**
- **Shared HR Service with City NW**
- **Current Model with education enhancements**
- **Business Partner/Generalist (provided by City of New Westminster)**

### **Manager**

#### **Advantages:**

- This position would likely bring the most advanced level of HR management education/qualifications, knowledge, skills and experience.
- A CPHR designation is typically associated with this level of position, which brings proven level of expertise, a requirement to continuous learning to maintain the designation and to constantly update their HR skills to stay current.
- This position would be able to lead HR Management functions, assess the need for further HR staff and help the NWPD develop its HR strategy and capacity further.
- A position of this level could provide direct strategic advice and expertise to all levels of management and staff on a variety of HR services such as the Police Finance Manager does for NWPD Financial Services.
- Job responsibilities such as developing and the delivery of advanced HR services such as workforce and succession planning, leveraging data insights to design and implement appropriate people strategies and developing a HR strategic plan are associated with this level of position and this would help fill the current gaps in these areas.
- Job responsibilities such as developing and the delivery of core HR services such as performance management, career development processes, job evaluation and job

descriptions, effective and inclusive employee onboarding, and employee re-integration are associated with this level of position and this would help fill the current gap in these areas.

- Considering the job responsibilities and salary range, this position could absorb most of the HR functions currently being done by the Staff Sergeant, and some responsibilities being done by the Inspector thereby freeing up time for the Staff Sergeant and Inspector to focus on their other primary responsibilities.
- This position would eliminate the need for the Staff Sergeant to be the position primarily responsible for core HR functions; instead, the Staff Sergeant would support the HR Manager.
- The position would eliminate the need to rely on the City of New Westminster HR Business Partner for support, it could provide more advanced HR support/services than the City of New Westminster HR Business Partner currently offers and provide more timely/integrated support/services to the NWPD by being in-house. This would also reduce the workload on City of New Westminster HR Business Partner and HR Team, saving them time and staffing resources.
- The position would provide the NWPD with sustainable and consistent HR expertise vs Staff Sergeants and Sergeants rotating positions every 3 years who typically have none to minimal HR education/expertise.
- The position would help promote and ensure that the NWPD is compliant with employment and labour law, as well as HR best practices.
- The HR Manager position could directly Supervise the Recruiting Coordinator, and Recruiting/Training Assistant, and could remove this responsibility from the Recruiting Sergeant. On first impression, it is believed that the Recruiting Coordinator, Recruiting/Training Assistant should report to the HR Manager if this alternative option is chosen. This would provide consistent leadership and expertise to the Recruiting Coordinator, and Recruiting/Training Assistant and prevent the challenges of having a Sergeant and/or Staff Sergeant leader rotating every 3 years, who will not have the HR leadership and expertise that a HR Manager will. The HR Manager will be able to provide more effective, consistent support and leadership to these staff members. This model would be consistent with how the NWPD Financial Services section is structured and it operates very effectively.
- The position would have the expertise to develop, implement and lead the recruiting strategy.
- When employees see the benefits of having a strong HR leadership presence within the NWPD, employees may appreciate the organization's HR processes, which may make them feel more confident in their job and the way they can advance their career. Employees may then feel more committed to their responsibilities and the NWPD, which may increase retention rates and reduce turnover rates.
- A HR Manager can focus on higher value-added activities, such as performance management, succession and workforce planning and leadership development. This can



help the NWPD achieve its strategic objectives more efficiently and effectively, and to become a more competitive employer in the long term.

- Having a HR Manager within the NWPD vs with the City of New Westminster, can allow the NWPD to customize its HR Management delivery to address the unique challenges of the NWPD, policing and its employees. It will also allow the NWPD to choose the person it wants to have as its HR Manager vs having no control over this with a City of New Westminster HR staff member.

**Disadvantages:**

- The position warrants the highest salary cost of all the HR positions considered (except the Business Partner position which is the same salary cost).

**Other Considerations:**

- The NWPD would need to further assess the appropriate reporting lines for staff and Supervisory spans of control, to see whether the Recruiting Coordinator and Recruiting/Training Assistant should report to the HR Manager or remain with Sergeant.
- The Sergeant would continue to report to the Staff Sergeant and would provide recruiting support to the HR Manager and remain part of the Recruiting Unit for recruiting functions as they do now.
- The City of New Westminster is currently doing a review of its exempt staff compensation policies to assess whether changes are needed to become a more desirable and competitive employer in the talent marketplace. This may result in an increase in exempt staff salary costs.

**Business Partner/Generalist**

**Advantages:**

- This position would likely bring the next most advanced level of HR management education/qualifications, knowledge, skills and experience when compared to a HR Manager position, and well above what the NWPD currently has.
- A CPHR designation can be associated with this level of position, which brings a proven level of expertise, a requirement to continuous learning to maintain the designation and to constantly update HR skills to stay current.
- This position would be able to support HR management functions, and to provide and help the NWPD develop its HR capacity further.
- A position of this level would provide direct HR advice and expertise to all levels of management and staff on a variety of HR services.

- The job responsibilities such as developing and the delivery of core HR services such as performance management, career development processes, job evaluation and job descriptions, effective and inclusive employee onboarding, employee re-integration are associated with this level of position and this would help fill the current gaps in these areas.
- Considering the job responsibilities and salary range for this position, it could absorb most of the HR functions currently performed by the Staff Sergeant, and some responsibilities being done by the Inspector thereby freeing up time for the Staff Sergeant and Inspector to focus on their other primary responsibilities.
- This position would eliminate the need for the Staff Sergeant to be the position primarily responsible for core HR functions, instead the Staff Sergeant would support the HR Business Partner.
- The position would eliminate the need to rely on the City of New Westminster HR Business Partner for support, it would provide more advanced HR support/services than the City of New Westminster HR currently offers and it provide more timely/integrated support/services to the NWPD by being in-house. This would also reduce the workload on City of New Westminster HR services, saving them time and staffing resources.
- The position would provide the NWPD with sustainable HR expertise by providing a consistent, experienced HR Professional within the NWPD, helping to mitigate the issue of Staff Sergeants and Sergeants without previous HR education/expertise rotating positions every 3 years.
- The position could promote and ensure that the NWPD is compliant with employment and labour law, as well as HR best practices.
- The level of responsibilities, education and expertise needed for this position, may provide the opportunity to develop the position towards a HR Manager position should that direction be desirable to the NWPD.
- This position can directly Supervise clerical staff which may include the Recruiting Coordinator and Recruiting/Training Assistant, and remove this responsibility from the Sergeant.

**Disadvantages:**

- This position at the City of New Westminster has the same pay scale and salary range as the HR Manager position. The positions differ in their role and responsibilities.
- The job responsibilities such as developing and the delivery of advanced HR services such as workforce and succession planning, leveraging data insights to design and implement appropriate people strategies and developing an HR strategic plan are not typically associated with this level of position based on a review of job descriptions for this position including the City of New Westminster's job description, therefore this position may not fill the current gap in these areas for the NWPD (See note<sup>1</sup> below).

**Other Considerations:**

- The NWPD would need to assess the appropriate reporting lines, whether the position should report to the Staff Sergeant or Inspector. If reporting to the Staff Sergeant, this would increase the Staff Sergeant's supervisory span of control but reduce the Staff Sergeant's workload for HR management functions.
- The City of New Westminster is currently doing a review of its exempt staff compensation policies to assess whether changes are needed to become a more desirable and competitive employer in the talent marketplace. This may result in an increase in exempt staff salary costs.

**Note<sup>1</sup>:**

The City of New Westminster's Senior HR Manager advised that more advanced HR services/responsibilities can be associated with this position. The NWPD would need to do a job evaluation to confirm if more advanced HR functions could exist within this position and within the current salary range.

The City of New Westminster's Senior HR Manager advised that the HR Manager position title within the City of New Westminster was changed to the Business Partner title for 2 main reasons: First, the HR Manager positions did not actually Supervise any staff and second, there was an intention to have the Business Partner become more of a strategic advisor and to be embedded more closely with Management however this has not yet been realized, instead Business Partner's continue to perform more basic, fundamental HR Management functions until the City of New Westminster is able to hire specific HR staff to handle the lower level HR function responsibilities.

At some agencies, the salary for a HR Manager and a Business Partner will vary. For those agencies that do have a HR Manager, the position's salary range for a HR Manager is \$115,000 – \$145,000 vs the City of New Westminster's salary range for a HR Manager and a Business Partner is \$108,400.50 to \$119,515.50.

**HR Advisor****Advantages:**

- This position would likely bring the next most advanced level of HR management education/qualifications, knowledge, skills and experience when compared to a HR Manager and HR Business Partner positions, and well above what the NWPD currently has.

- A CPHR designation can be associated with this level of position, which brings a proven level of expertise, a requirement to continuous learning to maintain designation and to constantly update HR skills to stay current.
- This position would be able to support core HR management functions and would improve the NRPD's HR capacity.
- This position could assist the Staff Sergeant in the development and administration of HR programs, procedures, guidelines, and metrics.
- A position of this level could provide direct HR advice and expertise to Inspectors, Staff Sergeants and staff on a variety of HR services but would not typically provide direct HR advice to the Deputy Chief or Chief Constable.
- The salary cost is less than a HR Manager and HR Business Partner positions.
- Considering the job responsibilities and salary range, this position could absorb most of the HR functions currently being done by the Staff Sergeant, thereby freeing up time for the Staff Sergeant focus on their other primary responsibilities.
- This position would likely eliminate the need to rely on City of New Westminster's HR Business Partner for support, provide more effective and efficient support than the City of New Westminster's HR currently offers and provide more timely/integrated support to the NRPD by being in-house. This would also reduce the workload on City of New Westminster's HR services, saving them time and staffing resources.
- The position would provide the NRPD with sustainable HR expertise by providing consistent, experienced HR support within the NRPD, helping to mitigate the issue of Staff Sergeants and Sergeants without previous HR education/expertise rotating positions every 3 years.
- The position could help promote and ensure the NRPD is compliant with employment and labour law, as well as HR best practices.
- According to the City of New Westminster's job description, this position could supervise a small group of unionized employees such as the Recruiting Coordinator and Recruiting/Training Assistant. This would provide consistent leadership and expertise to these staff members and prevent the challenges of having the Sergeant and/or Staff Sergeant leadership rotate every 3 years.

**Disadvantages:**

- The job responsibilities such as developing and the delivery of advanced HR services such as workforce and succession planning, leveraging data insights to design and implement appropriate people strategies and developing a HR strategic plan are not associated with this level of position and this would therefore not fill the current gaps in these areas for the NRPD.
- The NRPD would still likely need to consider a HR Manager or HR Business Partner position in the future to address the remaining gaps not filled by this position.

**Other Considerations:**

- This position would report to the Staff Sergeant, this would increase the Staff Sergeant's supervisory span of control but reduce the Staff Sergeant's workload for HR management functions.

**Coordinator****Advantages:**

- This position would be able to support HR management administrative functions.
- The position would decrease the workload for administrative functions for NWPD and City of New Westminster HR staff.
- The salary cost is the least of all the other HR positions presented.

**Disadvantages:**

- The position would bring the least amount of HR Management education/qualifications, knowledge, skills and experience when compared to the other HR positions, and likely would not improve our HR capabilities beyond what the NWPD currently has.
- A CPHR designation is not associated with this level of position, which brings no requirement to continuous learning to maintain the designation and to constantly update HR skills to stay current.
- The position would be able to support HR Management administrative functions only.
- The position would not be able to perform any of the advanced and/or core HR management functions such as developing and the delivery of core HR services such as performance management, career development processes, job evaluation and job descriptions, effective and inclusive employee onboarding, and employee re-integration, and would not fill the current gap in these areas.
- The Recruitment Coordinator, Recruiting/Training Assistant and Administrative Assistant are already performing the key responsibilities for this position.
- A position of this level would not provide HR advice and expertise to all levels of management and staff on a variety of HR functions.
- This position would not be able to the Recruiting Coordinator and Recruiting/Training Assistant. Therefore, this position would not provide be able to provide consistent

leadership and expertise to these staff members and prevent the challenges of having the Sergeant and/or Staff Sergeant leadership rotate every 3 years.

**Other Considerations:**

None

**Current Model**

The evaluation of the current model has been broken down into two parts:

- 1) An evaluation of having a shared HR service with the City of New Westminster; and
- 2) An evaluation of having Senior Police Officers administer HR functions.

**Shared HR Service with City New Westminster**

**Advantages:**

- City of New Westminster provides a HR Business Partner position to assist the NWPDP at no cost to the NWPDP.
- City of New Westminster manages all aspects of the position from hiring, scheduling, direction of priorities and performance management.
- The position reduces the need and costs on the NWPDP to hire and train specialized staff.
- The position is part of a larger City of New Westminster HR team, which is beneficial for the support and development of the person in the position.
- The position offers the next most advanced level of HR Management education/qualifications, knowledge, skills and experience when compared to a HR Manager position.
- A CPHR designation can be associated with this level of position, which brings a proven level of expertise, requirement to continuous learning to maintain designation and constantly update their HR skills to stay current (if the City of New Westminster hires a person with this designation or if the person later achieves this designation).
- The position can provide direct HR advice and expertise to all levels of management and staff on a variety of HR functions.
- The position allows for the consistent application of HR policies and procedures across civilian CUPE and exempt staff across the City of New Westminster and the NWPDP.

**Disadvantages:**

- Despite the NWPD's employee size compared to other Departments in the City of New Westminster, this position has traditionally provided limited, ad-hoc like support to the NWPD.
- Due to the current high workload and lack of current City of New Westminster HR staffing resources, the HR Business Partner position has provided a reduced level of service to the NWPD over the past year.
- Since the NWPD does not control the position, it has no control over the selection and hiring of the person for the position and it cannot select the person's level of education/qualifications, knowledge, skills, and abilities and experience.
- Since the NWPD does not control the position, it cannot direct the scheduling, direction of work objectives and priorities, level and type of work responsibilities, and performance management for the position.
- The City of New Westminster HR staff are unable to focus on higher value-added activities for the NWPD, such as performance management, workforce planning, succession and career planning, and leadership development. This prevents the NWPD from being able to achieve its objectives more effectively and efficiently, improve employee engagement and to become a more competitive employer in the long term.
- The City of New Westminster HR has traditionally provided a level of HR services consistent with HR Advisor and Coordinator roles vs a true HR Business Partner position.
- The position provides support to other department's within the City of New Westminster and not just to the NWPD; most of the position's time is spent working on other City of New Westminster matters.
- The City of New Westminster HR provides a greater level of HR services to other City of New Westminster departments than they do to the NWPD, for example one of the Department's at the City of New Westminster has half the staff of the NWPD but it has a dedicated full-time HR Business Partner (Note: This position may also be involved in this Department's full-cycle recruitment which the NWPD HR Business Partner is not involved in with the NWPD).
- The City of New Westminster HR has a 3-5 year plan to increase their HR staff and services to various departments, however, the City of New Westminster's HR plan did not include assessing the needs and goals of the NWPD.
- The City of New Westminster's HR is rarely involved in Sworn Member HR matters, yet Sworn Members represent almost 75% of the NWPD staffing, this does not permit for the consistent application of HR policies and procedures across the organization to all NWPD staff.
- The NWPD is unable to customize its HR services to address the unique challenges of the NWPD, policing and its employees.
- The City of New Westminster HR staff lack experience in police environments, and require more time to understand the unique aspects of policing. Since City of New Westminster HR staff spend limited time working with the NWPD and its police officers, and the limited

duties that they do perform are directed at CUPE staff, it will take significant time and effort for new City of New Westminster HR staff to be able to perform their tasks as expected.

- The division of responsibilities between the City of New Westminster HR and NWPD is unclear, there are no service agreements in place; there are no defined responsibilities from City of New Westminster HR team, on what services they do/do not provide, and/or cannot provide.
- Collaboration between the NWPD staff and City of New Westminster HR team and across the NWPD organization has suffered. There is a disconnect between the two sides, likely because there is limited interaction and communication with the City of New Westminster HR team. The City of New Westminster HR services that are provided to the NWPD are typically provided from City Hall and not from within the NWPD. It is a challenge to build strong relationships, and consistent internal systems to meet the needs NWPD employees.

#### **Other Considerations:**

- Over the past 13 years, the NWPD has decreased its reliance on the City of New Westminster HR services due to the City of New Westminster's HR department being unable to keep up with the rapidly increasing needs of the NWPD. The NWPD is seeking to continue in this direction to improve its HR capabilities and impact throughout the NWPD organization.

#### **Senior Police Officers**

##### **Advantages:**

- There will be no increase in salaries or recruitment costs.
- The Senior Police Officers understand the needs of the organization since they have been with the organization for their careers.
- The current model is meeting expectations for the work that has to be done.
- The current staff in these areas do have significant experience within the organization for the HR matters that they do have to perform, and have made improvements in some core HR functions within the organization and are committed to continuous improvement and growth.

##### **Disadvantages:**

- The current model does not resolve any of the gaps identified within the NWPD and the level and type of services provided by the City of New Westminster HR staff.



- Since the gaps will persist, the identified risks to the organization and its ability to achieve its strategic plan objectives will continue and may negatively affect the NWPD's long-term success and competitiveness as an employer of choice.

**Other Considerations:**

The NWPD has taken action to mitigate some of the identified knowledge, skills and abilities gaps by doing the following and could continue to improve by doing the following:

- Encouraging and supporting Inspectors, Staff Sergeants and Sergeants who will be filling these roles to acquire some HR management training/education to enhance their knowledge prior to assuming the role and during their role.
- Seek out and participate in training opportunities to learn HR best practices.
- Reduce the amount of turnover in the Inspector, Staff Sergeant and Recruiting Sergeant roles to maintain the acquired expertise longer.
- Limit the amount of Inspectors, Staff Sergeants and Sergeants who rotate through these roles, thereby recycling those employees back into these roles, where they have previous expertise and experience.
- Ensure Inspectors, Staff Sergeants and Sergeants with in this area are not all rotated at the same time, thereby maintaining the expertise and experience achieved to help mentor those new to the roles.

**Caveat:**

Limiting the amount of employees who would be able to perform these roles or increasing the tenure within these roles would:

- Prevent some Staff Sergeants and Sergeants from being able to perform these roles.
- Be a decision contrary to the current agreement to have Staff Sergeant positions rotate every 3 years.
- Limit some employee's career development opportunities and goals.
- Limit improving some employee's health and work/life balance from those who have been working shift work.

**Business Partner (provided by City of New Westminister)**

The NWPD made a request to the City of New Westminister's HR Department to see whether there would be an option to have the City of New Westminister increase its HR staffing support to the NWPD in 2024 to assist with assessing its options to enhance NWPD HR staffing.

The NWPD requested the following:

- Whether or not the City of New Westminster could provide a full-time HR Business Partner/Manager to the NWPD in January 2024?
- If the NWPD hired a full-time HR Business Partner/Manager in 2024, would there be a benefit to the City of New Westminster's HR by having the NWPD HR Business Partner/Manager assume the responsibilities from the City of New Westminster's HR Business Partner such as an improvement in staffing resources, cost savings, etc.?
- Does the City of New Westminster HR have any formal service agreements with other City of New Westminster departments on the level and type of services that it provides?
- If the NWPD decided to hire a full-time HR Business Partner/Manager, is there any feedback you would like us to consider?

The NWPD advised the City of New Westminster's HR Department that the position would need to provide 100% support to the NWPD, be located in the NWPD and that the NWPD would need to have 100% control over setting the direction and objectives for the position.

The City of New Westminster's HR Department was provided with a summary of the NWPD's needs assessment and the gaps in HR Management functions that were identified. The NWPD also stated that hiring a HR Manager would likely be the first step in improving the NWPD's HR expertise and capacity.

The City of New Westminster's HR Department provided the following response:

- To support the continued growth and demands of City departments (including Police), City of New Westminster HR would require additional staffing resources for 2024 and beyond through the Budget Enhancement process.
- The City supported providing a dedicated HR Business Partner for Police based on the number of FTEs that the Police has compared to other similar sized City departments who also have a dedicated HR Business Partner.
- The City of New Westminster's HR Department anticipated being able to provide a dedicated Police HR Business Partner sometime in the first quarter of 2024.
- The cost of a dedicated Police HR Business Partner would continue to be covered under the City of New Westminster's HR budget.
- The City of New Westminster's HR Department would like to have the dedicated Police HR Business Partner operate in a manner that is consistent with the application of City Policies and to be a member of the City of New Westminster's HR team.

- The City of New Westminster HR does not have any formal service agreements with other City of New Westminster Departments.

**Considerations:**

- It was helpful to see that the City of New Westminster's HR Department also recognized the need for the NWPD to have a dedicated HR Business Partner based on the number of FTEs that NWPD has compared to other similar sized City departments who already have a dedicated HR Business Partner.
- It would appear that the City's ability to provide a dedicated HR Business Partner for NWPD is contingent on the City being able to have this enhancement approved during their budget enhancement process, this poses a risk to the NWPD that the City's budget enhancement process may not approve this budget enhancement.
- The cost of a HR Business Partner or a HR Manager costs the same regardless of which budget it ultimately falls under.
- Either solution, a City funded HR Business Partner or a NWPD funded HR Manager, would be funded to provide 100% operational support to the NWPD.
- Typically positions that are created for only the NWPD's needs, are budgeted for and funded by the NWPD (except the Communications Coordinator 2 position).
- Since both solutions (a HR Business Partner or a HR Manager) cost the same, the evaluation of whether or not the NWPD should move ahead with the option to have the City of New Westminster provide a HR Business Partner instead of having the NWPD fund a HR Manager position, should be primarily based on the following<sup>11</sup>:
  1. Defining the strategic rationale for the desired organizational design that will maximize value creation for the NWPD now and into the future? And what organizational design is most in alignment with its strategic goals and priorities?
  2. How the NWPD wants the division of decision rights and roles between the NWPD and the City of New Westminster to be; and
  3. What kind of HR professional and/or leader does the NWPD need now and in the future, to have to consult with, to improve the NWPD's HR Management functions and overall, to help create an effective, efficient organization.

### **Advantages:**

- Having a NWPD HR Business Partner position whose funding is under the City of New Westminster's HR budget, would reduce the overall amount of the NWPD's budget.

Caveat: Typically positions that are only for the NWPD, are funded and budgeted for by the NWPD (except the Communications Coordinator 2 position) and this may draw scrutiny on why this budget enhancement item is being requested for by the City of New Westminster rather than the NWPD.

However another perspective could be that since the NWPD has for the past 20 plus years used HR support from the City of New Westminster and regardless of which HR professional position or model is chosen, the NWPD would still need support from and to collaborate with the City of New Westminster HR due to having shared services such as payroll, WCB claims administration, and benefits administration as well as having civilian employees who are part of the same CUPE Union.

- Typically, the NWPD does try to keep its HR policies and practices for civilian employees consistent with the City of New Westminster's HR policies since the civilian employees between the two organizations are part of the same CUPE Union and exempt civilian staff currently follow the City of New Westminster exempt compensation policies.

### **Neutral:**

- The cost of a HR Business Partner provided by the City or a HR Manager funded by the NWPD costs the same, and will ultimately cost the City of New Westminster the same.

### **Disadvantages:**

- Since the position will directly lead the development and implementation of the NWPD's HR Management functions, which in turn will directly support the development and implementation of the NWPD's strategic goals, HR strategy and organizational development, the NWPD should have full ownership and be 100% responsible for the HR Professional's hiring, selection and operational direction<sup>11</sup>.
- The proposed solution from the City and the proposed solution from the NWPD's cost the same, the difference lies on which budget the position would fall under and that the City requests that if the position is funded by the City, that HR support across City departments should continue to be consistent with City Policies and continue to be part of the overall

City's HR team. However, the NWPDP is a separate employer and this would not likely not permit the NWPDP to have 100% control of the position's directives and objectives.

- The success of achieving the NWPDP's HR related strategic plan goals would be dependent on the City's budget approval process for funding the position and the City's ability to provide an appropriately skilled HR professional.
- The recommended solution (later in this report) is for a HR Manager not a HR Business Partner, although the position costs the same, the roles and responsibilities are different, and it is believed that the HR Manager role is a better fit for NWPDP's current and future needs.
- The recommended solution to have a HR professional "in-house" is to improve responsiveness and accountability<sup>11</sup>.
- Since the cost for each solution is the same, and there is ultimately no financial benefit in the end to the City of New Westminster if either model is adopted, implementing a model that relies on additional collaboration with the City of New Westminster can result in large functions being created and greater organizational complexity<sup>11</sup>.
- Trying to have a one-size-fits-all approach in developing and defining HR Management functions such as having all City Department's follow City of New Westminster's HR policies, may lead to challenges and exacerbate any existing issues<sup>11</sup>. The NWPDP is a separate employer, and needs to focus on developing and defining HR Management functions that meets the unique needs of the NWPDP, its Police Officers, and its Civilian Employees, not the City of New Westminster's need to have consistent HR policies and practices throughout City Departments.
- The majority of NWPDP employees are Police Officers, who are either part of a separate NWPOA Union or part of the exempt Senior Management Team, which has no affiliation with the City except for being associated with the NWPDP. NWPDP employees fall under NWPDP HR related policies, not City of New Westminster HR policies.
- This model would not be consistent with the models found in the comparator agency models and there may be additional reasons that have not yet been explored for why the comparator agencies have chosen to have separate HR Management functions from their respective City or Translink.

**Other Considerations:**

- None

## **RECOMMENDATION**

The goal of this report and its assessment was to identify the HR knowledge, skills, abilities and staffing capacity that the NWPD needs to achieve its strategic objectives and priorities and to develop and implement actions to acquire and develop those skills.

This report identified key gaps in HR expertise, staffing capacity and in the areas of HR strategic planning, workforce planning, learning and development, performance management, career and succession planning, and diversity, equity and inclusion planning.

The report then assessed the potential viable options to resolve these gaps.

The NWPD has been able to function with its current model for many years, however, the recommendation is that the NWPD should develop and implement a sustainable solution to address the current gaps in HR Management expertise, capacity and functions.

The desired state is to move from the current model that focuses on fundamental and compliance-driven HR services that primarily uses non-HR professionals to a model that focuses on being strategic and integrated into the NWPD's business using HR professionals.

The proposed solution is that the NWPD should hire a full-time HR Manager position.

A HR Manager can provide the expertise and capacity to resolve the key current HR Management gaps identified in this report and will be able to provide advanced HR Management functions. The HR Manager can be responsible for leading and supporting the NWPD's development and formalization of a HR strategic plan to improve areas like workforce planning, learning and development, performance management, recruiting and retention, career and succession planning, employee engagement, and diversity, equity and inclusion planning. Lastly, the HR Manager can act as a strategic advisor to all levels of NWPD Management.

Although the option of having the City of New Westminster fund a HR Business Partner to help meet the NWPD's HR needs is an attractive option to consider, it is not believed to be the best solution to meet the needs of the NWPD nor is it the best option for alignment with the NWPD'S strategic direction.

Since the cost of a HR Business Partner provided by the City or a HR Manager funded by the NWPD costs the same, and will ultimately cost the City of New Westminster the same, the final

decision should be based on strategic rationale for the desired organizational design that will maximize value creation for the NWPD now and into the future, and how the NWPD wants the division of decision rights and roles between the NWPD and the City of New Westminster to be.

Since the position will directly lead the development and implementation of the NWPD's HR Management functions, which in turn will directly support the development and implementation of the NWPD's strategic priorities, HR strategy and organizational development, the NWPD should have full ownership and be responsible for carrying out these HR Management functions<sup>11</sup>.

## **STRATEGIC PLAN ALIGNMENT**

The recommendation to hire a dedicated HR Professional, a HR Manager, aligns with achieving the NWPD's strategic plan priorities. The development and implementation of the following strategic plan objectives and priorities are directly related to and their success is dependent on the NWPD improving its HR knowledge, skills, abilities and staffing capacity:

### *Priority: Invest in Our People*

We will improve the diversity, inclusion and wellness of our Department and workplace. We will introduce new practices to support the growth and development of our members.

1. Share engagement survey results, develop a plan and act.
2. Implement DEIAR recommendation and include in the budget.
3. Pilot performance reviews with two selected units within the City to support growth and career planning.
4. Establish a standard on-boarding and exit interview process for staff.
5. Identify a leadership development budget for 2023.
6. Create a module-based leadership development program for NWPD.
7. Implement the first module of the leadership development program.
8. Implement a performance review program for the entire Department.
9. Evaluate candidate's level of preparedness for competitions. i.e., do they feel better prepared for competitions?
10. Continue to expand the leadership and development program.
11. Explore options and quantify the need for a mentoring program to assist in the growth and development of members.

### *Priority: Modernize Community Safety*

12. Begin implementing unbiased policing standards

By enhancing and aligning the NWPDP's HR management capabilities with the NWPDP's strategic plan, the NWPDP can ensure that it has the right people, with the right skills, in the right roles, to achieve its goals<sup>10</sup>.

## **PROVINCIAL POLICING STANDARDS ALIGNMENT**

The recommendation to hire a dedicated HR Professional, a HR Manager, aligns with its need to meet the Province of British Columbia's Provincial Policing Standards for Promotion of Unbiased Policing. The development, implementation and achieving compliance with the following Provincial Policing Standards are directly related to and their success is dependent on the NWPDP improving its HR knowledge, skills, abilities and staffing capacity:

### **Section 6.0 – Promotion of Unbiased Policing**

#### **Subject 6.1.2 – Community engagement**

*Integrating community relationships into performance management*

The Chief Constable, Chief Officer or Commissioner must ensure that:

(8) Community relationship building, including with marginalized, racialized, or vulnerable persons and community organizations or groups, is a consideration when assessing officer performance.

#### **Subject 6.1.3 – Promoting diversity within the police force**

*Reflective police force*

(1) The police force's hiring, promotion, and retention policies and practices are non-discriminatory, free of systemic barriers, and include strategies related to increasing and maintaining diversity in the police force.

(2) The police force's recruitment materials depict gender equity and minority representation.

(3) The police force engages in targeted recruitment activities to attract under-represented groups.

(4) The police force monitors the diversity within the police force in relation to the area served, including at a minimum sex and ethnicity variables.

## **EVALUATION**



The plan to evaluate if the HR Manager position is accomplishing the intended outcomes will be to assess the HR Manager's ability to help the NRPD achieve its HR related strategic plan objectives and priorities.

## **CONCLUSION**

In conclusion, the HR management function of an organization is a critical driver of growth and competitiveness for any organization. By hiring a HR Manager, the NRPD will be able to improve its HR Management strategy and functions. This is expected to help improve the NRPD's ability to attract and retain top talent, build a more positive workplace culture, manage and mitigate risk, drive organizational strategy and improve organizational performance. Investing in the HR function should not just be seen as a cost, but should be seen as an opportunity for the NRPD to thrive and succeed<sup>8</sup>.

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## NEW WESTMINSTER POLICE DEPARTMENT 2024 Draft Preliminary Operating Budget

	2023 Budget	2024 Draft Budget	Increase (Decrease)
<b>Salaries and Benefits</b>			
Salaries Police	18,788,791	19,844,455	1,055,664
Salaries Clerical	2,750,670	2,968,772	218,102
Auxiliary Salaries	341,000	351,230	10,230
Overtime Police	1,628,340	1,677,190	48,850
Overtime Clerical	103,000	106,090	3,090
Overtime ICBC	21,200	21,836	636
Overtime Movies	115,000	118,450	3,450
Benefits Police	5,102,000	5,569,505	467,505
Benefits Clerical	854,100	922,997	68,897
Employer Health Tax	450,100	490,230	40,130
Estimate for Cost Increases		-	-
<b>Total Salaries and Benefits</b>	<b>30,154,201</b>	<b>32,070,755</b>	<b>1,916,554</b>
<b>Contracts Services</b>			
Services from Other Departments	36,225	36,225	-
Transcription Costs	41,400	46,400	5,000
Op Services - 3rd Party	3,292,762	3,909,197	616,435
Prisoner Custodial Services	335,000	346,390	11,390
<b>Total Contracts Services</b>	<b>3,705,387</b>	<b>4,338,212</b>	<b>632,825</b>
<b>Education and Training</b>			
Education and Training	365,500	491,520	126,020
Conferences and Seminars	75,000	75,000	-
Dues and Membership Fees	11,500	11,500	-
Subscription and Reference	11,500	11,500	-
Employee Services	25,000	25,000	-
Recruitment	100,000	175,000	75,000
Service Excellence	5,000	5,000	-
<b>Total Education and Training</b>	<b>593,500</b>	<b>794,520</b>	<b>201,020</b>



## NEW WESTMINSTER POLICE DEPARTMENT 2024 Draft Preliminary Operating Budget

	2023 Budget	2024 Draft Budget	Increase (Decrease)
<b>General Office</b>			
Office Supplies	56,925	56,925	-
Printing and Forms	15,525	15,525	-
Business Lines	18,630	18,630	-
Cellular	119,025	119,025	-
Equipment and Furniture	36,225	36,225	-
Computer Equipment	173,340	173,340	-
Computer Operating Costs	138,195	138,195	-
System Usage Fee	382,950	432,950	50,000
Office Operating Costs	20,700	20,700	-
Records Management	10,350	10,350	-
Courier and Delivery	7,245	7,245	-
Postage	5,485	5,485	-
Advertising and Promotion	15,525	15,525	-
<b>Total General Office</b>	<b>1,000,120</b>	<b>1,050,120</b>	<b>50,000</b>
<b>General Administration</b>			
Unscheduled Maintenance	40,365	40,365	-
Security Systems	20,700	20,700	-
Consultants and Studies	122,450	122,450	-
Legal	72,450	97,450	25,000
Volunteer and Community Engagement	20,183	20,183	-
Bank Charges	1,552	1,552	-
<b>Total General Administration</b>	<b>277,700</b>	<b>302,700</b>	<b>25,000</b>
<b>Operational Equipment</b>			
Equipment Operating Costs	26,910	26,910	-
Radio Communications	310,500	310,500	-
Photographic	10,350	10,350	-
Firearms	62,100	74,600	12,500
Operational Costs - Other	77,120	89,620	12,500
<b>Total Operational Equipment</b>	<b>486,980</b>	<b>511,980</b>	<b>25,000</b>



# NEW WESTMINSTER POLICE DEPARTMENT

## 2024 Draft Preliminary Operating Budget

	2023 Budget	2024 Draft Budget	Increase (Decrease)
<b>Other Costs</b>			
Appreciation and Hospitality	13,868	13,868	-
Other Grants and Donations	30,000	30,000	-
Special Investigations	25,875	25,875	-
Clothing Allowance	58,613	58,613	-
Clothing Issue	175,775	215,775	40,000
Laundry	56,925	56,925	-
<b>Total Other Costs</b>	<b>361,056</b>	<b>401,056</b>	<b>40,000</b>
<b>Total Operating Expenditures</b>	<b>36,578,944</b>	<b>39,469,343</b>	<b>2,890,399</b>
<b>Revenues</b>			
<b>Sale of Services</b>			
Custodial Services	(35,000)	(35,000)	-
Other Sales of Services	(160,000)	(265,000)	(105,000)
3rd Party Cost Recovery Charge	(5,762,800)	(5,935,800)	(173,000)
Special Event Recovery	(105,000)	(105,000)	-
<b>Sale of Services</b>	<b>(6,062,800)</b>	<b>(6,340,800)</b>	<b>(278,000)</b>
<b>Grants from Other Governments</b>			
Grants - Revenue Sharing	(1,711,100)	(1,734,100)	(23,000)
<b>Grants from Other Governments</b>	<b>(1,711,100)</b>	<b>(1,734,100)</b>	<b>(23,000)</b>
<b>Other Revenue</b>			
False Alarm Fines	(12,500)	(12,500)	-
Auction Proceeds	(10,000)	(10,000)	-
<b>Other Revenue</b>	<b>(22,500)</b>	<b>(22,500)</b>	<b>-</b>
<b>Total Revenues</b>	<b>(7,796,400)</b>	<b>(8,097,400)</b>	<b>(301,000)</b>
<b>Net Operating Expenditures</b>	<b>28,782,544</b>	<b>31,371,943</b>	<b>2,589,399</b>



# New Westminster Police Department

## REPORT *Financial Services*

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

**Date:** September 12, 2023

**Item #:** 3.2

**From:** Jacqueline Dairon  
Financial Services

**Subject:** June 30, 2023 Q2 Financial Report and Forecast

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### **RECOMMENDATIONS**

*That the New Westminster Police Board receive the June 30, 2023 Financial Report and Forecast for information.*

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### **PURPOSE**

The purpose of this report is to provide information to the Board on the Q2 June 30, 2023 financial report and provide a financial forecast for the 2023 year.

### **DISCUSSION**

As at June 30, 2023, the police department is currently under budget by \$656,000. However, the department anticipates this favorable budget variance will decrease down to \$34,000 or 0.001% by year-end. The following report will provide an overview of the factors that contribute to the budget variances, elaborate on the reasoning behind the projections, and identify potential risks that could influence the departments' financial results in 2023.

#### **Salary and Benefits**

The salaries and benefits accounts have actualized in Q2 \$600K under budget, the budget variance in Q1 was an overage of \$300K. Overtime was 13% over budget in Q1 but the overage has reduced to less than 1% for Q2. As benefits actualized into the last half of the year, they have started to level off. At Q1, the department was 17% over budget in benefits but the variance was only 8% in

Q2, this represents a shift of \$200K. There is budget variance in salaries for both sworn and civilian due to a number of resignations, reassignments and changes in retro accruals. The expired collective agreements for CUPE and NWOPA will continue to be a risk to the department as an accrual will be required to estimate current year impact of the contract until they are settled. For Q2, we have estimated salaries increases at the 2023 budget rate. For the last half of the year the forecast is expected to level off and should actualize around \$100K under budget.

#### Contracted Services

There is a small variance currently within the contracted services accounts and that maybe eroded by the end of 2023. One risk to highlight within these accounts is the recent need for outside agencies to support the department through a high-risk file. While the department has requested grant funding to support these costs the amount cannot be forecasted until they are approved.

#### Education and Training

The education and training accounts have exceeded the budget by \$160,000; this trend is forecasted to continue with a projected budget variance of \$200,000. It is worth noting that recruitment costs are on the rise due to increased volume and pricing, as highlighted in previous years. The risk of additional training costs for recruits is reduced in Q2 as the department has confirmed two seats at the JIBC for September 2023 and the corresponding costs have been forecasted. Recruitment cost continue to be challenges as hiring needs persist.

#### General Office and Administration

The general office and administration accounts are presently on target and currently forecasted to hold this budget. General office and admin is largely driven by IT and Legal costs. IT has conducted a review of their forecast, project implementation timelines, and adjusted the forecast accordingly for Q2. If the current trend in legal fees continues, this account would exceed the budget by \$87,000.

#### Operational Equipment and Other Costs

Accounts within operating equipment and other costs are currently slightly over budget and the forecast is projecting the variance to hold into year-end. However, the majority of the overages have grant recoveries that are allocated to grant revenue, when you factor in the additional grants received, these accounts are no longer over budget. Hiring needs for the remainder of 2023 are somewhat known, however, should additional exempt staff be required these forecasts would amend accordingly.

#### Sales of Service

As at June 30<sup>th</sup>, the department had invoiced for an additional \$88,000 in sales of service. This trend should continue throughout 2023 and result in a favorable budget variance of \$150,000. A



price increase from a third party was finalized after budget approval, which will generate additional revenue. Changes in secondments will also add additional revenue to the department's bottom line.

Grants from other Government

The traffic fine grant for 2023 has been received and while the amount received, was higher than 2022 by \$71,000 the amount received was still short \$54,000 of budget. The funding agreement for the Gang Suppression Unit (GSU) ended on April 1, 2023, and there is no new agreement in place. The department will update the Board once the new agreement is finalized and funding is secured.

**OPTIONS**

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

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

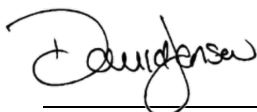
Staff recommends option 1.

**ATTACHMENT:**

- A. June 30th Financial Report
- B. 2023 Financial Forecast

This report has been prepared by: Jacqueline Dairon

Approved for Presentation



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Dave Jansen  
Chief Constable

## 3.2 Attachment A



# NEW WESTMINSTER POLICE DEPARTMENT BUDGET TO ACTUAL AS AT JUNE 30, 2023

	2023 Annual Budget	YTD Budget	Actual June 30, 2023	Budget to Actual Variance
<b>Salaries and Benefits</b>	30,154,201	15,077,095	14,395,435	681,660
<b>Contracts Services</b>	3,705,387	1,815,639	1,834,762	(19,123)
<b>Education and Training</b>	593,500	296,750	459,592	(162,842)
<b>General Office</b>	1,000,120	490,006	482,810	7,196
<b>General Administration</b>	277,700	136,278	108,944	27,334
<b>Operational Equipment</b>	486,980	238,662	289,649	(50,987)
<b>Other Costs</b>	361,056	176,917	168,095	8,822
<b>Total Operating Expenditures</b>	<b>36,578,944</b>	<b>18,231,347</b>	<b>17,739,286</b>	<b>492,061</b>
<b>Sale of Services</b>	(6,062,800)	(2,971,822)	(3,060,203)	88,381
<b>Grants from Other Governments</b>	(1,711,100)	(1,425,524)	(1,497,396)	71,872
<b>Other Revenue</b>	(22,500)	(11,025)	(14,870)	3,845
<b>Total Revenues</b>	<b>(7,796,400)</b>	<b>(4,408,371)</b>	<b>(4,572,469)</b>	<b>164,098</b>
<b>NET EXPENDITURES</b>	<b>28,782,544</b>	<b>13,822,976</b>	<b>13,166,817</b>	<b>656,159</b>
City Special Event Recovery	105,000	52,500	-	52,500
Amortization	687,000	336,630	343,500	(6,870)
<b>Reconciled Net Operating Expenditures</b>	<b>29,574,544</b>	<b>14,212,106</b>	<b>13,510,317</b>	<b>701,789</b>

## 3.2 Attachment B



## NEW WESTMINSTER POLICE DEPARTMENT 2023 FINANCIAL FORECAST AS AT JUNE 30, 2023

	2023 Annual Budget	YTD Budget	Actual June 30, 2023	2023 Remaining Estimates	Total 2023 Forecast	Budget to Forecast Variance
<b>Salaries and Benefits</b>						
Salaries Police	18,788,791	9,393,930	8,546,492	9,827,849	18,374,341	414,450
Salaries Clerical	2,750,670	1,375,334	993,321	1,382,000	2,375,321	375,349
Auxiliary Salaries	341,000	170,496	164,851	202,900	367,751	(26,751)
Overtime Police	1,628,340	814,166	819,810	885,395	1,705,205	(76,865)
Overtime Clerical	103,000	51,504	68,186	73,641	141,827	(38,827)
Overtime ICBC	21,200	10,600	5,835	6,302	12,137	9,063
Overtime Movies	115,000	57,500	16,880	18,231	35,111	79,889
Benefits Police	5,102,000	2,551,000	2,758,658	2,555,241	5,313,899	(211,899)
Benefits Clerical	854,100	427,053	362,440	475,470	837,910	16,190
Employer Health Tax	450,100	225,512	206,248	241,728	447,976	2,124
Estimate for Cost Increases	-	-	452,713	-	452,713	(452,713)
<b>Total Salaries and Benefits</b>	<b>30,154,201</b>	<b>15,077,095</b>	<b>14,395,435</b>	<b>15,668,757</b>	<b>30,064,192</b>	<b>90,009</b>
<b>Contracts Services</b>						
Services from Other Departments	36,225	17,750	6,949	15,000	21,949	14,276
Transcription Costs	41,400	20,286	19,667	24,667	44,334	(2,934)
Op Services - 3rd Party	3,292,762	1,613,453	1,672,445	1,755,299	3,429,813	(134,982)
Prisoner Custodial Services	335,000	164,150	135,702	189,982	325,684	9,316
<b>Total Contracts Services</b>	<b>3,705,387</b>	<b>1,815,639</b>	<b>1,834,762</b>	<b>1,984,948</b>	<b>3,821,779</b>	<b>(114,323)</b>
<b>Education and Training</b>						
Education and Training	365,500	182,750	262,232	160,000	422,232	(56,732)
Conferences and Seminars	75,000	37,500	57,686	27,000	84,686	(9,686)
Dues and Membership Fees	11,500	5,750	7,357	5,000	12,357	(857)
Subscription and Reference	11,500	5,750	4,651	4,500	9,151	2,349
Employee Services	25,000	12,500	8,544	15,000	23,544	1,456
Recruitment	100,000	50,000	119,123	119,123	238,245	(138,245)
Service Excellence	5,000	2,500	-	5,000	5,000	-
<b>Total Education and Training</b>	<b>593,500</b>	<b>296,750</b>	<b>459,592</b>	<b>335,623</b>	<b>795,215</b>	<b>(201,715)</b>
<b>General Office</b>						
Office Supplies	56,925	27,846	19,553	19,553	39,105	17,820
Printing and Forms	15,525	7,607	7,000	7,000	14,000	1,525
Business Lines	18,630	9,130	6,444	7,733	14,177	4,453
Cellular	119,025	58,322	60,039	60,039	120,077	(1,052)
Equipment and Furniture	36,225	17,750	5,134	24,000	29,134	7,091
Computer Equipment	173,340	62,887	13,841	16,159	30,000	143,340
Computer Operating Costs	138,195	67,713	55,874	77,126	133,000	5,195
System Usage Fee	382,950	209,695	299,943	219,057	519,000	(136,050)
Office Operating Costs	20,700	10,143	2,761	3,865	6,625	14,075
Records Management	10,350	5,071	3,416	4,782	8,197	2,153
Courier and Delivery	7,245	3,548	3,822	3,822	7,645	(400)
Postage	5,485	2,687	1,902	1,902	3,803	1,682
Advertising and Promotion	15,525	7,607	3,082	12,000	15,082	443
<b>Total General Office</b>	<b>1,000,120</b>	<b>490,006</b>	<b>482,810</b>	<b>457,037</b>	<b>939,847</b>	<b>60,273</b>
<b>General Administration</b>						
Unscheduled Maintenance	40,365	19,779	3,760	10,000	13,760	26,605
Security Systems	20,700	10,143	8,589	8,380	16,969	3,731
Consultants and Studies	122,450	60,207	15,440	108,000	123,440	(990)
Legal	72,450	35,500	80,042	80,042	160,084	(87,634)
Volunteer and Community Engagement	20,183	9,887	566	19,500	20,066	117
Bank Charges	1,552	762	546	546	1,092	460
<b>Total General Administration</b>	<b>277,700</b>	<b>136,278</b>	<b>108,944</b>	<b>226,468</b>	<b>335,412</b>	<b>(57,712)</b>



## NEW WESTMINSTER POLICE DEPARTMENT 2023 FINANCIAL FORECAST AS AT JUNE 30, 2023

	2023 Annual Budget	YTD Budget	Actual June 30, 2023	2023 Remaining Estimates	Total 2023 Forecast	Budget to Forecast Variance
<b>Operational Equipment</b>						
Equipment Operating Costs	26,910	13,185	8,500	14,399	22,899	4,011
Radio Communications	310,500	152,145	151,368	150,396	301,764	8,736
Photographic	10,350	5,071	6,992	3,300	10,292	58
Firearms	62,100	30,429	49,414	21,000	70,414	(8,314)
Operational Costs - Other	77,120	37,832	73,375	55,000	128,375	(51,255)
<b>Total Operational Equipment</b>	<b>486,980</b>	<b>238,662</b>	<b>289,649</b>	<b>244,095</b>	<b>533,744</b>	<b>(46,764)</b>
<b>Other Costs</b>						
Appreciation and Hospitality	13,868	6,797	683	13,000	13,683	185
Other Grants and Donations	30,000	14,700	29,718	7,500	37,218	(7,218)
Special Investigations	25,875	12,678	2,845	10,000	12,845	13,030
Clothing Allowance	58,613	28,720	30,408	30,408	60,817	(2,204)
Clothing Issue	175,775	86,129	86,337	85,000	171,337	4,438
Laundry	56,925	27,893	18,103	25,345	43,448	13,477
<b>Total Other Costs</b>	<b>361,056</b>	<b>176,917</b>	<b>168,095</b>	<b>171,253</b>	<b>339,348</b>	<b>21,708</b>
<b>Total Operating Expenditures</b>	<b>36,578,944</b>	<b>18,231,347</b>	<b>17,739,286</b>	<b>19,088,181</b>	<b>36,829,536</b>	<b>(248,523)</b>
<b>Revenues</b>						
<b>Sale of Services</b>						
Custodial Services	(35,000)	(17,150)	(17,311)	(17,689)	(35,000)	-
Other Sales of Services	(160,000)	(78,400)	(163,113)	(101,887)	(265,000)	105,000
3rd Party Cost Recovery Charge	(5,762,800)	(2,823,772)	(2,879,780)	(2,926,220)	(5,806,000)	43,200
City Special Event Recovery	(105,000)	(52,500)	-	(105,000)	(105,000)	-
<b>Sale of Services</b>	<b>(6,062,800)</b>	<b>(2,971,822)</b>	<b>(3,060,203)</b>	<b>(3,150,797)</b>	<b>(6,211,000)</b>	<b>148,200</b>
<b>Grants from Other Governments</b>						
Grants - Revenue Sharing	(1,711,100)	(1,425,524)	(1,497,396)	(342,604)	(1,840,000)	128,900
<b>Grants from Other Governments</b>	<b>(1,711,100)</b>	<b>(1,425,524)</b>	<b>(1,497,396)</b>	<b>(342,604)</b>	<b>(1,840,000)</b>	<b>128,900</b>
<b>Other Revenue</b>						
False Alarm Fines	(12,500)	(6,125)	(11,900)	(6,375)	(18,275)	5,775
Auction Proceeds	(10,000)	(4,900)	(2,970)	(7,030)	(10,000)	0
<b>Other Revenue</b>	<b>(22,500)</b>	<b>(11,025)</b>	<b>(14,870)</b>	<b>(13,405)</b>	<b>(28,275)</b>	<b>5,775</b>
<b>Total Revenues</b>	<b>(7,796,400)</b>	<b>(4,408,371)</b>	<b>(4,572,469)</b>	<b>(3,506,806)</b>	<b>(8,079,275)</b>	<b>282,875</b>
<b>Net Operating Expenditures</b>	<b>28,782,544</b>	<b>13,822,976</b>	<b>13,166,817</b>	<b>15,581,375</b>	<b>28,750,261</b>	<b>34,352</b>
City Special Event Recovery	105,000	52,500	-	105,000	105,000	-
Amortization	687,000	336,630	343,500	350,370	693,870	(6,870)
<b>Reconciled Net Operating Expenditures</b>	<b>29,574,544</b>	<b>14,212,106</b>	<b>13,510,317</b>	<b>16,036,745</b>	<b>29,549,131</b>	<b>25,413</b>